



**VICTOR VALLEY TRANSIT AUTHORITY
REGULAR MEETING OF
THE BOARD OF DIRECTORS
Monday, October 21, 2024, 9:30 A.M.**

**Victor Valley Transit Authority
17150 Smoke Tree Street
Hesperia, CA 92345**

Victor Valley Transit Authority Board of Directors

James Noble, Chair, City of Barstow
Liz Becerra, Vice-Chair, City of Victorville
Larry Bird, Director, City of City of Hesperia
Paul Cook, Director, County of San Bernardino
Dawn Rowe, Director, County of San Bernardino
Joy Jeannette, Director, City of Adelanto
Curt Emick, Director, Town of Apple Valley

MISSION STATEMENT

Our mission is to serve the community with excellent public transportation services in terms of quality, efficiency, and responsiveness.

AGENDA

The Board of Directors meeting facility is accessible to persons with disabilities. If assistive listening devices or other auxiliary aids or services are needed in order to participate in the public meeting, requests should be made through the Clerk of the Board at least three (3) business days prior to the Board meeting. The Clerk's telephone number is 760-948-3262 x102, (voice) or for Telephone Device for the Deaf (TDD) service, begin by calling 711 and provide the VVTA phone number and the office is located at 17150 Smoke Tree Street, Hesperia, CA. This agenda will be available and posted: Monday, October 14, 2024.

CALL TO ORDER

ROLL CALL

PLEDGE OF ALLEGIANCE

ANNOUNCEMENTS

PUBLIC COMMENTS

This is the time the Board will hear public comments regarding items not on the agenda or the consent calendar. Individuals who wish to speak to the Board regarding agenda items or during public comments should fill out a comment card and submit it to the Clerk of the Board. Each speaker is allowed three (3) minutes to present their comments. The Board will not remark on public comments; however, each comment will be taken into consideration by VVTA.

CONSENT CALENDAR

Consent Calendar items shall be adopted by a single vote unless removed for discussion by Board member request.

Pg. 9 ***Item #1: Minutes from the Regular Meeting of The Board of Directors Conducted on September 16, 2024.***
Recommendation: Move for approval.
Presented by: None.

Pg. 17 ***Item #2: Warrants, August 2024.***
Recommendation: Move for approval.
Presented by: None.

REPORTS

Pg. 21 ***Item #3: Management Reports – Verbal Report from Chief Executive Officer.***
Recommendation: Information item only.
Presented by: Nancie Goff, CEO.

Pg. 33 ***Item #4: Transit Operations Division, Victor Valley Detail Report.***
Recommendation: Information item only.
Presented by: VVTA Transit Operations Division Victor Valley Detail.

ACTION ITEMS

Pg. 37 ***Item #5: Update to the VVTA IT Disaster Recovery Policy and Plan.***
Recommendation: Approve the update to the VVTA IT Disaster Recovery Policy and Plan.
Presented by: Marc Elliott, Systems Administrator.

Pg. 63 **Item #6: Updated Records Retention Policy.**
Recommendation: Approve the Updated Records Retention Policy.
Presented by: Maged Azer, CFO.

Pg. 79 **Item #7: VVTA Compensation and Benefits Plan, the Result of VVTA RFP 2024-05 to Evergreen Solutions LLC, Tallahassee, FL.**
Recommendation: Accept the Compensation and Benefits Study and approve Evergreen Solutions recommendations.
Presented by: Maged Azer, CFO.

BOARD OF DIRECTORS COMMENTS

CORRESPONDENCE AND PRESS CLIPS

DATE OF NEXT MEETING

Monday, November 18, 2024, at 9:30 AM
At Barstow City Council Chambers
220 East Mountain View Street
Barstow, CA 92311

ADJOURNMENT

Victor Valley Transit Acronym List

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ADA	Americans with Disabilities Act
APTA	American Public Transit Association
AQMP	Air Quality Management Plan
BABA	Build America, Buy America
BAFO	Best and Final Offer
BEB	Battery Electric Bus
BOE	Board of Equalization
CALTRANS	California Department of Transportation
CARB	California Air Resources Board
CEQA	California Environmental Quality Act
CFP	Call for Projects
CIP	Capital Improvement Program
CMAQ	Congestion Mitigation and Air Quality
CMP	Congestion Management Program
CNG	Compressed Natural Gas
COG	Council of Governments
CSAC	California State Association of Counties
CTC	California Transportation Commission
CTC	County Transportation Commission
CTP	Comprehensive Transportation Plan
CTSA	Consolidated Transportation Services Agency
DAC	Disadvantaged Communities
DBE	Disadvantaged Business Enterprise
DBELO	Disadvantaged Business Enterprise Liaison Officer
DOD	Department of Defense
DOT	Department of Transportation
E&H	Elderly and Handicapped
EEM	Environmental Enhancement and Mitigation
EIR	Environmental Impact Report
EIS	Environmental Impact Statement
EPA	United States Environmental Protection Agency
ETC	Employee Transportation Coordinator
FAST	Fixing America's Surface Transportation ACT
FCEB	Fuel Cell Electric Bus (Hydrogen)
FEIS	Final Environmental Impact Statements
FHWA	Federal Highway Administration
FTA	Federal Transit Administration
GIMS	Geographic Information Mapping Systems
GIS	Geographic Information Systems
GPS	Global Positioning System
HOV	High-Occupancy Vehicle
HVIP	Hybrid and Zero-Emission Truck and Bus Voucher Incentive Program.
IAS-FFA	Independent Auditors Statement for Federal Funding Allocation
IIJA	Infrastructure Investment and Jobs Act
ITS	Intelligent Transportation Systems
JPA	Joint Powers Authority
LAP	Language Assistance Plan
LCFS	Low Carbon Fuel Standard
LCTOP	Low Carbon Transit Operations Program
LD	Liquidated Damages
LEED	Leadership in Energy and Environmental Design
LEP	Limited English Proficiency

Victor Valley Transit Acronym List

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LTF	Local Transportation Fund
MaaS	Mobility-as-a-Service
MBTA	Morongo Basin Transit Authority
MDAQMD	Mojave Desert Air Quality Management District
MDT	Mobile Display Terminal
MOU	Memorandum of Understanding
MPO	Metropolitan Planning Organization
MTP	Metropolitan Transportation Planning
MTBP	Mass Transit Benefit Program
NEPA	National Environmental Policy Act of 1969
NOFO	Notice of Funding Opportunity
NTD	National Transit Database
OCTA	Orange County Transportation Authority
OWP	Overall Work Program
PASTACC	Public and Specialized Transportation Advisory and Coordinating Council
PCA	Personal Care Attendant
PTMISEA	Public Transportation Modernization Improvement and Service Enhancement Account.
POP	Program of Projects
RCTC	Riverside County Transportation Commission
RDA	Redevelopment Agency
RTAP	Rural Technical Assistance Program
RTIP	Regional Transportation Improvement Program
RTP	Regional Transportation Plan
RTPA	Regional Transportation Planning Agencies
SaaS	Software as a Service
SBCTA	San Bernardino County Transportation Authority (formerly SANBAG)
SCAG	Southern California Association of Governments
SGIP	Self-Generation Incentive Program
SOV	Single-Occupant Vehicle
S RTP	Short Range Transit Plan
STAF	State Transit Assistance Funds
STIP	State Transportation Improvement Program
STP	Surface Transportation Program
TAC	Technical Advisory Committee
TAM	Transit Asset Management
TCM	Transportation Control Measure
TDA	Transportation Development Act
TEA	Transportation Enhancement Activities
TEAM	Transportation Electronic Award and Management
TNC	Transportation Network Company
TOCP	Transit Operating and Capital Plan
TrAMS	Transit Award and Management System
TREP	Transportation Reimbursement Escort Program
TRIP	Transportation Reimbursement Incentive Program
TSP	Transit Signal Priority
TSSSDRA	Transit System Safety, Security and Disaster Response Account
ULEV	Ultra Low Emission Vehicle
UZAs	Urbanized Areas
VOMS	Vehicles Operated in Maximum Service
ZEB	Zero Emission Bus
ZEV	Zero Emission Vehicle

Victor Valley Transit Authority Meeting Procedures

The Ralph M. Brown Act is the state law which guarantees the public's right to attend and participate in meetings of local legislative bodies. These rules have been adopted by the Victor Valley Transit Authority (VVTA) Board of Directors in accordance with the Brown Act, Government Code 54950 et seq., and shall apply at all meetings of the (VVTA) Board of Directors.

1. **Agendas** - All agendas are posted at the VVTA Administrative offices, and the Victorville, Hesperia, Barstow and Apple Valley city/town halls at least 72 hours in advance of the meeting. Staff reports related to agenda items may be reviewed at the VVTA Administrative offices located at 17150 Smoke Tree Street, Hesperia, CA 92345.
2. **Agenda Actions** - Items listed on both the "Consent Calendar" and "Action/Discussion Items" contain suggested actions. The Board of Directors will generally consider items in the order listed on the agenda. However items may be considered in any order. New agenda items can be added and action taken by two-thirds vote of the Board of Directors.
3. **Closed Session Agenda Items** - Consideration of closed session items exclude members of the public. These items include issues related to personnel, ending litigation, labor negotiations and real estate negotiations. Prior to each closed session, the Chair will announce the subject matter of the closed session. If action is taken in closed session, the Chair may report the action to the public at the conclusion of the closed session.
4. **Public Testimony on an Item** - Members of the public are afforded an opportunity to comment on any listed item. Individuals wishing to address the Board of Directors should complete a "Request to Speak" form. A form must be completed for each item an individual wishes to speak on. When recognized by the Chair, speakers should be prepared to step forward and announce their name and address for the record. In the interest of facilitating the business of the Board, speakers are limited to three (3) minutes on each item. Additionally, a twelve (12) minute limitation is established for the total amount of time any one individual may address the Board at any one meeting. The Chair or a majority of the Board may establish a different time limit as appropriate, and parties to agenda items shall not be subject to the time limitations. If there is a Consent Calendar, it is considered a single item; thus the three (3) minute rule applies. Consent Calendar items can be pulled at Board member request and will be brought up individually at the specified time in the agenda allowing further public comment on those items.
5. **Public Comment** - At the beginning of the agenda an opportunity is also provided for members of the public to speak on any subject within VVTA's authority. Matters raised under "Public Comment" may not be acted upon at that meeting. The time limits established in Rule #4 still apply.
6. **Disruptive Conduct** - If any meeting of the Board is willfully disrupted by a person or by a group of persons so as to render the orderly conduct of the meeting impossible, the Chair may recess the meeting or order the person, group or groups of persons willfully disrupting the meeting to leave the meeting or to be removed from the meeting. Disruptive conduct includes addressing the Board without first being recognized, not addressing the subject before the Board, repetitiously addressing the same subject, failing to relinquish the podium when requested to do so, or otherwise preventing the Board from conducting its meeting in an orderly manner.

Please be aware that a NO SMOKING policy has been established for VVTA meetings. Your cooperation is appreciated!

VICTOR VALLEY TRANSIT AUTHORITY

MISSION STATEMENT

**Our mission is to serve the
community with excellent
public transportation
services in terms of quality,
efficiency, and
responsiveness.**

Quality

To increase ridership and community support by exceeding expectations.

Efficiency

To maintain an efficient operation that represents a highly-valued service.

Responsiveness

To provide services and facilities which are responsive to the needs of the community.

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**AGENDA ITEM
ONE**

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VICTOR VALLEY TRANSIT AUTHORITY

AGENDA MATTER

Minutes from the Regular Meeting of the Board of Directors Conducted on September 16, 2024.

SUMMARY STATEMENT

Following are copies of the minutes from the Regular Meeting of the Board of Directors conducted on September 16, 2024.

RECOMMENDED ACTION

Move for approval.

PRESENTED BY	FISCAL IMPACT	MEETING DATE	ITEM NUMBER
Debi Albin, Clerk of the Board	N/A	October 21, 2024	1

**VICTOR VALLEY TRANSIT
REGULAR MEETING OF THE
BOARD OF DIRECTORS**

September 16, 2024

CALL TO ORDER

The Regular Meeting of the Board of Directors of the Victor Valley Transit Authority was called to order at 9:30 a.m. by Chair Noble.

ROLL CALL

Board Members Present: Chair James Noble
Vice-Chair Liz Becerra
Alternate-Director Kim Mesen
Director Larry Bird
Director Joy Jeannette
Director Emick

Staff Members Present:

Sgt. Simon Demuri, SBCOSD	Juan Robinson, City of Victorville
Nancie Goff, VVTA	Rod Goldman, VVTA
Debi Albin, VVTA	Adam Ebright, County Counsel
Sandy Martinez, VVTA	Maged Azer, VVTA
Christine Plasting, VVTA	Cresencio Ortega, Keolis
Marie Downing, VVTA	Brandon Johnson, VVTA
Jeff Guidry, Keolis	Jonathan McDowell, Keolis
Chris Ackerman, VVTA	Angelina Calderone, Keolis
Lisa Arellano, Keolis	Byron Barrientos, VVTA
Tisha Lopez, VVTA	Morgan Anderson, Keolis
Robert Luna, Keolis	Maricela Padilla, Keolis
David Moore, Keolis	

PLEDGE OF ALLEGIANCE

Vice-Chair Becerra led the audience in the pledge of allegiance.

ANNOUNCEMENTS

Ms. Goff stated that VVTA has the pleasure of recognizing two employees of the month. First, Robert Luna from the Hesperia location, is an 11 ½ year veteran as an operator.

Morgan Anderson, a road supervisor at the Barstow location, is a 14-year veteran, moving up the ranks.

PUBLIC COMMENTS

Speaker: Terri Martini, Adelanto

Ms. Martini stated that she was very happy with the improvements in the ADA service and the drivers have been great. Margie and Candy in ADA Dispatch have been providing wonderful customer service.

CONSENT CALENDAR

1. **Minutes from the Public Hearing and Regular Meeting of the Board of Directors Conducted on July 15, 2024.**
Recommendation: Move for approval.
Presented by: None.
2. **Warrants, June and July 2024.**
Recommendation: Move for approval.
Presented by: None.

A MOTION WAS MADE BY Director Bird to approve the Consent Calendar. Seconded by Director Jeannette. Director Emick abstained from the minutes. The motion passed unanimously with the remaining Board.

REPORTS

3. **Management Reports for Hesperia and Barstow Divisions – Verbal Report from Chief Executive Officer.**
Recommendation: Information item only.
Presented by: Nancie Goff, CEO.

Ms. Goff pointed out that are three new ridership reports for MB, CB and DR in the Board packet; color copies have been provided as well. Ms. Goff reviewed the ridership trends over the last 7 years, including the pre-and-post pandemic. Ridership is recovering year over year.

Additionally, Ms. Goff shared that VVTA provided emergency transportation in coordination with the Emergency Operations Center (EOC) by shuttling evacuees staying at the fairground's evacuation center to Walmart so they could purchase necessary items.

Ms. Goff stated that the two presentation items that were missed in the August board packet will be re-scheduled at the next best opportunity.

4. **Transit Operations Division, Victor Valley Detail Report Verbal Report.**
Recommendation: Information item only.
Presented by: VVTA, Sheriff Division Unit.

Sgt Demuri shared that there were 520 public contacts, 20 reports and 7 arrests. He also shared that VVTA, Keolis and Life Church had a clothing drive that was very successful. Lastly there will be an active shooter drill at the Barstow facility on 9/24, beginning at 6 am; several high desert first responders will participate. This drill is not open to the public.

ACTION ITEMS

5. **VVTA Procurement Policy Updates.**

Recommendation: Approve amendments to the VVTA Procurement Policy Manual.

Presented by: Christine Plasting, Procurement Manager.

