

# Organizational Structure & Analysis



Overland Park, Kansas

*In association with*

G & H Consulting, LLC

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## Executive Summary

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The overall purpose of this study is to determine if the current organization of the Cape Fear Public Transportation Authority (CFPTA; doing business as *Wave Transit*) is appropriately structured and that the division of duties between the authority and its operations management contractor (PTM) are properly apportioned. Further, the study is to establish salary ranges for key CFPTA positions that are comparable to similar positions in similar agencies. This study only focuses on selected authority and contractor management positions.

Since the formation of the CFPTA five years ago it is an appropriate time to review CFPTA's organizational structure. Further, in an effort to be competitive with other local units of government in attracting and retaining high quality employees, the agency needs to also review the level and type of compensation provided its employees.

This study:

- Reviews the current organizational structure of CFPTA
- Evaluates alternative structures
- Recommends a new structure.
- Presents the results of a salary survey from among CFPTA peers.
- Makes recommendations regarding new salary ranges.

Wave Transit serves the Wilmington, North Carolina area which is home to 180,000 residents and encompasses a service area of nearly 200 square miles. CFPTA was formed in 2004 through the merger of the Wilmington Transit Authority and the New Hanover County Transportation System. Wave directly operates 61 vehicles with an annual budget of about \$6.8 million. Wave operates both fixed route and paratransit service. The agency has two basic groups of employees. The first group consists of direct employees of the Authority with the second group representing employees of a private contractor.

### Observations and Findings about Wave Transit

- *Wave is a lean organization*—virtually all people interviewed and the 2008 First Transit study agree on this point. The question is whether it is too lean and affects Wave performance or holds the agency back. This study is limited in being able to address this issue, however, these additional points are made:
  - There is some concern about staff burnout and turnover, especially on the Authority staff. Constant turnover on the Authority staff puts more pressure on the remaining staff to perform as well as puts the agency into the hands of people who are constantly learning Wave's operating environment. Organizations benefit from a degree of staff stability.

- Inexperienced yet dedicated staff. With the exception of the executive director, Authority staff has limited transit experience and in some cases limited work experience.
- *PTM has performance issues.* This is not a revelation as Wave has been struggling with an underperforming contractor for a year.
  - It does not appear as though performance issues have not been fully addressed.
    - Current benefit withholding amounts are being addressed but it remains to be seen if PTM will fall back. Without a good payroll/accounting person on the PTM staff the finance director reports that good recordkeeping still appears to be lacking.
  - Not clear what Veolia is doing. Veolia would appear to be a large enough and sophisticated organization to support the Wilmington operation.
- *Good People caught in a Bad Structure?* It is not certain if there is a fundamental flaw in the “business model” under which Wave operates. Under state law, a management relationship of some kind is needed to avoid a union within a public agency. Optimizing accountability and performance are the goals of any organization and it is not certain if the mechanisms are in place to do this.

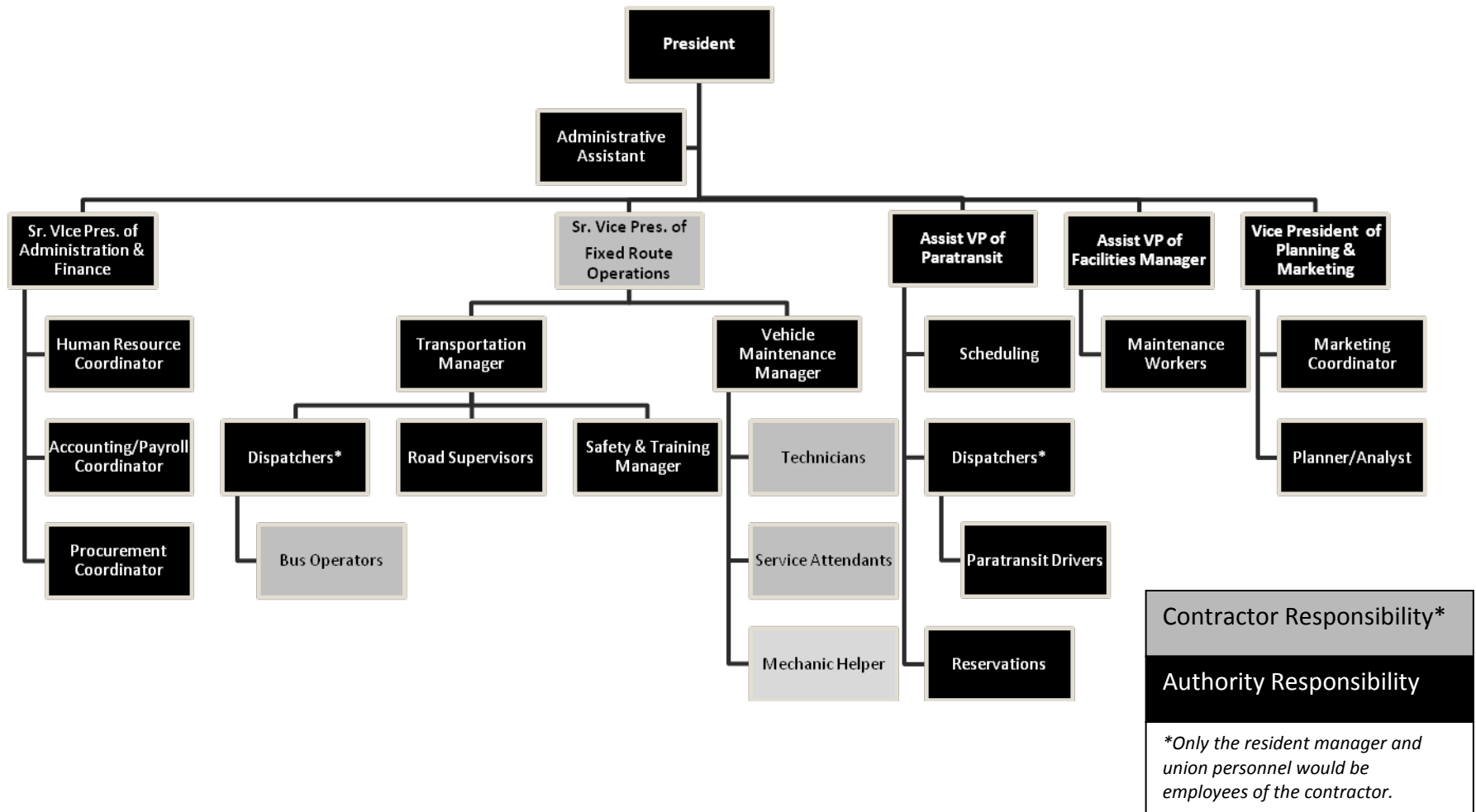
In reviewing both the labor and management agreements, it does not appear that the management contractor has incentive to negotiate a tight labor agreement or to stay within an operating budget. While there are performance standards under the PTM contract, it is uncertain how they are devised to ensure that the Authority gets the best “deal” with the union and that the day-to-day operations are appropriately economical. It is beyond the scope of this study to determine if PTM personnel are in fact less than frugal.

### Recommended Organizational Structure

The recommended organizational structure minimizes the role of the management contractor to only managing the fixed route operation. All other functions would be managed directly by the Authority. Further, with the exception of the resident manager (Director of Fixed Route Operations) and union employees, all employees within the fixed route operation would also be employees of the Authority. Figure X- 1 shows this structure.

Table X- 1 summarizes key positions within this recommended structure. Appendix A of this report provides job descriptions for these positions except for Dispatcher and Road Supervisor.

Figure X- 1: Recommended Organizational Structure



**Table X- 1: Key Positions for Recommended Organization**

<b>Position</b>	<b>Basic Scope of Duties</b>
<b>President</b>	Chief executive officer of the transit system reporting directly to a governing board or senior municipal official.
<b>Sr. Vice Pres. of Finance and Administration</b>	Chief Financial Officer of the agency and encompassing human resources, accounting, payroll, and procurement. Also manages grants.
<b>Accounting/Payroll Coordinator</b>	Senior level accounting clerk handling accounts receivable, payables, and payroll processes. This can be divided among two or more positions.
<b>Human Resource Coordinator</b>	Responsible for recordkeeping regarding employees as well as ensuring legal compliance with respect to hiring and termination of employees.
<b>Procurement Coordinator</b>	Responsible for acquiring goods and services for the agency. Oversees the vehicle maintenance parts inventory.
<b>Sr. Vice Pres. of Fixed Route Operations</b>	Encompassing the supervision of bus operators, vehicle mechanics and service workers, as well as management personnel including dispatchers, road supervisors, and safety/training manager. If your agency combines fixed route and paratransit under the same department that description would work for us as well.
<b>Dispatcher</b>	Ensures run assignments are put on the street; maintains radio communication with vehicles on the road as well as handle problems that might arise. Such personnel may handle fixed route and paratransit operations. Assists in preparation of service scheduling.
<b>Road Supervisor</b>	Observes operations on the street including driving skills of bus operators; resolves problems occurring on the street with service and manages accident scenes. Investigates customer complaints.
<b>Safety &amp; Training Manager</b>	Responsible for training and re-training of bus operators (including paratransit drivers); investigating accidents;
<b>Transportation Manager</b>	Oversees dispatchers, road supervisors, safety & training manager. Prepares vehicle operating schedules.
<b>Vehicle Maintenance Manager</b>	Oversees vehicle mechanics, service attendants, and similar personnel in the repair and maintenance of revenue and service vehicles.
<b>Vice Pres. of Planning &amp; Marketing</b>	Departmental function involving the conduct of marketing and planning. This can be divided among two or more positions.
<b>Assist VP of Facility Maintenance</b>	Responsible for maintaining and repairing the agency's buildings and passenger amenities (i.e., shelters, benches, and bus stops).
<b>Assist VP of Paratransit</b>	Departmental function involving the provision of paratransit service on the street. Oversees order taking, scheduling, certifications, and dispatching.

## Salary Survey

Eleven transit systems considered peers of Wave Transit were contacted to obtain salary information for similar positions. The systems were selected as peers if they were located in the southeast US, were of similar size to CFPTA, the cost of living of the community was similar to Wilmington, NC, and the communities had some or all of the same characteristics as Wilmington (that is, located in a coastal area, have a significant university presence, and were possible tourism destinations). Out of these 11 requests, seven systems responded. For three of the systems that did not respond, their salary information was obtained from the *2009 Public Transportation Management Compensation Report* prepared by the American Public Transportation Association. Thus, out of 11 peer systems, information from ten systems was

obtained. No information for the Blacksburg, Virginia system was obtained. Table X- 2 shows the results of this survey.

**Table X- 2: Results of Peer Salary Survey**

Position	Wilmington NC Actual	Peer Survey Averages* Salary Range		
		Low	High	Actual
President	\$ 84,150	\$ 61,054	\$ 102,589	\$ 90,194
Sr. Vice Pres. of Finance and Administration	\$ 56,021	\$ 40,890	\$ 55,963	\$ 47,484
Accounting/Payroll Coordinator	none	\$ 30,334	\$ 44,526	\$ 32,518
Human Resource Coordinator	\$ 30,000	\$ 37,544	\$ 52,177	\$ 52,328
Procurement Coordinator	\$ 26,000	\$ 34,066	\$ 53,140	N/A
Sr. Vice Pres of Fixed Route Operations	\$ 65,000	\$ 41,862	\$ 60,920	\$ 46,770
Dispatcher	\$ 27,000	\$ 31,330	\$ 41,532	\$ 37,875
Road Supervisor	none	\$ 33,480	\$ 43,310	\$ 36,143
Safety & Training Manager	none	\$ 30,414	\$ 39,643	\$ 42,858
Transportation Manager	\$ 43,014	\$ 34,494	\$ 50,138	\$ 52,238
Vehicle Maintenance Manager	\$ 43,000	\$ 44,587	\$ 64,947	\$ 57,199
Vice President of Planning & Marketing	\$ 58,000	\$ 41,700	\$ 68,896	\$ 52,130
Assist. VP of Facility Management	none	\$ 37,166	\$ 56,071	N/A
Assist. VP of Paratransit	\$ 41,210	\$ 32,941	\$ 50,546	\$ 43,175
* Averages from both salary survey and APTA's 2009 Public Transportation Management Compensation Report				

### Recommended Salary Ranges

Table X- 3 show data gathered for the Wilmington area from the North Carolina Employment Commission as well as the recommended ranges based the peer survey.



**Table X- 3: Recommended Salary Ranges**

Position	Wilmington NC Actual	Peer Survey Averages* Salary Range			NC Employment Commission Wilmington MSA (June 2009)			Recommended Ranges		
		Low	High	Actual	Entry	Experienced	Average	Low	High	Mid
President	\$ 84,150	\$ 61,054	\$ 102,589	\$ 90,194	\$ 53,768	\$ 123,947	\$ 100,547	\$ 60,000	\$ 120,000	\$ 90,000
Sr. Vice Pres. of Finance and Administration	\$ 56,021	\$ 40,890	\$ 55,963	\$ 47,484	\$ 55,931	\$ 105,664	\$ 89,086	\$ 50,000	\$ 80,000	\$ 60,000
Accounting/Payroll Coordinator	none	\$ 30,334	\$ 44,526	\$ 32,518	\$ 21,258	\$ 36,171	\$ 31,200	\$ 30,000	\$ 50,000	\$ 32,000
Human Resource Coordinator	\$ 30,000	\$ 37,544	\$ 52,177	\$ 52,328	\$ 36,358	\$ 65,437	\$ 55,744	\$ 35,000	\$ 55,000	\$ 45,000
Procurement Coordinator	\$ 26,000	\$ 34,066	\$ 53,140	N/A	\$ 35,838	\$ 57,782	\$ 50,461	\$ 30,000	\$ 50,000	\$ 40,000
Sr. Vice Pres of Fixed Route Operations	\$ 65,000	\$ 41,862	\$ 60,920	\$ 46,770	\$ 45,739	\$ 85,675	\$ 72,363	\$ 50,000	\$ 80,000	\$ 65,000
Dispatcher	\$ 27,000	\$ 31,330	\$ 41,532	\$ 37,875	\$ 24,606	\$ 41,163	\$ 35,651	\$ 25,000	\$ 45,000	\$ 28,000
Road Supervisor	none	\$ 33,480	\$ 43,310	\$ 36,143	\$ 34,403	\$ 58,968	\$ 50,773	\$ 25,000	\$ 50,000	\$ 30,000
Safety & Training Manager	none	\$ 30,414	\$ 39,643	\$ 42,858	\$ 38,293	\$ 56,826	\$ 50,648	\$ 35,000	\$ 55,000	\$ 45,000
Transportation Manager	\$ 43,014	\$ 34,494	\$ 50,138	\$ 52,238	\$ 39,624	\$ 67,205	\$ 58,011	\$ 40,000	\$ 60,000	\$ 50,000
Vehicle Maintenance Manager	\$ 43,000	\$ 44,587	\$ 64,947	\$ 57,199	\$ 39,624	\$ 67,205	\$ 58,011	\$ 45,000	\$ 65,000	\$ 50,000
Vice President of Planning & Marketing	\$ 58,000	\$ 41,700	\$ 68,896	\$ 52,130	\$ 70,762	\$ 125,715	\$ 107,411	\$ 40,000	\$ 80,000	\$ 60,000
Assist. VP of Facility Management	none	\$ 37,166	\$ 56,071	N/A	\$ 30,472	\$ 48,381	\$ 42,411	\$ 35,000	\$ 60,000	\$ 45,000
Assist. VP of Paratransit	\$ 41,210	\$ 32,941	\$ 50,546	\$ 43,175	\$ 39,624	\$ 67,205	\$ 58,011	\$ 40,000	\$ 60,000	\$ 50,000

\* Averages from both salary survey and APTA's 2009 Public Transportation Management Compensation Report

## Next Steps

- *Review work loads*—this study only reviewed staffing levels on a general level. A more thorough analysis is needed to fine tuning staffing levels.
- *Review personnel in current positions* and make sure their qualifications line up with job descriptions of the new and/or up-graded positions.
- *Examine budgetary impact and strategize as to when the positions are brought on line.* Some positions, namely the paratransit and fixed route dispatchers, are recommended to be combined. This may not be feasible until the new operations center is constructed. In the meantime, cross training options should be explored.

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## Section 1: Introduction

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The overall purpose of this study is to determine if the current organization of the Cape Fear Public Transportation Authority (CFPTA; doing business as *Wave Transit*) is appropriately structured and that the division of duties between the authority and its operations management contractor (PTM) are properly apportioned. Further, the study is to establish salary ranges for key CFPTA positions that are comparable to similar positions in similar agencies. This study will only focus on selected authority and contractor management positions.

Since the formation of the CFPTA five years ago it is now an appropriate time to review CFPTA's organizational structure. Further, in an effort to be competitive with other local units of government in attracting and retaining high quality employees, the agency needs to also review the level and type of compensation provided its employees.

This report:

- Reviews the current organizational structure of CFPTA
- Evaluates alternative structures
- Recommends a new structure.
- Presents the results of a salary survey from among CFPTA peers.
- Makes recommendations regarding new salary ranges.

### 1.1 About CFPTA

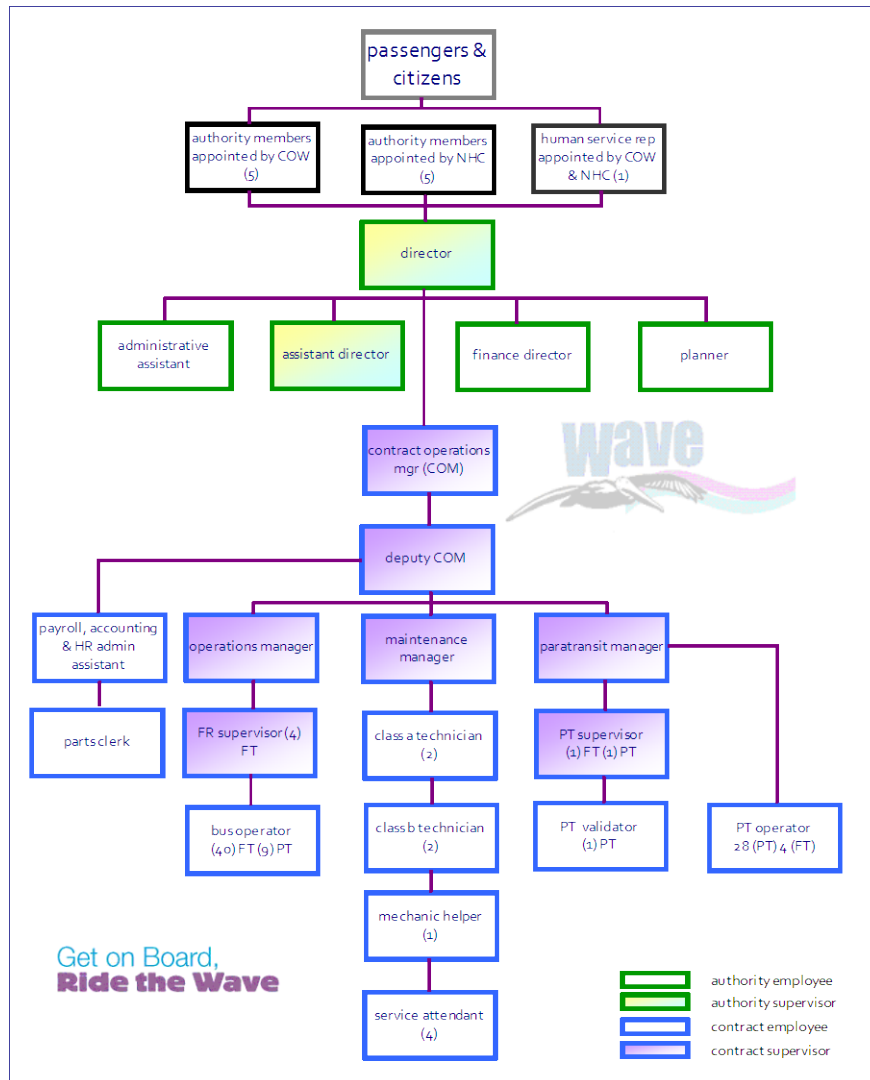
Wave Transit serves the Wilmington, North Carolina area which is home to 180,000 residents and encompasses a service area of nearly 200 square miles. CFPTA was formed in 2004 through the merger of the Wilmington Transit Authority and the New Hanover County Transportation System. Wave directly operates 61 vehicles with an annual budget of about \$6.8 million. Wave operates both fixed route and paratransit service. As seen Figure 1, Wave Transit has two basic groups of employees. The first group consists of direct employees of the Authority with the second group representing employees of a private contractor.

Stemming from the days of private ownership, the bulk of US transit system employees are typically represented by a union. This occurred when local governments assumed control over failing private systems in the 1960s and 1970s using federal funds. That funding required that the condition of system employees not be affect because of public ownership. This is happened in Wilmington as well.

As North Carolina state law (NCGS § 95-98) prohibits public agencies from entering into collective bargaining agreements, the operating portion of the authority is contracted through PTM, a private firm and a division of Chicago based Veolia Transportation. The PTM contract provides only a resident contract manager who over sees other operating personnel. These

personnel, composed of union and non-union employees, are in turn employees of PTM of Wilmington which is a subsidiary of PTM. In this manner, the union agreement is with a private firm and not the governmental agency. Wave pays for employees' wages and benefits as well as other operating expenses. Wave also compensates PTM for the resident contract manager.

