

STAFF REPORT

SUBJECT: LAVTA Annual Salary Band Review

FROM: Tamara Edwards, Director of Finance

DATE: July 7, 2025

Action Requested

The Finance and Administration Committee recommends Board adoption of Resolution 25-2025, codifying the results from the 2025 review of the LAVTA salary bands as required by the LAVTA Human Resources Policy.

Background

LAVTA's Human Resources Policy states that "As part of the annual budget approval process, salary ranges will be established in accordance with procedures in the Human Resources Manual, which includes adherence to the Executive Director Compensation Policy and an annual salary survey for all established positions within the Authority." LAVTA also reviews the organization for any changes that have occurred over the last fiscal year or that are recommended to the Board for the next fiscal year. The FY 2026 org chart is included as Attachment 1.

The study completed in FY 2024 added additional agencies to the list of comparator agencies that LAVTA had been using for many years. Prior comparator agencies were similar in make up to LAVTA, such as stand-alone agencies not part of a City or County, most were similar in size, as well as in organizational structure. Beginning with the FY 2024 study, additional agencies were added that were not necessarily similar in organizational make-up, but are close enough geographically that they could compete with LAVTA for recruiting. Therefore, AC Transit, Santa Clara VTA, and Sacramento Regional Transit were added. The other comparator agencies are Santa Cruz Metro, San Joaquin Regional Transit District, Tri-Delta Transit, Monterey-Salinas Transit, Napa Valley Transportation Authority, Marin Transit, County Connection, WestCat, Yolo County Transportation District and San Luis Obispo Regional Transit Authority.

Discussion

This year's study was conducted by RS Squared aka The Hive; the Hive was the firm that completed the Executive Director's total compensation study in 2024. The project was split into two efforts: the first to include all positions excluding the Executive Director, and the second to be completed later this year for the Executive Director. In addition to the tools used for previous total compensation studies, The Hive included a cost-of-living comparison (table 1) between LAVTA and the comparator agencies and used this information in making the salary band recommendations.

Table 1:

Comparator	City	Cost of Living Index
LAVTA	Livermore, CA	1.00
AC Transit	Oakland, CA	0.95
Santa Clara VTA	Santa Clara, CA	1.21
Sacramento RT	Sacramento, CA	0.74
Santa Cruz Metro	Santa Cruz, CA	1.11
San Joaquin Regional TD	Stockton, CA	0.70
Tri-Delta Transit	Antioch, CA	0.93
Napa Valley TA	Napa, CA	1.01
Marin Transit	San Rafael, CA	1.16
County Connection	Concord, CA	0.93
WestCAT	Pinole, CA	0.93
Yolo County TD	Woodland, CA	0.76
San Luis Obispo RTA	San Luis Obispo, CA	0.95
Monterey-Salinas Transit	Salinas, CA	0.84

The FY 2025 salary band review results validated that LAVTA was generally on par with other agencies. However, there are some recommended adjustments beyond the usual CPI increase. Other than one position, none of these proposed changes have the potential of an automatic adjustment to any of the salaries. Additionally, these changes are to both the top end and the low end of the salary bands. The results of the salary band review are included in Attachment 2.

In addition to the changes to the amounts for the salary bands, the consultants also recommended adding a new band to encompass the varying levels of LAVTA's Customer Service Representatives. This was done to alleviate the issue with the previous singular salary band that had an overly large spread between the high and the low ends of the band. The consultant's report can be found in Attachment 3.

In FY 2025 LAVTA launched an update to its Strategic Plan which includes an analysis of the organization. With the new Strategic Plan there may be recommendations for position titles, and job description changes, changes in department responsibilities and where each position fits into the organization as a whole. The salary band study just completed is based on the current organizational structure and does not indicate that any changes need to be made before the organizational assessment and Strategic Plan are completed. However, the consultants did make recommendations for changes within the job descriptions to add varying levels of responsibility for each position (see recommendation 4 in attachment 2), and moving one position into a higher salary band (recommendation 2 in attachment 2) – both of these recommendations will be taken

into consideration and potentially incorporated into the recommendations from the Strategic Plan.