Ms. Plasting explained that with changes to the Bipartisan Infrastructure Law (BIL), the Master Agreement issued by the FTA on May 4, 2024, and the FY 24 Triennial Review Contractor Manual, VVTA's Procurement Policies must be updated to ensure compliance; this will occur on an annual basis.

Noteworthy changes, Ms. Plasting explained, are the prohibition of certain telecommunications and video surveillance services and/or equipment, Manager purchasing level from \$1,000 to \$2,500, and updated title changes.

A MOTION WAS MADE BY Chair Noble to approve the recommended action. Seconded by Director Emick. The motion passed unanimously.

6. **Update of the Public Transportation Agency Safety Plan (PTASP).**

Recommendation: Approve Update of the Public Transportation Agency Safety Plan (PTASP).

Presented by: Rod Goldman, Director of Operations.

Mr. Goldman stated that the Public Transportation Agency Safety Plan (PTASP) was required by the FTA for all transportation agencies in 2018. The VVTA PTASP has been updated to include several newly required references including strategies to minimize exposure to infectious diseases and to mitigate assaults on transit workers. The designation of a Chief Safety Officer that reports directly to the Accountable Executive has also been included in the plan.

Lastly, Mr. Goldman said that the PTASP was reviewed by the VVTA Safety Committee and approved on August 29, 2024.

A MOTION WAS MADE BY Vice-Chair Becerra to approve the recommended action. Seconded by Alternate-Director Mesen. The motion passed unanimously with a roll call vote.

7. **Update of the VVTA Passenger Code of Conduct.**

Recommendation: Approve Update of the VVTA Passenger Code of Conduct.

Presented by: Rod Goldman, Director of Operations.

Mr. Goldman explained that VVTA presently has a passenger code of conduct that provides regulations to govern conduct that may adversely affect others of the operation of the transit system. The current code of conduct is general in nature and identifies several areas of inappropriate conduct for passengers.

With VVTA's increased emphasis on safety, Mr. Goldman stated, along with the addition of SBCSD Transit Unit, it is recommended that the current code of conduct be revised to provide more detailed definitions on the rules for personal conduct, including progressive discipline associate with those infractions.

Vice-Chair Becerra asked if there was ever a time when someone was removed permanently from riding privileges. Mr. Goldman stated yes, but that is an extremely rare occurrence to get to that point.

Director Jeannette asked if there were signs stating that no weapons are allowed on the bus; Mr. Goldman responded, yes there are. Director Emick asked how the drivers catch people that are suspended from riding. Ms. Goldman answered that the drivers typically recognize those riders that have been troublesome and will contact dispatch. If a person is a threat, we also have the Sheriff Unit to contact.

A MOTION WAS MADE BY Director Jeannette to approve the recommended action. Seconded by Director Emick. The motion passed unanimously.

8. VVTA IFB 2024-07 Fuel Delivery and Cardlock Service System.

Recommendation: Award IFB 2024-07 to Pinnacle Petroleum, Huntington Beach for the Unleaded Fuel Deliveries, not to exceed \$454,684.87, and to Beck Oil, Victorville, CA for the Cardlock Fuel System, not to exceed \$1,488,556.44.

Presented by: Sandye Martinez, Procurement Supervisor.

Ms. Martinez stated that VVTA's IFB 2024-07 was released on July 29, 2024, and it is the staff's recommendation that the contract be awarded to Pinnacle Petroleum for Unleaded fuel and Beck Oil for cardlock services.

A MOTION WAS MADE BY Vice-Chair Becerra to approve the recommended action. Seconded by Director Jeannette. The motion passed unanimously.

DATE OF NEXT MEETING

The next Board meeting will be on Monday, October 21, 2024, at 9:30 am at Victor Valley Transit Authority, 17150 Smoke Tree Street, Hesperia, CA 92345.

ADJOURNMENT

The meeting was adjourned at 10:17 am.

APPROVED: _____
James Noble, Chair

ATTEST: _____
Debi Albin, Clerk of the Board

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**AGENDA ITEM
TWO**

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VICTOR VALLEY TRANSIT AUTHORITY

AGENDA MATTER

Payrolls and warrants for August 2024.

SUMMARY STATEMENT

The following registers of Payrolls and Warrants have been audited as required by Section 37202 and 37208 of the Government code, and said documents are accurate and correct.

Agency's Gross Payroll for Administrative Employees

<u>Payroll Date</u>	<u>Amount</u>	<u>Register#</u>
08/09/2024	\$132,665.17	PR0-53-08-24
08/23/2024	\$132,468.05	PR-56-08-24
Total Payroll	\$ 265,133.22	

Agency's Register of Warrants

<u>Register Date</u>	<u>Amount</u>	<u>Check #</u>	<u>Register #</u>
08/01/2024	\$119,185.66	1165-1191	AP-08-2024
08/08/2024	\$54,210.64	1192-1205	AP-08-2024
08/19/2024	\$194,627.86	1206-1229	AP-08-2024
08/29/2024	\$291,808.04	1230-1261	AP-08-2024
	\$659,832.20		

RECOMMENDED ACTION

Approve VVTA's expenditures for August 2024.

PRESENTED BY	FISCAL IMPACT	MEETING DATE	ITEM NUMBER
Maged Azer CFO	\$924,965.42	October 21, 2024	2

Victor Valley Transit Authority

August 1, 2024 - August 31, 2024

Check Number	Vendor	Date	Amount
1165	AMERICAN	8/1/2024	\$61.33
1166	AVCOM	8/1/2024	\$432.13
1167	CHRISTIANBELLE	8/1/2024	\$2,606.00
1168	Edison - CNG	8/1/2024	\$26,096.77
1169	El Chicano - Inland Empire Community Newspapers	8/1/2024	\$40.50
1170	FOOT	8/1/2024	\$1,036.00
1171	FRONTIER2	8/1/2024	\$63.99
1172	FRONTIERBAT	8/1/2024	\$197.98
1173	Golden State Water Company ADM	8/1/2024	\$275.80
1174	Golden State Water Company CNG	8/1/2024	\$709.56
1175	Golden State Water Company FP	8/1/2024	\$43.26
1176	Golden State Water Company SPRNK1	8/1/2024	\$338.39
1177	Golden State Water Company SPRNK2	8/1/2024	\$294.59
1178	CASTROJ Jazmin Castro	8/1/2024	\$175.04
1179	KONICA Konica Minolta Business Solutions	8/1/2024	\$660.05
1180	PATTERSON	8/1/2024	\$1,141.23
1181	PETCAM	8/1/2024	\$780.00
1182	PINN	8/1/2024	\$28,944.81
1183	PLIC Principal Life Insurance Company	8/1/2024	\$3,180.12
1184	Protected Protected Pest Control, Inc.	8/1/2024	\$125.00
1185	RING	8/1/2024	\$19,171.88
1186	SDRMA	8/1/2024	\$3,765.38
1187	SHRED	8/1/2024	\$90.00
1188	SWG-DST	8/1/2024	\$11.00
1189	SWGAs-BAT	8/1/2024	\$26.79
1190	Verizon Lines	8/1/2024	\$7,609.03
1191	TMD Transportation Management & Design	8/1/2024	\$21,309.03
1192	Allied Universal Security Services	8/8/2024	\$8,503.91
1193	CHRISTIANBELLE	8/8/2024	\$9,988.00
1194	EDISON - BEB	8/8/2024	\$7,934.52
1195	Edison - D St. Unit 4	8/8/2024	\$247.06
1196	FEDEX Federal Express Corp.	8/8/2024	\$241.53
1197	FOOT	8/8/2024	\$1,243.00
1198	MEEC	8/8/2024	\$1,500.00
1199	Petty Cash	8/8/2024	\$200.00
1200	Edison - ADM Southern California Edison	8/8/2024	\$20,291.98
1201	STATEFUND State Compensation Insurance Fund	8/8/2024	\$1,218.24
1202	SWG-ADM	8/8/2024	\$1,094.02
1203	SWG-MAINT	8/8/2024	\$18.00

1204	SWG-WASH	8/8/2024	\$130.38
1205	TIMBER	8/8/2024	\$1,600.00
1206	ADA RIDE	8/19/2024	\$4,784.50
1207	Amazon Business	8/19/2024	\$5,073.10
1208	BECKOIL	8/19/2024	\$7,502.36
1209	Charter - ADMIN	8/19/2024	\$149.81
1210	Charter - BU	8/19/2024	\$1,099.00
1211	Charter - CNG	8/19/2024	\$166.16
1212	Charter - DSTFIBER	8/19/2024	\$749.00
1213	Charter - FIBER	8/19/2024	\$1,649.00
1214	Charter - FIBERBAT	8/19/2024	\$1,175.34
1215	Charter - SEC	8/19/2024	\$329.98
1216	Charter - TV	8/19/2024	\$209.12
1217	Charter - WEB	8/19/2024	\$269.98
1218	CITY OF BARSTOW - Utility Billing	8/19/2024	\$415.15
1219	CLEAN	8/19/2024	\$22,130.18
1220	Diamond Environmental Services	8/19/2024	\$560.02
1221	HIDESERTCOM HI-Desert Communications	8/19/2024	\$1,308.00
1222	Imprint Logo LLC	8/19/2024	\$2,980.00
1223	Linette Brown	8/19/2024	\$10.00
1224	LOOMIS	8/19/2024	\$1,007.62
1225	PrintMart	8/19/2024	\$2,789.84
1226	RING	8/19/2024	\$2,552.92
1227	Sonic Systems, Inc.	8/19/2024	\$8,950.00
1228	SWG-CNG	8/19/2024	\$127,646.96
1229	VERIZONCONNECT	8/19/2024	\$1,119.82
1230	4ALL	8/29/2024	\$363.44
1231	ACACIA	8/29/2024	\$109.37
1232	ALERT	8/29/2024	\$5,922.30
1233	AVR AVR Vanpool	8/29/2024	\$4,163.00
1234	City Of Victorville - Trash/Water	8/29/2024	\$1,464.86
1235	COMMUTE Commute With Enterprise	8/29/2024	\$122,116.00
1236	Diamond Environmental Services	8/29/2024	\$965.88
1237	EDISON - BAT	8/29/2024	\$5,781.56
1238	Edison - BEB-BAT	8/29/2024	\$2,404.98
1239	Edison - CNG	8/29/2024	\$23,584.95
1240	EDISON - CNGBAT	8/29/2024	\$12,288.58
1241	FRONTIER2	8/29/2024	\$63.99
1242	Graphics MFG	8/29/2024	\$1,519.06
1243	KNOW	8/29/2024	\$9,266.60
1244	PATTERSON	8/29/2024	\$817.48
1245	PETCAM	8/29/2024	\$3,160.00
1246	RING	8/29/2024	\$2,540.73
1247	SWG-DST	8/29/2024	\$11.00
1248	SWGAs-BAT	8/29/2024	\$24.97
1249	TIMBER	8/29/2024	\$1,600.00
1250	TMD Transportation Management & Design	8/29/2024	\$15,314.71

**AGENDA ITEM
THREE**

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VICTOR VALLEY TRANSIT AUTHORITY

AGENDA MATTER

Management reports.

SUMMARY STATEMENT

The attached Performance Reports are presented to the Board of Directors to provide an overview of the transit system's costs and performance.

- Keolis invoices for August 2024.
- Monthly Performance Statistics Systemwide Summary.
- Monthly Ridership Report.
- Monthly ADA Denial Report.
- Monthly Road Call Report.
- Keolis On Time Performance Report.
- Multi-Year Ridership Report.

RECOMMENDED ACTION

Information items only.

PRESENTED BY	FISCAL IMPACT	MEETING DATE	ITEM NUMBER
Nancie Goff, CEO	N/A	October 21, 2024	3



INVOICE NO. 0060252-IN

Keolis Transit Services
17150 Smoke Tree St.
Hesperia Calif. 92345

DATE 9/5/2024

BILL TO Victor Valley Transit Authority
17150 Smoke Tree St.
Hesperia, CA 92345

CONTRACT NAME:
Victor Valley Transit

Attention: Mrs. Nancie Goff
Chief Executive Officer

MONTH August 2024

BILLING PERIOD 08/01/2024 - 08/31/2024

Table with 10 columns: Budgeted Revenue hours, Actual Revenue hours, Variance in Missed Service, Budgeted Revenue Hour Expense, Actual Revenue Hour Expense, Allocated Fixed Cost, Variance (+ or -), Budgeted Expense Year-to-date, Actual Expense Year-to-date, Variance (+ or -) Year-to-date. Rows include ADA ParaTransit, Subscription, Microlink, Regional Fixed Rt, Route 15, Fort Irwin, and SUBTOTALS.

TOTAL INVOICE

\$2,273,606.44

Please REMIT TO:
Keolis Transit Services, LLC
53 State Street, 11th Floor
Boston, MA 02109
ARDept@keolisna.com

Manager's Signature and Business Phone



INVOICE NO. 0060253-IN

Keolis Transit Services
17150 Smoke Tree St.
Hesperia Calif. 92345

BILL TO

Victor Valley Transit Authority
17150 Smoke Tree St.
Hesperia, CA 92345

DATE 9/5/2024

CONTRACT NAME:
Victor Valley Transit

Attention: Mrs. Nancie Goff
Chief Executive Officer

MONTH August 2024

BILLING PERIOD 08/01/2024 - 08/31/2024

	Budgeted Revenue hours	Actual Revenue hours	Variance in Missed Service	Budgeted Revenue Hour Expense	Actual Revenue Hour Expense	Allocated Fixed Cost	Variance (+ or -)	Budgeted Expense Year-to-date	Actual Expense Year-to-date	Variance (+ or -) Year-to-date
County	1,956.40	1,950.68	(5.67)	\$168,876.45	\$168,382.70	95,293.08	(\$493.75)	\$332,703.18	\$331,749.34	(\$953.84)
Barstow-Fixed Route	1,904.30	1,904.26	-	\$164,379.18	\$164,375.72	93,025.41	(\$3.45)	\$324,951.64	\$324,917.11	(\$34.53)
Barstow-County	784.40	784.41	-	\$67,709.41	\$67,710.27	38,319.38	\$0.86	\$133,960.01	\$133,957.42	(\$2.59)
Barstow-DAR	443.10	403.09		\$38,784.54	\$35,282.47	19,967.46	(\$3,502.08)	\$76,317.41	\$67,481.25	(\$8,836.15)
SUBTOTALS	5,088.20	5,042.44	(5.67)	\$439,749.58	\$435,751.16	246,605.33	-\$3,998.42	\$867,932.23	\$858,105.12	-\$9,827.11

TOTAL INVOICE

\$682,356.49

Please REMIT TO:
Keolis Transit Services, LLC
53 State Street, 11th Floor
Boston, MA 02109
ARDept@keolisna.com

Manager's Signature and Business Phone



FY 2025 -- Monthly Performance Statistics by Mode
Systemwide Summary
All Routes

Performance Statistics for August

Mode	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Passengers Per Rev. Hour	Operating Cost Per Passenger	Operating Cost Per Rev. Hour	Passenger Revenue Per Passenger	Passenger Revenue Per Rev. Hour	Farebox Recovery Ratio
Bus (Motorbus)	90,411	16,432.1	\$2,810,581	\$79,001	5.5	\$31.09	\$171.04	\$0.87	\$4.81	2.81%
Commuter Bus	3,134	501.8	\$103,630	\$27,694	6.2	\$33.07	\$206.52	\$8.84	\$55.19	26.72%
Demand Response	12,061	5,081.7	\$816,153	\$37,938	2.4	\$67.67	\$160.61	\$3.15	\$7.47	4.65%
System Total	105,606	22,015.5	\$3,730,364	\$144,633	4.8	\$35.32	\$169.44	\$1.37	\$6.57	3.88%