**Figure 1: Current CFPTA Organization Chart**



Source: Cape Fear Public Transportation Authority

Wave Transit currently operates out of two facilities. The first facility is located at 1110 Castle Street in Wilmington and is where the fixed route fleet is based and maintained. Wave's executive director is also located at the facility. A second facility located at the New Hanover County Fleet Maintenance Complex in Wilmington houses the remaining authority staff including the paratransit staff.

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## **Section 2:                   Review of the Current Organization and Personnel**

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This section documents findings from initial data collection associated with this study. This section presents various background information collected as part of the review of the current Wave organization. This data collection included:

- Review of background materials supplied by CFPTA
- Telephone interviews with CFPTA staff
- Telephone interviews with PTM staff

### **2.1     Background Document Review**

Five basic documents were supplied to TJR Advisors and were reviewed for background purposes. These documents include:

- Quarterly Professional Transit Management Reports
- PTM/CFPTA Management Agreement
- First Transit Management Organization Analysis (January 2008)
- Labor Agreement with ATU Local 1328
- Current CFPTA Job Descriptions

#### **2.1.1   Quarterly Reports**

A report is prepared each quarter by CFPTA staff to document and inform PTM of outstanding issues. Four reports, representing the first year of the management contract document growing dissatisfaction with the performance of PTM. The most recent of these reports indicate that the resident contract operations manager had been changed at the request of Wave.

Among the issues that frequently cited in the reports:

- Over reliance of the PTM staff on Authority staff for administrative support.
- Human resource area weak in that required benefit withholdings not being made.
- Vehicle maintenance issues
- Indication that previous management firm (First Transit) had problems as well.

#### **2.1.2   PTM/CFPTA Management Agreement**

The management agreement between CFPTA and its contractor PTM stipulates the scope of work, personnel to be assigned to Wilmington, the relationship between PTM and the union employees, as well as compensation levels. Further, clauses for penalties and incentives pertaining to adherence to performance measures were included and subject to later negotiation. The performance measures examples given in the contract relate to the operational, maintenance, and safety related aspects of the transit service.

### **2.1.3 First Transit Organizational Analysis**

In January of 2008 First Transit, the prior management firm for Wave, prepared an analysis of the Wave organization. It is not clear what prompted the analysis though it was at the initiative of First Transit.

The analysis described the then current organization, alternative organizational layouts, and cost to implement the recommended alternative as well as job descriptions for the new positions.

The analysis cited a number of issues with the then current organizational structure:

- Overlapping functions
- Little or no street supervision/performance monitoring
- Lack of clear accountability among positions
- People involved in areas not their strict responsibility including:
  - General Manager responsible for fare box maintenance because no one else can do it.
  - The paratransit function acts as an autonomous, separate business unit.
  - Road supervisors make road calls because of an insufficient number of mechanics have CDLs.
  - Administrative assistant and parts clerk do dispatching while assigned dispatchers are counting fares.
  - Operations supervisors doing mostly administrative work.<sup>1</sup>

The recommended structure would require 12 new positions and cost about \$437,000 annually.

### **2.1.4 Labor Agreement with ATU Local 1328**

The labor agreement between ATU Local 1328 and the contract management firm appears to be fairly standard in that it:

- Recognizes the Union for bus operators and mechanics.
- Recognizes management rights
- Stipulates layover and recall procedures
- Specifies pay and benefits for operators and mechanics.
- Establishes a grievance and arbitration procedure.

The current agreement expires June 30, 2010. One area of note is the wage progression of the bus operators. During the first three years of employment, operators are given raises of less than \$0.50 per hour. However, after three years, the rate jumps (for July 1, 2009) by \$3.40 per hour or about a 20 percent increase.

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<sup>1</sup> *Organizational Analysis*, First Transit, January 2008, page 8.

### **2.1.5 Job Descriptions**

The job descriptions for the following positions were reviewed and, in some cases, later discussed with the incumbents as part of the staff interviews below:

- Director (Executive Director)
- Assistant Director
- Finance Director
- Planner
- Finance, Planning and Human Resource Analyst
- Dispatcher
- Administrative Assistant
- Bus Operator

## **2.2 Staff Interviews**

As part of this study, both Authority and PTM management employees were interviewed to determine their duties, backgrounds, as well as identify issues facing Wave Transit. As appropriate, the current job descriptions of the below personnel were also discussed to determine if they reflected actual duties. These employees were interviewed:

- Authority
  - Executive Director
  - Finance Director
  - Planner
- PTM
  - Contract Operations Manager (COM)
  - Deputy Contract Operations Manager (DCOM)

### **2.2.1 Authority Personnel**

Three members of the authority's management team were interviewed to gain their perspective on the CFPTA organization.

#### **Executive Director**

The interview with the Executive Director was far more ranging than with the other staff. In addition to determining his perspective on the organization, the overall direction and goals of the organization were also discussed.

#### **Future Funding and System Expansion Opportunities**

The North Carolina General Assembly recently enacted two pieces of enabling legislation to allow local jurisdictions to impose fees and taxes to support public transit. The first act was to allow local systems to impose up to a \$7 fee on automobiles registered in the New Hanover County. This fee can be charged without a voter approval. The second act authorized local jurisdictions to hold a referendum to allow voters to decide the imposition of a ¼ cent sales tax for transit.

The auto registration fee will enable CFPTA to add some staff, additional service, and establish a capital reserve account.

The sales tax, which CFPTA does not intend on pursuing in the short term, will require voter approval. CFPTA will need broad community consensus through a service plan to successfully mount a tax campaign. If successful, however, a ¼ cent sales tax would effectively double the current CFPTA budget.

Despite the prospect of new revenue sources, CFPTA is expected to only grow moderately for the foreseeable future.

### Community Issues

As transit systems exist for the benefit of the entire community, it is often desirable to gauge community issues for their transit undercurrents. Some of the broader issues facing the area include:

- *Issue:* The two bridges crossing Cape Fear River and connecting Brunswick County with New Hanover County is often congested and the cost to improve the bridge, an estimated \$1.1 billion, is seen as challenging in the current economy. *Transit connection:* in lieu of a bridge expansion, can transit provide congestion relief?
- *Issue:* As University of North Carolina—Wilmington (UNCW) is continuing to grow with ever increasing enrollment, the university does not wish to build more parking. CFPTA now provides park and ride shuttle service under contract to UNCW. With increased demand for shuttle services, an opportunity exists to increase CFPTA service. About 20 to 25% of CFPTA's ridership is directly due to the university. The Executive Director thinks more students are probably riding the regular service as well. The students are charged a mandatory transportation fee part of which goes to CFPTA under a service contract. *Transit connection:* Can CFPTA expand services to better support the university and would the university ultimately support either a ¼ cent tax or a more robust student transit pass?
- *Issue:* Growth in New Hanover County is being moderated by increases in housing prices forcing people to locate in Brunswick County. *Transit connection:* Can CFPTA develop services to either stem to out flow of people or improve transportation connections between the two counties?

### Organizational Issues

The Executive Director sees the following issues as challenging the CFPTA organization:

- *Safety and Training Manager* position is needed as CFPTA grows larger and the need for an employee dedicated to that position becomes critical. On-street accident rates and



insurance costs are within typical levels though workers' compensation claims have been increasingly expensive (more costly than liability insurance).

- *Appropriate level of oversight of PTM is an issue.* For example, recent human resource administrative problems encountered by PTM (e.g., insufficient withholding of employee benefit contributions) has caused CFPTA to be more watchful over PTM activities, back checking some of their work. PTM does not appear to have financial expertise, certainly not on the ground in Wilmington. There have been problems in PTM maintaining a checkbook and performing even basic reconciliations. CFPTA's finance director has been doing an unattainable amount time overseeing the work that PTM is contracted to do.
- *Absenteeism* among drivers is an issue that perhaps can be improved. So far pull outs have not been affected. However, a higher than needed extra board is maintained causing some additional expense.
- *CFPTA is a lean organization.* This prompts a need for cross training of staff with all members of the staff doing as well as managing work.
- *CFPTA needs to improve its capital program* to include an asset evaluation so capital needs are more predictable.
- *Make sure that the right person* with the right qualifications are assigned to each given job. Make sure that the organization develops in a systematic way.

### **Finance Director**

The Finance Director is a one-person department and does virtually all aspects of accounting including bookkeeping as well as higher level work such as preparing financial statements. She has a challenging time balancing these extremes as some of the more clerical aspects of her job cannot be readily postponed (such as processing Authority payroll and invoices). In addition, the lack of accounting capabilities of the management contractor, PTM, has caused the finance director to back check their activities further exacerbating a difficult work load. For example, she reviews all invoices incurred before paying them whereas in the previous transit management firm would process these at their corporate office. The director puts in a 40 hour week (four day work week) though she is available via phone on her off day. During audit and budget times of the year her weekly hours increase.

In overseeing the financial aspects associated with PTM, PTM is responsible for their own payroll process though their assigned staff is inexperienced. This is contrasted with previous firm which had very strong corporate support. Both the Authority and PTM now use PayCycle which is an Internet based payroll processing service.

### **Organizational Issues**

- The finance director would like to see the electronic fare box system generate reports regarding cash collected. Now the money is physically counted by two staff members (about 30 minutes of time). The funds are given to Loomis, a local armor car service, which deposits them into the bank.

- The fare collection for paratransit has a mixed of fare box use and drivers simply handling the money personally. Cathy says fare revenue is minimal as most agencies pay based on CFPTA invoicing each month.
- Audit findings consistently suggest better internal controls; CFPTA has too few people to address.
- Authority's administrative assistant is not trained or capable to help with on accounting issues. Most crucial to fill in on writing checks when the Finance Director is out.
- PTM is over reliant on CFPTA's finance director. She has backed off and it seems that PTM has not kept up administratively.
- Finance director has no direct reports.
- Finance director says she is highly protective of Authority funds; she would like to be more proactive in addressing issues before they become problems.

### **Planner**

The current planner has assumed some of the functions of the assistant director (AD) since the incumbent left WAVE a few months before. The assumption of these duties has been willingly done but has caused some strain.

### **Organizational Issues**

- Need for more administrative support. Help is needed in checking mail (especially checking for submitted paratransit certification requests), depositing checks, and returning customer phone calls.
- Cost of living in the Wilmington area is relatively high and it is difficult for WAVE staff to see the disparities in what other public employees are paid and not be attracted to other opportunities.
- WAVE staff is stretched thin. There is a need to do field checks, monitoring PTM, and bus stop schedule adherence checks.

#### **2.2.2 PTM Staff**

Two members of the PTM staff were interviewed to determine the actual duties performed by the management personnel under the PTM contract. In addition, the Contract Operations Manager (COM) was asked about general organizational issues.

### **Contract Operations Manager (COM)**

The COM was asked about the ideal qualifications and typical duties for six important positions under his charge. These positions are:

- Deputy COM
- Operations Manager
- Maintenance Manager
- Fixed Route Supervisor
- Payroll/Human Resource/Accounting Clerk
- Parts Clerk

According to the COM, the basic qualifications a person in his position include previous experience as a general manager of an operation at the scale of CFPTA and/or:

- 5 years experience as an assistant general manager (AGM), general manager of similar size system (where the person has full agency responsibilities).
- Education: Bachelor's degree either in management or public administration.

#### Deputy COM (DCOM)

The current DCOM needs more training in fixed route operations portion of the agency. As this training is accomplished, he should be in a position to assume greater responsibilities. There are some obstacles to moving forward with this training including the current need to focus on day-to-day work on the paratransit operation.

#### Operations Manager

The COM thinks the operations manager should have these qualifications:

- Good written and oral communication skills
- Bachelor degree preferred; Associate degree acceptable; major in management.
- Ideally, training in APTA's leadership development program.
- 5 years progressively responsible experience.

Typical duties:

- Lead person on safety absent a dedicated person to perform these functions.
- Manage bus operators and dispatchers
- Interact with operators
- Ensure bus operator training is completed
- Accident investigation
- Completion of National Transit Database reports.
- Conduct training of new operators (DCOM as that person is now certified as a trainer).

#### Maintenance Manager

Preferred qualifications for the position include:

- Should have come up through the ranks as a mechanic.
- Associate degree desirable; ASE certifications would be desirable.
- Four to five years experience with heavy equipment maintenance.
- Good written and oral communication skills.
- Demonstrated management skills
- Some experience with computer software.

The current maintenance manager is new to supervision and could benefit from supervisory training especially with respect to time management. Previously he was a lead mechanic and seems to have good knowledge of the vehicles as well as good people skills.

Fixed Route Supervisor (dispatch/road supervision)

Minimum qualifications:

- 2 to 3 years experience in fixed route operations
- Good written and oral communication skills.
- Computer skills

In Wilmington, much of the duties of the fixed route supervisor are dispatch related. While engaged in dispatching, the typical day consists of investigating customer complaints as well as typical duties in filling runs and maintaining radio contact with the bus operator while on the street. The COM thinks combining fixed route and paratransit dispatch would be too much since paratransit is very labor intensive.

For road supervisors (the COMs thinks one supervisor should be on the road at all times service is on the street) typical duties include responding to customer issues, accident scene investigation, and road observation (schedule adherence and bus operator driving).

Payroll/Human Resource/Accounting Clerk

This position will become strictly an HR clerk position. The need for a dedicated staff person for HR is needed since the operation has 100 employees.

Parts Clerk

The current clerk will be retiring. There has been some discussion about making this an Authority position. The job of the parts clerk is to inventory and track parts, ordering, communicating with vendors, and controls the issuance of parts.

Organizational Issues

- Human resource management needs improvement.
- Too many “chiefs” and not enough Indians (meaning insufficient lower level staff)
  - The COM thinks a floater administrative assistant could be helpful to support maintenance and operations. The person would need to be computer literate.
- Currently, difficult to meet compliance deadlines given lack of administrative support.
- Sees agency as a very lean organization.
- Veolia human resource person recently did a review of the HR functions in the operations/maintenance unit.

Deputy COM/Paratransit Manager

The DCOM generally oversees the paratransit operation (and due to a staff vacancy is also the paratransit manager) with the fixed route side of the house reporting to him in the absence of the COM. The DCOM (as is all other Authority staff except the executive director) is physically

located at New Hanover County's fleet maintenance facility on Division Street. The fixed route operation is on Castle Street.

As paratransit manager, has the following tasks:

- Oversees maintenance of vans. The vans are maintained by the County. As public safety vehicles get priority, Tom is often in a position to cajole the county maintenance department to keep the vehicles repaired and on the street. Tom estimates that 15 percent of his time is spent on vehicle maintenance. The county stores the vehicles (about 24 vans) though WAVE pays for labor and parts.
- Fare reconciliation. The evening dispatcher reviews manifests but also reconciles them with fares collected (tickets and cash). Proceeds are placed in a lockbox located in the office. About \$200 in cash is collected every two days (or \$100 per day). Tom has not seen any problems with cash collections matching manifests.
- Oversee drug and alcohol program. Maintains log, sees to testing, etc.
- Handles some human resource issues, lately addressing the insurance premium issues. He has been working with the HR analyst.
- Handles road supervision. This includes going to the scene of an accident, road observations and ride checks.
- Does passenger complaint investigations and counseling of operators.
- Driver training. Turnover about 17 to 20 percent annually.

Staff under the paratransit manager's area of responsibility:

- Paratransit Supervisor
  - Schedules trips
  - Lead supervisor in Tom's absence
  - Opening dispatcher (6am to about 2pm); checks for cancelled trips
- Road Supervisor
  - About 70 to 80 percent of time in the office taking calls, serving as evening dispatcher (1030am to 630pm) reconciles actual versus scheduled manifests and fare collection.
  - 20 to 30 percent of time goes on the road. Road observations, accident scene investigation.
- Validator –reconciles actual manifests with scheduled manifests. Works from about 830am to 430pm.

#### Basic Order taking/scheduling process

Health and Human Service (HHS) agencies (mainly with the county) make reservations and send to WAVE for scheduling. Rider/Clients will typically call the respective agency to make changes in trips. If the county can't be reached, calls go to WAVE. WAVE also gets "will calls" and cancels. Out of 300 daily trips scheduled, about 100 to 120 are cancelled or no showed. Peak call volumes are late morning (10am to 12noon) and mid afternoon (2pm to 4pm).

## 2.3 Observations and Findings

Based on the above interviews and review of documents, these observations about CFPTA's organization are offered:

- *Wave is a lean organization*—virtually all people interviewed and the 2008 First Transit study agree on this point. The question is whether it is too lean and affects Wave performance or holds the agency back. This study is limited in being able to address this issue, however, these additional points are made:
  - There is some concern about staff burnout and turnover, especially on the Authority staff. Constant turnover on the Authority staff puts more pressure on the remaining staff to perform as well as puts the agency into the hands of people who are constantly learning Wave's operating environment. Organizations benefit from a degree of staff stability.
  - Inexperienced yet dedicated staff. With the exception of the executive director, Authority staff has limited transit experience and in some cases limited work experience.
- *PTM has performance issues*. This is not a revelation as Wave has been struggling with an underperforming contractor for a year.
  - It does not appear as though performance issues have not been fully addressed.
    - Current benefit withholding amounts are being addressed but it remains to be seen if PTM will fall back. Without a good payroll/accounting person on the PTM staff the finance director reports that good recordkeeping still appears to be lacking.
  - Not clear what Veolia is doing. Veolia would appear to be a large enough and sophisticated organization to support the Wilmington operation.
- *Good People caught in a Bad Structure?* It is not certain if there is a fundamental flaw in the "business model" under which Wave operates. Under state law, a management relationship of some kind is needed to avoid a union within a public agency. Optimizing accountability and performance are the goals of any organization and it is not certain if the mechanisms are in place to do this.
  - In reviewing both the labor and management agreements, it does not appear that the management contractor has incentive to negotiate a tight labor agreement or to stay within an operating budget. While there are performance standards under the PTM contract, it is uncertain how they are devised to ensure that the Authority gets the best "deal" with the union and that the day-to-day operations are appropriately economical. It is beyond the scope of this study to determine if PTM personnel are in fact less than frugal.

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## Section 3: Organizational Structure Recommendations

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This section presents an analysis of organizational structures to address the issues presented in Section 2.3 earlier. This section then concludes with a recommended structure.

### 3.1 Organizational Options and Evaluation

Two of the three key findings (see page 12) addressing respectively accountability and contractor performance, relate to the structure of the organization. These three options are intended to address these structural related findings:

- Option A: Minimize Management Contractor Role
- Option B: Intermediate Management Contractor Role
- Option C: Maximize Management Contractor Role

As implied in the titles of the options, the role of the management contractor is the key differentiating variable in each option. As described earlier on page 1, because CFPTA is prohibited from entering into collective bargaining agreements, the agency is compelled to have a management contractor as part of its organization.<sup>2</sup> From its inception, including its predecessor agency (Wilmington Transit Authority), CFPTA has contracted with a transit management firm who in turn employs drivers and mechanics represented by a union. The firm has also employed front-line and middle level managers who, of course, are not represented by the union. The collective bargaining agreement is between the management contractor and the union. Under the current management contractor, PTM supplies only a resident manager to oversee the fixed route portion of the operation that utilizes the union driver and mechanics. In addition, the contractor is also assigned the paratransit operation which is not part of the collective bargaining agreement. All personnel under the management firm's scope of responsibility are employees of the firm.<sup>3</sup> For this service, CFPTA pays a management contract price which basically covers the salary of the resident manager as well as costs incurred by the management firm in supporting that manager. All other employee expenses (as well as all material related operating costs) are paid by the Authority. The management contract price includes cost of the resident manager, the manager's benefits and a profit or management fee. In the case of PTM, the first year contract value is just under \$168,000. The first year management fee breakdown is shown in Table 1.

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<sup>2</sup> A variation to the management contract would be for CFPTA to enter into an agreement with a firm to supply transportation services which would include labor, maintenance, and administrative costs.

<sup>3</sup> PTM has two subsidiaries at work in Wilmington. First, is the corporate PTM which employs the resident manager. The second subsidiary is PTM of Wilmington which employs everyone else at work under PTM scope of responsibility.

**Table 1: Contract Management Fee Breakdown (Initial Year)**

Item	Amount
Resident Manager Salary	\$65,000
Benefits	32,571
Management Fee	70,237
Total	\$167,808

Source: CFPTA

The purpose of Table 1 is to make the point that the relative economics for supplying a resident manager for a management contract are fairly low. When one considers that the same manager might be used by the firm in a larger operation, thus have a higher fee, the level of support and the experience level of the personnel assigned to the Wave operation is problematic. Wave has historically had inconsistent skill levels in its resident managers. Thus, the case of how much of the operation should be assigned to the management firm should be weighed in relation to how much of a premium Wave deems worthy in paying for the necessity to have the firm in its management structure. The options below explore this basic concept.

### **3.1.1 Organizational Options**

This presents the above three organizational options. To facilitate the presentation of the options, broad functional areas are used. That is, not all positions associated with the organizational options are shown. Specific positions will be defined later in this report. The functional areas are described in Table 2.