The Bureau of Labor Statistics Consumer Price index for the San Francisco Area February 2025 is included as Attachment 3. Staff recommendations for increases in the salary bands to ensure that the bands stay competitive in the labor market are summarized below.

Please note: Changes to the Salary Bands do not affect individual salaries which are increased based solely on performance and in accordance with the adopted budget.

Table of Proposed Monthly Salary Range Changes

Band	Current FY2025 Monthly Salary Range		Proposed FY2026 Monthly Salary Range	
0	new	new	\$4,503	\$6,526
1	\$4,673	\$6,174	\$5,222	\$7,568
2	\$5,453	\$7,718	\$6,056	\$8,776
3	\$6,616	\$9,263	\$7,023	\$10,178
4	\$7,939	\$11,114	\$7,946	\$11,515
5	\$9,525	\$13,336	\$9,923	\$14,381
6	\$11,944	\$16,802	\$12,393	\$17,960

Proposed Salary Band Ranges

Monthly Salary Ranges

<u>Band 0</u>	<u>\$4,503 - \$6,526</u>
Customer Service Representative I	
<u>Band 1</u>	<u>\$5,222-7,568</u>
Customer Service Representative II	
<u>Band 2</u>	<u>\$6,056-8,776</u>
Executive Assistant	
<u>Band 3</u>	<u>\$7,023-10,178</u>
Accounting Analyst	
Customer Service Supervisor	
Operations Analyst: Fleet & ITS	
<u>Band 4</u>	<u>\$7,946-11,515</u>
Senior Transit Planner	
Senior Grants, and Management Specialist	
Senior Operations Analyst: Quality Assurance	
Senior Marketing and Outreach Coordinator	
Senior Paratransit Specialist**	

Band 5**\$9,923-14,381**

Manager of Capital Projects
Manager of Administrative Services

Band 6**\$12,393-17,960**

Director of Finance
Director of Customer Experience
Director of Operations

**Position is filled in Band 3 as a Paratransit Specialist; position being upgraded to Senior level/Band 4 in FY2026

Budget Impact

These Salary Band Ranges and the Organizational Chart are consistent with the proposed FY2026 operating budget.