Monthly Ridership Report

August, FY 2025

Bus (Motorbus), Commuter Bus, Demand Response Only

Total (All Day Types)

Mode	Passengers		Passengers Per Revenue Hour		Farebox Recovery Ratio	
	Prior Year	Current Year	Prior Year	Current Year	Prior Year	Current Year
Bus (Motorbus)	70,805	90,411	4.3	5.5	4.50%	2.81%
Commuter Bus	3,050	3,134	5.8	6.2	36.08%	26.72%
Demand Response	11,930	12,061	2.6	2.3	6.04%	4.65%
System Total	85,785	105,606	3.9	4.8	5.90%	3.88%

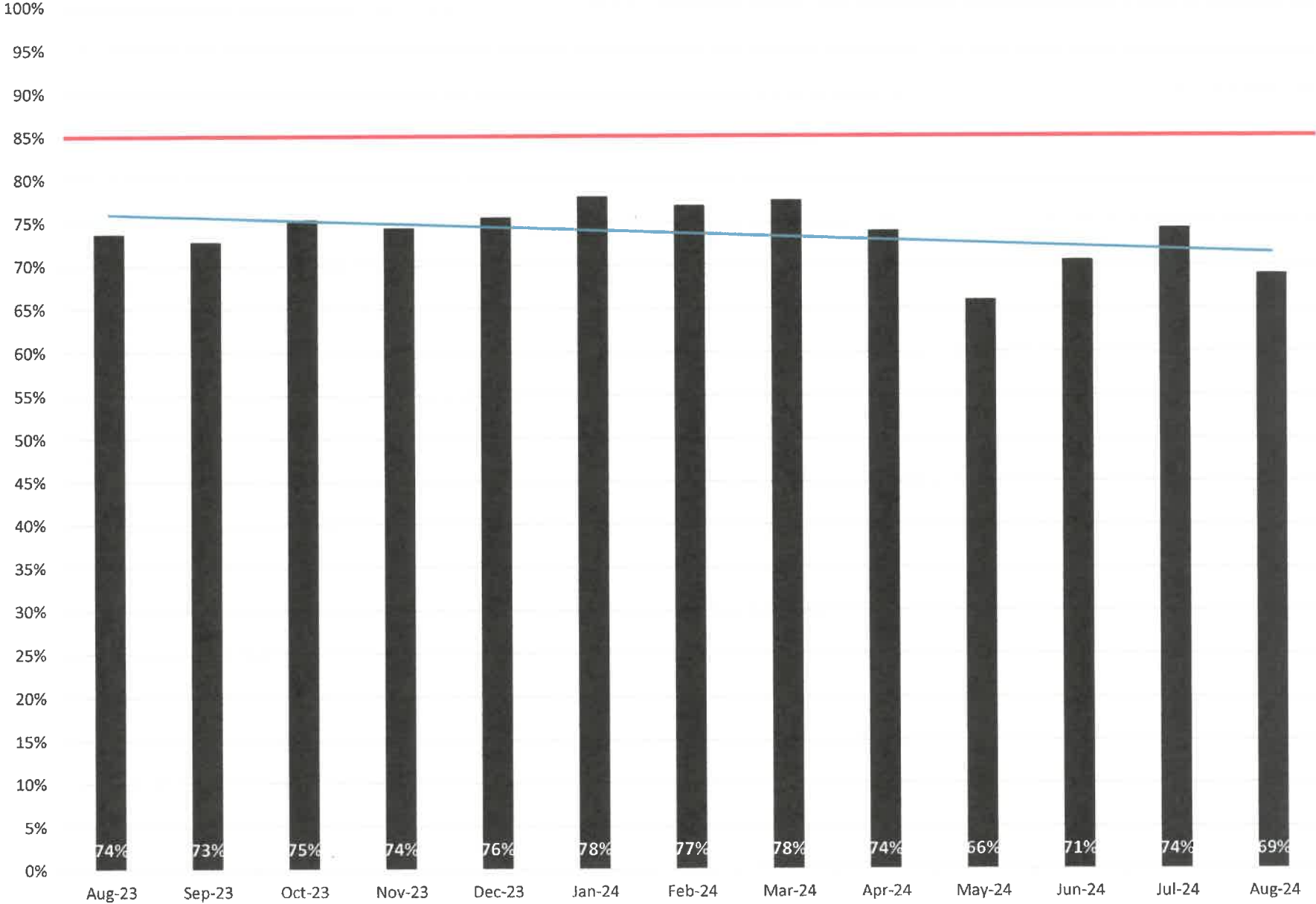
**August
Major and Non-Major
Miles Between Road Calls**

Total Miles	FY 2024	FY 2025
Demand Response	66,599	71,993
Commuter Bus	20,346	19,592
Motor Bus	293,629	293,911
Total Miles	380,574	385,496

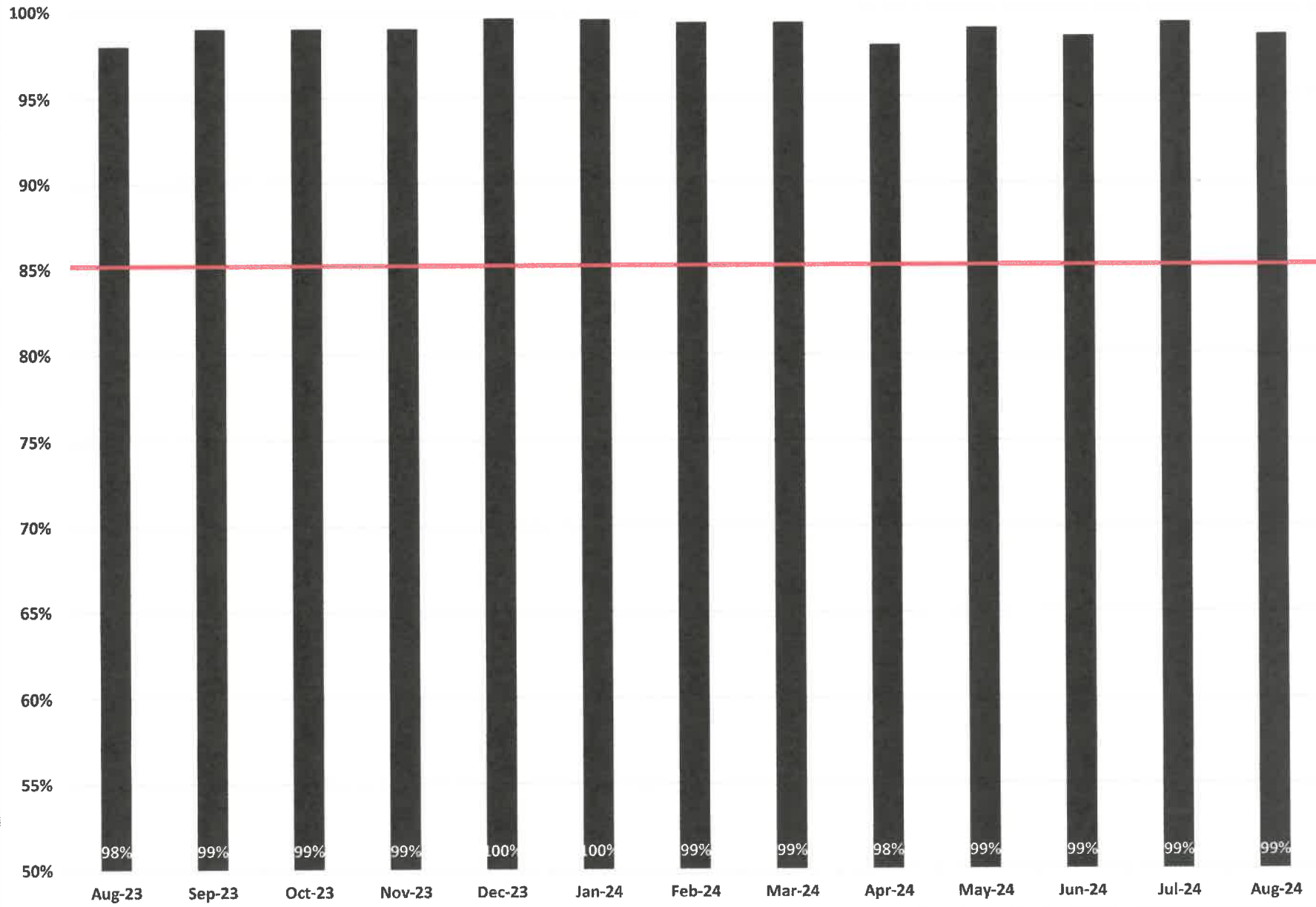
Total Road Calls	FY 2024	FY 2025
Demand Response	4	7
Commuter Bus	2	4
Motor Bus	26	34
Total Road Calls	32	45

Miles Between Road Calls	FY 2024	FY 2025
Demand Response	16,650	10,285
Commuter Bus	10,173	4,898
Motor Bus	11,293	8,644
Total System	38,116	23,827

OTP - Fixed Route



OTP - Direct Access



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VICTOR VALLEY TRANSIT AUTHORITY

AGENDA MATTER

Transit Operations Division, Victor Valley Detail Report.

SUMMARY STATEMENT

At this time, a representative of the VVTA Transit Operations Division, Victor Valley Detail will present highlights and statistics from the last month.

RECOMMENDED ACTION

Information item only.

PRESENTED BY VVTA	FISCAL IMPACT	MEETING DATE	ITEM NUMBER
Sherriff Division Unit	N/A	October 21, 2024	4

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**AGENDA ITEM
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VICTOR VALLEY TRANSIT AUTHORITY

AGENDA MATTER

Update to the VVTA IT Disaster Recovery Policy and Plan.

SUMMARY

The purpose of this update is to revise and enhance the VVTA IT Disaster Recovery Policy and Plan to ensure that our organization remains prepared to respond effectively in the event of a disaster. The revised policy aims to establish a comprehensive and updated framework for restoring critical IT services during recovery scenarios, enabling continuity of operations.

The Information Services infrastructure of VVTA provides critical services that both employees and clients depend on. In the event of a disaster, essential systems such as telephones, networks, or servers with business-critical information may become unavailable. In recognition of these dependencies, it is crucial for VVTA to be prepared to respond to disasters in an organized, timely, and efficient manner. This Business Continuity - Disaster Recovery Policy and Plan will provide a baseline to re-establish critical technology services such as applications, servers, email, and communications availability to ensure business continuity during a recovery scenario.

This document outlines the VVTA IT Disaster Recovery Policy and Plan that will guide the Recovery Team in the event that a disaster affects VVTA operations and services. It includes an overview of the current services, identification of the services most critical to company operations, and details the steps for restoring services should the Chief Executive Officer (CEO) declare a disaster.

The updated VVTA IT Disaster Recovery Policy and Plan will enhance the organization's ability to maintain business continuity during potential disaster scenarios, ensuring that critical services and infrastructure are restored efficiently and effectively.

RECOMMENDED ACTION

Approve the update to the VVTA IT Disaster Recovery Policy and Plan.

PRESENTED BY	FISCAL IMPACT	MEETING DATE	ITEM NUMBER
Marc Elliott, Systems Administrator	None	October 21, 2024	5

**IT DISASTER RECOVERY
POLICY AND Procedures LAN**

OCTOBER 21, 2024

**VICTOR
VALLEY
TRANSIT**

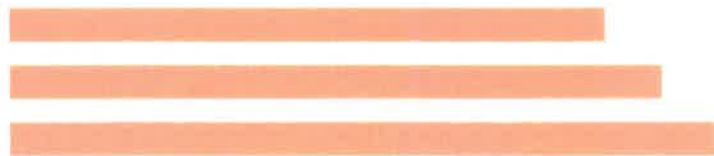


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1.00 Introduction

The Information Technology infrastructure of VVTA provides **critical** services that **most-both** employees and clients depend on. ~~In the event of a disaster, essential systems such as a disaster should occur as~~, telephones, networks, or servers ~~containing with~~ business-critical information may ~~become~~ unavailable. In recognition of these dependencies, ~~it is crucial for VVTA to be prepared to respond to disasters in an organized, timely, and efficient manner it is of utmost importance that VVTA be prepared to respond to a disaster in an orderly, timely and efficient fashion.~~ This Business Continuity - Disaster Recovery Policy and Plan will provide a baseline to re-establish critical technology ~~(services such as applications, servers, email, and communications)~~ availability ~~to ensure business continuity during a recovery scenario for the organization so business can be conducted during a recovery scenario.~~

This document ~~describes-outlines~~ the Business Continuity and Disaster Recovery (BCDR) Policy and Plan that ~~will guide~~ the Recovery Team ~~will use~~ in the event that a disaster affects VVTA operations and services. It includes ~~a summary an overview~~ of the current services, identification of the services most critical to company operations, and ~~details the steps for restoring services should the Chief Executive Officer (CEO) declare a disaster. how these services will be reconstituted should the Chief Executive Officer (CEO) declare a disaster.~~

1.1 Scope of This Plan

1.1 Scope of the Plan

This plan provides the Recovery Team with the ability to address two areas:

1. It enables the team to restore our most critical Information Systems in the event of a disaster.
2. It identifies areas of substantial risk and exposure to disaster and helps us reduce these risks.

This plan is not intended to be a detailed, step by step series of instructions to follow ~~but, r~~ Rather, ~~it is intended to be~~ a roadmap to ~~lead-guide~~ the recovery team from the incident, through a decision-making process, to implementation of restored services. Although it is targeted at the most likely types of disasters that could be encountered, it may be adapted as necessary for recovery from other situations.

1.2 Disaster Scenarios

This plan focuses on recovering from disaster “events” such as, but not limited to:

- Natural Disasters
- System/Technical Failures
- Supply Systems Disruption
- Man-made events
- Political fallout (i.e. terrorist attacks)
- Cyber security incidents
- Events specific to VVTA

1.3 Facilities

The buildings deemed most critical to the Recovery are:

Description	Location	Contact Information
VVTA Headquarters	17150 Smoke Tree St. Hesperia, CA. 92345	Phone: (760) 948-4021 Fax: (760) 948-1380
VVTA Barstow Operations and Maintenance	2641 W. Main Street Barstow, CA 92311	

Victor Valley Transportation Center	16858 D Street Victorville, CA 92392	
Hesperia Transfer Hub	17150 Smoke Tree St. Hesperia, CA 92345	Future location (2026)
Hesperia Hydrogen Fueling Station	17150 Smoke Tree St. Hesperia, CA 92345	Future Facility (2027)

2.0 Current Practices & Procedures

An understanding of the fundamental business practices currently followed by VVTA is essential to recovering operations. The key activities include, but are not limited to:

- Data backup & restoration
- Server & systems administration
- Data and Voice communications
- System shutdown and startup
- Identification of critical systems
- Emergency sourcing of critical systems and components
- Security System and monitoring

2.1 Data Backup & Restoration

IT Administration is responsible for the backup of data held in- all on premise BDR servers and cloud-based data repository locations. VVTA workstations determined as needed are backed up nightly to on premise and cloud based cloud-based backup servers. The on-premises servers are backed up nightly.

Key servers included in the backup schedule are outlined in the “Critical Systems” §3.5.

Guidelines

- All data, Operating systems and utility files must be adequately and systematically backed up. (To ensure this includes all patches, fixes and updates).
- Records of what is backed up and to where must be maintained.
- Records of software licensing should be backed up.
- Back-up records are stored off-site through a ~~third party~~ third-party contractor (currently Sonic Systems IT).
- Regular testing of data restoration of the backup copies should be undertaken, to ensure all data integrity. Any corrupted data will be mitigated.
- All backup data is encrypted (256-bit encryption standards).

Process

- Backups are run. ~~Hourly~~ Hourly, 7 days a week.
- All Local backups are retained for 1 year and (Cloud\Offsite) backups are retained for 2 years.