#### **Option A: Minimize Management Contractor Role**

Figure 2 (on page 16) presents this option which attempts to use the contractor as little as possible. In this capacity, the management contractor is strictly used to manage the core service which is the fixed route operation. The contractor would be responsible only for the staffing, training, and operation of the fixed route service. This would also include maintaining the vehicles. All support functions (including all payrolls within Administration & Finance, Customer & Service Development) would be the Authority's direct responsibility. Further, with the exception of the resident manager, all other management would also be employees of the Authority. However, the resident manager would still oversee the authority employees under his or her charge.



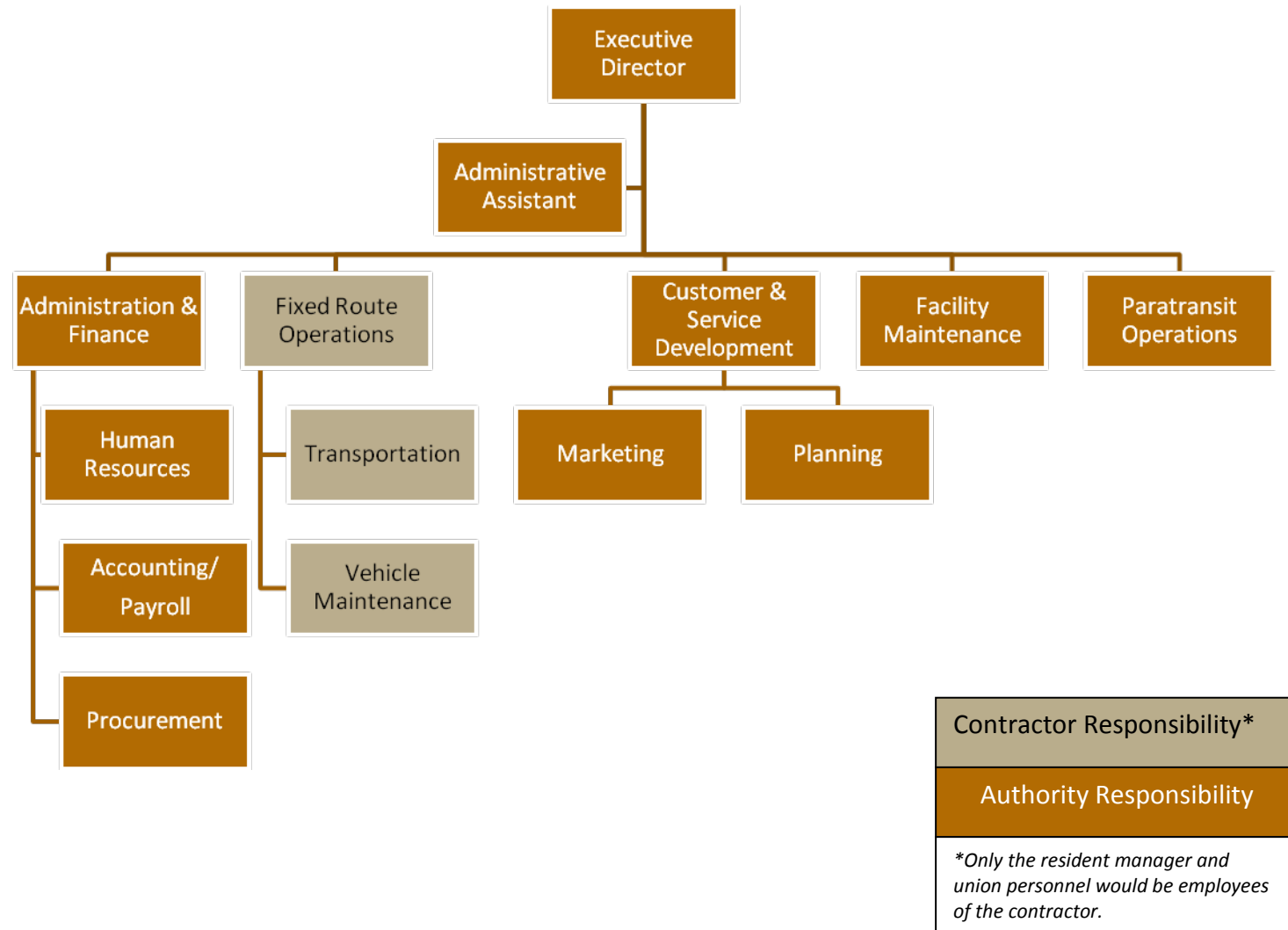
**Table 2: Description of Functional Areas**

Functional Area	General Scope of Responsibilities
Executive Director	Chief executive officer of the agency and is a singular position.
Administrative Assistant	Clerical position and is a singular position.
Administration & Finance	Departmental function involving supporting the rest of the agency.
Human Resources	Responsible for recordkeeping regarding employees as well as ensuring legal compliance with respect to hiring and termination of employees.
Accounting (with or without payroll)	Manages the financial recordkeeping and reporting for the agency. Can also include all payroll functions including those of the management contractor.
Procurement	Responsible for acquiring goods and services for the agency.
Operations	Departmental function involving the provision of service on the street.
Fixed Route Operations	Departmental function involving the provision of <i>fixed route</i> service on the street.
Paratransit Operations	Departmental function involving the provision of <i>demand response</i> service on the street.
Transportation	Responsible for bus operators, dispatch, road supervision, training.
Vehicle Maintenance	Responsible for maintaining and repairing fixed route buses and service vehicles.
Facilities Maintenance	Responsible for maintaining and repairing the Authority's buildings and passenger amenities (i.e., shelters, benches, and bus stops)
Operations Administration	Provides human resource and payroll services for the operations.
Customer & Service Development	Departmental function involving marketing and planning.
Marketing	Responsible for public information and promotion of Wave services.
Planning	Responsible for developing new services.

The advantages of Option A are:

- *Provides better potential for stability* of the management workforce and an opportunity to better retain institutional knowledge. Currently, all of the front line and middle management personnel are employees of the management contractor. While turnover in this group has not been reported as a problem, the prospect of changing management contractors (or the resident manager of the contractor) every few years raises the possibility of impacting the affected employees as well. Even if those subordinate employees stay with changes in contractors or resident managers every so often creates instability, a period of uncertainty and a learning curve as the new resident manager gets up to speed on the Authority's procedures and processes. By moving front line and middle managers to the Authority side of the organization creates a degree of permanency for those employees. Further, CFPTA is less subject to the consequences of resident managers who may not be up to the job.
- *Ensures that all matters of compliance are met.* With changes in management personnel, the prospect of missing compliance protocols is increased as new personnel may not be as knowledgeable in those regulations. To some degree this has already happened at CFPTA with the change to PTM in 2008.

Figure 2: Option A—Minimize Management Contractor Role



- *Reduces the need for back checking the management contractor* as is currently the case. With the change to PTM, Wave apparently lost significant administrative capabilities that were present with PTM's predecessor firm.
- *Reduces "us versus them."* From discussions with staff it is apparent that the PTM side of the house is distinctive from the Authority side. While some of this is necessary because of the collective bargaining agreement, it does create a kind of "house divided" mentality. It is not clear if this is a serious issue but human nature can work against the agency as it attempts to position itself for bigger and better things.

The disadvantages of Option A are:

- *It may be difficult to significantly reduce the current contractor management fee* thus CFPTA may have the same basic cost with fewer services being provided.
- It is unclear, but *there could be legal issues associated with the Authority managing the human resource and payroll functions for union employees* as well as employing front line and middle management personnel to direct such employees. While state law prohibits a unit of government from entering into collective bargaining agreements processing paperwork associated with those employees may challenge the "independent contractor" status of PTM. On the other hand, the separation of Authority and contractor responsibilities as is the case today is almost a paper distinction as the actual practice of running the agency does not appear to be materially different than if all staff were employees of the Authority. A good discussion with the Authority's legal counsel will be valuable to explore this issue. If an employment relationship proves problematic, then retaining PTM as the employer with administrative personnel reporting to Authority management maybe an acceptable variance. Finally, a third party benefit administrator may be yet other option though there would be a cost for such a service. Perhaps a third party administrator may be shared with either other North Carolina transit systems or other local governmental units.
- *Currently the management contractor retains some liability* for performing its duties. If the Authority takes over some of these duties, it loses that some of that protection. However, it is unclear how effective or practical that protection really is as the Authority is still liable for workers compensation and street accidents—which comprise the bulk of its liability exposure.

#### **Option B: Intermediate Management Contractor Role**

Figure 3 (on page 19) shows the intermediate option. This is similar to Option A except the paratransit operation would be included under the contractor. All support functions would fall under the Authority. Further, as with Option A, with the exception of the resident manager, all other management would also be employees of the Authority. However, the resident manager would still oversee the authority employees under his or her charge.

The advantages and disadvantages of this option are similar to those expressed for Option A though with more areas of control under the management contractor the relative advantages and disadvantages are diminished.

**Option C: Maximize Management Contractor Role**

Figure 4 (on page 20) presents the maximum role. Included in this option would be the scope of responsibilities seen for Option B as well as responsibilities for Facility Maintenance and “Operations Administration.” Operations Administration, as described in Table 2, would include human resource and payroll responsibilities associated with the Operations functional area. Option C is substantially the current situation. Further, as with Option A, with the exception of the resident manager, all other management would also be employees of the Authority. However, the resident manager would still oversee the authority employees under his or her charge.

The advantages of Option C are:

- Maintains much of the *status quo* except management staff would become employees of the Authority, providing the continuity discussed under the advantages for Option A.
- Minimize the potential legal issues (if any) with Authority assuming human resource and payroll functions of the union employees.

The disadvantages of Option C are:

- Places a significant amount of the management talent under a management system that has historically been troublesome.
- Substantially negates the advantages expressed for Options A and B.

**3.1.2 Evaluation of Organizational Options**

This section evaluates each of the three organizational options using the criteria presented and explained in Table 3 on page 21.

Figure 3: Option B—Intermediate Management Contractor Role

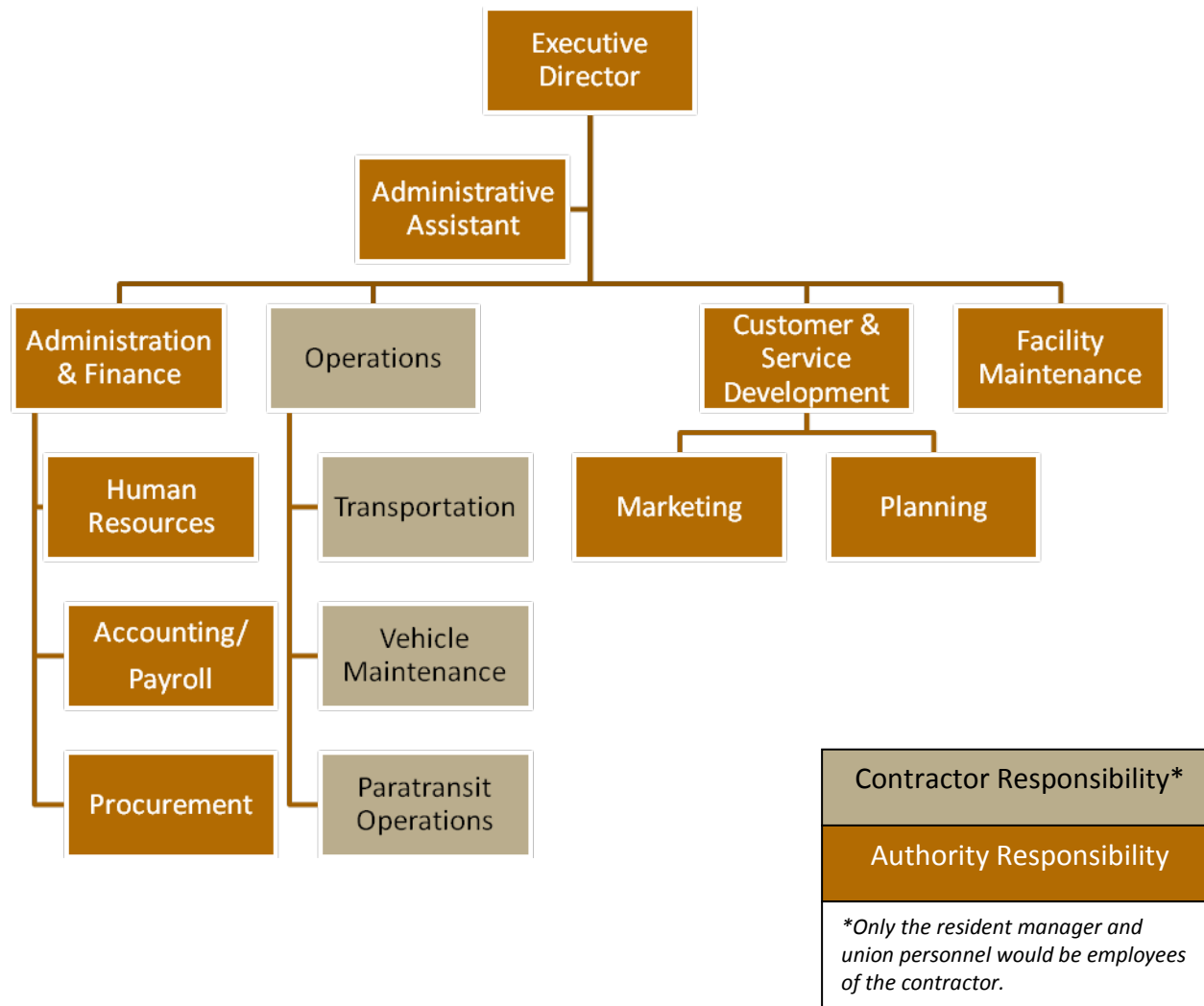
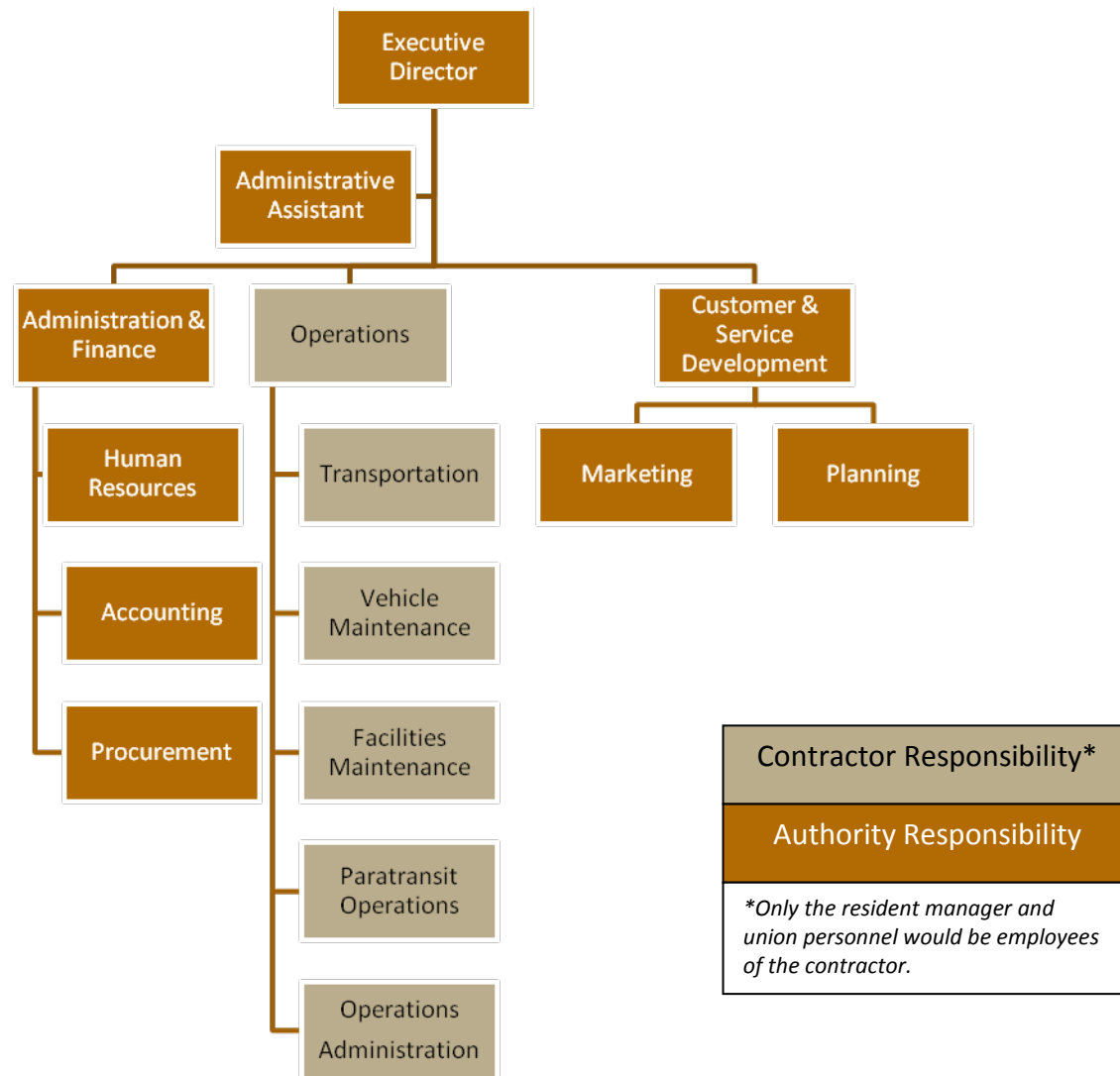


Figure 4: Option C—Maximize Management Contractor Role



**Table 3: Organizational Option Evaluation Criteria**

Criterion	Description
Promotes Consistent Contractor Performance	CFPTA should know what to expect from its management contractor. The results should be predictable and acceptable. CFPTA needs to know if it can expect the contractor maintain appropriate staffing levels and ensure personnel under its charge are doing their jobs. Based on CFPTA quarterly reports, the current and prior management contractors have performed their jobs inconsistently.
Ensure quality service to public	Ultimately, service on the street needs to be at an acceptable level of quality. This includes services that run on time, bus operators that are courteous, and vehicles and facilities that are properly maintained.
Ensure Public Stewardship	As tax dollars are used by CFPTA, it is a core value that those dollars be properly accounted for and used as most efficiently and effectively as possible.
Positions CFPTA for Expansion	With new funding sources potentially available to CFPTA, the agency needs to be in the best position to secure that funding and expand service as desired by the public.

Each of these criteria will be applied to the options and rated on a five level scale as shown in Table 4 below.

**Table 4: Evaluation Criteria Rating System**





















	Only marginally (if at all) meets the criterion
	Fair in meeting the criterion
	Good in achieving the criterion
	Very good in meeting the criterion
	Excellent in meeting the criterion

Table 5 combines the information from Table 3 and Table 4 to present an evaluation of the three organizational options. The score for each criterion is explained below. It should be noted that in general any organization is really only as good as the people dedicated to its success. An organizational structure by itself does not necessarily guarantee success or failure. The underlying goal in this evaluation is to suggest which option provides the best *opportunity* for success and takes into account the challenging history of contract transit management in Wilmington.

The scoring of each criterion in Table 3 follows the same basic rationale---reducing the scope of the management contractor's responsibilities is deemed better. The following elaborates on these scores for each criterion.

**Table 5: Application of Criteria to Options**

Criterion	Organizational Option		
	Option A- Minimum	Option B- Intermediate	Option C- Maximum
Promotes Consistent Contractor Performance			
Ensure quality service to public			
Ensure Public Stewardship			
Positions CFPTA for Expansion			
Overall			

### **Consistent Performance**

As seen earlier in Table 3, consistency in management contractor performance is defined as producing acceptable and predictable results. This includes ensuring the contractor employees are properly trained, disciplined, and performing their duties correctly. The grading of the options with respect to this criterion relate to tailoring the expectations to ability of a current or future contractor to deliver consistent results. It is clear from the information in Table 5 that CFPTA may not always get the level of management expertise it needs; the economics might not attract such a person on a continuous basis. In the absence of paying for a higher level of personnel or randomly getting an exceptionally qualified person (as is the case now), reducing the scope of responsibility of the contractor may better align the skill sets of a resident manager with the tasks vitality needed. Option A, narrowly focusing the management contractor to the fixed route service is ranked “Very Good” because it is relatively the least of what is needed. CFPTA just needs someone else to manage the union work force and administer the collective bargaining agreement. That is it. As more duties are added, the effectiveness in doing the core job diminishes. Options B and C score progressively lower as more job assignments are added to the resident manager’s plate.

### **Ensure Quality Service**

This was defined as ensuring that service on the street is of an acceptable quality to CFPTA. This includes appropriate vehicle condition, schedule adherence, and bus operators working in a safe and courteous fashion. As with the prior criterion, the narrower the scope of the contractor’s responsibility the better able it can potentially achieve the quality of service desired. Focusing a manager attention on the fixed route system would be a big job in of itself. As additional responsibilities are added, the effectiveness is diminished.



### **Public Stewardship**

This criterion addresses CFPTA's ability to comply with governmental regulations and safeguard the public trust. The management firm is integral to this as many regulations relate to the operation and administration of the service. Shifting employees responsible for compliance to the Authority's direct control ensures closer attention to this vital area. The presumption is that public employees, having a direct stake in their public stewardship, would be even more diligent in this responsibility.