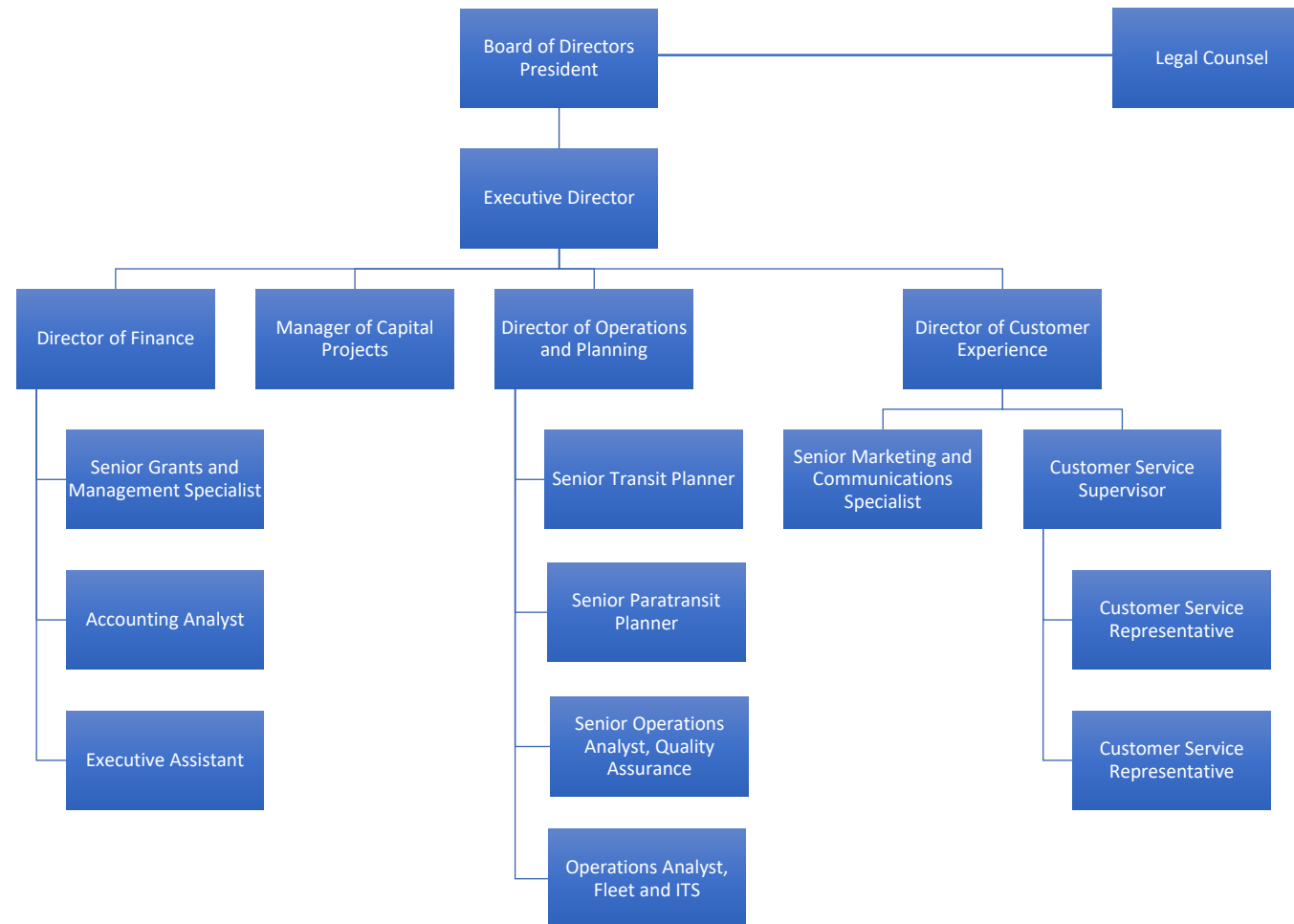
Recommendation

The Finance and Administration Committee recommends the Board of Directors approve Resolution 25-2025, codifying the results from the 2025 review of LAVTA's salary bands as required by the LAVTA Human Resources Policy.

Attachments:

1. LAVTA Organization Chart
2. FY 2025 Annual Organizational Review Results Summary
3. Bureau of Labor Statistics
4. Resolution 25-2025