2.2 Server & System Administration

Current practice for managing servers and desktop systems within the organization include:

- Ensuring high availability of servers ~~during at hours~~ at all times.
- User support and desktop system support during normal business hours
- ~~Offering~~ Limited Emergency After hours support
- ~~Other Scheduling~~ major systems and server maintenance ~~is scheduled~~ outside of normal business hours

3.0 Recovery Operations

Re-establishing IT operations after a disaster requires:

- ~~Clear IT data recovery procedures~~IT Data Recovery Procedures to follow as a guide.
- Identification of ~~the most~~ critical IT services, ~~provided by the IT Department~~
- Procedure identifies the ~~P~~ priorities for re-establishing those services
- Identifies staff required for a recovery
- System configuration information

3.1 Recovery Process

The recovery process consists of two basic phases:

- **An initial reaction phase:** ~~Conduct notifications~~where notifications are made, ~~assemble~~the staff assembled, ~~gather~~information gathered, and ~~develop~~an action plan developed.
- **The recovery phase:** ~~where acquire necessary~~resources are acquired, ~~recall~~ data recalled, and ~~restore~~ services are restored to operational status as much as possible.
-

The steps to be followed are:

1. Perform a damage assessment:
 - Conduct a site survey of the affected area (if possible)
 - Inventory any salvageable or usable equipment
2. Plan for recovery:
 - Compile a master inventory of salvageable equipment
 - Review the overall damage with the recovery staff
 - Develop a detailed action plan
 - Notify the appropriate vendors and service providers
 - Notify clients or impacted parties that may depend on your operations and/or services
 - Communicate status to the CEO.
3. Salvage operations:
 - Recover all salvageable hardware
 - Service or refurbish equipment as necessary
4. Re-establish services in their order of priority as listed below in Section 3.2:
 - Priority 1 services
 - Priority 2 services
 - Priority 3 services
 - Other Vendor based services

3.2 Critical Services & Recovery Priorities

Recovery ~~priorities are determined~~ operations are prioritized based on organizational needs and business impact analysis already completed. ~~Services are re-established according to the following timeframes:~~

Priority Level	Timeline	Critical Service Areas
----------------	----------	------------------------

Priority 1	48 hours	VOIP services, LAN/WAN, WiFi, internet, server restoration, email
------------	----------	---

Priority 2	5 days	Re-establish business systems
------------	--------	-------------------------------

Priority Level Timeline Critical Service Areas

Priority 3 15 days Insurance recovery, supply chain management, integration and testing

Priority 4 30 days Restoration of all remaining services

3.3 Equipment List

The following equipment is required to re-establish Priority 1 services:

- Local Area Network (LAN): 10/100/1000/10000 baseT Ethernet switch (minimum 48 ports)
- Server (File, DNS, Applications): Enterprise-class Windows-based server
- WAN/Internet: DHCP, firewall, modem (ISA Security Appliance, VVTA, and subcontractor-supplied)
- Other Services: Vendor-provided services as needed

Each priority level is addressed within a target timeframe:



Priority 1 (48-hour window)	Secure and set up a location	Equipment location Equipment racks, tables, or shelves
		Power Controlled climate
	Re-establish VOIP services	Verify Vendor State Verify remote access
	Re-establish LAN/WAN and Wifi services	Routers, core switch infrastructure and access points
	Reinstate servers	Backup/restoration server Primary domain controller, DHCP File servers

	Re-establish Internet service	Connections to service provider Equipment installation
	Re-establish email services	Verify Vendor State
Priority 2 (5-day window)	Re-establish business systems	Verify Vendor State
Priority 3 (15-day window)	Insurance Recovery &and Supply Chain Purchases	Insurance Recovery Plan projects for recovery Order from vendors Integrate &and Test
Priority 4 (30-day window)	All remaining services	

3.3 — Equipment List

The following equipment is required to re-establish the Priority 1 services listed above to a basic level of service. It is not intended to duplicate the original performance, but rather to provide a minimally acceptable level of service. This equipment may be obtained from our normal vendors, or it may be deployed from the salvaged equipment pool.

Local Area Network		10/100/1000/10000 base T Ethernet switch (min 48 ports)
Server	File, DNS, Applications	Enterprise Glass Windows based server
WAN / Internet	DHCP, Firewall	ISA Security Appliance Firewall - VVTA and Sub-Contractor Modem Vendor supplied services

3.4 Recovery Team

The initial response team will consist of the CEO, **and** CFO, **and** System Administrators. The remaining VVTA staff will be called in as required. Should additional staff be required for the initial response, the appropriate people will be contacted. A contact list is provided in Appendix B - Org Contacts.

3.5 System Configuration Information

The hardware listed above will require configuration to restore reasonable levels of service. The information, data, applications, and instructions required for this are:

- Administrative passwords for servers, applications, and network hardware. This information can be recovered from the Network Administrators.
- Configuration information for existing critical systems
- Hardware containing Operating Systems, Applications, Installed Software and Licenses

4.0 Plan Administration

This plan is subject to review by the VVTA CEO [and System Administrators](#) at annual intervals. Revisions will consider service improvements and advancements as well as changing business needs.

4.1 Document Distribution

This document is confidential property of VVTA and is distributed to all Senior Management. ~~It must be surrendered upon termination of employment. The document is to be surrendered upon termination of employment.~~

4.2 Revision History

Description	Date
Version 1.0 - Initial Release	September 2012
Version 2.0 - Modified	Oct 2016
Version 3.0 - Modified	Oct 2024

Appendix A - Shutdown / Startup Procedures

Detailed Shutdown and Startup Procedures for Critical Systems

From Workstation or Server Room KVM Switch

Shutdown from Workstation Remote Desktop:

1. Login to VVTA Administration Server, VVTA-Server
2. Log into each server and shut each server down
3. Servers must be started onsite.

Shutdown at the KVM Switch:

1. Slide out and open the Screen and Keyboard.
2. Push the "Shift" key twice (2) to bring up the KVM Menu.
3. Select the server to shut down and then press the "Enter" key once (1) to gain access to the servers' screen.
4. Login to the server and select "Shut down", Give a reason for the shut down if prompted and then click "Ok"
5. Repeat this process for each server until all are shut down.

Note: After the server has successfully shut down the servers' power can then be shut off by disconnecting the power source, if required.

Startup Procedures:

1. Reconnect the power source.
2. Remove the front panel if necessary and push the *Power Button* located in the middle or the right side of the server.

Appendix B – VVTA Organization Contacts

List of Board Members, Staff, and Key Organizational Vendors.

Name / Title	Address	Phone: City / Direct/email	Alternate Contact
BOARD MEMBERS			
Curt Emick	14955 Dale Evans Pkwy, Apple Valley, CA 92307	760-240-7000 cemick@applevalley.org	Julie Ryan jryan@applevalley.org
Liz Becerra	14343 Civic Drive Victorville, CA 92395	760-955-5000 lbecerra@victorvilleca.gov	Juan Robinson jrobinson@victorvilleca.gov
Larry Bird	9700 Seventh Avenue Hesperia, CA 92345	760-947-1000 lbird@cityofhesperia.us	
Col. Paul Cook	385 N. Arrowhead Ave. San Bernardino, CA 92415	888-818-8988 Paul.cook@bos.sbcounty.gov	Kimberly Messen Kimberly.messen@bos.sbcounty.gov
Joy Jeannette	11600 Air Expressway Adelanto, CA 92301	760-246-2300 jjeannette@ci.adelanto.ca.us	
James Noble	220 E. Mountain Ave., Suite A, Barstow CA 92311	760-255-5151 noble5805@gmail.com	
Dawn Rowe	385 N. Arrowhead Ave. San Bernardino, CA 92415	888-818-8988 Dawn.rowe@bos.sbcounty.gov	
STAFF			
-Nancie Goff Chief Executive Officer (CEO)	VVTA 17150 Smoke Tree St Hesperia, CA 92345	760- 995-3495 760-559-7446 (cell) ngoff@vvta.org	
-Maged Azer Chief Financial Officer (CFO)		760-995-3578 mazer@vvta.org	
Dustin Strandberg, Chief Maintenance Officer (CMO)		760-995-3580 dstrandberg@vvta.org	
Roderick Goldman, Director of Operations		760-995-3586 rgoldman@vvta.org	
-Jerry Perez Network Administrator		760-995-3572 jperez@vvta.org	
Marc Elliott Network Administrator		760-995-3584 melliott@vvta.org	
VENDORS			
Name	Address	Phone/email	Services

SonicSystems	17198 Yuma Street, Suite A Victorville, CA 92395	844-395-2777 760-647-3100 tpassons@wsonics.com	IT Technical Support Off-site System Backup/Recovery
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Appendix C – VVTA Recovery Team

List of Recovery Team with Contact Information

Title	Name	Phone / Cell	Roles
Network Administrator	Jerry Perez	760-998-7299	Recovery Lead as assigned by the CEO
Network Administrator	Marc Elliott	760-983-0326	Recovery Team as assigned by CEO
CEO	Nancie Goff	760- 995-3495	Oversee recovery process; Communicate with Board; Establish electronic and computer system priorities
CFO	Maged Azer	760-995-3578	Accounts Payable, Accounts Receivable, and Payroll; Benefit Plan Administration; System Administrator
CISO	Tim Passons – Sonic Systems IT	760-647-3100	As assigned by Recovery Lead

Appendix D – VVTA IS Critical Vendors

List of Key and Alternate Vendors to procure new equipment/services

Service	Company Info	Contact Info	Support Information
PC Provider/ Technical Support	CDWG (HP Servers, Workstations and Printers)(Malwarebytes)	877-853-0557	-Tommy Baxter (Account Manager) www.cdwg.com
Intelligent Transportation System	GMV/Syncromatics	213-973-1209	Alex Fay (Chief Commercial Officer)
ADA Dispatch	Rideco	587-442-7072	Gerardo Moreno (Sr. Project Manager)
Website Host	iPower and Network Solutions	888-511-4678	
Internet Control	Charter Business	888-812-2591	
Photo copiers	Konica Minolta	909-801-5245	Ida Rodsand-Tolan (Sr Acct Exec)
VOIP Service Provider	RingCentral		Phone 1 (888) 898-4591
Banking	NetsuiteFlagStar Bank		Yvonne Jordan – Phone 248 931-1112
Payroll	Netsuite		Phone 205-901-3085

Appendix E – Incident Response Policy

I. Purpose of the Incident Response Policy

The purpose of this Policy is to establish the process(es) and procedure(s) that govern the response to Victor Valley Transit Authority (VVTA) Security Incidents (“Security Incidents”) that may occur.

While each Security Incident will require prompt attention to adjust to the current and evolving situation, this policy is intended to establish the framework for responding to Security Incidents to be effective and efficient in the protection of the VVTA business, and its Information Assets.

II. Incident Response Policy Scope

This Policy applies to Security Incidents as set forth in Section IV and which pose a threat to VVTA and/or its Information Assets.

This Policy does not include the loss of, or damage to, a VVTA due to acts of God or power failures, detected vulnerabilities that would otherwise be mitigated such that Security Incidents would be averted or personally -owned Information Assets that are not controlled by, nor come in contact with VVTA Information Assets or data.

III. Policy Statement

Incident Response at VVTA will be in accordance with established industry standards such as the National Institute of Standards and Technology (“NIST”) Special Publication 800-61, or a current equivalent.

VVTA will measure the success of its Incident Response capabilities by developing appropriate metrics and testing Incident Response capabilities at least annually.

All Serious Incidents will require investigation by an Incident Response Team (“IRT”).

IV. Incident Response

The IRT will, at a minimum, include at least an IRT Leader and one or more IRT Security

Engineers or other personnel may be used based on situational conditions on the ground. The IRT Leader is responsible for acting as a liaison to the VVTA CEO and other teams and/or team members, and organizations, defusing crisis situations, and ensuring that the team has the necessary personnel, resources, and skills. The IRT Leader is responsible to serve as the primary point-of-contact for Incident Response and for oversight of the quality of the team’s technical work. S/He may request, upon approval of VVTA, additional resources, including representation from legal, Company communications, and functional business units impacted.

The IRT will respond to Serious Incidents according to the Incident Response Plan, which includes, but is not limited to, conducting the following activities:

- Determining the extent, cause, and damage of the Incident; Incident.
- Directing the recovery, containment, and remediation of Incident, which may include authorizing and expediting changes to VVTA Information Systems and Assets.

- Monitoring VVTA Information Assets and retrieving communications or other relevant records related to specific users, including login session data and the content of individual communications.
- Notifying the appropriate individuals/groups to participate and identifying their roles. This includes coordinating communications with third parties when existing agreements place responsibility for Incident investigations and forensics on the third party.
- Providing status updates to specific individuals, groups, and/or VVTA staff.
- Coordinate with the CISO and VVTA leadership to assist in planning and preparing all necessary communications.
 - The selection of the methods that are appropriate for the particular Incident will be determined by VVTA leadership.
- Coordinating and sharing information with law enforcement.
- Coordinating and sharing information with government agencies, peer IRTs, and relevant 3rd Parties involving Information Sharing and Analysis Centers in the identification and investigation of Incidents ensuring that any data shared does not identify any member of the VVTA.

Incident Reporting

Failure to report an actual or suspected Incident is a violation of this Policy. Anyone who has knowledge or suspects that a Incident has occurred, must contact by email at helpdesk@vta.org or phone at 760-995-3572 immediately who in turn will notify the acting CISO, no more than 24 hours of occurrence.

If the Security Incident is reasonably expected to cause significant harm to VVTransit Authority employees, customers, clients or any and all stakeholders, the VVTA will make best efforts to notify those individuals whose Personally Identifiable or Non-Public Information (together or individually 'NPI') may have been put at risk. Factors to consider in making this determination include, but are not limited to:

- Ongoing Incident activity;
- Legal duty to notify;
- Company Policy;
- Human involvement;
- Sensitivity of compromised data in accordance with the Data Classification Policy and/or Information Sensitivity and Security Policy; and,
- Existence of evidence that NPI was compromised.

IV. Security Incident Classification

VVTA will classify the following occurrences as Security Incidents:

- A suspected, attempted, successful, or imminent threat to the confidentiality, integrity, and/or availability of VVTA Information Assets;
- Interference or Unauthorized Access to a VVTA Information Assets; or
- A violation, or imminent threat of violation, of VVTA information technology rules, policies, standards, and/or procedures.

Security Incidents will be classified as either a Serious, Significant, or Minor based on the following factors:

- o Current functional impact the Security Incident has on affected VVTA Information Assets and future functional impact if it is not immediately contained;
- o Effect of the Security Incident on the confidentiality, integrity, and availability of VVTA Information Assets and how this information's' exfiltration will impact the VVTA's overall mission; and,
- o The effort necessary to recover from the Security Incident weighed against the value the recovery effort will create and any requirements related to Security Incident Response.

Serious Security Incidents pose a substantial threat to VVTA Information Assets and meet the following criteria:

- o Involves potential, accidental, or otherwise Unauthorized Access or disclosure of Sensitive Data, ~~as classified by the Information sensitivity and Security Policy and/or the Data Classification Policy;~~
- o Involves illegal or criminal activity;
- o May result in litigation.
- o Has or may cause severe disruption to VVTA's ability to perform business or provide services; or,
- o Is likely to cause harm to the VVTA's reputation.

Security Incidents not classified as Serious will be classified as Significant or Minor based on the number and criticality of VVTA Information Assets, records, persons, or accounts affected.

V. Policy Approval

VVTA will review this Policy periodically for accuracy, completeness, and applicability, and will revise and require Board of Directors' approval annually.