### **Positions for Expansion**

The above criteria need to be executed well in order for the public to be confident in CFPTA's ability to deliver quality service. Further, CFPTA needs to reduce the internal administrative distractions recently plaguing the agency. Concentrating employees and talent as would occur under Option A not only address the earlier criteria but allows more of an external focus on Wave's efforts.

### **Overall**

The overall score is based on the predominant scoring value achieved in the four criteria above. Option A ranks as the recommended organizational option.

## **3.2 Organizational Recommendation**

As seen in the previous section, the recommended organizational structure is Option A (refer back to Figure 2 on page 16). This option would minimize the role of the management contractor to only managing the fixed route operation. All other functions would be managed directly by the Authority. Further, with the exception of the resident manager and union employees, all employees within the fixed route operation would also be employees of the Authority. Finally, a corporate titling system is recommended to give the agency a "run like a business" culture.

### **3.2.1 Rationale for Recommendation**

Option A is recommended because:

- *A management firm is only as good as the resident manager.* The fee paid to the management firm as well as the current size of the authority makes the attraction of skilled resident managers a challenge. Such positions are difficult to fill. While exceptional people exist and would undoubtedly find CFPTA a great place to work, such people are few in number and will be forever enticed to pursue other opportunities. CFPTA will likely need to closely manage future contractors. If the Authority is to do this, it might as well minimize its exposure and spread the current duties of the contractor firm among different departments within the agency.
- *The Authority should organize itself for growth.* If CFPTA is successful in securing a ¼ cent sales tax, the agency could double in size. Creating a basis of an organization twice as large today would be prudent.

- *Firmer control over Authority expenses.* With more of the responsibility for managing the service in the hands of CFPTA, the agency will be in a firmer position to monitor and respond to cost issues. While unfavorable budgetary variances have not been reported as a problem, the accountability to stay on budget for the management firm is uncertain. Option A can dispel some of this uncertainty.
- *Separation of union and non-union operations personnel.* Currently, the paratransit operation reports to the resident manager (see Figure 1 on page2) though the basing of that operation is in another facility some distance away from the fixed route operating base. Eventually, both operations will share the same facility raising the prospect that the paratransit personnel may want to join the union. Creating a separate paratransit unit (as shown in Option A) as well as physically separating the functions in a new operations center will be necessary to help avoid unionization.

The main challenge for Option A is whether the Authority assumption of employees who supervise and administratively support union personnel would violate state statute on barring public bodies from entering into collective bargaining agreements. While Option A does not call for such an agreement, it is beyond the scope of this study to determine if case law would find the proposed organization effectively creating a relationship prohibited by law. If there is an obvious legal issue, several options exist to mitigate such. These include:

- Creating a contractual arrangement between the management firm and the Authority to provide administrative support.
- Use a third party to provide payroll and human resource management.
- Have the affected employees still work for the contractor but supervised (as in the case of payroll and human resource people) by the Authority. Operational management could still report to the contractor save the paratransit personnel.
- Combination of the above.

### **3.2.2 Staffing Levels for recommended option**

Figure 5 through Figure 11 show detailed staffing assignments for the recommended organizational structure. Figure 5 shows a summary of the organization while Figure 6 shows more detail. Figure 7 through Figure 11 show each department within organizational structure. The corporate titling is used here.

The indicated staffing level for the recommended organization assumes the agency is at its current service level. Table 6, on page 32, shows recommended numbers of personnel for each staffing assignment for the recommended organizational structure and compares with the current staffing levels. The table only shows key management and staff positions and does not reflect operating line positions (such as drivers and mechanics) which would not be affected by the new the organizational structure.

Figure 5: Overall Recommended Organization

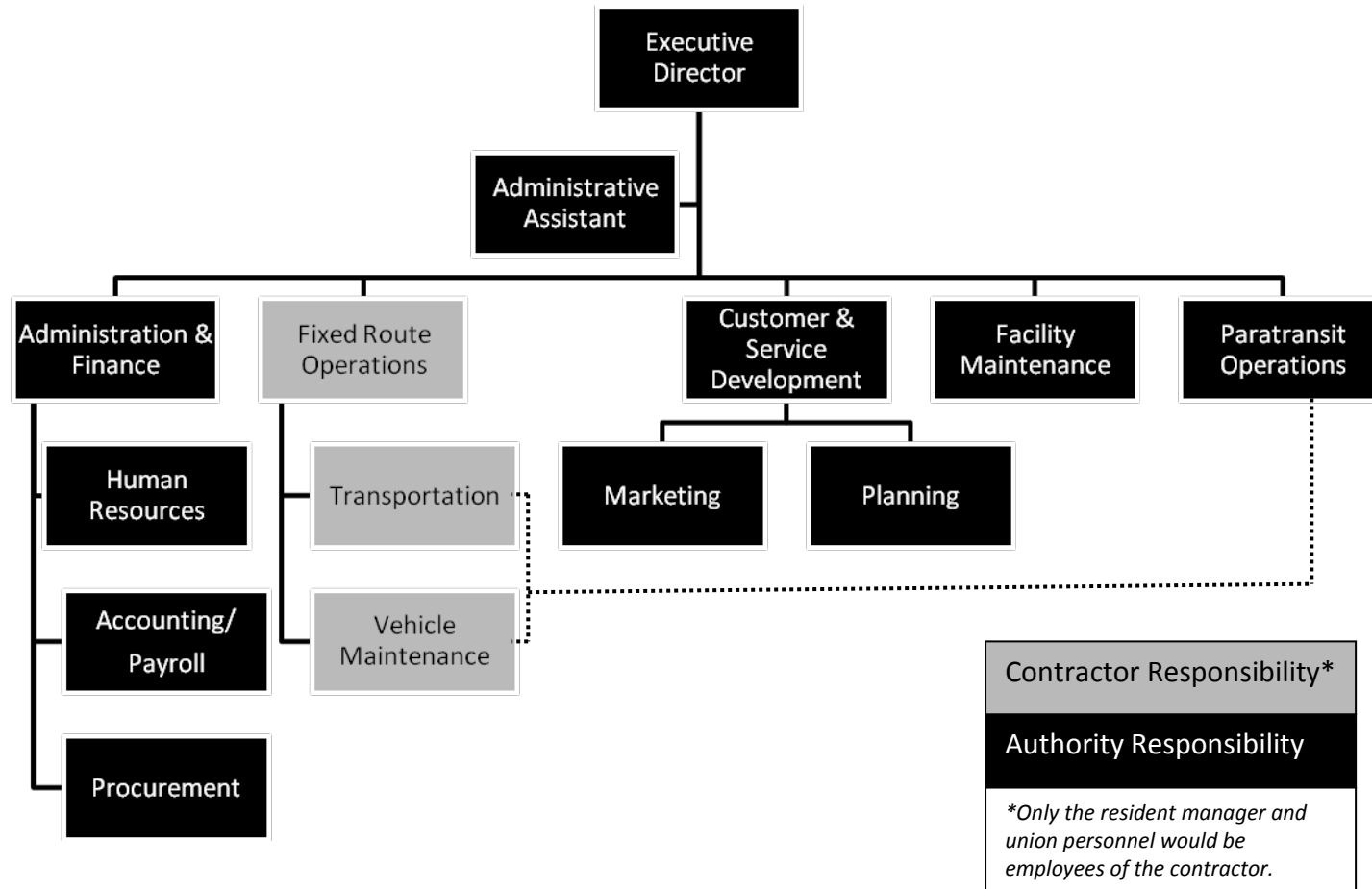


Figure 6: Detail of Recommended Organization

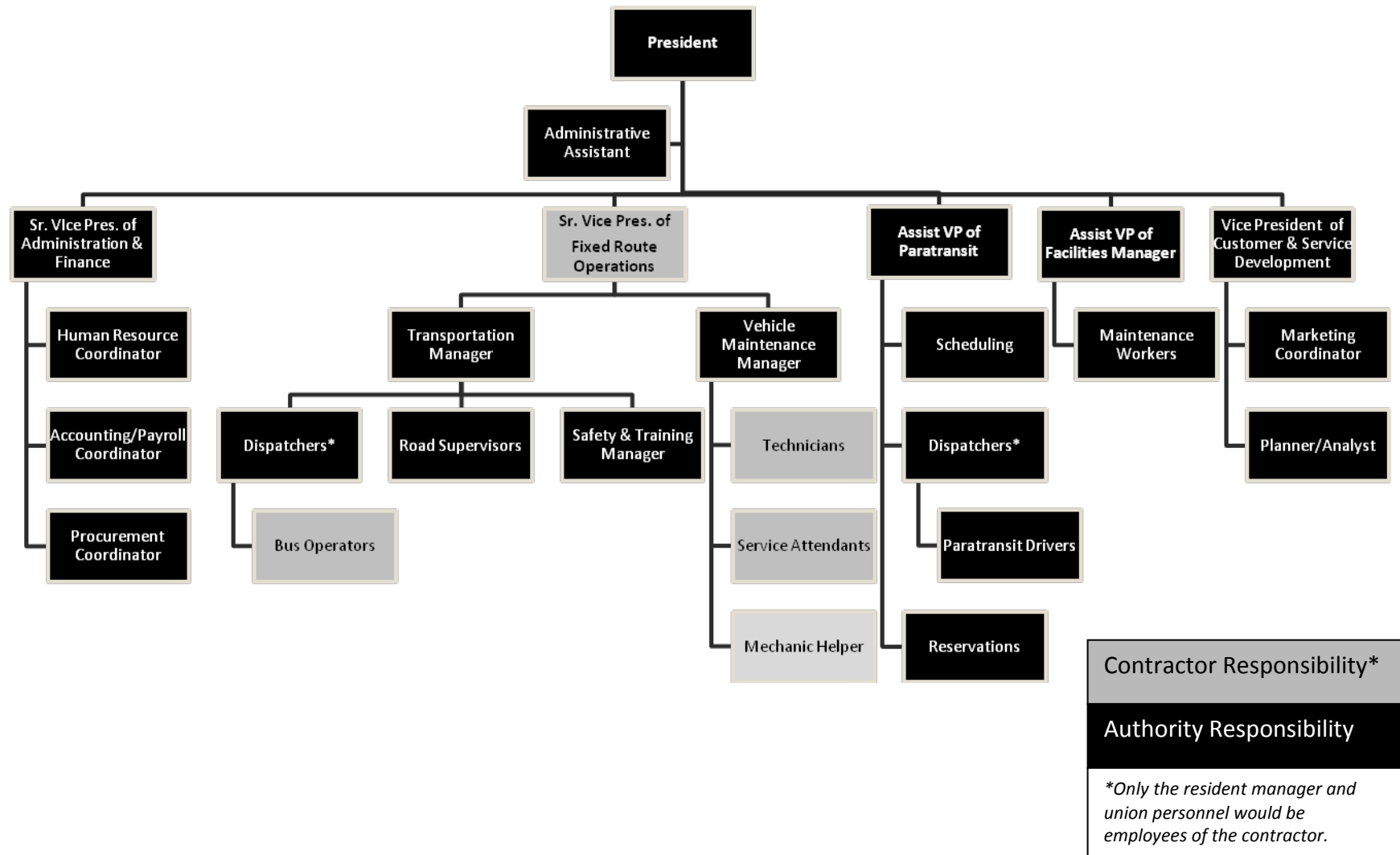


Figure 7: Administration & Finance

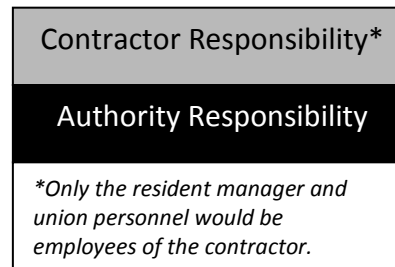
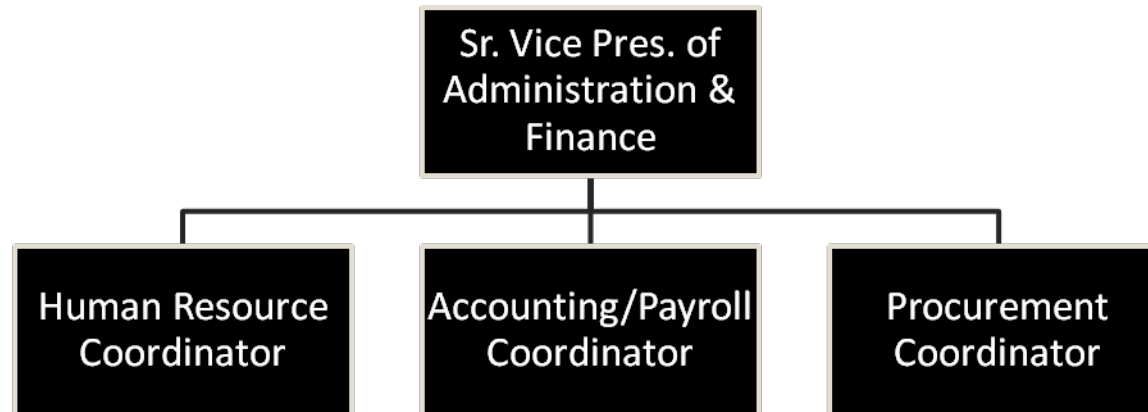


Figure 8: Fixed Route Operations

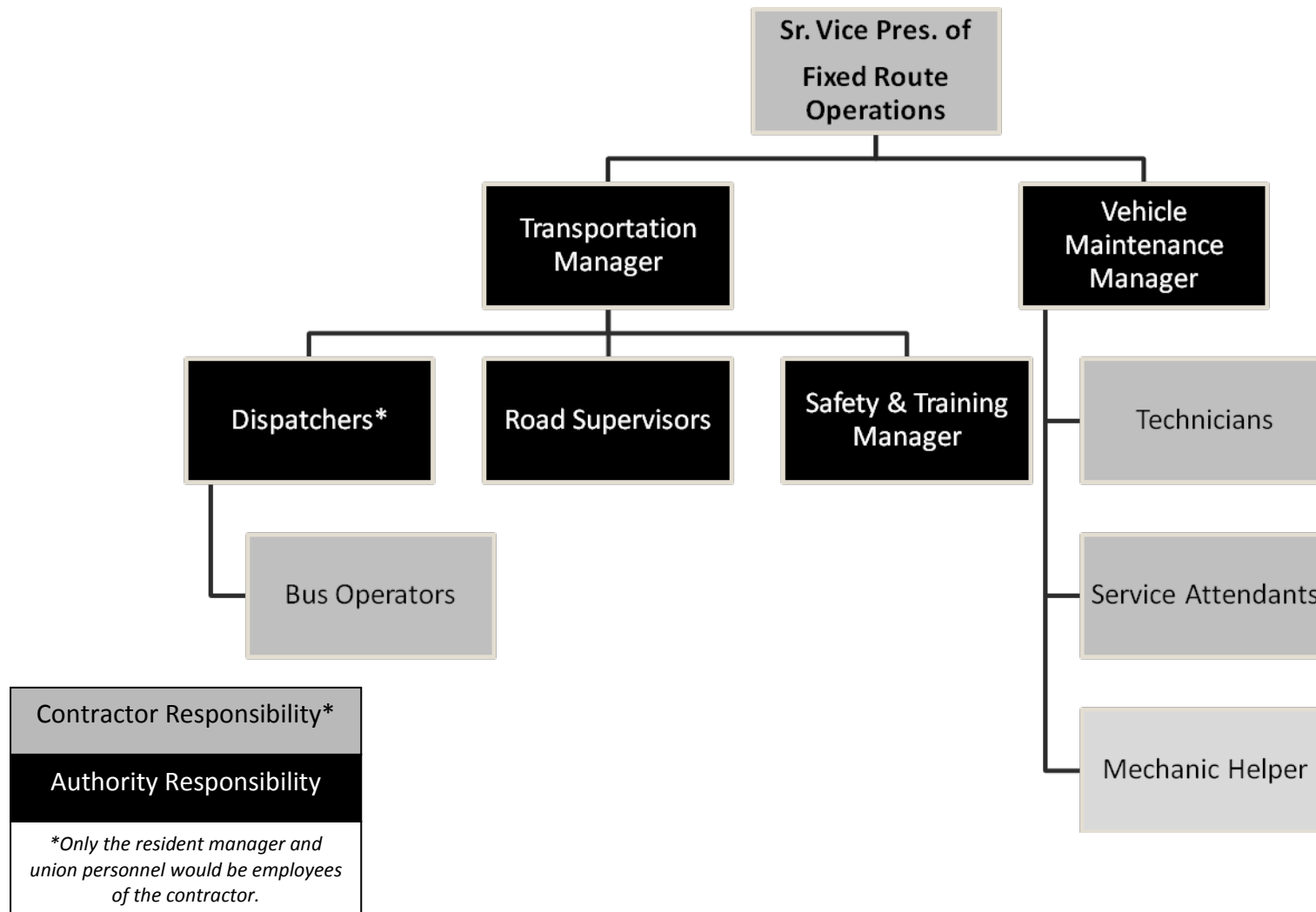


Figure 9: Planning and Marketing

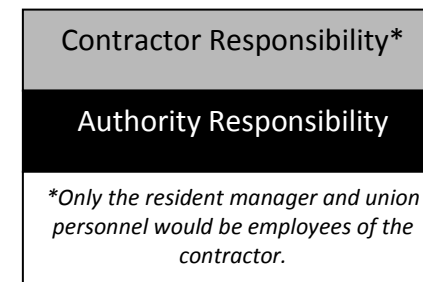
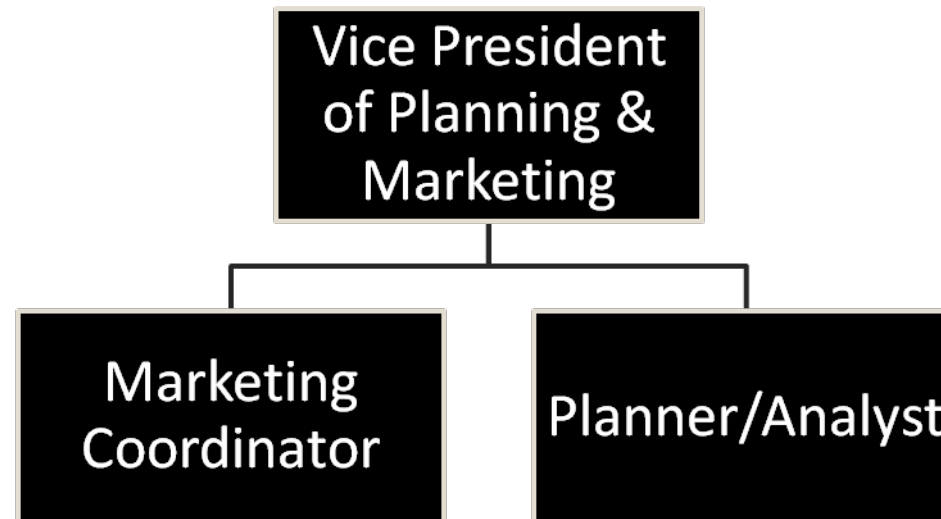