LAVTA Organizational Chart





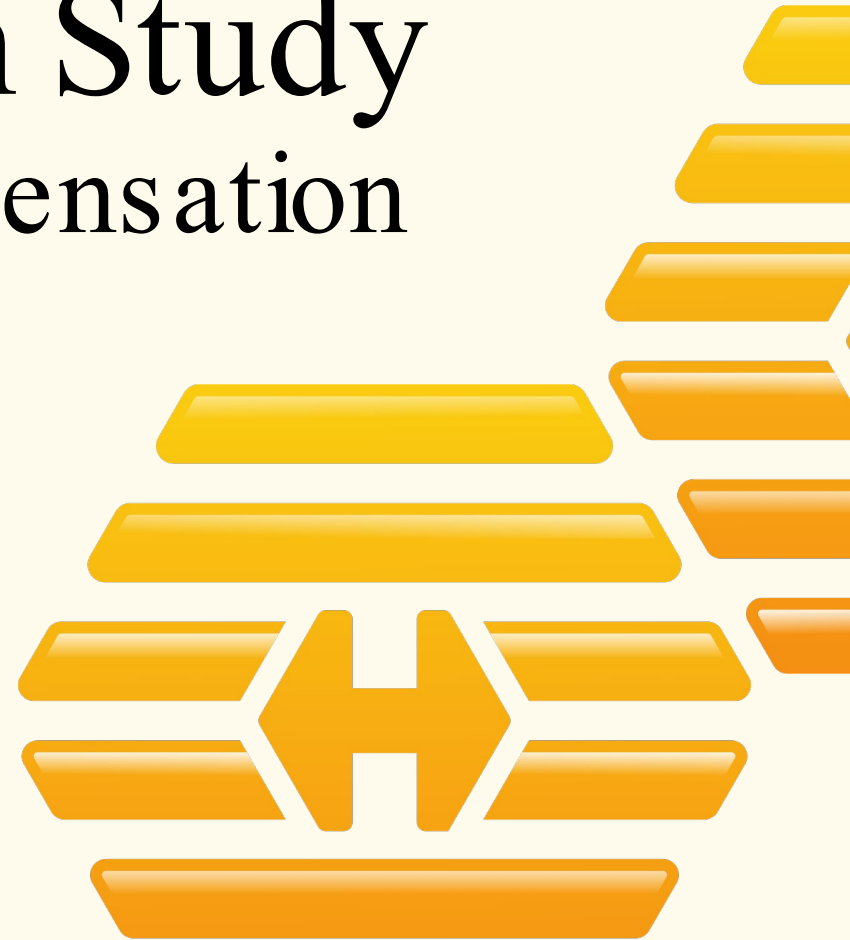
LAVTA 2025

Total Compensation Study

Part 1 Results: Staff Compensation

July 7, 2025

Presented by:
Rex Sanders, Partner
& Rafael Silva, Partner



Agenda



Objectives and Methodology Overview



Insights



Recommendations and Potential Impacts

Objectives Overview

- Assess market competitiveness of LAVTA salaries
- Evaluate internal pay relationships
- Review benefits package vs. peer agencies
- Provide actionable recommendations to support recruitment & retention

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Methodology Overview

✓ Base Salary Study

To calculate the market fair Base Salary, we collected data from all comparator agencies and connected with each Agency's contact to confirm and understand their compensation, adjusted salaries with the geographical cost of living index (see table), any upcoming changes, and any challenges they experience in their compensation program.

✓ Internal Relationships Study

We perform an assessment of LAVTA's internal pay relationships and salary progression structure. This study ensures justifiable pay differentials across job classifications supports employee morale, career development, and retention.

✓ Benefits Study

For each Benefit, to normalize and account for factors such as demographic differences impacting premiums, we gather the maximum dollar value each benefit is offered to their executives and perform the comparison. For this comparison, we use the market median as a compensation philosophy agreed upon with LAVTA.

✓ Total Compensation Study

As a result of both benefits and base salary, we compare the total compensation to ensure market parity and that individual benefits are not skewing final results. We also calculate the expected fiscal impact, assuming acceptance of our analysis to facilitate efficient decision-making.

Table: Cost of Living Index relative to Livermore, CA

City	Comparator	COLI vs. Livermore
Oakland, CA	AC Transit	0.95
Santa Clara, CA	Santa Clara VTA	1.21
Sacramento, CA	Sacramento Regional Transit	0.74
Santa Cruz, CA	Santa Cruz Metro	1.11
Stockton, CA	San Joaquin Regional Transit District	0.70
Antioch, CA	Tri-Delta Transit	0.93
Salinas, CA	Monterey-Salinas Transit	0.84
Napa, CA	Napa Valley Transportation Authority	1.01
San Rafael, CA	Marin Transit	1.16
Concord, CA	County Connection	0.93
Pinole, CA	WestCat	0.93
Woodland, CA	Yolo County Transportation District	0.76
San Luis Obispo, CA	San Luis Obispo Regional Transit Authority	0.95

Agenda



Objectives and Methodology Overview



Insights



Recommendations & Potential Impacts

Study Insights

- **LAVTA's career levels are largely within 10% of market median** on the upper band of salary, indicating market alignment with career levels, **except for the Journey level** which is -17% below market on the upper range.
- **LAVTA's individual position salaries are largely within 10% of market median** for comparable positions, **except four** in which the positions' salary bands fall outside of the 10% norm:

Director of Operations (-12% below market on the upper range)

Senior Paratransit Planning Specialist (+10% above market on the lower range)

Customer Service Supervisor (-11% below market on the upper range)

Executive Assistant (-17% below market's upper range, and is the only Journey level position at LAVTA)

- **LAVTA's current salary structure largely aligns across career levels**, though there are minor deviations:

Entry through Senior levels exhibit larger than typical spreads, creating larger salary gaps between position levels.