Appendix F - Business Continuity and Disaster Recovery Policy

I. Purpose of Policy

This policy defines the need for management to address and support ongoing disaster planning for VVTA and ensure operational integrity and security across all areas of its business. All VVTA employees, including contractors, third parties and anyone with access to VVTA's data and related assets, are required to comply with this Policy if and when needed and/or called upon to do so.

II. Policy Scope

The scope of this disaster recovery plan addresses technical recovery only in the event of a significant disruption. All personnel of VVTA must comply with this policy. Demonstrated competence in the requirements of this policy is an important part of the responsibilities of every member of the workforce. The disaster recovery plan should be tested annually to maintain its integrity.

III. Policy Statement

It is the policy of VVTA to establish and implement processes and procedures to facilitate the ongoing and continued operations of VVTA, including all of its effective administrative, technical and physical safeguards in order to protect VVTA's data and/or information including such information as confidential information, controlled unclassified information, personally identifiable information, patient health records, nonpublic information, intellectual property, or other VVTA stakeholder information, such as employee or customer information. (together 'Information Assets'), and, as needed, to create and maintain retrievable exact copies of Information Assets.

Considerations

- A disaster may occur at any time, not necessarily during work
- VVTA should establish and implement processes and procedures for responding effectively to emergencies or other occurrences (fire, vandalism, system failure, and natural disaster, etc.) that damage Information Assets
- Information Assets can be affected or destroyed in several ways, including, but not limited to:
 - Flooding
 - Fire
 - Loss of power
 - Acts of God: Tornado, tsunami or hurricane
 - Cyber Attacks
 - Unauthorized access or malicious actors

Disaster Recovery Tiered Phase Procedures

Phase 1 - Response

- Contact required personnel (identify team members/roles that will be needed for recovery); and
- Determine recovery strategies/options to be taken based on disaster.

Phase 2 - Recovery

- Implement recovery procedures/failover; Identify restoration procedures.
- Assess risk for each procedure; and
- Implement procedures.

Phase 3 - Validation

- Validate integrity of restored data and the accessibility of that data; and
- Test the recovery and communicate to organization.

Pre-Disaster Measures

- Backup all data ~~a~~ Assets per VVTA's backup policy;
- Test integrity of backups on a regular basis
- Protect by uninterruptible power supplies (UPS) all servers and other critical equipment from damage in the event of an electrical outage; and
- Training in disaster preparation and recovery, and knowledge of responsibilities in the event of a disaster (share Emergency Operations Plan with employees)

Disaster Recovery Teams and Responsibilities

In the event of a disaster, different groups will be required to assist in the effort to restore normal functionality to the employees of VVTA.

The different groups and their responsibilities could include, but are not limited to:

- Disaster Recovery Lead(s)
 - Manage all processes of the disaster recovery plan
- Disaster Recovery Team
 - Support the DR lead

- Communicate the disaster to workforce members
- IT Department
 - Handle all IT related processes of the DR plan
 - In the event of a disaster that does not require migration to standby facilities, the team will determine which servers are not functioning at the primary facility
 - If multiple servers are impacted, the team will prioritize the recovery of servers in the manner and order that has the least business impact
 - Install and implement any tools, hardware, and systems required for recovery
- Management
 - Ensure that the Disaster Recovery Team Lead is held accountable for his/her role
 - Assist the Disaster Recovery Team Lead in his/her role as required
- Finance Department
 - Ensure there is sufficient cash on-hand or accessible to deal with small-scale expenses caused by the disaster
 - Ensure there is sufficient credit available or accessible to deal with large-scale expenses caused by the disaster. These can include paying for new equipment, repairs for primary facilities, etc.
 - Review and approve Disaster Teams' finances and spending.

The Disaster Recovery Lead is responsible for making all decisions related to the Disaster Recovery efforts. This person's primary role will be to guide the disaster recovery process and all other individuals involved in the disaster recovery process will report to this person in the event that a disaster occurs.

VVTA will name the Disaster Recovery Lead. The DRL Role and Responsibilities include:

- Make the determination that a disaster has occurred and trigger the DRP and related processes;
- Be the single point of contact for and oversee all of the DR processes;
- Determine what systems and processes have been affected by the disaster;
- Communicate the disaster to the other disaster recovery teams;

- Organize and chair regular meetings of the DR Team leads throughout the disaster;
- Create a detailed report of all the steps undertaken in the disaster recovery process;
- Present to the Management Team on the state of the disaster and the decisions that need to be made;
- Organize, supervise and manage all DRP tests and author all DRP updates; and
- Notify the relevant parties once the disaster is over and normal business functionality has been restored.

The Disaster Recovery Team will be chosen by the Disaster Recovery Lead and affirmed and authorized by VVTA.

System and Application Criticality

VVTA will provide several critical systems to service its business needs. It is important to note that this DRP attempts to classify and categorize the many systems and applications supported by VVTA for the purpose of offering a tiered approach to the restoration of the services and systems in the event of a disaster. If a disaster does occur, the systems and applications will be restored in tier order as follows:

- Tier A –The system is critically fundamental to the operation of the business and must be restored immediately (less than 4 hours – time can be changed to fit business need).
- Tier B – The system is important to the daily business operations but may be out of service for 1 business day and up to 3 business days in case of a serious catastrophe. (Time can be changed to fit business need)
- Tier C – The system is not required for daily business operations and can run successfully for an extended period of time (3 business days or more) without the system being available. (Time can be changed to fit business need)

Disaster Recovery Steps

VVTA will provide several critical systems to service its business needs. It is important to note that this DRP attempts to classify and categorize the many systems and applications supported by VVTA for the purpose of offering a tiered approach to the restoration of the services and systems in the event of a disaster. If a disaster does occur, the systems and applications will be restored in tier order as follows:

- Set the DRP into motion after the Disaster Recovery Lead has declared a disaster;
- Determine the extent of the damage and whether additional equipment/supplies are ~~needed~~;needed.

- Determine how long it will be before service can be restored, and notify required personnel; Replace hardware as necessary to restore service;
- Retrieve and upload backup files if necessary to restore service; Ensure that backup procedures are followed;
- Verify the integrity of data restored and the ability for workforce members to access; Coordinate activities to ensure that the most critical tasks are being supported as needed; Keep administration, information personnel, and others informed of the status of the emergency mode operations; and
- Coordinate with administration and others for continuing support and ultimate restoration of normal operations.

The Disaster Recovery Steps will be dictated by the specific disaster that occurred, the Information Assets impacted and the severity thereof.

A Business Impact Analysis will be performed immediately upon confirmation of a disaster so as to set the stage for the creation of the Recovery Steps.

Plan Testing

Disaster Recover exercises should be run as follows, and in compliance with the Backup and Recovery Policy:

- Monthly: random, statistically significant samplings of backups of critical Information Assets should be tested and confirmed they are successful.
- Quarterly: approx. 25% of all full critical Information Asset data backups should be tested and confirmed they are successful.
- Semi-Annually: at least 1 critical Information Asset set should be tested in a Partial Field

Disaster Test

- A Partial Field Disaster Test involves a department or departments and takes production systems offline. Backups are put in their place and the department or departments confirm the operational, data and security integrity of the backup as being an exact duplicate of the production systems they replaced.
- Following a Partial Field Disaster Test, production systems are brought back online.
- Any anomalies or deltas between the systems are corrected and a follow up Partial Field Disaster Test is scheduled.
- Annually: a Full Field Disaster Test is performed on the entire organization

- A Full Field Disaster Test involves all systems to be taken offline. Backups are restored and the departments are charged with confirming the operational, data and security integrity of the backup as being an exact duplicate of the production systems they replaced.
- Following a Full Field Disaster Test, production systems are brought back online.
- Any anomalies or deltas between the systems are corrected and a follow up Partial Field Disaster Test is scheduled for those systems and/or departments.

This Disaster Recovery Policy should be reviewed and, if necessary updated the sooner of every 12 months or any time a major system update or upgrade is performed. The Disaster Recovery Lead will be responsible for updating the entire document, and so is permitted to request information and updates from other employees and departments within the organization in order to complete this task.

VVTA is committed to ensuring that this Disaster Recovery Policy is functional. The Disaster Recovery Policy should be tested according to the above schedule in order to ensure that it is still effective. Where it is found to be ineffective, the Policy will be updated.

IV. Required Lists

The VVTA DRL will ensure that the following list(s) will be assembled and maintained throughout the state of disaster and recovery and included in the audit archives of the incident.

- Disaster Recovery Lead
- Disaster Recovery Team
- Business Impact Analysis
- Disaster Recovery Systems and Criticality
- Disaster Recovery System Criticality System or Application Function
- Consequences of Disruption Workarounds / Alternatives
- Primary Contact
- Priority Tier
- Disaster Recovery Steps
- Results of all Backup Tests
- Results of all Partial Field Disaster Test
- Results of all Full Field Disaster Test

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SIX**

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VICTOR VALLEY TRANSIT AUTHORITY

AGENDA MATTER

Updated Records Retention Policy.

SUMMARY

The Record Retention policy establishes general guidelines and standards for the retention, management, and disposal of VVTA records. It governs the conduct of VVTA personnel involved in record retention activities, ensuring compliance with legal, fiscal, and administrative requirements. An effective records retention program supports organizational efficiency, minimizes risks, and ensures records are preserved for their applicable life cycle.

Records Management's primary concern is the efficient, effective and economical management of information. In February 2006, the Secretary of State published the "Local Government Records Management Guidelines" which provided substantial direction to State and local agencies to develop policies and procedures for their agencies in regard to official records retention and destruction. VVTA has developed its policy based on these guidelines to ensure best practices are followed.

On September 21, 2015, VVTA adopted its Records Retention Policy 1.027.15. In accordance with sections 8.0 and 9.0 of the policy permit the timely destruction of records that have surpassed their retention periods. The current update to the VVTA Record Retention Policy reflects changes in organizational position titles, integrates updates to Federal National Transit Database (NTD) references, and incorporates evolving state and funding agency requirements. Additionally, this update introduces an Electronic Documents Retention policy to address the growing importance of managing digital records.

Staff recommends that the VVTA Board of Directors approve the updated Record Retention Policy to ensure continued compliance with federal and state rules and regulations, and to align with current best practices for records management.

RECOMMENDED ACTION

Approve the Updated Records Retention Policy.

PRESENTED BY	FISCAL IMPACT	MEETING DATE	ITEM NUMBER
Maged Azer, CFO	None	October 21, 2024	6

RECORDS RETENTION POLICY

OCTOBER 2116, 2024

**VICTOR
VALLEY
TRANSIT**



VVTA RECORD RETENTION POLICY

1. PURPOSE AND SCOPE

~~This policy establishes general guidelines and standards for the retention, management, and disposal of VVTA records. It governs the conduct of VVTA personnel involved in record retention activities, ensuring compliance with legal, fiscal, and administrative requirements. An effective records retention program supports organizational efficiency, minimizes risks, and ensures records are preserved for their applicable life cycle.—The purpose of this policy is to set forth general guidelines to establish a records retention policy and standards that will govern the conduct of VVTA record retention activities and of personnel engaged in these activities.~~

2. BACKGROUND

In 1968 the Legislature passed the California Public Records Act (PRA) ([Government Code, Section 6250 et seq.](#)) which is modeled after the federal Freedom of Information Act and details what government information is, and is not, available to the public. In general, all records are open to the public except 28 specific exemption categories listed in PRA, Section 6254. The PRA applies to all records, in whatever form, maintained by either state or local public agencies.

In 1999 the California legislature added Section 12236 to the Government Code, which states in Section 12236 (a) “The Secretary of State shall establish the Local Government Records Program to be administered by the State Archives to establish guidelines for local government retention and to provide archival support to local agencies in this state.” These guidelines are an initial attempt to provide some standards and structure to the local government records management effort.

~~—To date VVTA has not had a formal records retention policy and so has made a practice of retaining all records.—~~With the establishment of this policy, VVTA seeks to reduce superfluous and non-essential records, reduce storage space requirements, and to maintain essential records in accordance with the Secretary of State’s Local Government Records Program.

3. PRINCIPLES

According to Government Code, Section 14740, California’s Records Management Program is designed to “...apply efficient and economical management methods to the creation, utilization, maintenance, retention, preservation, and disposal of records”. ~~The proper management of records ensures they are retained for as long as they hold administrative, fiscal, or legal value. Effective Records Management ensures that records are kept only as long as they have some administrative, fiscal, or legal value.~~

~~Once records no longer serve their original purpose and have no additional historical or research significance, they should be destroyed. Implementing this~~

~~policy ensures cost-effectiveness and enhances workflow efficiency across VVTA. When records no longer fulfill the value for which they were created, they should be destroyed unless they also have some historic or research significance. Staff members should realize that an effective records management program is not only cost effective, it will also make their jobs easier~~

4. REFERENCED STATUTORY AND REGULATORY REQUIREMENTS

This policy is guided by the following statutory and regulatory frameworks:

- California Public Records Act (Government Code, Section 6250 et seq.)
- Government Code, Section 12236
- FTA Master Agreement
- FTA 5010.1D
- FTA 4220.1F
- 49 CFR Part 18.36 (i)
- Fair Labor Standards Act (29 CFR Part 1602)
- [Federal Funding Allocation Statistics \(FFA-10 NTD reporting\)](#)
- ~~All other applicable State and Federal regulations related to VVTA's official records and retention requirements. All other State and Federal codes and regulations pertaining to VVTA's official records where such provide specific requirements for records retention.~~

5. RESPONSIBILITIES

5.0 The VVTA Board of Directors

~~The VVTA Board is responsible for establishing document retention policies and approving the destruction of documents in compliance with applicable regulations. shall establish document retention policies and approve of all documents destroyed by VVTA.~~

5.1 The Executive Director Chief Executive Officer (CEO)

~~The CEO is responsible for issuing instructions for implementing VVTA's records retention policy and for developing supporting procedures. is responsible for issuing instructions for the implementation of VVTA policies and developing procedures to support this policy.~~

5.2 The Finance Director Chief Finance Officer (CFO)

~~5.2 The Chief Financial Officer oversees the implementation of this policy as it pertains to VVTA's financial and personnel records. The CFO is responsible for establishing appropriate processes and procedures for retention and disposal. has primary responsibility for implementing and establishing processes and procedures for the implementation of this policy as respects all VVTA financial and personnel documents.~~

~~5.3 The Deputy Executive Director The Grants Manager is responsible for implementing this policy for VVTA's grant and [general grant related](#) administrative~~

~~and financial records. has primary responsibility for implementing and establishing processes and procedures for the implementation of this policy as respects all VVTA Grant and general administrative documents.~~

~~5.4 The Fleet/Facilities Maintenance Director~~Chief Maintenance Officer ~~has The Chief Maintenance Officer is responsible for managing the retention and disposal of all fleet and facility-related records in compliance with this policy. primary responsibility for implementing and establishing processes and procedures for the implementation of this policy as respects all VVTA fleet and facility records and documents.~~

~~5.5 The CTSA Director~~The Director of Operations ~~is responsible for ensuring compliance with the records retention policy concerning VVTA's operations records and related documents. has primary responsibility for implementing and establishing processes and procedures for the implementation of this policy as respects all VVTA CTSA Operations records and documents.~~

5.5 The Executive Assistant/Clerk of the Board is responsible for administrative files and records.

5.6

~~5.6~~5.7 All departments are instructed to follow Record Retention Policies/Instructions issued by the ~~Executive Director~~CEO regarding the storage, distribution, and destruction of VVTA records.

6. IMPLEMENTATION

The ~~Executive Director~~CEO shall implement the policies herein set forth and shall set forth procedural guidance in the VVTA Record Retention Procedures manual.

7. DEFINITIONS:

The following definitions will apply to this policy and any related procedures developed by VVTA under the direction of the ~~Executive Director~~CEO.