Figure 10: Facility Maintenance

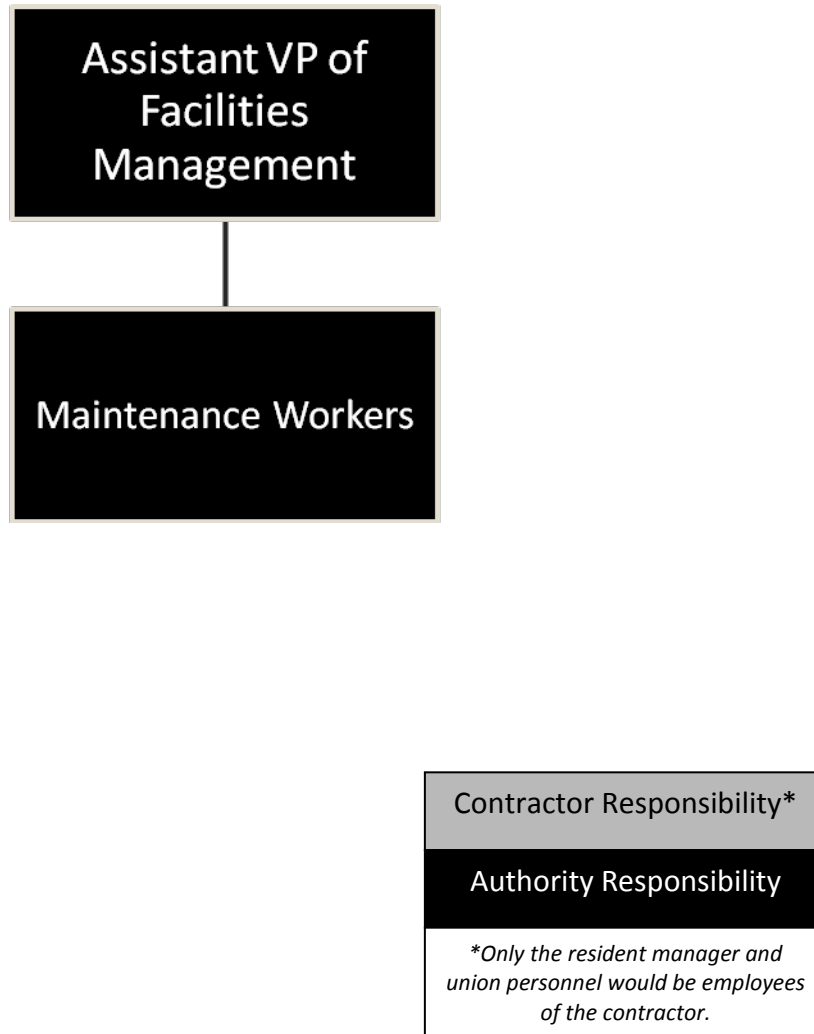
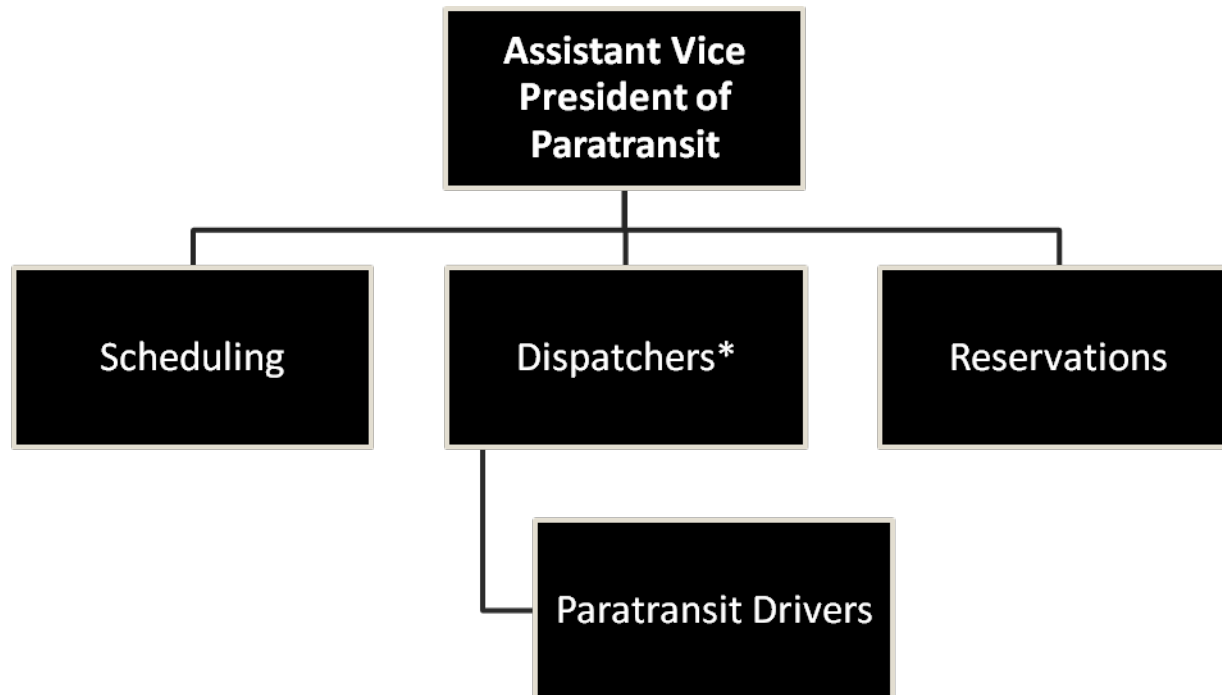




Figure 11: Paratransit Operations



Contractor Responsibility\*

Authority Responsibility

*\*Only the resident manager and union personnel would be employees of the contractor.*

**Table 6: Management and Staff Positions for Recommended Organization**

Current Organization			Recommended Organization			FTE Change
Title	Employee of	FTE Positions	Title	Employee of	FTE Positions	
Director	Authority	1.0	President	Authority	1.0	-
Assistant Director	Authority	1.0	VP Planning & Marketing	Authority	1.0	-
Planner	Authority	1.0	Planner/Analyst	Authority	1.0	-
none			Marketing Coord	Authority		-
Finance Director	Authority	1.0	SVP Fin/Admin.	Authority	1.0	-
Payroll/Acct/HR Assist.	Contractor	1.0	Acct/Payroll Coord.	Authority	1.0	-
Parts Clerk	Contractor	1.0	Procurement Coord.	Authority	1.0	-
none			Human Resource Coord.	Authority		-
Contract Operations Mgr.	Contractor	1.0	SVP Fixed Route Ops.	Contractor	1.0	-
Deputy Contract Ops. Mgr.	Contractor	1.0	none			(1.0)
Operations Mgr.	Contractor	1.0	Transportation Mgr.	Authority	1.0	-
Fixed Route Supervisor	Contractor	4.0	Dispatcher	Authority	4.0	-
none			Road Supervisor	Authority		-
none			Safety & Training Mgr.	Authority	1.0	1.0
Maintenance Mgr.	Contractor	1.0	Vehicle Maint. Mgr.	Authority	1.0	-
Paratransit Mgr.	Contractor	1.0	Paratransit Mgr.	Authority	1.0	-
Paratransit Supervisor	Contractor	1.5	Paratransit Dispatcher	Authority	1.0	(0.5)
Paratransit Validator	Contractor	1.0	Paratransit Scheduler	Authority	1.0	-
none			Facilities Mgr.	Authority	1.0	1.0
						-
<b>Totals</b>		<b>17.5</b>	<b>Totals</b>		<b>18.0</b>	<b>0.5</b>
<i>FTE: Full time equivalent employee.</i>						
<i>VP: Vice President; SVP: Senior Vice President</i>						

The table compares current management/staff personnel levels with equivalent positions under the recommended structure. Thus, the agency director is equivalent to the “president” position in the new organization. Some positions in the new organization do not exist in the current organization. For example, there is no current marketing coordinator or a human resource coordinator. Overall, five positions are added in the new organization. They are:

1. Marketing Coordinator
2. Human Resource Coordinator
3. Road Supervisor
4. Safety and Training Manager
5. Facilities Manager

Three of the above new positions reflect a greater agency need. The first is a Safety & Training Manager which would split his or her duties between training new drivers and on-road observation of operations. The second position is the Facilities manager. As CFPTA is planning

two new operating facilities as well as more passenger amenities, a dedicated position is warranted. The third position is that of “Road Supervisor.” This position would provide on-street operations involvement during key days and times of service. Only one FTE is indicated as it is not clear if a continuous supervisory presence is needed. The one position could either be assigned during peak times or have his or her time rotated during the service day and week.

Two of the new positions are not shown as being staffed in Table 6; the Marketing Coordinator and Human Resource Coordinator. The marketing position is not recommended for staffing until CFPTA assesses its community outreach needs. The human resource coordinator is not recommended at this time since the full needs of that position are not yet known.

One position (Deputy Contract Operations Manager) is eliminated from the current organization in the new organization.

The number of positions is expressed as full time equivalent (FTE) employees. Currently, 17.5 FTE staff the current organization. As seen, the overall number of management and staff positions increase to 18.0 FTE. Also indicated is the shift in employees from contractor (PTM) employed to positions directly employed by the Authority. As seen in the table, ten positions are contractor employees. Under the recommended structure, only one position is a contractor employee position.

#### **Increase management firm accountability**

In addition to the above organizational recommendation, one other change in the business relationship with the management firm is offered for consideration. Presently, there is no incentive for the management firm to negotiate tight labor agreements and the degree of budgetary accountability is unclear. With the Authority basically writing a check to cover operating expenses there does not appear to be any leverage to prevent excessive costs. While such issues have not been raised as a problem, the potential of problems, nonetheless, exists.

One solution would be to negotiate a multi-year operating budget with the management firm. Volatile items such as fuel costs might be excluded but labor and more predictable costs could be included. The agreement would straddle union contract years. The management firm could be offered an incentive to capture some portion of any cost savings from the agreed upon operating budget. Of course, they would be liable for cost overruns as well. Changes in service levels (up or down) would need to be factored into this arrangement. The budget incentives and penalties might be triggered if they exceed some predetermined range. The Authority would also arrange to share in savings as well as in overruns. By instituting such a program the management firm would be potentially compelled to negotiate more aggressively with union as well as look for cost savings. Protections would need to be built into the budget agreement so that the firm does not reduce the quality of vehicle maintenance or neglect driver training and other activities essential to the proper provision of service.

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## Section 4: Salary Survey

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This section documents a salary survey of transit systems deemed to be similar to CFPTA. The section also documents a compilation of driver and mechanic wage information.

### 4.1 Identification of Peer Systems

This section discusses the identification and selection of transit systems considered to be peers of CFPTA. The purpose in selecting peer systems is to identify operations to be selected for a salary survey of management and staff personnel. The key in selecting peers is to ensure that the organizations are truly comparable to Wave Transit in terms of size, cost of living, community factors, as well as scope of the organization.

Selecting transit systems similar to Wave Transit was seen as crucial in selecting peers for the salary survey. Presumably systems with significantly more or less operational challenges would have different salary levels. Further, targeting transit systems as opposed to other municipalities or non-transit authorities would further maintain a level playing field as the skill sets and experience levels would be similar. The selection of peers, as will be seen below, is based on operations of similar size to CFPTA as well as similar cost of living levels to Wilmington, North Carolina. Later, other factors such as community characteristics were used as variables in selecting peers.

The development of a peer list followed a two step process. The first steps identified systems of a similar size to CFPTA, generally located in the southeast United States, and have cost of living levels similar to Wilmington. The second step refined this initial list based on key community factors.

#### 4.1.1 Initial Peers

For the initial round in the selection of peers, systems located in the southeast United States, with similar size and cost of living to CFPTA were identified. All three of these factors can help define the scope and operating environment of a transit system, thus its potential management and staff challenges which ultimately influence salary levels. By selecting systems with similar challenges a more clear comparison of salary levels can be obtained.

The southeast US was used as a geographic boundary to select systems because they generally share a climate similar to Wilmington, North Carolina. That is a climate generally more temperate than other parts of the country. Climate, especially snow and ice, can influence the management of a transit system because severe inclement weather that can significantly impede transit operations thus presenting an operating situation much different than a system that does not face such circumstances. While the southeast part of the country (especially the coastal areas) has its own weather challenges (e.g., hurricanes) issues of weather related service interruptions would be less frequent than in less temperate climate areas as found in the northeast, as well as much of the Plains and upper Rocky Mountain regions.

The size of a system is measured in terms of vehicles operated and operating budget. These factors are considered indicative of peers because the size of a transit operation determines the skill level of the staffing needed to manage the system.

The cost of living level of an area is important because it dictates, at some base level, how much people earn in a given area. For example, a small transit system in a rural area probably has a lower cost of living and a complexity of operation different than a large urban system. Finding systems, then, that share these key characteristics with Wave Transit completes the initial step in determining peers.

Nationally, about 580 transit systems report operating, financial, and ridership information annually to the National Transit Database (NTD). According to the 2007 NTD (the latest year available) Wave Transit reported these basic characteristics:

- 31 vehicles operated in maximum service.
- Operating budget of about \$4.7 million

According to Sperling's BestPlaces (<http://www.bestplaces.net/>), Wilmington's cost of living index of 95 where the US average is 100.<sup>4</sup>

In order to obtain a wide range of possible choices, Southeast US systems that met these factors were selected:

- 20 to 60 vehicles in maximum service
- Annual operating budgets of about \$3 million to \$8 million.
- Cost of Living Index about 78 to 115 where an index of 100 is the US average.

The 2007 National Transit Database was used to sort through systems based on the vehicle and budget factors. Sperling's BestPlaces (<http://www.bestplaces.net/>) was used to make cost of living index comparisons. Table 6 contains a list of systems that initially met these criteria. Twenty-two systems were identified as initial peers of CFPTA including the Charleston, South Carolina and Winston-Salem North Carolina systems. Charleston and Winston-Salem were included because it has been used in the past as a peer. However, it was quickly determined that Charleston was too large to be a peer for the purposes of a salary survey. Winston-Salem was retained as it has traditionally been a peer and close enough to the established criteria selection range to warrant inclusion. Three other systems were also dropped—Montgomery, AL, Collier (Naples), FL, and Jackson, MS. The cost of living factors for these areas were either very low (Montgomery and Jackson) or very high (Collier).

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<sup>4</sup> Sperling's BestPlaces (<http://www.bestplaces.net/>) derives this data from the Bureau of Labor Statistics - Consumer Price Index.

Table 7: Initial Peer Systems

System	Principle City	State	Service Area Population (000's)	Cost of Living Index (US=100)	Vehicles in Maximum Service	Total Funding (000s)
Cape Fear Public Transportation Authority (Wave)	Wilmington	NC	75	95	31	\$ 4,683.00
The Wave Transit System (WTS)	Mobile	AL	227	78	49	\$ 7,705.90
Montgomery Area Transit System (MATs)	Montgomery	AL	201	77	31	\$ 5,922.80
Manatee County Area Transit (MCAT)	Bradenton	FL	103	98	40	\$ 7,712.70
Pasco County Public Transportation (PCPT)	Port Richey	FL	434	80	51	\$ 4,849.80
Collier Area Transit (CAT)	Naples	FL	327	251	40	\$ 6,632.40
Athens Transit System (ATS)	Athens	GA	101	87	23	\$ 3,557.10
Metra Transit System (Metra)	Columbus	GA	230	80	20	\$ 3,795.40
Clayton County Board of Commissioners (CTran)	Jonesboro	GA	267	82	23	\$ 6,596.30
Coast Transit Authority (CTA)	Gulfport	MS	121	82	34	\$ 3,884.40
City of Jackson Transit System (JATran)	Jackson	MS	196	67	39	\$ 6,274.40
Winston-Salem Transit Authority - Trans-Aid of Forsyth County (WSTA)	Winston-Salem	NC	200	80	52	\$ 9,761.20
Asheville Transit System (ATS)	Asheville	NC	73	98	22	\$ 4,289.90
Fayetteville Area System of Transit (FAST)	Fayetteville	NC	131	83	26	\$ 4,256.90
Charleston Area Regional Transportation Authority (CARTA)	Charleston	SC	549	107	87	\$ 14,580.7
Clarksville Transit System (CTS)	Clarksville	TN	90	78	20	\$ 3,561.20
Blacksburg Transit (BT)	Blacksburg	VA	56	94	28	\$ 3,845.10
Greater Lynchburg Transit Company (GLTC)	Lynchburg	VA	81	78	29	\$ 4,851.60
Charlottesville Transit Service (CTS)	Charlottesville	VA	84	104	44	\$ 5,499.10
Williamsburg Area Transport (WAT)	Williamsburg	VA	57	115	31	\$ 4,055.70
Greater Roanoke Transit Company (Valley Metro)	Roanoke	VA	95	78	48	\$ 7,077.10
Loudoun County Commuter Bus Service - Office of Transportation Services	Leesburg	VA	271	140	27	\$ 5,116.30
The Tri-State Transit Authority (TTA)	Huntington	WV	86	72	28	\$ 4,727.80
<b>Initial Peer Average (does not include CFPTA)</b>			181	96	36	\$ 5,843.35
<b>Initial Peer Low (does not include CFPTA)</b>			56	67	20	\$ 3,557.10
<b>Initial Peer High (does not include CFPTA)</b>			549	251	87	\$ 14,580.70

**Sources:** National Transit Database (2007) except cost of living (COL) index which is from Sperling's BestPlaces (<http://www.bestplaces.net/>). Sperling derives COL data from the Bureau of Labor Statistics - Consumer Price Index.

Even with four initial systems eliminated as peers, there were still eighteen systems remaining. The next step was to further reduce this list to a more manageable number for the salary survey work.

#### **4.1.2      *Finalized Peers***

Three community factors were used to further refine the initial list to further reduce the number of peers. These factors were:

- *Coastal*—Wilmington is along an ocean coast which tends to help define the community as the coast represents an asset most communities do not have.
- *Tourism*—which is partly due to the proximity of the ocean, can create seasonal demand for transit services. Wilmington is a tourist destination for North Carolina.
- *University*—a significant college or university presence brings in an influx of students who can be good customers to the transit operation. A significant student population can represent a large share of a system's ridership. In Wilmington, the University of North Carolina at Wilmington (UNCW) represents a significant presence for Wave Transit.

Table 7 illustrates which of the peers have any or all of these characteristics. Eight of the remaining eighteen systems only meet one of the above three community characteristics. Of these seven were eliminated as peers. Only the Athens, Georgia system was retained since the presence of a large University (University of Georgia) was seen as significant especially in view that the other operating factors were very close to CFPTA.

Table 8, on page 39, shows the finalized list of peers. The list shows 11 systems not including CFPTA. The table also summarizes the community, cost of living, and system operating characteristics associated with each peer system.

**Table 8: Community Characteristics of Initial Peers**

System	Principle City	State	Coastal	Tourism	University
Cape Fear Public Transportation Authority (Wave)	Wilmington	NC	x	x	x
The Wave Transit System (WTS)	Mobile	AL	x	x	x
Montgomery Area Transit System (MATS)	Montgomery	AL		x	x
Manatee County Area Transit (MCAT)	Bradenton	FL	x	x	x
Pasco County Public Transportation (PCPT)	Port Richey	FL	x	x	x
Collier Area Transit (CAT)	Naples	FL	x	x	x
Athens Transit System (ATS)	Athens	GA			x
Metra Transit System (Metra)	Columbus	GA			x
Clayton County Board of Commissioners (CTran)	Jonesboro	GA			
Coast Transit Authority (CTA)	Gulfport	MS	x	x	
City of Jackson Transit System (JATran)	Jackson	MS			x
Winston-Salem Transit Authority - Trans-Aid of Forsyth Co	Winston-Salem	NC			x
Asheville Transit System (ATS)	Asheville	NC		x	x
Fayetteville Area System of Transit (FAST)	Fayetteville	NC			x
Charleston Area Regional Transportation Authority (CARTA)	Charleston	SC	x	x	x
Clarksville Transit System (CTS)	Clarksville	TN			x
Blacksburg Transit (BT)	Blacksburg	VA		x	x
Greater Lynchburg Transit Company (GLTC)	Lynchburg	VA		x	x
Charlottesville Transit Service (CTS)	Charlottesville	VA		x	x
Williamsburg Area Transport (WAT)	Williamsburg	VA	x	x	x
Greater Roanoke Transit Company (Valley Metro)	Roanoke	VA			x
Loudoun County Commuter Bus Service - Office of Transp	Leesburg	VA		x	
The Tri-State Transit Authority (TTA)	Huntington	WV			x



Table 9: Final Peers

System	Principle City	State	Service Area Population (000's)	Cost of Living Index (US=100)	Vehicles in Maximum Service	Total Funding (000s)	Coastal	Tourism	University
Cape Fear Public Transportation Authority (Wave)	Wilmington	NC	75	95	31	\$ 4,683.00	x	x	x
The Wave Transit System (WTS)	Mobile	AL	227	78	49	\$ 7,705.90	x	x	x
Manatee County Area Transit (MCAT)	Bradenton	FL	103	98	40	\$ 7,712.70	x	x	x
Pasco County Public Transportation (PCPT)	Port Richey	FL	434	80	51	\$ 4,849.80	x	x	x
Athens Transit System (ATS)	Athens	GA	101	87	23	\$ 3,557.10			x
Coast Transit Authority (CTA)	Gulfpport	MS	121	82	34	\$ 3,884.40	x	x	
Winston-Salem Transit Authority - Trans-Aid of Forsyth County (WSTA)	Winston-Salem	NC	200	80	52	\$ 9,761.20			x
Asheville Transit System (ATS)	Asheville	NC	73	98	22	\$ 4,289.90		x	x
Blacksburg Transit (BT)	Blacksburg	VA	56	94	28	\$ 3,845.10		x	x
Greater Lynchburg Transit Company (GLTC)	Lynchburg	VA	81	78	29	\$ 4,851.60		x	x
Charlottesville Transit Service (CTS)	Charlottesville	VA	84	104	44	\$ 5,499.10		x	x
Williamsburg Area Transport (WAT)	Williamsburg	VA	57	115	31	\$ 4,055.70	x	x	x
Peer Average (does not include CFPTA)			140	90	37	\$ 5,455.68	5	10	10
Peer Low (does not include CFPTA)			56	78	22	\$ 3,557.10			
Peer High (does not include CFPTA)			434	115	52	\$ 9,761.20			

## 4.2 Salary Survey

A salary survey was conducted involving the peer systems identified earlier in Table 8. The survey sought salary ranges for key management and staff positions as part of the recommended organization structure previously presented in Table 2 on page 15. These positions were:

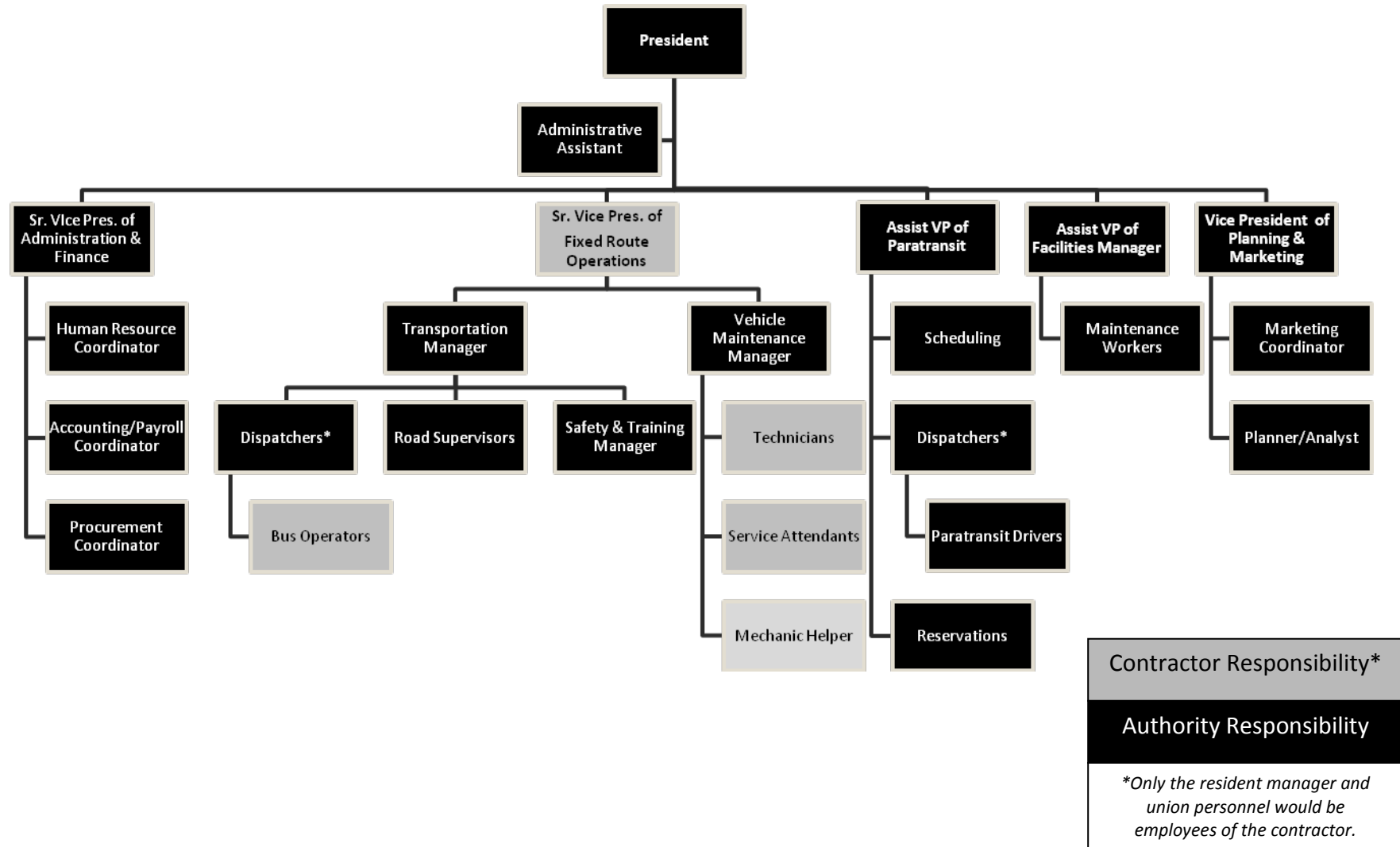
- Executive Director—senior management position
- Director of Finance and Administration—senior management position
- Accounting/Payroll Coordinator—senior clerical/administrative position
- Human Resource Coordinator —senior clerical/administrative position
- Procurement Coordinator —senior clerical/administrative position
- Director of Fixed Route Operations—senior management position
- Dispatcher—front line supervisory position
- Road Supervisor —front line supervisory position
- Safety & Training Manager —midlevel supervisory position
- Transportation Manager midlevel supervisory position
- Vehicle Maintenance Manager –midlevel supervisory position
- Director of Customer & Service Development —senior management position
- Facility Maintenance Manager —front line supervisory position
- Paratransit Manager –midlevel supervisory position

In addition, the survey requested job descriptions and an organizational chart for the peer system. A copy of the questionnaire is included in Appendix B of this report. Figure 12 presents an overview of the recommended organization. The information in the Figure is the same as was presented in Figure 5 on page 25 and is presented again for the convenience of the reader.

### 4.2.1 Survey Administration

The salary survey questionnaire was distributed to key contacts at each of the peer agencies. Email and hardcopy (standard mailed) requests were made. TJR Advisors prepared the questionnaires as well as introductory email and cover letter messages that accompanied the questionnaires. CFPTA staff distributed the surveys to the peer contact list (see Appendix B). After one or two weeks, TJR Advisors made follow up phone calls to the peers who had not at that point responded.

Figure 12: Recommended Organizational Structure



Out of 11 requests, seven systems responded. For three of the systems that did not respond, their salary information was obtained from the *2009 Public Transportation Management Compensation Report* prepared by the American Public Transportation Association. Thus, out of 11 peer systems, information from ten systems was obtained. No information for the Blacksburg, Virginia system was obtained.

### 4.3 Results of Salary Survey

Table 10 below contains tabulations from a combination of information sources; the salary survey as well as the APTA compensation report. Information from 10 peer systems is reflected in the Table.

**Table 10: Results of Management/Staff Salary Survey**

Position	Wilmington NC Actual	Peer Survey Averages*		
		Salary Range		Actual
		Low	High	
President	\$ 84,150	\$ 61,054	\$ 102,589	\$ 90,194
Sr. Vice Pres. of Finance and Administration	\$ 56,021	\$ 40,890	\$ 55,963	\$ 47,484
Accounting/Payroll Coordinator	none	\$ 30,334	\$ 44,526	\$ 32,518
Human Resource Coordinator	\$ 30,000	\$ 37,544	\$ 52,177	\$ 52,328
Procurement Coordinator	\$ 26,000	\$ 34,066	\$ 53,140	N/A
Sr. Vice Pres of Fixed Route Operations	\$ 65,000	\$ 41,862	\$ 60,920	\$ 46,770
Dispatcher	\$ 27,000	\$ 31,330	\$ 41,532	\$ 37,875
Road Supervisor	none	\$ 33,480	\$ 43,310	\$ 36,143
Safety & Training Manager	none	\$ 30,414	\$ 39,643	\$ 42,858
Transportation Manager	\$ 43,014	\$ 34,494	\$ 50,138	\$ 52,238
Vehicle Maintenance Manager	\$ 43,000	\$ 44,587	\$ 64,947	\$ 57,199
Vice President of Planning & Marketing	\$ 58,000	\$ 41,700	\$ 68,896	\$ 52,130
Assist. VP of Facility Management	none	\$ 37,166	\$ 56,071	N/A
Assist. VP of Paratransit	\$ 41,210	\$ 32,941	\$ 50,546	\$ 43,175

\* Averages from both salary survey and APTA's 2009 Public Transportation Management Compensation Report

As can be seen from Table 9, some of CFPTA's (under Wilmington NC column heading) positions show no current salary. That is because the positions are new to the organization or under contract for which no information is currently available. The "Salary Averages" columns are arithmetical averages from the survey responses and the compensation report.

It needs to be noted that not every peer transit system had information on all of the positions or are the position exactly like the CFPTA. Interpretation of the survey and APTA was

performed. For example, some systems provided salary ranges but no actual salaries. Some provided actual salaries only. Further, some systems are municipal departments, thus part of a much larger governmental organization. In those cases, some functions, such as a director of finance, are not dedicated to the system. Rather, such functions serve the larger municipal organization not just transit. As a city department, senior administrative and finance functions housed in a separate department would logically command higher salaries than equivalent functions in a smaller organization. In those cases, salaries for second level management (just below the department head) were used in the averages. For example, an *assistant* director of finance salary range was used instead of the director of finance.

From Table 9 it appears as though CFPTA salaries are generally in line with the peer group. There are some exceptions, however. The Human Resource Coordinator, Procurement Coordinator, and Dispatcher jobs are below the range. The CFPTA's Director of Fixed Route Operations is higher than stated range. The CFPTA Director position is a contract management position of which there maybe little control over the salary.

#### **4.3.1 Other Comparisons**

In addition to obtaining salary information from peer transit agencies, salary information from the North Carolina Employment Commission (NCEC) was also compiled. The NCEC maintains a database on salaries paid for a number of positions for many of the state's metropolitan areas. Table 11 shows this information for jobs in Wilmington.

It should be noted that salaries for jobs with New Hanover County and the City of Wilmington were not included. Both governmental units employ a much larger workforce than CFPTA. The City has over 1,000 employees and the County over 1,800. Thus, senior management positions in those organizations would encompass

#### **4.3.2 Average Top Hourly Wages for Drivers and Mechanics**

In addition to conducting a salary survey for management and staff positions, information regarding top hourly wages for bus drivers and mechanics was also compiled for the peer systems. Table 12 shows this compilation.

The primary source of driver and mechanic wage information was from a September 2009 report prepared by John A. Dash & Associates and provided to TJR Advisors by CFPTA. One peer system did provide driver and mechanic wages as part of its survey response. Driver wages for another system was obtained from their web site. Unfortunately, only information from seven peer systems (not including CFPTA) was available for the drivers and for three systems for the mechanics. The driver information does contain, however, average top wages for systems whose area population is 250,000 people or less. That average is almost identical to the average of the seven peers systems plus CFPTA and is \$18.53 per hour. The average top mechanics' wage (including CFPTA) is \$18.42 per hour. Top wages for both classifications of labor appear to be in line with the peer averages.

Table 11: NC Employment Commission Salary Survey Data

Position	Wilmington NC Actual	NC Employment Commission Wilmington MSA (June 2009)		
		Entry	Experienced	Average
President	\$ 84,150	\$ 53,768	\$ 123,947	\$ 100,547
Sr. Vice Pres. of Finance and Administration	\$ 56,021	\$ 55,931	\$ 105,664	\$ 89,086
Accounting/Payroll Coordinator	none	\$ 21,258	\$ 36,171	\$ 31,200
Human Resource Coordinator	\$ 30,000	\$ 36,358	\$ 65,437	\$ 55,744
Procurement Coordinator	\$ 26,000	\$ 35,838	\$ 57,782	\$ 50,461
Sr. Vice Pres of Fixed Route Operations	\$ 65,000	\$ 45,739	\$ 85,675	\$ 72,363
Dispatcher	\$ 27,000	\$ 24,606	\$ 41,163	\$ 35,651
Road Supervisor	none	\$ 34,403	\$ 58,968	\$ 50,773
Safety & Training Manager	none	\$ 38,293	\$ 56,826	\$ 50,648
Transportation Manager	\$ 43,014	\$ 39,624	\$ 67,205	\$ 58,011
Vehicle Maintenance Manager	\$ 43,000	\$ 39,624	\$ 67,205	\$ 58,011
Vice President of Planning & Marketing	\$ 58,000	\$ 70,762	\$ 125,715	\$ 107,411
Assist. VP of Facility Management	none	\$ 30,472	\$ 48,381	\$ 42,411
Assist. VP of Paratransit	\$ 41,210	\$ 39,624	\$ 67,205	\$ 58,011

**Table 12: Top Hourly Wage Rates for Peer Bus Drivers and Mechanics**

System	Peer City		Drivers		Mechanics	
			Union	Top Rate	Union	Top Rate
Asheville Transit System (ATS)	Asheville	NC	ATU	\$ 17.07 (a)	N/A	N/A
Athens Transit System (ATS)	Athens	GA	N/A	\$ 20.70 (c)	N/A	N/A
Blacksburg Transit (BT)	Blacksburg	VA	N/A	N/A	N/A	N/A
Manatee County Area Transit (MCAT)	Bradenton	FL	N/A	N/A	N/A	N/A
Charlottesville Transit Service (CTS)	Charlottesville	VA	N/A	\$ 26.10 (b)	N/A	N/A
Coast Transit Authority (CTA)	Gulfport	MS	N/A	N/A	N/A	N/A
Greater Lynchburg Transit Company (GLTC)	Lynchburg	VA	ATU	\$ 14.80 (a)	ATU	\$ 19.24 (a)
The Wave Transit System (WTS)	Mobile	AL	ATU	\$ 14.94 (a)	ATU	\$ 16.73 (a)
Pasco County Public Transportation (PCPT)	Port Richey	FL	N/A	\$19.04 (c)	N/A	N/A
Williamsburg Area Transport (WAT)	Williamsburg	VA	N/A	N/A	N/A	N/A
<b>Cape Fear Public Transportation Authority (Wave)</b>	<b>Wilmington</b>	<b>NC</b>	<b>ATU</b>	<b>\$ 18.80 (a)</b>	<b>ATU</b>	<b>\$ 18.26 (a)</b>
Winston-Salem Transit Authority - Trans-Aid of Forsyth County (WSTA)	Winston-Salem	NC	TWU	\$ 16.75	TWU	\$ 19.43 (a)
<b>Peer Average (includes CFPTA)</b>				<b>\$ 18.53</b>		<b>\$ 18.42</b>
<b>Average for Systems with Area Population Under 250,000 (a)</b>				<b>\$ 18.45</b>		<b>N/A</b>
<b>Sources:</b> (a) John A. Dash & Associates, Full-time Bus Operators' Top Hourly Wage Rates, September 2009 (b) City web site (c) Salary Survey response.						

## Section 5: Conclusions and Recommendations

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This study reviewed the current organization of the Cape Fear Public Transportation Authority (CFPTA; doing business as *Wave Transit*). Further, the study established salary ranges for key CFPTA positions that are comparable to similar positions in similar agencies.

### 5.1 Summary of Findings

- CFPTA is a lean organization and is challenged to attract and retain qualified staff.
- CFPTA's management contractor, PTM, has had uneven performance results. Similar issues were experienced with PTM's predecessor First Transit. North Carolina State law, prohibiting public bodies from entering into collective bargaining agreements, virtually mandates an indirect relationship between the Authority and union represented operating personnel. As other transit systems in North Carolina, CFPTA engages a management firm which is the party to the collective bargaining agreement governing the Authority's bus drivers and vehicle maintenance personnel.
- To address issues with the management firm business model that CFPTA is virtually required to follow, as well as increase stability and accountability in the overall organization, it is recommended that as many contractor personnel as practical become direct employees of the authority.
- New positions or upgrading of current positions have been recommended and are design to relieve high workloads and to position the agency for the future.
  - New positions include: Road Supervisor<sup>5</sup>, Safety and Training Manager, and Assistant Vice President of Facilities Management.
  - Upgraded positions include: Procurement Specialist, Human Resource Specialist, and Accounting/Payroll Specialists.
- Salaries of many of CFPTA's current staff appear to be in line with peer agencies though some adjustments are needed and some positions should be up-graded

### 5.2 Recommended Salary Ranges

Table 13 presents salary ranges and recommended salaries for key management and staff positions. The ranges attempt to reflect peer salary levels though the high end of the ranges reflect some influence of the NC Employment Commission survey as well as provide some future growth in salaries as time goes on. The recommended actual salaries attempt to reflect peer actual salaries. It should be noted that some positions (such as the parts clerk which becomes the procurement coordinator) show a substantial increase over the current salary level. Care should be exercised to ensure that people in the current positions meet the requirements indicated in the job descriptions. Actual salaries should be adjusted accordingly.

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<sup>5</sup> The current Fixed Route Supervisor is really a combination of a dispatcher and road supervisor. Effectively the position functions as a dispatcher.



### 5.3 Next Steps and Future Considerations

- *Review work loads*—this study only reviewed staffing levels on a general level. A more thorough analysis is needed to fine tuning staffing levels.
- *Review personnel in current positions* and make sure their qualifications line up with job descriptions of the new and/or up-graded positions.
- *Examine budgetary impact and strategize as to when the positions are brought on line.* Some positions, namely the paratransit and fixed route dispatchers, are recommended to be combined. This may not be feasible until the new operations center is constructed. In the meantime, cross training options should be explored.

**Table 13: Recommended Salary Ranges Compared with Survey and NC Employment Commission**

Position	Wilmington NC Actual	Peer Survey Averages* Salary Range			NC Employment Commission Wilmington MSA (June 2009)			Recommended Ranges		
		Low	High	Actual	Entry	Experienced	Average	Low	High	Mid
President	\$ 84,150	\$ 61,054	\$ 102,589	\$ 90,194	\$ 53,768	\$ 123,947	\$ 100,547	\$ 60,000	\$ 120,000	\$ 90,000
Sr. Vice Pres. of Finance and Administration	\$ 56,021	\$ 40,890	\$ 55,963	\$ 47,484	\$ 55,931	\$ 105,664	\$ 89,086	\$ 50,000	\$ 80,000	\$ 60,000
Accounting/Payroll Coordinator	none	\$ 30,334	\$ 44,526	\$ 32,518	\$ 21,258	\$ 36,171	\$ 31,200	\$ 30,000	\$ 50,000	\$ 32,000
Human Resource Coordinator	\$ 30,000	\$ 37,544	\$ 52,177	\$ 52,328	\$ 36,358	\$ 65,437	\$ 55,744	\$ 35,000	\$ 55,000	\$ 45,000
Procurement Coordinator	\$ 26,000	\$ 34,066	\$ 53,140	N/A	\$ 35,838	\$ 57,782	\$ 50,461	\$ 30,000	\$ 50,000	\$ 40,000
Sr. Vice Pres of Fixed Route Operations	\$ 65,000	\$ 41,862	\$ 60,920	\$ 46,770	\$ 45,739	\$ 85,675	\$ 72,363	\$ 50,000	\$ 80,000	\$ 65,000
Dispatcher	\$ 27,000	\$ 31,330	\$ 41,532	\$ 37,875	\$ 24,606	\$ 41,163	\$ 35,651	\$ 25,000	\$ 45,000	\$ 28,000
Road Supervisor	none	\$ 33,480	\$ 43,310	\$ 36,143	\$ 34,403	\$ 58,968	\$ 50,773	\$ 25,000	\$ 50,000	\$ 30,000
Safety & Training Manager	none	\$ 30,414	\$ 39,643	\$ 42,858	\$ 38,293	\$ 56,826	\$ 50,648	\$ 35,000	\$ 55,000	\$ 45,000
Transportation Manager	\$ 43,014	\$ 34,494	\$ 50,138	\$ 52,238	\$ 39,624	\$ 67,205	\$ 58,011	\$ 40,000	\$ 60,000	\$ 50,000
Vehicle Maintenance Manager	\$ 43,000	\$ 44,587	\$ 64,947	\$ 57,199	\$ 39,624	\$ 67,205	\$ 58,011	\$ 45,000	\$ 65,000	\$ 50,000
Vice President of Planning & Marketing	\$ 58,000	\$ 41,700	\$ 68,896	\$ 52,130	\$ 70,762	\$ 125,715	\$ 107,411	\$ 40,000	\$ 80,000	\$ 60,000
Assist. VP of Facility Management	none	\$ 37,166	\$ 56,071	N/A	\$ 30,472	\$ 48,381	\$ 42,411	\$ 35,000	\$ 60,000	\$ 45,000
Assist. VP of Paratransit	\$ 41,210	\$ 32,941	\$ 50,546	\$ 43,175	\$ 39,624	\$ 67,205	\$ 58,011	\$ 40,000	\$ 60,000	\$ 50,000

\* Averages from both salary survey and APTA's 2009 Public Transportation Management Compensation Report

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## **Appendix A:      Job Descriptions for Recommended Organizational Structure**

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**Cape Fear Public Transportation Authority**  
**President/Chief Executive Officer (CEO)**

**JOB DESCRIPTION**

POSITION TITLE: President/Chief Executive Officer (CEO)

JOB SUMMARY: The President/CEO is responsible for the operating and financial integrity of the Authority.

REPORTS TO: Board of Directors

**DESCRIPTION OF DUTIES/RESPONSIBILITIES:**

- Overall responsibility for the operation of the Authority.
- Prepares Authority's budget for Board approval and is accountable for the attainment of approved budgets.
- Works with the Board and staff to set Authority goals and arrange programs to attain these goals.
- Appoints department heads and makes decisions regarding the hiring and discharging of all Authority staff.
- Oversees budgets and ensures that Authority resources are used properly and programs are carried out as planned.
- Ensures compliance with applicable federal, state, and local regulations and laws.
- Meets with staff, board members and other stakeholders to determine the level of support for proposed programs.
- Other duties as assigned by the Board of Directors.

**QUALIFICATIONS:**

- A bachelor's degree in city planning, transportation engineering, public administration, or a related field, with a master's degree in these disciplinary areas desired.
- Five to ten years experience as CEO or senior executive with a similar sized organization.

**SKILLS REQUIRED:**

- Computer-literate with a working knowledge of word processing, spreadsheet, geographic information software.
- Excellent communication in written and oral forms.

**PHYSICAL REQUIREMENTS:**

- Typically requires talking, hearing, seeing, and repetitive motions including keyboard entries.
- Sedentary to light work: Exerting up to 10-20 pounds of force occasionally, and/or up to 10 pounds of force frequently, and/or negligible amount of force constantly to move objects.
- (spacing)May be subject to overnight travel.

SPECIAL REQUIREMENTS:

- Advance knowledge of budgets and organizational financing.

STATUS: FLSA Exempt

SALARY RANGE:

(Approvals)

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Chairman of the Board

---

Date

*This position may be under an employment contract. If so, the requirements of the position as listed above should be included in his contract.*

**Cape Fear Public Transportation Authority**  
**Senior Vice President of Administration and Finance**

JOB DESCRIPTION

POSITION TITLE: Senior Vice President of Administration and Finance

JOB SUMMARY: The Senior Vice President of Administration and Finance is the chief financial officer and chief administrative officer of the Authority and is responsible for managing the Authority's financial and administrative functions.