Public Sector norms suggest:

Between Entry → Journey → Professional → Senior: **5%–15%** gaps.

Between Senior → Manager → Director: **15%–25%** gaps.

- **LAVTA's current benefits package for employees is estimated to be 16% above the market median**, contributing to its competitive total compensation package.

Agenda



Process Overview



Insights



Recommendations & Potential Impacts

Recommendations

1. Adjust Internal Salary Structure to improve alignment across career levels and resolve compression issues, particularly within the Customer Service Classification series
 - Introduction of a tiered career ladder for the Customer Service classification:
 - Customer Service Rep I/ II Classifications (mapped onto CSR I and CSR II Career Levels)
2. Upgrade the Executive Assistant from Journey level to the Professional level to more closely align with level of position responsibilities

Table 5: LAVTA's recommended internal relationships

Career Level	Proposed LAVTA's Internal Relationship	
	Low	High
Manager to Director	24.9%	24.9%
Senior to Manager	24.9%	24.9%
Professional to Senior	13.1%	13.1%
Journey to Professional	16.0%	16.0%
CSR II to Journey	16.0%	16.0%
CSR I to Entry	16.0%	16.0%

Recommendations

3. Update Salary Bands to better align with updated internal structure and market

Table 6: LAVTA's recommended salary bands by career level

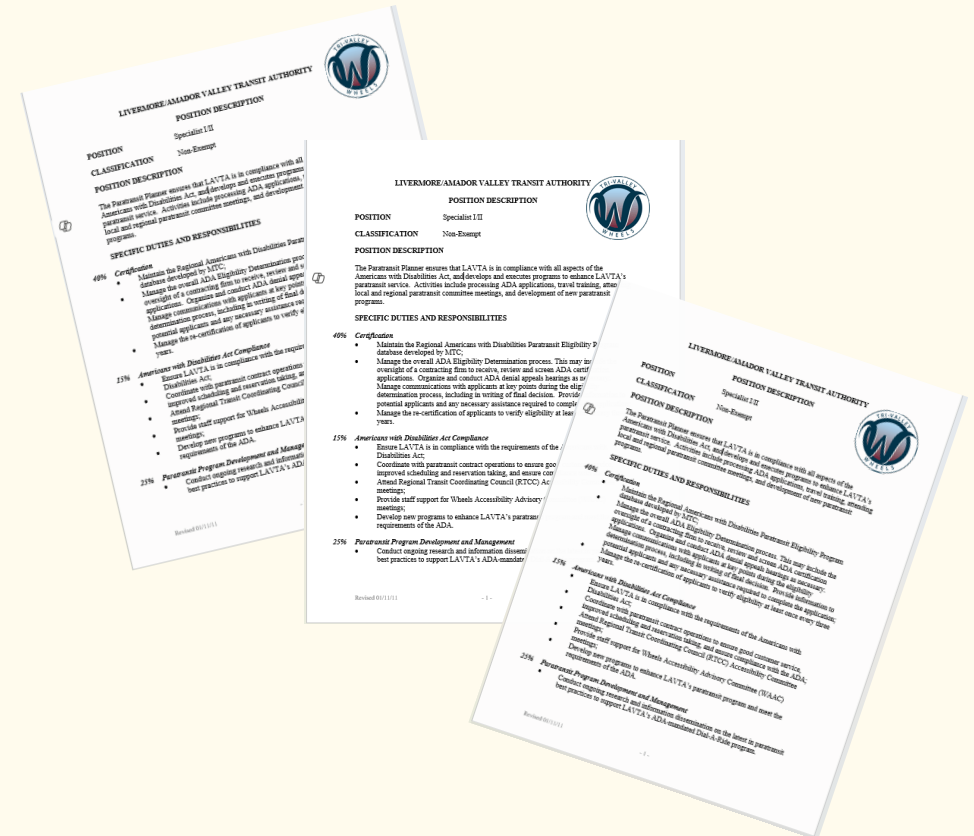
Career Level	Recommended LAVTA Salary Bands		Gap vs. Median	
	Low*	High*	Low	High
Director	\$148,715	\$215,522	-2%	0%
Manager	\$119,080	\$172,574	-11%	0%
Senior	\$95,351	\$138,185	0%	7%
Professional	\$84,276	\$122,136	-6%	4%
Journey	\$72,671	\$105,317	n/a	n/a
CSRI	\$62,664	\$90,815	n/a	n/a
CSR II	\$54,035	\$78,309	-4%	8%