3rd Party Contractor Reports – VVTA has incorporated the following clause in its 3rd Party Contracts:

AUDIT AND INSPECTION OF RECORDS

In compliance with 49 C.F.R. § 18.36(i), 49 C.F.R. § 19.48(d), and 49 U.S.C. § 5325(a), if VVTA is a recipient or sub-grantee of FTA funds, VVTA, FTA, the U.S. Department of Transportation, or authorized representatives shall have access to any contractor's records for audits, examinations, and inspections relevant to the contract. In accordance with 49 C.F.R. § 18.36(i), 49 C.F.R. § 19.48(d), and 49 U.S.C. § 5325(a), provided VVTA is the FTA Recipient or a sub-grantee of the FTA Recipient, the Contractor agrees to provide VVTA, FTA, the Comptroller General of the United States, the Secretary of the U.S. Department of Transportation, or any of their duly authorized representatives access to any books, documents, papers, and records of the Contractor which are directly pertinent to or relate to this Contract (1)

for the purpose of making audits, examinations, excerpts, and transcriptions and (2) when conducting an audit and inspection.

A. In the event of a sole source Contract

In sole-source contracts or single-offer competitive procurements, VVTA and applicable federal agencies have the right to examine all books, records, and pricing data to assess accuracy and compliance.or single Offer, single responsive Offer, or competitive negotiated procurement, the Contractor shall maintain and VVTA, the U.S. Department of Transportation (if applicable), or the representatives thereof, shall have the right to examine all books, records, documents, and other cost and pricing data related to the Contract price, unless such pricing is based on adequate price competition, established catalog or market prices of commercial items sold in substantial quantities to the public, or prices set by law or regulation, or combinations thereof. Data related to the negotiation or performance of Contract shall be made available for the purpose of evaluating the accuracy, completeness, and currency of the cost or pricing data. The right of examination shall extend to all documents necessary for adequate evaluation of the cost or pricing data, along with the computations and projections used therein, including review of accounting principles and practices that reflect properly all direct and indirect costs anticipated for the performance of the Contract.

B. For Contract Amendments, the VVTA, the U.S. Department of Transportation (if applicable), or their representatives shall have the right to examine all books, records, documents, and other cost and pricing data related to a Contract Amendment, unless such pricing is based on adequate price competition, established catalog or market prices of commercial items sold in substantial quantities to the public, or prices set by law or regulation, or combinations thereof. Data related to the negotiation or performance of the Contract Amendment shall be made available for the purpose of evaluating the accuracy, completeness, and currency of the cost or pricing data. The right of examination shall extend to all documents necessary for adequate evaluation of the cost or pricing data, along with the computations and projections used therein, either before or after execution of the Contract Amendment for the purpose of conducting a cost analysis. If an examination made after execution of the Contract Amendment reveals inaccurate, incomplete, or out-of-date data, the VVTA may renegotiate the Contract Amendment and VVTA shall be entitled to any reductions in the price that would result from the application of accurate, complete, or up-to-date data.

C. As required by the FTA in all Federally funded contracts – VVTA includes the following clause in its RFP's and 3rd party contracts:

A.1 ACCESS TO RECORDS AND REPORTS
49 U.S.C. § 5325(g)

2 C.F.R. § 200.333

49 C.F.R. part 633

Applicability to Contracts The record keeping and access requirements apply to all contracts funded in whole or in part with FTA funds. Under 49 U.S.C. § 5325(g), FTA has the right to examine and inspect all records, documents, and papers, including contracts, related to any FTA project financed with Federal assistance authorized by 49 U.S.C. Chapter 53.

Flow Down The record keeping and access requirements extend to all third party contractors and their contracts at every tier and subrecipients and their subcontracts at every tier.

Model Clause/Language There is no required language for record keeping and access requirements. Recipients can draw on the following language for inclusion in their federally funded procurements.

Access to Records and Reports

a. Record Retention. The Contractor will retain, and will require its subcontractors of all tiers to retain, complete and readily accessible records related in whole or in part to the contract, including, but not limited to, data, documents, reports, statistics, sub-agreements, leases, subcontracts, arrangements, other third party agreements of any type, and supporting materials related to those records.

b. Retention Period. The Contractor agrees to comply with the record retention requirements in accordance with 2 C.F.R. § 200.333. The Contractor shall maintain all books, records, accounts and reports required under this Contract for a period of at not less than three (3) A-4 years after the date of termination or expiration of this Contract, except in the event of litigation or settlement of claims arising from the performance of this Contract, in which case records shall be maintained until the disposition of all such litigation, appeals, claims or exceptions related thereto.

c. Access to Records. The Contractor agrees to provide sufficient access to FTA and its contractors to inspect and audit records and information related to performance of this contract as reasonably may be required. d. Access to the Sites of Performance. The Contractor agrees to permit FTA and its contractors access to the sites of performance under this contract as reasonably may be required.

-
- ~~**Active Records** – Records that are accessed at least once a month. Perpetual records remain active until a specific event changes their status. As a measure of activity for records that are referred to at least once a month per cubic foot of records. Also – As a retention period for a Perpetual Record that remains “active” until some event occurs to change its status, at which time it has fulfilled its function. (See also **Perpetual Record**)~~

-
- **Administrative Records** – Records commonly found in all offices and typically retained only for short time periods – less than five years. Examples include subject, chronological, budget, and policy files.
 - **Archival Records** - Records of enduring value, significant historical events, or research data. ~~Records with enduring value because they reflect significant historical events, document the history and development of an agency, or provide valuable research data.~~
-
- **Discovery** – Legal disclosure of records or documents during a civil proceeding. All records subject to discovery must be preserved. The pretrial disclosure of pertinent facts or documents by one or both parties to a civil action or proceeding. Anything requested during discovery must be disclosed if it exists— even non-records and records that should have been destroyed earlier. Discovery effectively freezes selected holdings until released by opposing attorney or the court.
-
- **Local Government** – Governed by Government Code Section 6252, includes records from counties, cities, and other local public agencies. Government Code, Section 6252 states: “‘Local Agency’ includes a county; city, whether general law or chartered; city and county; school district; municipal corporation; district; political subdivision; or any board, commission or agency thereof; other local public agency; or nonprofit entities that are legislative bodies of a local agency pursuant to subdivisions (c) and (d) of Government Code Section 54952.
-
- NTD – National Transit Data Base. VVTA retains source documents supporting NTD data reported on FFA-10.
- **Non-Records** - Material not usually included within the definition of records, such as unofficial copies of documents kept only for convenience or reference, working papers, appointment logs, stocks of publications and processed documents, and library or museum material intended solely for reference or exhibition. Also, documents such as rough notes, calculations or drafts assembled or created and used in the preparation or analysis of other documents. (See also **Discovery**)
 - **Permanent Records** – Records required to be preserved in perpetuity, including Board resolutions and contracts. ~~Records that are required in perpetuity, usually identified by statute or other written guidance. Examples include Board resolutions, some contracts, and confidentiality agreements.~~
 -
 - **Perpetual Records** – Records retained for an indefinite period until a specific event occurs. ~~Records retained for an indefinite period of time and then stored or destroyed after some event takes place. Examples include office personnel~~

~~files which are kept until a person leaves the office, policy files kept until the policy is changed, contract files kept until the contract terminates, etc.~~

- **Program Records** - Records that relate to the primary function of the agency in response to its daily mission.
- **Public Records** - Any information relating to the conduct of the public's business prepared, owned, used, or retained by any state or local agency regardless of physical form or characteristics.
- **Records** - All papers, maps, exhibits, magnetic or paper tapes, photographic films and prints, punched cards, and other documents produced, received, owned or used by an agency, regardless of physical form or characteristics.
- **Records Retention Schedule** - A list of all records produced or maintained by an agency and the actions taken with regards to those records. A retention schedule is an agency's legal authority to receive, create, retain, and dispose of official public records. It assists the agency by documenting which records require office or temporary storage, which records have historic or research value, and which records should be destroyed because they no longer have any administrative, fiscal, or legal value. In the event of litigation, courts accept a retention schedule as establishing an agency's "normal course of doing business". Schedule is attached as Exhibit 1.
- **Retention Period** – The length of time a record must be retained to fulfill its administrative, fiscal and/or legal function. Then a record should be disposed of as soon as possible in accordance with an approved Records Retention Schedule.

8. RECORDS RETENTION SCHEDULE

8.1 The ~~Executive Director~~CEO will cause to be developed an official records retention schedule for VVTA that incorporates the guidelines provided by the Secretary of State "Local Government Records Management Guidelines". Where document retention guidance for certain types of grants funding, such as FTA grants, may not be provided by the Secretary of State guidelines, then the guidelines set out by the grant source shall be used. This schedule will establish the agency's legal authority to do what is required with regard to active, administrative, archival, permanent, perpetual, public, and program records and documents entrusted to the agency's care. This certifies the life, care, and disposition of all agency records.

8.2 The VVTA records retention schedule shall contain:

- Description of record maintained

- Responsible department
- Retention Period

8.3 – Records Retention Schedule is attached as Exhibit 1

9. DISPOSITION OF RECORDS

9.1 Disposal: Once records have fulfilled their administrative, fiscal, or legal function they shall be disposed of as soon as possible in accordance with their Records Retention Schedule.

9.1(a) All VVTA records disposed in accordance with this policy shall be by Board Resolution.

9.1(b) Records disposed in accordance with this policy shall be certified ~~either by (i) an internal form signed by two (2) VVTA staff members, one of which is a manager or higher level staff member, (ii) by~~ a certificate of destruction provided by a licensed third party document destruction contractor.

9.1(c) Non-Records may be destroyed at any time without prior consent, except for those non-records that have been identified as part of any discovery process.

9.2 Archiving: Records that no longer have any active purpose but, according to the record retention schedule, are categorized as “permanent” records shall be archived in any manner which allows for their preservation and reasonable retrieval.

ELECTRONIC DOCUMENTS

~~1. Electronic files, such as those created using Microsoft Office applications (Word, Excel, PowerPoint) or saved as PDFs, must be retained according to their content and how they are classified within the records retention schedule. The retention period for electronic documents is determined by the same criteria as paper records, including administrative, legal, fiscal, or historical value. These documents should be stored in an organized, accessible manner and disposed of in accordance with VVTA's retention and destruction policies once they have fulfilled their designated purpose. Electronic Mail: Email communications, messages and documents transmitted by email are similar to paper documents. They may be considered records, subject to the Record Retention Schedule. To determine whether an email is such a record, the email will be treated as if it were a paper document or record. If a paper document would be retained as a record because of its content, then an email message with the same content must be treated as a paper record, subject to the Record Retention Schedule.~~

~~2. Electronic Documents: including Microsoft Office Suite and PDF files. Retention depends on the subject matter. The length of time that an electronic document should be retained must be based upon the content of the file, the category under the various sections of this policy, and its determination of a record under the Record Retention Schedule.~~

Exhibit 1 – Records Retention Schedule

Victor Valley Transit Authority
RECORDS RETENTION CLASSIFICATIONS
As of 10/21/2024

LEGEND

AC = Active	T=Termination
AU= Audit	CL= Closed/Completion
CU=Current Fiscal Year	L= Life
P= Permanent	S= Supersede

<u>Record Description</u>	<u>Retention Period</u>	<u>Notes:</u>
ALL DEPARTMENTS		
Correspondence Files (inactive)	CU+1	All inactive correspondence that is not part of any discovery.
Departmental Copies of Budgets	CU+6	Copies in addition to Finance Department copies
Departmental Copies of Accounts Payable Records	CU+6	Copies in addition to Finance Department copies, except as required by Grants Management.
Departmental Copies of Accounts Receivable Records	CU+6	Copies in addition to Finance Department copies
Desk Calendars & Diaries	CU+5	
Telephone Message Books or Slips	CU+4	it depends on the subject matter of the message.
Department Monthly Reports	CU+4	
FINANCE		
<u>Accounting</u>		
Accounts Payable	AU+5	Invoices, check copies, supporting documents
Accounts Recievable	AU+5	
Bank Statements/ Reconciliation	AU+6	Statements, summaries for receipts, disbursement and reconciliations
Billing Records	AU+5	Customer info, payments, invoices
COP/Bond Records	CL+10	Monthly statement of transactions, supporting documents, paid/cancelled
Budget, Accounting copies	AU+6	Budget reports, summaries, adjustments, journal entries
Budget, Adopted	P	Official adopted budget and amendments
Budget, Proposed	CU+2	Presented to Board of Directors
Checks	AU+6	Payroll, canceled, voided checks
Deposits, receipts	AU+6	Checks, coins, currency
General Ledger	P	
Journals/vouchers	AU+5	Account postings with supporting documents
Warrant Register	AU+5	destroy after final action
<u>Fixed Assets</u>		
Inventories	AU+4	
Property auctions	AU+4	
Disposal	AU+4	
Vehicle ownership/title	L	Title transfers when vehicle sold
<u>Grants</u>		
FTA Grants	CL+10	Includes grant applications, reporting, key correspondence, support documents. Close of an FTA grant commences upon receipt of notice of closure by FTA.
TDA Funding	CL+10	Includes applications, reporting, key correspondence, support documents.
<u>Payroll</u>		
Adjustments	AU+4	
Employee Time Sheets	AU+3	
PERS Employee Deduction Reports	T+3	
Salary Records	T+3	Includes deduction authorizations, beneficiary designations unemployment claims, garnishments.
<u>Procurement</u>		
Bids, RFQ's, RFP's,		
Successful	AU+5	
Unsuccessful	CU+2	
Completed Contracts	CL+5	Grant closed. No activity for 5 years
<u>Reports</u>		
Audits	P	
Deferred Compensation	P	Records of employee contributions and VVTA payments

Federal and State Tax	AU+6	Forms 1096, 1099, W-4's, W-2's,
Financial, annual	P	
State Controller	P	

HUMAN RESOURCES

Benefit Plan Claims	P	May include dental, disability, education, health, life and vision including dependent care and Employee Assistance
Benefit Plan Enrollment	AC+50	
Employee Handbook	S+2	
Employee Rights	T+3	May include arbitration, grievances, sexual harrassment and Civil rights, complaints, disciplinary actions
Personnel Records	T+5	
PERS, Social Security, SSI	P	EEOC/ADEA
I-9's	T+3	
Medical Leave	CL+50	May include Family Leave; certifications; tests; W-4's
Negotiation	P	Notes, notebooks, correspondence, contracts and Memorandums of Agreements.
Recruitment	CL+4	Applications, resumes, alternate lists/logs, ethnicity disclosures, examination materials and answer sheets, job bulletins, advertisement.
Reports	CU+3	Employee Statistics, benefit acitivity, liability loss
Training Records	T+5	

LEGAL/LEGISLATIVE

Agendas	CU+2	Original agendas and special meeting notices, including certificates of posting,
Articles of Incorporation	P	
Case Records (High Profile)	P	
Case Records	P	
Contracts/Agreements (Exclude Capital Improvement)	T+5	
Contracts for Capital Improvements	P	Construction records
Contract for COP Financing	P	Certificate of Participation financing contracts and agreements.
JPA AGREEMENT	P	
Legal Advertising	CU+4	Includes public notices, legal publications
Minutes	P	Official minutes and hearing proceedings of governing body or board.
Notices, meeting	CU+2	
Resolutions	P	

FLEET & FACILITIES MAINTENANCE

Vehicle Records	L	Electronic; Includes work orders, asset information, and repair and parts history.
Facility Records	L	Electronic; Includes work orders, asset information, and repair and parts history.
Daily Vehicle Reports	CU+3	Electronic

PUBLIC INFORMATION

Brochures, publications, newsletter, bulletins	S+2	
Media Releases/Information	CU+2	Includes cable, newspaper, radio, message boards, presentations

RISK MANAGEMENT

Accident Reports	CL+7	Reports and related records
Claims, damage	CL+5	Paid/Denied
Incident Reports	CL+7	Theft, arson, vandalism, property damage or similar
Insurance Certificates	P	May include liability, property, Certificates of Participation, deferred, use of facilities
Insurance, Liability/Property Policies	P	
Insurance, Workers Compensation	P	
Worker's Compensation (other)	P	Claim files, Reports, Incidents(working files) originals filed with Administrator

Reference: Federal Records Management: <https://www.archives.gov/records-mgmt/grs.html>

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**AGENDA ITEM
SEVEN**

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VICTOR VALLEY TRANSIT AUTHORITY

AGENDA MATTER

VVTA Compensation and Benefits Plan, the Result of VVTA RFP 2024-05 to Evergreen Solutions LLC, Tallahassee, FL.