REPORTS TO: President/Chief Executive Office

DESCRIPTION OF DUTIES/RESPONSIBILITIES:

- Prepare financial reports, such as income statements, balance sheets, and analyses of future earnings or expenses, that summarize and forecast the organization's financial position.
- Prepare special reports required by State and Federal regulatory agencies
- Oversee the accounting, audit, payroll and budget functions of the Authority. Maybe required to perform bookkeeping and similar functions.
- Oversee the investment of funds, manage associated risks, and supervise cash management activities.
- Manage local, state and federal grants including assisting in the filing of grants and compliance.
- Assist Directors and Budget and Finance Committee with preparation of annual budget.
- Perform financial oversight of third party contractors to include: fare counting procedures and compliance; fare recovery ratio reports; capital inventory reconciliation; and other associated financial oversight duties as assigned.
- Direct and review annual audits by external auditors, as well as conducting periodic reviews of the Authority's finances
- Direct and review annual audits by external auditors and other regulatory personnel.
- Oversee human resource function of the Authority.
- Oversee the procurement function of the Authority.
- Other duties as assigned.

QUALIFICATIONS:

- A bachelor's degree in finance, accounting, or a related field is the minimum academic preparation, with a master's degree in business administration, economics, finance, accounting or risk management is desired.

- Certified Public Accountant (CPA) and/or Certified Management Accountant (CMA) very desirable.
- Five to ten years experience in governmental accounting and administration.

SKILLS REQUIRED:

- Computer-literate with a working knowledge of word processing, spreadsheet, accounting software.

PHYSICAL REQUIREMENTS:

- Typically requires talking, hearing, seeing, and repetitive motions including keyboard entries.
- Sedentary to light work: Exerting up to 10-20 pounds of force occasionally, and/or up to 10 pounds of force frequently, and/or negligible amount of force constantly to move objects.
- May be subject to overnight travel

SPECIAL REQUIREMENTS: The incumbent may be required to assist in performing other administrative duties as well as assist in operational tasks within the Authority.

STATUS: FSLA Exempt

SALARY RANGE:

(Approvals)

---

President/Chief Executive Office

---

Date

**Cape Fear Public Transportation Authority**  
**Vice President of Planning and Marketing**  
JOB DESCRIPTION

POSITION TITLE: Vice President of Planning and Marketing

JOB SUMMARY: The Vice President of Planning and Marketing is the chief planning and marketing officer of the Authority and is responsible for developing and managing the Authority's service and customer service functions.

REPORTS TO: President/Chief Executive Officer

DESCRIPTION OF DUTIES/RESPONSIBILITIES:

- Performs short and long range planning functions.
- Performs fixed route scheduling and service analysis.
- Develops and executes the Authority's marketing program, customer service development, and corporate communications.
- As directed, assists in the preparation of grants, supporting documents, including the transportation improvement programs, as well as assists in compliance with regulations to which the Authority is bound.
- As directed, represents the Authority before various state, county, municipal and federal agencies and organizations including the metropolitan planning organization and the state and national trade associations.
- Other duties as assigned.

QUALIFICATIONS:

- A bachelor's degree in city planning, transportation engineering, public administration, or a related field, with a master's degree in these disciplinary areas is desired.
- American Institute of Certified Planners (AICP) or Professional Engineer (PE) designations is desirable.
- Four to seven years experience in transportation planning and/or marketing.

SKILLS REQUIRED:

- Computer-literate, with a working knowledge of word processing, spreadsheet, geographic information software.

PHYSICAL REQUIREMENTS:

- Typically requires talking, hearing, seeing, and repetitive motions including keyboard entries.



- Sedentary to light work: Exerting up to 10-20 pounds of force occasionally, and/or up to 10 pounds of force frequently, and/or negligible amount of force constantly to move objects.
- May be subject to overnight travel

SPECIAL REQUIREMENTS: The incumbent may be required to assist in performing other administrative duties, as well as assist in operational and administrative tasks within the Authority.

STATUS: FLSA Exempt

SALARY RANGE:

(Approvals)

\_\_\_\_\_  
President/Chief Executive Officer

\_\_\_\_\_  
HR Person (if you have one, otherwise delete this line

\_\_\_\_\_  
Date

**Cape Fear Public Transportation Authority**  
**Assistant Vice President of Facilities Management**

JOB DESCRIPTION

POSITION TITLE: Assistant Vice President of Facilities Management

JOB SUMMARY: The Assistant Vice President of Facilities Management oversees and performs the maintenance and management of the Authority's buildings and grounds including, but limited to, offices, garages, passenger facilities, park and ride lots, and other related operational, passenger, and administrative spaces.

REPORTS TO: President/Chief Executive Officer

DESCRIPTION OF DUTIES/RESPONSIBILITIES:

- Prepare cost estimates for special maintenance and repair projects as well as prepare and monitor departmental budget.
- Schedule and assign work for crews on the basis of priorities, weather conditions or the availability of equipment, and other considerations that may be established by the Authority.
- Ensure Authority compliance with applicable federal, state, and local regulations as may pertain to safe working conditions and execution of work tasks.
- Oversee, as assigned, building and grounds security.
- Perform spot checks to ensure the quality and timely completion of the work as well as ensure work is being done according to budget.
- Suggest changes in work procedures.
- With input and concurrence of the President/CEO or other designated management, develop maintenance standards as well as maintain on-going procedures to maintain and repair the Authority's property.
- Ensure the training of assigned workers in their tasks.
- Keep employees' time records and record work performed.
- Assist workers when deadlines are near.
- Other duties as assigned.

QUALIFICATIONS:

- Undergraduate degree in engineering, architecture, construction management, business administration, facility management or similar fields.
- Background in real estate, construction, or interior design, in addition to managerial experience very desirable.

SKILLS REQUIRED:

- Computer-literate and have a working knowledge of word processing, spreadsheet software.
- Knowledge of building and grounds maintenance processes as well as working knowledge of mechanical, electrical, and plumbing systems.

PHYSICAL REQUIREMENTS:

The physical demands described here are representative of those that must be met by the employee to successfully perform the essential functions of this job. Reasonable accommodations may be possible to enable an individual with disabilities in order to perform these essential functions.

- Work may be accomplished in doors and in air conditioned or well ventilated facilities or in open garage facility/outdoors.
- Physical activities require considerable use of the arms, repetitive hand-wrist motion, and legs and moving the whole body, such as climbing, lifting, balancing, walking, stooping, and handling of materials.
- Work may require the employee to lift up to 75 pounds

SPECIAL REQUIREMENTS: The incumbent may be required to assist in performing other administrative duties as well as assist in operational and administrative tasks within the Authority.

STATUS: FLSA Exempt

SALARY RANGE:

(Approvals)

\_\_\_\_\_  
President/Chief Executive Officer

HR Person (if you have one, otherwise delete this line

\_\_\_\_\_  
Date

**Cape Fear Public Transportation Authority**  
**Assistant Vice President of Paratransit Operations**  
JOB DESCRIPTION

POSITION TITLE: Assistant Vice President of Paratransit Operations

JOB SUMMARY: The Assistant Vice President of Paratransit Operations is responsible for assisting in the management of the day to day operations, including but not limited to planning and implementing departmental policies and ensuring maximum reliability and efficiency of run and service coverage.

REPORTS TO: President/Chief Executive Office

DESCRIPTION OF DUTIES/RESPONSIBILITIES:

- Direct, supervise and evaluate assigned supervisory staff including eligibility certification.
- Supervise the day-to-day activities of the Paratransit operations department which includes:

Might consider using open dots on the sub-listings

- Review daily activities with AM and PM Transportation Supervisors
- Maintain independent performance, and attendance records
- Ensure adequate investigation of public complaints and accidents and make appropriate related decisions
- Coordinate activities with other departments in providing a variety of transit services
- Conduct informational meetings for the transportation supervisors
- Maintain department responsibility for labor relations
- May receive and personally handle labor grievances as assigned
- May coordinate and conduct termination hearings as necessary
- Fill in for transportation supervisor duties as necessary
- Monitor and recommend service and service delivery changes
- Assume, as directed, the responsibility for the operations of the operations department in the absence of the Vice President of Fixed Route Operations

- Work with and assist as directed the Vice President of Fixed Route Operations in developing/implementing transportation department programs
- Represent the Transit Authority at meetings and with the general public, as required
- Other duties as assigned.

QUALIFICATIONS:

- High school diploma or general education degree
- One-year certificate from a college or technical school and/or one to two years related experience and training; or equivalent combination of education and experience
- Excellent knowledge of geographic locations, vehicle routing opportunities, and traffic conditions within the local service area
- Thorough knowledge of the basic laws, ordinances and regulations underlying the transit operation including compliance with the transit aspects of the Americans with Disability Act.
- Ability to analyze a variety of complex administrative problems to make sound recommendations for solutions
- Ability to establish and maintain working relationships with other officials, employees, labor and the public
- Ability to express ideas effectively, both orally and in writing
- Experience working with the elderly, persons with disabilities or in transportation
- Ability to work with and operate paratransit scheduling software
- Knowledge of the service area, ability to comprehensively read maps, effectively schedule rides in an orderly manner and discern run cuts and additions to meet company needs
- Possess map-reading skills
- Ability to plan and supervise the work of subordinates
- Must be able to work flexible hours
- Must undergo a pre-employment drug test and physical examination

SKILLS REQUIRED:

- Computer-literate and have a working knowledge of word processing, spreadsheet, paratransit scheduling and related software.
- Sensitivity to persons with disabilities.
- Must have Class B or higher Commercial Driver's License with Passenger endorsement
- Knowledge of the service area, ability to comprehensively read maps, effectively schedule rides in an orderly manner and discern run cuts and additions to meet company needs
- Possess map-reading skills
- Experience in the supervision of people, a plus.

PHYSICAL REQUIREMENTS:

The physical demands described here are representatives of those that must be met by the employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

- Substantial amount of work is accomplished indoors though some work will involve field observations.
- May be asked to sit for long periods of time.
- Work will be performed in a fast paced and demanding environment.

SPECIAL REQUIREMENTS: The incumbent may be required to assist in performing other administrative duties as well as assist in other operational and administrative tasks within the Authority.

STATUS: FLSA Exempt

SALARY RANGE:

(Approvals)

\_\_\_\_\_  
President/Chief Executive Officer

\_\_\_\_\_  
HR Person (if you have one, otherwise delete this line)

\_\_\_\_\_  
Date

**Cape Fear Public Transportation Authority**  
**Human Resource Specialist**  
JOB DESCRIPTION

POSITION TITLE: Human Resource Specialist

JOB SUMMARY: Under direction of the Senior Vice President of Administration and Finance or his/her designee, assists in all facets of administering the human resource function of the Authority, including maintaining personnel records and assisting in the management of the Authority's insurance programs.

REPORTS TO: Senior Vice President of Administration and Finance

DESCRIPTION OF DUTIES/RESPONSIBILITIES:

- Maintain the human resource records of Authority's employees and contract employees. These records include, but not limited to, information such as name, address, job title, and earnings; benefits such as health and life insurance; and tax withholding.
- Record information and answer questions about and for employees, for example, looking up information related to absences or job performance.
- Updates employee benefit information including, but not limited to, health insurance plans.
- Assist in the administration of the Authority's benefit program including, but not limited to:
  - Update employee benefit information.
  - Answer employee questions or research information as needed.
  - Working with Authority management in securing benefit insurance.
- Prepare reports for Authority management including assisting in complying with State and Federal regulations.
- Confirm a person's employment and provide authorized information from the employee's personnel records.
- Work with payroll function and insurance companies to verify changes to records.
- Assist in the process of hiring Authority personnel including, but not limited to:
  - Screen job applicants to obtain information, such as, their education and work experience; administer aptitude, personality, and interest tests; explain the organization's employment policies; refer qualified applicants to the employing official; and request references from present or past employers.
  - Inform job applicants, by telephone, letter, or e-mail, of their acceptance for or denial of employment.
- Perform a variety of general clerical duties, including, but not limited to, answering telephone calls or letters, sending out announcements of job openings or job

examinations, signing for packages, ordering office supplies, and issuing application forms.

- Other duties as assigned.

QUALIFICATIONS:

- High school diploma or its equivalent or a mix of education and related experience. Some college including a college degree, is desired.

SKILLS REQUIRED:

- Computer-literate and have a working knowledge of word processing, spreadsheet, human resource information management or similar software.

PHYSICAL REQUIREMENTS:

- Typically requires talking, hearing, seeing, and repetitive motions including keyboard entries.
- Sedentary to light work: Exerting up to 10-20 pounds of force occasionally, and/or up to 10 pounds of force frequently, and/or negligible amount of force constantly to move objects.
- (spacing)May be subject to overnight travel

SPECIAL REQUIREMENTS: The incumbent may be required to assist in performing other administrative duties as well as assist in operational tasks within the Authority.

STATUS: Non-exempt

SALARY RANGE:

(Approvals)

\_\_\_\_\_  
Senior Vice President of Administration and Finance

\_\_\_\_\_  
*If this person maintains personnel records, she/he should sign this description, not withstanding that it is her/his own description*

\_\_\_\_\_  
Date



**Cape Fear Public Transportation Authority**  
**Procurement Specialist**  
JOB DESCRIPTION

POSITION TITLE: Procurement Specialist

JOB SUMMARY: With approval and direction of designated management, buys goods and services for the Authority following Authority policies and State and Federal regulations.

REPORTS TO: Senior Vice President of Administration and Finance

DESCRIPTION OF DUTIES/RESPONSIBILITIES:

- Compile requests for materials and services utilize "Invitation for Bid"; "Request for Proposals," "Request for Qualifications," or other similar mechanisms as may be warranted and permitted under regulations or policies.
- Prepare purchase orders.
- Keep track of purchases and supplies.
- Handle inquiries about orders.
- Ensure that what was purchased arrives on schedule and meets the purchaser's specifications.
- Review invoices for accuracy.
- Monitor in-house inventory movement and complete inventory transfer forms for bookkeeping purposes.
- Maintain parts and supplies inventory spreadsheets/data bases and place orders when designated materials on-hand are insufficient.
- Other duties as may be assigned.

QUALIFICATIONS:

- High school diploma or its equivalent or a mix of education and related experience. Some college including a college degree is desired.
- Certified Professional Public Buyer (CPPB), Certified Public Purchasing Officer (CPPO) or similar certifications is desired.

SKILLS REQUIRED:

- Computer-literate with a working knowledge of word processing and spreadsheet software. Proficiency with computer software is important because most tasks, such as preparing purchase orders, are performed electronically.
- Knowledge of automotive/truck parts and materials is desired.

PHYSICAL REQUIREMENTS:

- Typically requires talking, hearing, seeing, and repetitive motions including keyboard entries.
- Sedentary to light work: Exerting up to 10-20 pounds of force occasionally, and/or up to 10 pounds of force frequently, and/or negligible amount of force constantly to move objects.
- (spacing) May be subject to overnight travel

SPECIAL REQUIREMENTS: The incumbent may be required to assist in performing other administrative duties as well as assist in operational tasks within the Authority.

STATUS: Non-exempt

SALARY RANGE:

(Approvals)

\_\_\_\_\_  
Senior Vice President of Administration and Finance

\_\_\_\_\_  
Procurement Specialist

\_\_\_\_\_  
Date

**Cape Fear Public Transportation Authority**  
**Safety & Training Manager**  
JOB DESCRIPTION

POSITION TITLE: Safety & Training Manager

JOB SUMMARY: The Safety & Training Manager is responsible for proper training of designated employees including safety education, accident prevention, loss control and regulatory compliance.

REPORTS TO: Senior Vice President of Fixed Route Operations

DESCRIPTION OF DUTIES/RESPONSIBILITIES:

- Respond to and investigate accidents/incidents to include taking photos of accident/incident scene, interviewing involved parties, and assisting with police reports.
- Assist, as directed, the Authority's risk management and insurance carriers in addressing accident claims.
- Conduct evaluations and inspections for risk of loss potential.
- Coordinate the activities of workers compensation, general liability and vehicle liability insurance carriers and insurance consultants, as it affects safety and loss control. Monitor activities and make recommendations to the Authority's senior management to help limit loss.
- Assure that safety inspections are properly scheduled, carried out, monitored, acted upon and documented.
- Coordinate and ensure compliance with the substance abuse testing program using Federal and Authority standards.
- Work with the Authority's senior management as necessary to develop and administer local safety programs.
- Maintain personnel and qualification files pertaining to training, safety and loss matters.
- Interview potential drivers and give recommendations as to whether to hire that person.
- Coordinate, and/or facilitate safety and security training programs for fixed route and paratransit operations, as well as safety programs within the Authority's facilities.
- Other duties as assigned.

QUALIFICATIONS:

- Minimum of three years' progressive experience in training or safety
- Two (2) years of supervisory experience.
- High school Diploma or General Education Degree (GED) and two years \_\_\_\_related experience and/or training. College coursework preferred.

- Must be a minimum of 21 years of age.
- Must have Class B or higher Commercial Driver's License with Passenger endorsement.
- Must be able to obtain and maintain DOT Physical examination.
- Knowledgeable of Passenger Assistance Techniques and sensitivity training \_\_\_ relating to persons with disabilities.

SKILLS REQUIRED:

- Computer-literate with a working knowledge of word processing, spreadsheet, database management or similar software.

PHYSICAL REQUIREMENTS:

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations, as sanctioned by the Department of Transportation, may be made to enable individuals with disabilities in order to perform the essential functions.

- About 70% of work is accomplished indoors and in air conditioned or well ventilated facilities.
- About 30% of work is accomplished outside or in a vehicle.
- Perform physical activities that require considerable use of the arms, repetitive hand-wrist motion, and legs and moving the whole body, such as climbing, lifting, balancing, walking, stooping, and handling of passengers and materials
- While performing the duties of this job, the employee frequently works in outside weather conditions. The employee is occasionally exposed to wet and/or humid conditions, fumes or airborne particles, toxic or caustic chemicals and vibrations
- Must be able to lift up to 75 pounds
- Must be able to operate the company vehicle without the use of DOT prohibited adaptations
- Subject to Drug & Alcohol testing.

SPECIAL REQUIREMENTS: The incumbent may be required to assist in performing other administrative duties as well as assist in operational and administrative tasks within the Authority.

STATUS: FLSA Exempt SALARY RANGE:

(Approvals)

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Vice President of Fixed Route Operations

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HR Specialist, if applicable

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Date

**Cape Fear Public Transportation Authority**  
**Transportation Manager**  
JOB DESCRIPTION

POSITION TITLE:       Transportation Manager

JOB SUMMARY:       The Transportation Manager will perform complex professional and administrative work in planning and directing the control and evaluation of the offices, operations and programs of the fixed route transportation department. The manager will be responsible for the supervision of the Transportation Department and also general staff duties.

REPORTS TO:           Senior Vice President of Fixed Route Operations

DESCRIPTION OF DUTIES/RESPONSIBILITIES:

- Supervise day-to-day operations and administrative activities of the department and ensure services are maintained according to Authority expectations.
- Facilitates problem solving between departments and resolve employee grievances.
- Coordinate the scheduling for both operators and supervisors in the department.
- Interact with the union representing the employees with the goal of positive interaction.
- Monitor operations and coordinate the delivery of service.
- Ensure that service to the public remains on schedule and professional.
- Assist in the development and monitoring of the budget for the transportation department.
- Other duties as assigned.

QUALIFICATIONS:

- High School Diploma required. Bachelor of Science degree or equivalent preferred
- Minimum of three (3) years management experience in a transportation environment
- Thorough knowledge of the methods of operation of the transit system's staff and operational departments
- Thorough knowledge of basic laws, ordinances and regulations underlying the transit operation
- Excellent communication and time management skills
- Ability to analyze a variety of complex administrative problems to make sound recommendations for their solutions and prepare working procedures
- Experience in managing in a union environment.
- Must have Class B or higher Commercial Driver's License with Passenger endorsement.
- Must pass a pre-employment drug test and background check. (see below)

SKILLS REQUIRED:

- Computer-literate and have a working knowledge of word processing, spreadsheet, transit scheduling and similar software.

PHYSICAL REQUIREMENTS:

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is regularly required to stand; walk; use hands to manipulate, handle or feel; reach with hands and arms; and talk or hear. The employee is frequently required to sit. The employee is occasionally required to climb or balance; stoop, kneel, crouch or crawl. The employee is occasionally required to lift up to 50 pounds. The vision requirements include close vision, distance vision, peripheral vision, depth perception, night vision, and ability to adjust focus.

SPECIAL REQUIREMENTS: The incumbent may be required to assist in performing other administrative duties as well as assist in administrative and operational tasks within the Authority.

STATUS: Exempt

SALARY RANGE:

(Approvals)

\_\_\_\_\_  
Vice President of Fixed Route Operations

\_\_\_\_\_  
HR specialist, if required to maintain job descriptions

\_\_\_\_\_  
Date

**Cape Fear Public Transportation Authority  
Vehicle Maintenance Manager**

**JOB DESCRIPTION**

POSITION TITLE: Vehicle Maintenance Manager

JOB SUMMARY: The Vehicle Maintenance Manager will perform complex professional and administrative work directing the proper maintenance support services. Responsible for the supervision of the Vehicle Maintenance Department and also general staff duties.