Table 7: LAVTA's recommended Total Compensation vs. Comparators by career level

Career Level	Recommended LAVTA Total Comp		Median Total Comp		% Recommended LAVTA vs. Median	
	Low	High	Low	High	Low	High
Director	\$194,129	\$260,936	\$192,324	\$255,901	1%	2%
Manager	\$164,494	\$217,988	\$174,088	\$213,259	-6%	2%
Senior	\$140,765	\$183,599	\$135,801	\$169,377	4%	8%
Professional	\$129,690	\$167,550	\$130,373	\$158,285	-1%	6%
Journey	\$118,085	\$150,731	n/a	n/a	n/a	n/a
CSRI	\$108,078	\$136,229	n/a	n/a	n/a	n/a
CSR II	\$99,449	\$123,723	\$96,764	\$113,094	3%	9%

Recommendations

4. Formalize and establish flexible classification series for Analyst and Specialist
 - i.e. Analyst I, II, III and Specialist I/II/III
 - Align with how the roles are already staffed and managed in practice;
 - Provide a clear promotional path and reduce any ambiguity around salary placement;
 - Support consistent internal alignment when duties shift or expand;
 - Improve clarity in recruitment, budgeting, and workforce planning.



Discussion and Questions



Rex@TheHive.Consulting
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Related Links

[CPI historical databases](#)

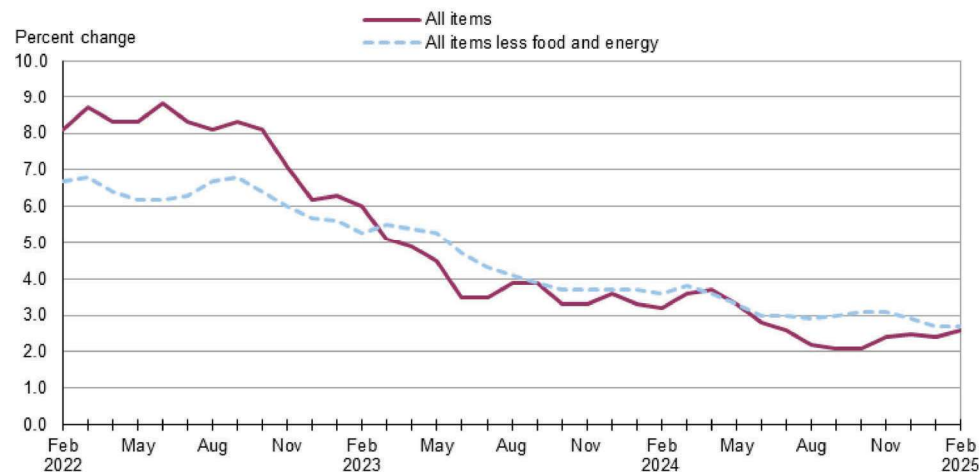
Consumer Price Index, West Region — February 2025

Area prices up 0.6 percent over the past month, up 2.6 percent from a year ago

The Consumer Price Index for All Urban Consumers (CPI-U) in the West Region advanced 0.6 percent in February, the U.S. Bureau of Labor Statistics reported today. The all items less food and energy index increased 0.4 percent. The food index rose 0.3 percent, and the energy index increased 3.1 percent. (Data in this report are not seasonally adjusted. Accordingly, month-to-month changes may reflect seasonal influences.)