SUMMARY

On January 16, 2024, the VVTA Board of Directors authorized the release of RFP 2024-05 for a Compensation and Benefits Study, which was issued on January 19, 2024. A single addendum was issued, and the deadline for proposals was February 22, 2024.

At the Board Meeting held on April 15, 2024, the Board approved the award of the contract to Evergreen Solutions, LLC, based in Tallahassee, FL. Since then, Evergreen has successfully completed the Compensation and Benefits Study and submitted the final report, which is attached for review. The report provides comprehensive analysis and details, including:

- **Study Goals**
- **Current Conditions:** Strengths and weaknesses of the existing compensation and benefits structures
- **Market Summary:** Results of salary surveys and comparisons with peer agencies
- **Benefits Summary:** Analysis of employee insurance coverage, health plans, retirement plans, and leave policies compared to industry peers.
- **Evergreen’s Recommendations**

Today, Evergreen Solutions will present its findings and recommendations to the Board. These recommendations are aimed at positioning VVTA’s compensation and benefits structure competitively within the transit industry, while also aligning with the agency’s long-term objectives for the next five years.

Continued

RECOMMENDED ACTION

Accept the Compensation and Benefits Study and approve Evergreen Solutions recommendations.

PRESENTED BY Maged Azer CFO	FISCAL IMPACT Estimated \$74,066	MEETING DATE October 21, 2024	ITEM NUMBER 7
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VICTOR VALLEY TRANSIT AUTHORITY

AGENDA MATTER

VVTA Compensation and Benefits Plan, the Result of VVTA RFP 2024-05 to Evergreen Solutions LLC, Tallahassee, FL.

SUMMARY STATEMENT

VVTA staff recommends that the Board accept the Compensation and Benefits Study and approve Evergreen Solutions' recommendations. Those items with a fiscal impact are as follows:

- Increase the employer contribution for employee-plus-family health coverage to \$2,000 per month, effective January 1, 2025;
- Implement the Hybrid Parity compensation adjustment model, effective January 1, 2025.

Evergreen's Key Recommendations:

- **Benefits:** Evergreen recommends increasing VVTA's contribution to employee-plus-family insurance coverage to \$2,000 per month, in line with market standards. Contributions for employee-only and employee-plus-one coverage should remain at \$1,600 per month.
- **Compensation:** Evergreen outlined four options for salary adjustments. VVTA and Evergreen jointly recommend adopting the "Hybrid Parity" approach, which determines a projected salary based on both an employee's tenure at VVTA and their current job classification. Employees whose current salary falls below this hybrid rate will receive an adjustment to bring them in line with the market adjusted level recommended by Evergreen.

For the six-month period from January to June 2025, the projected fiscal impact for the salary adjustments is \$52,466. For the employee-plus-family health coverage the costs are estimated at \$21,600. The fiscal impact will be covered by savings already identified in the operating budget. Should the board approve the study, staff will review and update related personnel policies and present the draft to the board for approval.

Compensation and Benefits Study for Victor Valley Transit Authority, CA

FINAL REPORT



Evergreen Solutions, LLC

October 14, 2024

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Chapter 1 - Introduction

The leadership of Victor Valley Transit Authority (the “Organization”) in keeping with its commitment to attracting and retaining the employees necessary to provide high quality services determined that its current compensation systems and structure needed to be updated to better reflect best practices. Evergreen Solutions, LLC (“Evergreen”) was selected by the Organization during April of 2024 as its partner to in order to accomplish this goal. This engagement sought to evaluate the strengths and weaknesses of the Organization’s current systems, conduct a job and pay grade analysis to study internal equity, collect peer salary data to study external equity, and adjust the current compensation systems to better reflect the market. This study and the analysis contained within provides Organization leadership with valuable information related to their employee demographics, opinions, and market data, as well as internal and external equity.

Internal equity relates to the fairness of an organization’s compensation practices among its current employees. Specifically, by reviewing the skills, responsibilities, and duties of each position, it can be determined whether similar positions are being compensated in an equitable manner within the organization. External equity relates to the differences between how an organization’s classifications are valued and the compensation available in the marketplace for the same skills, responsibilities, and duties. This component of the study aims to address how the Organization is positioned in the market relative to other local area government organizations with similar positions and to develop recommendations that allow the Organization to recruit and retain quality employees.

1.1 STUDY METHODOLOGY

Evergreen combines qualitative and quantitative data analysis to produce recommendations that maximize the fairness and competitiveness of an organization’s compensation structure and practices. It is important to note that the data utilized in the study represents a snapshot in time. As market conditions can change rapidly, it is important for the Organization to conduct regular market surveys to ensure their external market position does not decay. A full compensation and classification review is recommended approximately every three to five years. Some examples of project activities included:

- Conducting a project kick-off meeting
- Conducting an external market salary and benefits survey
- Developing recommendations for compensation management and changes
- Creating draft and final reports



Kickoff Meeting

The kickoff meeting provided an opportunity to finalize the work plan and begin the data collection process. Data collection included the gathering of relevant background material including existing pay plans, organization charts, policies, procedures, classification specifications, and other pertinent material.

Salary Survey

The external market for this study was defined as identified local and regional transit organizations, as well as local government organizations, with similar positions as well as similar characteristics, demographics, and service offerings. The data were then analyzed comparing Organization classifications to the jobs performing the same duties at peer organizations to gain a fuller understanding of their market position.

Recommendations

Evergreen developed recommendations for the Organization to consider in order to help maximize the effectiveness and efficiency of its current compensation structure. Evergreen provided the Organization with a variety of recommendations for the future at various costs. Plans ranged from minor tweaks to the current compensation system to wholesale changes to the entire organizational structure. These plans were designed to fix the issues identified in this report, while continuing to build on the strengths the Organization currently exhibits.

1.2 REPORT ORGANIZATION

This report includes the following additional chapters:

- Chapter 2 – Assessment of Current Conditions
- Chapter 3 – Market Summary
- Chapter 4 – Benefits Summary
- Chapter 5 – Recommendations

Chapter 2 - Assessment of Current Conditions

An assessment of current conditions was conducted to help Evergreen better understand the current standing of the Organization pay plan, demographics, and compensation structures. This assessment should be considered a snapshot in time and is reflective of the conditions present within the Organization upon the commencement of this study. By leveraging this information, Evergreen was able to gain a better understanding of the strengths and weaknesses of the current compensation system. When combined with the market results, the Assessment of Current Conditions helped provide a basis for recommendations. A full summary of the Assessment of Current Conditions can be found in **Chapter 2** of this report.



Chapter 3 - Market Summary

A salary survey was designed by Evergreen and approved by the Organization's leadership. After the results were received, the data were analyzed to compare the Organization to the overall results. Combined with the Assessment of Current Conditions, the market survey gave Evergreen the information needed to understand the Organization's position relative to its labor market. A full summary of the market results can be found in **Chapter 3** of this report.

Chapter 4 – Benefits Summary

A benefits survey was designed by Evergreen to garner information from targeted peers regarding their benefit policies. Information was collected on insurance coverage, leave policies, retirement plans, and other fringe benefits. It is important to remember salary is only one part of the complete compensation package for employees. A full report can be found in **Chapter 4** of this report.

Chapter 5 – Recommendations

During the recommendations phase, Evergreen provided several different solution options based on their current relationship to market. Solutions were provided that only require minor tweaks to the current compensation systems, as well as some solutions that would require wholesale changes to Organization's current structure. Evergreen has provided the Organization with recommendations that can both leverage the current compensation structure and also help expand its ability to recruit and retain talent in its classifications. A full explanation of the recommendations can be found in **Chapter 5** of this report.



Chapter 2 – Assessment of Current Conditions

The purpose of this chapter is to provide a statistical analysis of the compensation system in place at the Organization at the start of this study. The assessment is divided into the following sections:

- 2.1 Analysis of the Pay Plan
- 2.2 Grade Placement Analysis
- 2.3 Quartile Analysis
- 2.4 Compression Analysis
- 2.5 Summary

The analysis represented in this chapter represents a snapshot in time – this chapter was built off of employee information collected in May of 2024. Every organization changes continuously, so this chapter is not meant to be a definitive statement on continuing compensation practices at the Organization. Rather, this AOCC is meant to represent the conditions that were in place when this study began. The data contained within provide the baseline for analyses through the course of this study but are not sufficient cause for recommendations in isolation. By reviewing employee data, Evergreen gained a better understanding of the structure and methods in place and identified issues for both further review and potential revision.

2.1 ANALYSIS OF THE PAY PLAN

The purpose of analyzing the pay plan used within the Organization is to help gain an overview of the compensation philosophy as it existed when the study began. The Organization had a system in place that categorized classifications by level and type of work. While the system currently follows a 21-step pay plan, Evergreen has converted the steps to an open range plan for the purposes of this analysis. Exhibit 2A displays the Organization’s current pay plan summarized for ease of comparison. The exhibit provides the name; each pay grade on the plan; the value of each pay grade at minimum, midpoint, and maximum; the range spread for each pay grade – which is a measure of the distance between the minimum and maximum of the grade; the midpoint progression between grades; and the number of employees per pay grade.

The Organization’s pay plan includes 18 occupied and 18 vacant pay grades that hold 32 employees. The pay range spreads are set to a static 34 percent. Several pay grades only have one employee, while pay grade 25 contains the most employees with five.



**EXHIBIT 2A
CURRENT PAY PLAN SUMMARY**

Pay Plan	Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Progression	Employees
General	15	\$ 31,833	\$ 37,306	\$ 42,780	34%	-	0
General	16	\$ 33,424	\$ 39,172	\$ 44,919	34%	5%	0
General	17	\$ 35,096	\$ 41,130	\$ 47,165	34%	5%	0
General	18	\$ 36,850	\$ 43,187	\$ 49,523	34%	5%	0
General	19	\$ 38,693	\$ 45,346	\$ 51,999	34%	5%	2
General	20	\$ 40,628	\$ 47,613	\$ 54,599	34%	5%	0
General	21	\$ 42,659	\$ 49,994	\$ 57,329	34%	5%	1
General	22	\$ 44,792	\$ 52,494	\$ 60,196	34%	5%	0
General	23	\$ 47,032	\$ 55,118	\$ 63,205	34%	5%	1
General	24	\$ 49,383	\$ 57,874	\$ 66,366	34%	5%	1
General	25	\$ 51,852	\$ 60,768	\$ 69,684	34%	5%	5
General	26	\$ 54,445	\$ 63,807	\$ 73,168	34%	5%	2
General	27	\$ 57,167	\$ 66,997	\$ 76,826	34%	5%	1
General	28	\$ 60,026	\$ 70,347	\$ 80,668	34%	5%	1
General	29	\$ 63,027	\$ 73,864	\$ 84,701	34%	5%	3
General	30	\$ 66,178	\$ 77,557	\$ 88,936	34%	5%	2
General	31	\$ 69,487	\$ 81,435	\$ 93,383	34%	5%	3
General	32	\$ 72,961	\$ 85,507	\$ 98,052	34%	5%	1
General	33	\$ 76,610	\$ 89,782	\$ 102,955	34%	5%	3
General	34	\$ 80,440	\$ 94,271	\$ 108,103	34%	5%	0
General	35	\$ 84,462	\$ 98,985	\$ 113,508	34%	5%	0
General	36	\$ 88,685	\$ 103,934	\$ 119,183	34%	5%	2
General	37	\$ 93,119	\$ 109,131	\$ 125,142	34%	5%	0
General	38	\$ 97,775	\$ 114,587	\$ 131,399	34%	5%	0
General	39	\$ 102,664	\$ 120,317	\$ 137,969	34%	5%	0
General	40	\$ 107,797	\$ 126,333	\$ 144,868	34%	5%	0
General	41	\$ 113,187	\$ 132,649	\$ 152,111	34%	5%	0
General	42	\$ 118,847	\$ 139,282	\$ 159,717	34%	5%	1
General	43	\$ 124,789	\$ 146,246	\$ 167,703	34%	5%	0
General	44	\$ 131,028	\$ 153,558	\$ 176,088	34%	5%	1
General	45	\$ 137,580	\$ 161,236	\$ 184,892	34%	5%	0
General	46	\$ 144,459	\$ 169,298	\$ 194,137	34%	5%	1
General	47	\$ 151,682	\$ 177,763	\$ 203,844	34%	5%	0
General	48	\$ 159,266	\$ 186,651	\$ 214,036	34%	5%	0
General	49	\$ 167,229	\$ 195,983	\$ 224,738	34%	5%	0
General	50	\$ 175,590	\$ 205,782	\$ 235,974	34%	5%	1



Comparing the summary data in Exhibit 2A to best practices, a number of observations can be made regarding the Organization's pay plan. Based on the analysis of the pay plan, the following facts can be observed:

- Range spreads and midpoint progression are consistent across all pay grades, indicating the Organization maintains a clear progression between pay grades, and ranges increase in a consistent manner as employees move up the scale.
- Half of the pay grades on the pay plan are vacant, suggesting an excess of potentially unnecessary grades.
- The minimum of any pay grade is \$31,833 while the maximum of any pay grade is \$235,974.

2.2 GRADE PLACEMENT ANALYSIS

The Grade Placement Analysis examines how employee salaries are distributed throughout the pay grades. This can help identify salary progression issues, which are usually accompanied by employee salaries that are clustered in segments of the pay grades. A clustering of employee salaries in the lower part of ranges can indicate a lack of salary progression for employees or a high level of employee turnover. A clustering of employee salaries in the high end of pay ranges can be a sign of high employee tenure or a sign that the pay ranges are behind market, forcing the organization to offer salaries near the maximum of the range to new hires. With regard to minimum and maximum salaries, employees at the grade minimum are typically newer to the organization or to the classification, while employees at the grade maximum are typically highly experienced and highly proficient in their classification. The Grade Placement Analysis examines how salaries compare to pay range minimums, midpoints, and maximums. Only pay grades with at least one incumbent are included in this analysis.

Exhibit 2B displays the percentage and number of employees compensated at their pay grade minimum and pay grade maximum. The percentages presented are based on the total number of employees in that grade. As can be seen in the exhibit, 3.1 percent (one total) of all employees are compensated at their pay grade's minimum. 6.3 percent (two total), are compensated at their pay grade's maximum.