REPORTS TO: Senior Vice President of Fixed Route Operations

**DESCRIPTION OF DUTIES/RESPONSIBILITIES:**

- Establish, implement, and sustain a maintenance program in accordance with customer mandates, regulatory requirements, and Authority standards.
- Prepare, as directed, and monitor assigned departmental budget.
- Maintain all assigned revenue and support vehicles in a safe, clean, and reliable manner to fulfill the Authority's mission to ensure customer satisfaction for fixed route, special event, paratransit and other Authority services.
- Assist in the development and upkeep of a maintenance manual which shall include a quality assurance program.
- Remain technically competent on current equipment, as well as industry trends, methods, and technologies. Attend internal and external seminars and workshops as appropriate.
- Monitor productivity, fleet reliability and performance, vehicle cleanliness, and all aspects of safety.
- Establish preventive maintenance schedules and ensure 100% compliance.
- Analyze road call and defect reports for timely response. Track failure trends and repeat problem vehicles.
- Review reports daily to ensure timely and proper handling of vehicle defects, parts orders, work orders and preventative maintenance forms.
- Manage the input and quality of data entry into Authority maintenance and other software to ensure proper tracking and reporting of information.
- Ensure optimum staffing levels. Interview and hire technicians in accordance with established company policy and client's contractual requirements.
- Monitor technicians' work performance and productivity to determine training requirements.
- Conduct periodic employee meetings to ensure timely distribution of information and monitor contract performance, areas of concern, and client and employee issues.
- Prepare all necessary maintenance reports, correspondence, and documents required by the client, regulatory agencies, and/or Veolia Transportation.



- Keep maintenance areas safe, clean and organized, and ensure use of appropriate safety/personal protection equipment.
- Conduct performance appraisals of direct report personnel
- Manage warranty program by tracking claims, invoicing warranty work, and maintaining warranty work records.
- Ensure that proper inventory levels are maintained, as defined by the Authority, to facilitate appropriate maintenance.
- Other duties as assigned.

#### QUALIFICATIONS:

- Minimum, high school diploma or GED. College degree a plus but a combination of education and experience may be considered.
- At least 5 years of experience in the repair and maintenance of all types of automotive and transit equipment or an equivalent combination of training and experience.
- Comprehensive knowledge of diesel engines and/or internal combustion engines, automatic transmissions, airbrakes, steering and drivelines.
- Possess a basic understanding of the theory of electricity and also be able to read and understand wiring diagrams.
- Ability to read and interpret documents such as safety rules, operating and maintenance instructions and procedure manuals. Ability to write routine reports and correspondence.
- Ability to work with Word and Excel; vehicle maintenance database software as maybe acquired by the Authority.
- Experience with shop labor relations, a plus.
- ASE certifications, a plus
- Ability to obtain a commercial drivers license with a passenger endorsement.
- Prior experience with computerized diagnostic equipment.
- Must be able to pass a physical examination and a drug test.
- Must be able to work flexible hours.

#### SKILLS REQUIRED:

- Computer-literate with a working knowledge of word processing, spreadsheet, or similar software.

#### PHYSICAL REQUIREMENTS:

The physical demands described here are representative of those that must be met by the employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable an individual with disabilities in order to perform these essential functions.

- Work may be accomplished in doors and in air conditioned or well ventilated facilities or in open garage facility/outdoors.
- Performs physical activities that require considerable use of the arms, repetitive hand-wrist motion, and legs and moving the whole body, such as climbing, lifting, balancing, walking, stooping, and handling of materials.
- May be required to lift up to 75 pounds

Subject to Drug & Alcohol testing.

SPECIAL REQUIREMENTS: The incumbent may be required to assist in performing other administrative duties as well as assist in administrative and other operational tasks within the Authority.

STATUS: Exempt

SALARY RANGE:

(Approvals)

\_\_\_\_\_  
Vice President of Fixed Route Operations

\_\_\_\_\_  
HR Specialist, if appropriate

\_\_\_\_\_  
Date

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## Appendix B:      Salary Survey Questionnaire

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**Cape Fear Public Transportation Authority  
Wave Transit  
Wilmington, North Carolina**

**ORGANIZATION AND SALARY SURVEY QUESTIONNAIRE**

*The following items can be transmitted electronically or via conventional mail. See the "Return to" information on the next page.*

1. A list of job titles is shown below. If your agency/company has similar positions, please provide copies of the corresponding job descriptions.

Position	Basic Scope of Duties
Executive Director	Chief executive officer of the transit system reporting directly to a governing board or senior municipal official.
Director of Finance and Administration	Chief Financial Officer of the agency and encompassing human resources, accounting, payroll, and procurement. Also manages grants.
Accounting/Payroll Coordinator	Senior level accounting clerk handling accounts receivable, payables, and payroll processes. This can be divided among two or more positions.
Human Resource Coordinator	Responsible for recordkeeping regarding employees as well as ensuring legal compliance with respect to hiring and termination of employees.
Procurement Coordinator	Responsible for acquiring goods and services for the agency. Oversees the vehicle maintenance parts inventory.
Director of Fixed Route Operations	Encompassing the supervision of bus operators, vehicle mechanics and service workers, as well as management personnel including dispatchers, road supervisors, and safety/training manager. If your agency combines fixed route and paratransit under the same department that description would work for us as well.
Dispatcher	Ensures run assignments are put on the street; maintains radio communication with vehicles on the road as well as handle problems that might arise. Such personnel may handle fixed route and paratransit operations. Assists in preparation of service scheduling.
Road Supervisor	Observes operations on the street including driving skills of bus operators; resolves problems occurring on the street with service and manages accident scenes. Investigates customer complaints.
Safety & Training Manager	Responsible for training and re-training of bus operators (including paratransit drivers); investigating accidents;
Transportation Manager	Oversees dispatchers, road supervisors, safety & training manager. Prepares vehicle operating schedules.
Vehicle Maintenance Manager	Oversees vehicle mechanics, service attendants, and similar personnel in the repair and maintenance of revenue and service vehicles.
Director of Customer & Service Development	Departmental function involving the conduct of marketing and planning. This can be divided among two or more positions.
Facility Maintenance Manager	Responsible for maintaining and repairing the agency's buildings and passenger amenities (i.e., shelters, benches, and bus stops).
Paratransit Manager	Departmental function involving the provision of paratransit service on the street. Oversees order taking, scheduling, certifications, and dispatching.

2 If your agency/company has a salary scale for each position in your organization, please provide a copy of that information, including the salary range for each position.

*If this information is already included in the above job descriptions, then there is no need to create a separate response.*

3. Please provide a copy of your organization chart.

4. Does your agency/organization contract out any of the services listed above in question 1? If so, please provide a list of those contract positions.

**RETURN TO:**

Ted Rieck, AICP  
TJR Advisors  
5109 West 157<sup>th</sup> Street  
Overland Park, Kansas 66224

Phone: (913) 461 8613

Email: [trieck@msn.com](mailto:trieck@msn.com)

**Question 2: Salary Survey Form**

**Agency:** \_\_\_\_\_

Position	Salary*	
	Low	High
Executive Director		
Director of Finance and Administration		
Accounting/Payroll Coordinator		
Human Resource Coordinator		
Procurement Coordinator		
Director of Fixed Route Operations		
Dispatcher		
Road Supervisor		
Safety & Training Manager		
Transportation Manager		
Vehicle Maintenance Manager		
Director of Customer & Service Development		
Facility Maintenance Manager		
Paratransit Manager		

\*Indicate period of salary. For example, annual, monthly, biweekly, etc.

## Survey Contacts

Salutation	First	Last	Title	Agency	Address	Address 2	City	State	Zip	Phone	Fax	email
Mr.	Art	Barnes	General Manager	Winston-Salem Transit Authority - Trans-Aid of Forsyth County (WSTA)	1060 North Trade Street		Winston-Salem	NC	27101	336-727-2648	336-727-8104	<a href="mailto:abarnes@wstransit.com">abarnes@wstransit.com</a>
Ms.	Mariate	Echeverry	Transt Manager	Asheville Transit System (ATS)	360 W. Haywood Street		Asheville	NC	28801	828-251-4059		<a href="mailto:bblack@asheville.nc.gov">bblack@asheville.nc.gov</a>
Ms.	Rebecca	Martin	Transit Director	Blacksburg Transit (BT)	2800 Commerce Street		Blacksburg	VA	24060-6656	540-961-1185	540-951-3142	<a href="mailto:btransit@blacksburg.gov">btransit@blacksburg.gov</a>
Mr.	Galloway	Beck	Human Resource Director	Charlottesville Transit Service (CTS)	605 East Main Street		Charlottesville	VA	22902	434-970-3492		<a href="mailto:Beck@charlottesville.org">Beck@charlottesville.org</a>
Mr.	Mark	Rickards	Executive Director	Williamsburg Area Transport (WAT)	7239 Pocahontas Trail	PO Box 8784	Williamsburg	VA	23185	757-220-5493	757-220-6268	<a href="mailto:gcosman@james-city.va.us">gcosman@james-city.va.us</a>
Mr.	Tyron	Parker	General Manager	The Wave Transit System (WTS)	110 Beauregard Street, Suite 104		Mobile	AL	36602	251-344-6600		<a href="mailto:tparker@thewavetransit.com">tparker@thewavetransit.com</a>
Mr.	Garry	Dye	Human Resource Director	Manatee County Area Transit (MCAT)	1108 26th Avenue East		Bradenton	FL	34208	941-748-4501 X3867		<a href="mailto:garry.dye@mymanatee.org">garry.dye@mymanatee.org</a>
Mr.	Michael	Carroll	Public Transportation Manager	Pasco County Public Transportation (PCPT)	8620 Galen Wilson Boulevard		Port Richey	FL	34668	(727) 834-3200		<a href="mailto:mCarroll@pascountyfl.net">mCarroll@pascountyfl.net</a>
Mr.	Knox "Butch"	McDuffie	Director	Athens Transit System (ATS)	325 Pound Street		Athens	GA	30601	(706) 613-3434		<a href="mailto:ButchMcDuffie@co.clarke.ga.us">ButchMcDuffie@co.clarke.ga.us</a>
Mr.	Kevin	Coggin	Executive Director	Coast Transit Authority (CTA)	333 DeBuys Road		Gulfport	MS	39507	228-896-8080 Ext. 212	228-896-8081	<a href="mailto:kcoggin@coasttransit.com">kcoggin@coasttransit.com</a>
Mr.	Michael	Carroll	General Manager	Greater Lynchburg Transit Company (GLTC)	1301 Kemper Street	PO Box 797	Lynchburg	VA	24505-0797	434-455-5080		<a href="mailto:michael.carroll@lynchburgva.gov">michael.carroll@lynchburgva.gov</a>

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## APPENDIX C: Detailed Salary Responses

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The next pages contain actual responses from six peer systems that responded to the salary survey. The systems are:

- Asheville, North Carolina
- Athens, Georgia
- Charlottesville, Virginia
- Gulfport, Mississippi
- Lynchburg, Virginia
- Pasco County (Port Richey), Florida
- Winston-Salem, North Carolina

Following the peer responses is a table showing data obtained for these four systems from APTA's 2009 compensation study:

- Mobile, Alabama
- Manatee County (Bradenton), Florida
- Williamsburg, Virginia

Wilmington, North Carolina's ranges from the APTA report are also included in this last table.

## Asheville, NC

Position	Salary	
	Low	High
Executive Director	Contracted	\$ -
Director of Finance and Administration	\$ -	\$ -
Accounting/Payroll Coordinator	\$ 32,000.00	\$ 45,500.00
Human Resource Coordinator	\$ -	\$ -
Procurement Coordinator	\$ -	\$ -
Director of Fixed Route Operations	\$ 33,500.00	\$ 46,750.00
Dispatcher	\$ 29,260.00	\$ 37,958.00
Road Supervisor	\$ -	\$ -
Safety & Training Manager	\$ -	\$ -
Transportation Manager	\$ 31,650.00	\$ 35,000.00
Vehicle Maintenance Manager	\$ 44,000.00	\$ 52,000.00
Director of Customer & Service Development	\$ -	\$ -
Facility Maintenance Manager	\$ -	\$ -
Paratransit Manager	\$ -	\$ -

**Athens, GA**

	Salary	
	Low	High
Executive Director (DIRECTOR)	\$ 72,942.00	\$ 109,413.00
Director of Finance and Administration *(SEE ATHENS CLARKE CO WEB SITE) OR	\$ -	\$ -
Accounting/Payroll Coordinator*	\$ -	\$ -
Human Resource Coordinator*	\$ -	\$ -
Procurement Coordinator*	\$ -	\$ -
Director of Fixed Route Operations(SUPERINTENDENT OF	\$ 48,215.00	\$ 72,322.00
Dispatcher	\$ 30,063.00	\$ 45,095.00
Road Supervisor*	\$ -	\$ -
Safety & Training Manager*	\$ -	\$ -
Transportation Manager*	\$ -	\$ -
Vehicle Maintenance Manager (TRANSIT MAINT ADMIN)	\$ -	\$ -
Director of Customer & Service De	\$ -	\$ -
Facility Maintenance Manager *	\$ -	\$ -
Paratransit Manager	\$ -	\$ -
Transit vehicle operators	\$ 28,705.00	\$ 43,057.00
Maintenance Foreman (shop foreman)	\$ 35,850.00	\$ 53,775.00
Information specialist (transit information center supvr)	\$ 33,103.00	\$ 47,594.00

**Charlottesville, VA  
Position**

	<b>Salary</b>		
	Low	High	
Executive Director	\$ 58,760	\$ 110,011	transit manager
Director of Finance and Administration	\$ -	\$ -	58,760.00 - \$110,011.20
Accounting/Payroll Coordinator	\$ 30,347.20	\$54,288.00	accountant clerk III
Human Resource Coordinator	\$34,632.00	\$59,529.60	HR Specialist
Procurement Coordinator	\$ 34,632.00	\$ 59,529.60	buyer II
Director of Fixed Route Operations	\$ 42,286.40	\$ 72,196.80	assist transit mgr
Dispatcher	\$ -	\$ -	
Road Supervisor	\$ -	\$ -	
Safety & Training Manager	\$ -	\$ -	
Transportation Manager	\$ 39,332.80	\$ 67,142.40	transit ops supervisor
Vehicle Maintenance Manager	\$ 58,760.00	\$ 110,011.20	fleet manager for city
Director of Customer & Service Development	\$ 58,760.00	\$ 110,011.20	city planning mgr
Facility Maintenance Manager	\$ 39,332.80	\$ 67,142.40	building mech IV (master plumber, etc.)
Paratransit Manager	\$ -	\$ -	

**Gulfport, MS**

Position	Salary	
	Low	High
Executive Director	\$	116,100.00
Director of Finance and Administration	\$ 50,000.00	\$ 60,000.00
Accounting/Payroll Coordinator	\$ 35,000.00	\$ 45,000.00
Human Resource Coordinator	\$ 38,000.00	\$ 48,000.00
<b>Admin/Marketing Coordinator</b>	\$ 14.00	\$ 17.00
Director of Operations	\$ 50,000.00	\$ 60,000.00
Director of Maintenance	\$ 50,000.00	\$ 60,000.00
Vehicle Maintenance Manager (Shop Foreman)	\$ 43,000.00	\$ 53,000.00
Facility Maintenance	\$ 14.00	\$ 18.00
Dispatcher	\$ 12.00	\$ 16.00
Road Supervisor (Field Inspector)	\$ 28,000.00	\$ 38,000.00
Safety & Training Manager	\$ 30,000.00	\$ 40,000.00
<b>Operations Analyst</b>	\$ 35,000.00	\$ 45,000.00
Transportation Manager (Fixed Rt. Supervisor)	\$ 30,000.00	\$ 40,000.00
Paratransit Manager (Special Rt. Supervisor)	\$ 32,000.00	\$ 42,000.00

current salary -  
determined by Board  
of Commissioners

We do not have a  
manager for facility  
Maintenance. This  
position reports to

All Salaries listed are annually with the exception of Dispatchers, Admin/Marketing Coordinator and Facility Maintenance which are hourly.

**Lynchburg, VA.**

Position	Salary		High	
	Low			
Executive Director	\$ -	\$ -		Contract employee
Director of Finance and Administration	\$ 42,000	\$ 51,000	\$ 47,000	
Accounting/Payroll Coordinator	\$ 24,000	\$ 30,000		
Human Resource Coordinator	\$ 40,000	\$ 49,000	\$ 46,000	
Procurement Coordinator				
Director of Fixed Route Operations	\$ 39,000	\$ 48,000		
Dispatcher	\$ 29,000	\$ 36,000		
Road Supervisor	\$ 29,000	\$ 36,000	\$ 32,000	
Safety & Training Manager				
Transportation Manager				
Vehicle Maintenance Manager	\$ 47,000	\$ 58,000		
Director of Customer & Service Development	\$ -	\$ -		
Facility Maintenance Manager	\$ -	\$ -		
Paratransit Manager	\$ -	\$ -		

**Pasco County, FL**

Position	Salary		
	Low	High	
Executive Director	\$ 61,200.00	\$ 99,231.00	transportation mgr.
Director of Finance and Administration	\$ 39,559.00	\$ 67,352.00	admin mgr (reports to transp mgr)
Accounting/Payroll Coordinator	\$ -	\$ -	
Human Resource Coordinator	\$ -	\$ -	
Procurement Coordinator	\$ -	\$ -	
Director of Fixed Route Operations	\$ 45,795.00	\$ 77,743.00	trans ops mgr (reports to trans mgr)
Dispatcher	\$ 24,336.00	\$ 39,603.20	bus dispatcher (reports to medicaid coord, but directly over drivers)
Road Supervisor	\$ 29,681.60	\$ 48,131.20	transp service mgr (reports to trans ops mgr, but directly over drivers)
Safety & Training Manager	\$ -	\$ -	
Transportation Manager	\$ 29,681.60	\$ 48,131.20	transp service mgr (reports to trans ops mgr, but directly over drivers)
Vehicle Maintenance Manager	\$ -	\$ -	
Director of Customer & Service Development	\$ 39,559.00	\$ 67,352.00	admin mgr (reports to transp mgr)
Facility Maintenance Manager	\$ -	\$ -	
Paratransit Manager	\$ 35,881.00	\$ 61,091.00	medicaid coordinator(reports to transp mgr)

**Winston -Salem, NC**

Position	Salary		High	
	Low			
Executive Director	\$115,000	\$	-	
Director of Finance and Administration	\$49,000	\$	-	
Accounting/Payroll Coordinator	\$39,500	\$	-	
Human Resource Coordinator	\$58,656	\$	-	
Procurement Coordinator	\$	-	\$	-
Director of Fixed Route Operations	\$46,300	\$	-	
Dispatcher	\$40,286	\$	-	
Road Supervisor	\$40,286	\$	-	
Safety & Training Manager	\$48,651	\$	-	
Transportation Manager	\$66,352	\$	-	
Vehicle Maintenance Manager	\$76,273	\$	-	
Director of Customer & Service Development	\$43,555	\$	-	
Facility Maintenance Manager	\$	-	\$	-
Paratransit Manager	\$44,304	\$	-	



Salaries for Selected Positions as Peer Agencies and Wilmington, NC

Position	Mobile, AL			Manatee Co, FL			Williamsburg, VA			Wilmington, NC		
	Low	High	Actual	Low	High	Actual	Low	High	Actual	Low	High	Actual
Executive Director				\$ 51,314	\$ 78,291	\$ 63,648		\$ 91,934		\$ 55,000	\$ 85,000	\$ 84,150
Director of Finance and Administration			\$ 47,434					\$ 46,500		\$ 52,000	\$ 67,600	\$ 56,021
Accounting/Payroll Coordinator			\$ 23,629	\$ 31,990	\$ 48,817	\$ 34,424				\$ -	\$ -	
Human Resource Coordinator										\$ -	\$ -	
Procurement Coordinator										\$ -	\$ -	
Director of Fixed Route Operations			\$ 45,035	\$ 38,480	\$ 58,219	\$ 47,944		\$ 47,800		\$ -	\$ -	\$ 65,000
Dispatcher	\$ 32,240	\$ 36,109		\$ 22,338	\$ 32,386	\$ 35,463				\$ -	\$ -	
Road Supervisor	\$ 32,240	\$ 36,109								\$ -	\$ -	
Safety & Training Manager				\$ 30,472	\$ 46,488	\$ 37,065				\$ -	\$ -	
Transportation Manager			\$ 38,124							\$ -	\$ -	
Vehicle Maintenance Manager			\$ 38,124							\$ -	\$ -	
Director of Customer & Service Development			\$ 44,772	\$ 38,480	\$ 58,219	\$ 43,492		\$ 76,700		\$ 44,762	\$ 65,000	\$ 58,000
Facility Maintenance Manager										\$ -	\$ -	
Paratransit Manager			\$ 42,046							\$ -	\$ -	

Source: APTA's 2009 Public Transportation Management Compensation Report