The West Region all items CPI-U advanced 2.6 percent for the 12 months ending in February. The food index rose 3.3 percent, while the energy index declined 0.5 percent. The index for all items less food and energy increased 2.7 percent over the year.

Chart 1. Over-the-year percent change in CPI-U, West region, February 2022–February 2025



Source: U.S. Bureau of Labor Statistics.

[View Chart Data](#)

Food

Food prices advanced 0.3 percent in February. The index for food at home (grocery store purchases) advanced 0.2 percent, with higher prices in 2 of the 6 grocery categories. The index for food away from home (restaurant, cafeteria, and vending purchases) rose 0.4 percent for the same period.

Food prices rose 3.3 percent over the year. The index for food at home increased 2.6 percent, with higher prices in all six grocery categories. The index for food away from home increased 4.3 percent.

Attachment 3

Energy

The energy index increased 3.1 percent over the month. Gasoline prices increased 5.1 percent. Prices for natural gas service advanced 2.4 percent, and prices for electricity rose 0.3 percent for the same period.

The energy index declined 0.5 percent over the year. Prices for natural gas service fell 5.9 percent, and prices for electricity declined 0.8 percent. Gasoline prices increased 0.8 percent during the past year.

All items less food and energy

The index for all items less food and energy rose 0.4 percent in February. Among the index's components, prices were higher for apparel (+3.7 percent) and shelter (+0.3 percent). In contrast, prices were lower for new and used motor vehicles (-0.1 percent) and recreation (-0.1 percent).

The index for all items less food and energy increased 2.7 percent over the year, reflecting higher prices for shelter (+3.1 percent) and medical care (+2.9 percent). In contrast, prices were lower for education and communication (-0.4 percent).

Table A. West region CPI-U 1-month and 12-month percent changes, all items index, not seasonally adjusted

Month	2021		2022		2023		2024		2025	
	1-month	12-month	1-month	12-month	1-month	12-month	1-month	12-month	1-month	12-month
January	0.2	1.4	0.9	7.7	0.9	6.3	0.7	3.3	0.6	2.4
February	0.5	1.6	0.8	8.1	0.5	6.0	0.4	3.2	0.6	2.6
March	0.7	2.4	1.3	8.7	0.5	5.1	0.9	3.6		
April	1.0	3.9	0.7	8.3	0.5	4.9	0.6	3.7		
May	0.8	4.7	0.8	8.3	0.4	4.5	0.1	3.3		
June	0.9	5.1	1.2	8.8	0.3	3.5	-0.2	2.8		
July	0.6	5.2	0.1	8.3	0.1	3.5	-0.1	2.6		
August	0.2	5.0	0.0	8.1	0.4	3.9	0.1	2.2		
September	0.2	5.3	0.3	8.3	0.4	3.9	0.2	2.1		
October	0.8	6.0	0.7	8.1	0.1	3.3	0.1	2.1		
November	0.5	6.5	-0.4	7.1	-0.4	3.3	-0.1	2.4		
December	0.4	7.1	-0.4	6.2	-0.1	3.6	0.0	2.5		

The March 2025 Consumer Price Index for the West Region is scheduled to be released on April 10, 2025.

Publication updates and changes

In accordance with annual practice, relative importance weights have been updated and are available online in the [CPI Supplemental Table of Contents](#).

Effective with the January 2025 data release, several indexes and average price series were discontinued. More information is available on the [CPI discontinued series page](#). Direct any inquiries to the CPI office using one of the [CPI contact information options listed online](#).

Technical Note

The [Consumer Price Index](#) (CPI) is a measure of the average change in prices over time in a fixed market basket of goods and services. The Consumer Price Index for the West Region is published monthly. The set of components and sub-aggregates published for regional and metropolitan indexes is more limited than at the U.S. city average level; these indexes are byproducts of the national CPI program. Each local index has a much smaller sample size than the national or regional indexes and is, therefore, subject to substantially more sampling and other measurement error. As a result, local-area indexes are more volatile than the national or regional indexes. In addition, local indexes are not adjusted for seasonal influences. **NOTE: Area indexes do not measure differences in the level of prices between cities; they only measure the average change in prices for each area since the base period.**

Percent changes for all-items data previously found in Table A of this release can be accessed in Chart 1 for this release and its attendant data table. A full all-items data series history for the original index value and for 1-month, 2-month, 3-month, 6-month, and 12-month percent changes can be accessed via BLS data query tools. A direct link to the all-items series is provided in Table 1 of this release under historical data.

The West Region covered in this release is comprised of the following thirteen states: Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, New Mexico, Oregon, Utah, Washington, and Wyoming.

Refer to the national [CPI news release technical note](#) or the [Handbook of Methods](#) for more information.

Information in this release will be made available to individuals with sensory impairments upon request. Voice phone: (202) 691-5200; Telecommunications Relay Service: 7-1-1.

Table 1. West region CPI-U by expenditure category for February 2025, not seasonally adjusted (1982-84=100 unless otherwise noted)

Expenditure category	Indexes				Percent change from -		
	Historical data	Dec. 2024	Jan. 2025	Feb. 2025	Feb. 2024	Dec. 2024	Jan. 2025

RESOLUTION NO. 25-2025

**RESOLUTION OF THE BOARD OF DIRECTORS OF THE
LIVERMORE AMADOR VALLEY TRANSIT AUTHORITY
Attachment ESTABLISHING FY2026 SALARY BANDS**

WHEREAS, the Board of Directors of the Livermore Amador Valley Transit Authority adopted Resolution No. 16-2024 which established the current Human Resources Policy; and

WHEREAS, Section 4.2, Rates of Pay, of the Human Resources Policy requires an annual review of the Salary Ranges as part of the annual budget process; and

WHEREAS, it is desirable and necessary to revise the Salary Bands.

NOW, THEREFORE, BE IT RESOLVED that the Salary Bands for FY2026 are revised as follows:

Salary Bands

The following salary bands represent the categories of employment within the agency. Bands will be adjusted annually as part of the budget process. Periodically the Board of Directors may make additional one-time adjustments to the bands based on market conditions, or other relevant factors indicating that the bands have become non-competitive. The Executive Director will have the authority to set salaries for positions within each band based on adopted budget constraints.

Monthly salary ranges as of July 1, 2026.

Monthly Salary Ranges

<u>Band 0</u>	<u>\$4,503 - \$6,526</u>
Customer Service Representative I	
<u>Band 1</u>	<u>\$5,222-7,568</u>
Customer Service Representative II	
<u>Band 2</u>	<u>\$6,056-8,776</u>
Executive Assistant	
<u>Band 3</u>	<u>\$7,023-10,178</u>
Accounting Analyst	
Customer Service Supervisor	
Operations Analyst: Fleet & ITS	
<u>Band 4</u>	<u>\$7,946-11,515</u>
Senior Transit Planner	

Senior Grants, and Management Specialist
Senior Operations Analyst: Quality Assurance
Senior Marketing and Outreach Coordinator
Senior Paratransit Specialist

Band 5

\$9,923-14,381

Manager of Capital Projects
Manager of Administrative Services

Band 6

\$12,393-17,960

Director of Finance
Director of Customer Experience
Director of Operations

PASSED AND ADOPTED this 7th day of July 2025.

xxxx, Chair

ATTEST:

Christy Wegener, Executive Director

Approved as to form:

Michael Conneran, Legal Counsel