EXHIBIT 2B
EMPLOYEES AT MINIMUM AND MAXIMUM BY GRADE

Grade	Employees	# at Min	% at Min	# at Max	% at Max
19	2	0	0.0%	0	0.0%
21	1	0	0.0%	0	0.0%
23	1	0	0.0%	0	0.0%
24	1	0	0.0%	0	0.0%
25	5	1	20.0%	0	0.0%
26	2	0	0.0%	0	0.0%
27	1	0	0.0%	0	0.0%
28	1	0	0.0%	0	0.0%
29	3	0	0.0%	0	0.0%
30	2	0	0.0%	1	50.0%
31	3	0	0.0%	0	0.0%
32	1	0	0.0%	0	0.0%
33	3	0	0.0%	0	0.0%
36	2	0	0.0%	0	0.0%
42	1	0	0.0%	0	0.0%
44	1	0	0.0%	0	0.0%
46	1	0	0.0%	0	0.0%
50	1	0	0.0%	1	100.0%
Total	32	1	3.1%	2	6.3%

In addition to assessing the number of employees at minimum and maximum, an analysis was conducted to determine the number of employees below and above pay grade midpoint. The percentages refer to the percentage of employees in each pay grade that are above and below midpoint. **Exhibit 2C** displays the results of this analysis: a total of 12 employees are compensated below their pay grade midpoint—which is 37.5 percent of all employees for the Organization. There are 20 employees compensated above the midpoint of their pay grade, which is 62.5 percent of all employees.

**EXHIBIT 2C
EMPLOYEES ABOVE AND BELOW MIDPOINT BY PAY GRADE**

Grade	Employees	# < Mid	% < Mid	# > Mid	% > Mid
19	2	2	100.0%	0	0.0%
21	1	0	0.0%	1	100.0%
23	1	1	100.0%	0	0.0%
24	1	0	0.0%	1	100.0%
25	5	3	60.0%	2	40.0%
26	2	2	100.0%	0	0.0%
27	1	0	0.0%	1	100.0%
28	1	0	0.0%	1	100.0%
29	3	1	33.3%	2	66.7%
30	2	0	0.0%	2	100.0%
31	3	3	100.0%	0	0.0%
32	1	0	0.0%	1	100.0%
33	3	0	0.0%	3	100.0%
36	2	0	0.0%	2	100.0%
42	1	0	0.0%	1	100.0%
44	1	0	0.0%	1	100.0%
46	1	0	0.0%	1	100.0%
50	1	0	0.0%	1	100.0%
Total	32	12	37.5%	20	62.5%

2.3 QUARTILE ANALYSIS

The last part of the Grade Placement Analysis is a detailed look at how salaries are distributed through pay grades, through a quartile analysis. Here, each pay grade is divided into four segments of equal width, called quartiles. The first quartile represents the first 25 percent of the pay range; the second quartile represents the part of the range above the first quartile up to the mathematical midpoint; the third quartile represents the part of the range from the midpoint to 75 percent of the pay range; and the fourth quartile represents the part of the range above the third quartile up to the pay range maximum. Employees are assigned to a quartile within their pay range based on their current salary.

The quartile analysis is used to determine the location of employee salary clusters. Quartile analysis helps identify whether clusters exist in specific quartiles of pay grades. Additionally, the amount of time the employee has spent at the organization is also analyzed, in order to observe any relationship between organizational tenure and salary progression. This information, while not definitive alone, can shed light on any root issues within the current compensation and classification plan when combined with market data and employee feedback.



Exhibit 2D shows the number of employees that are in each quartile of each grade, as well as the average overall tenure (i.e. how long an employee has worked for the Organization) by quartile. Overall, data provide that 21.9 percent of employees fall into Quartile 1 of their respective grade; 15.6 percent fall into Quartile 2; 25.0 percent fall into Quartile 3; and 37.5 percent fall into Quartile 4. While this distribution does not lead to a conclusion, data for average tenure do lead to determinations on the relationship between tenure and salary.

Specifically, overall average tenure increases as quartile increases; the average tenure in Quartile 1 is 1.6 years; in Quartile 2 is 4.9 years; in Quartile 3 is 5.6 years; and in Quartile 4 is 8.4 years. This would seem to indicate that employees are moved through their pay grades equitably, or at the very least a positive linear relationship exists between tenure and pay.

2E displays a graphical representation of the data contained in **Exhibit 2D**. Each pay grade is divided into up to four sections representing the percentage of employees, in that pay grade, who belong in each quartile. For example, pay grade 19 has zero employees in Quartiles 1, 3, or 4. That pay grade is represented by a 100 percent blue bar, showing that 100 percent of grade 19 employees are in Quartile 2.

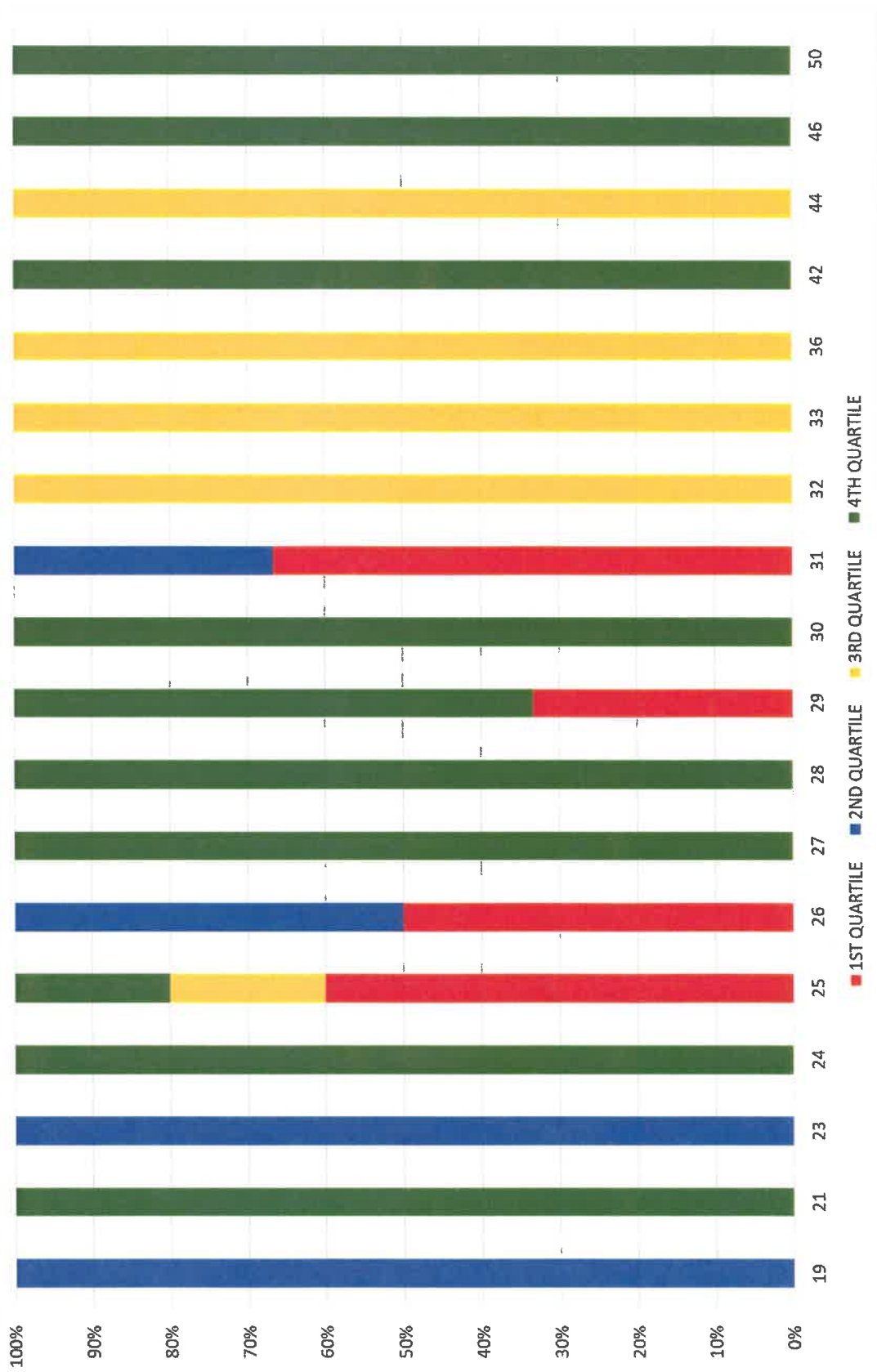


**EXHIBIT 2D
QUARTILE ANALYSIS AND TIME WITH THE ORGANIZATION**

GRADE	Total Employees	1st Quartile		2nd Quartile		3rd Quartile		4th Quartile	
		# Employees	Avg Tenure	# Employees	Avg Tenure	# Employees	Avg Tenure	# Employees	Avg Tenure
19	2	0	-	2	0.9	0	-	0	-
21	1	0	-	0	-	0	-	1	7.4
23	1	0	-	1	4.9	0	-	0	-
24	1	0	-	0	-	0	-	1	2.4
25	5	3	0.1	0	-	1	3.9	1	5.7
26	2	1	0.8	1	8.7	0	-	0	-
27	1	0	-	0	-	0	-	1	8.8
28	1	0	-	0	-	0	-	1	3.8
29	3	1	1.8	0	-	0	-	2	10.6
30	2	0	-	0	-	0	-	2	10.8
31	3	2	4.2	1	8.9	0	-	0	-
32	1	0	-	0	-	1	1.5	0	-
33	3	0	-	0	-	3	8.0	0	-
36	2	0	-	0	-	2	7.1	0	-
42	1	0	-	0	-	0	-	1	10.4
44	1	0	-	0	-	1	1.1	0	-
46	1	0	-	0	-	0	-	1	5.6
50	1	0	-	0	-	0	-	1	13.7
Overall	32	7	1.6	5	4.9	8	5.6	12	8.4



EXHIBIT 2E QUARTILE PLACEMENT BY PAY GRADE



2.4 COMPRESSION ANALYSIS

Pay compression can be defined as the lack of variation in salaries between employees with significantly different levels of experience and responsibility. Compression can be seen as a threat to internal equity and morale. Two common types of pay compression can be observed when the pay of supervisors and their subordinates are too close, or the pay of highly tenured staff and newly hired employees in the same job are too similar.

According to the Society for Human Resources Management (SHRM), specific examples of actions that may cause pay compression include the following:

- Reorganizations change peer relationships and can create compression if jobs are not reevaluated.
- In some organizations, certain departments or divisions may be relatively liberal with salary increases, market adjustments, and promotions—while others are not.
- Some employers have overlooked their Human Resources policies designed to regulate pay, paying new hires more than incumbents for similar jobs under the mantra of “paying what it takes to get the best talent.”
- Many organizations have found it easy to hire people who had already done the same work for another organization, eliminating the need for training. Rather than hiring individuals with high potential and developing them for the long term, they have opted for employees who could “hit the ground running”—regardless of their potential.

Exhibit 2F indicates the ratio of subordinate to supervisor salaries by grade graphically and **Exhibit 2G** displays these results numerically. Employees were grouped into categories reflecting whether their actual salary was less than 80 percent, less than 95 percent, or greater than 95 percent of their supervisor’s salary. Less than 80 percent would indicate that the ratio of an employee’s salary to his supervisor’s salary would yield a result of less than 0.8. For example, an employee with a salary of \$79,000.00 and a supervisor with a salary of \$100,000.00 would yield a ratio of 0.79, and be placed into the Less than 80 percent category.

An analysis of the data would quickly reveal that positions in the Organization are in a great position, with plenty of space between employee and supervisor salaries. As seen, all employees make less than 80 percent of their supervisors’ salary, indicating there is not widespread compression between employees and supervisors.

**EXHIBIT 2F
EMPLOYEE TO SUPERVISOR SALARY RATIO BY PAY GRADE**

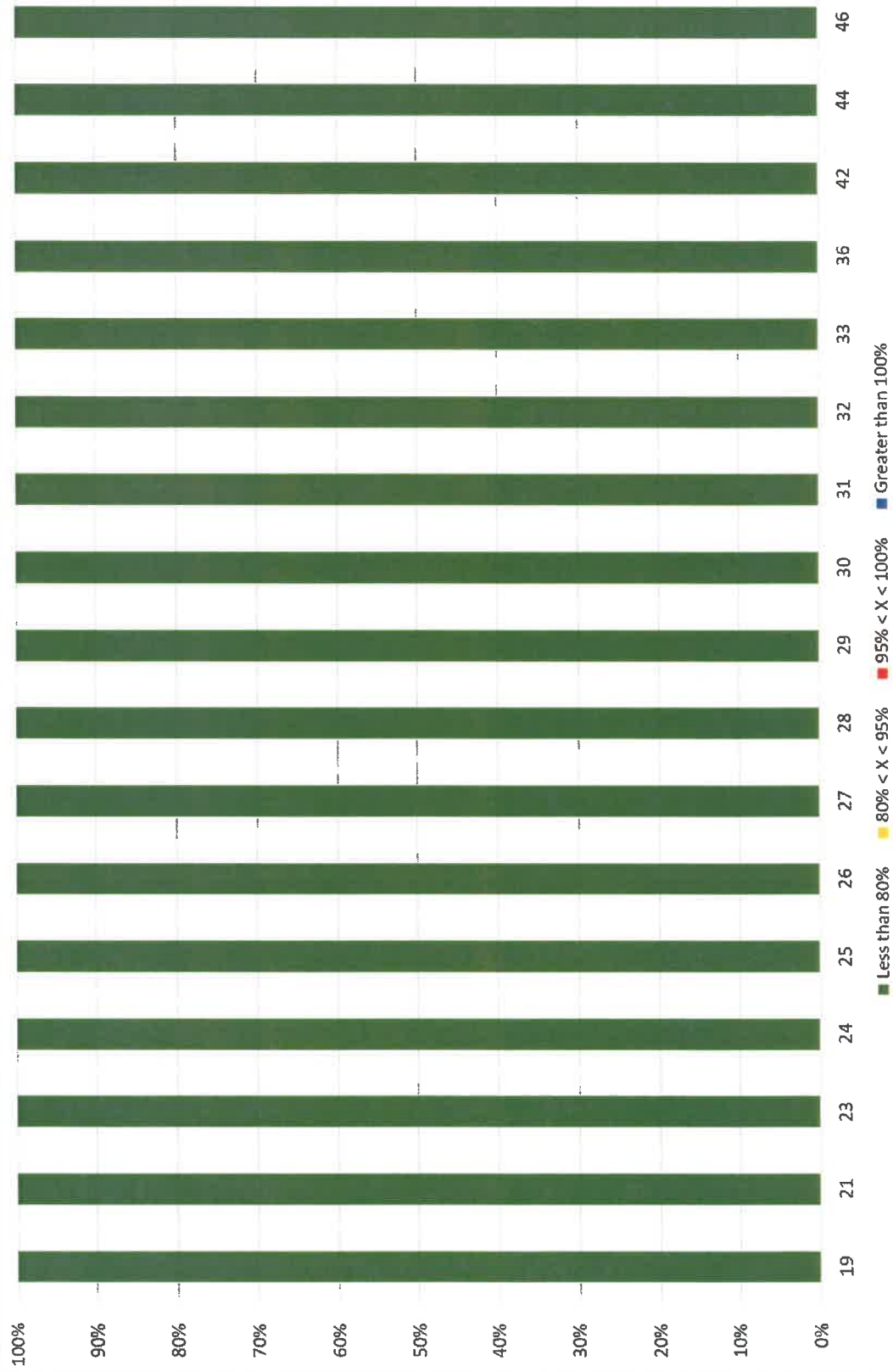


EXHIBIT 2G
EMPLOYEE TO SUPERVISOR SALARY RATIO BY PAY GRADE

Grade	Less than 80%	80% < X < 95%	95% < X < 100%	Greater than 100%
19	2	0	0	0
21	1	0	0	0
23	1	0	0	0
24	1	0	0	0
25	5	0	0	0
26	2	0	0	0
27	1	0	0	0
28	1	0	0	0
29	3	0	0	0
30	2	0	0	0
31	3	0	0	0
32	1	0	0	0
33	3	0	0	0
36	2	0	0	0
42	1	0	0	0
44	1	0	0	0
46	1	0	0	0
Total	31	0	0	0

Exhibit 2H and **Exhibit 2I** showcase the actual vs. projected salaries of Organization employees, sorted by pay grade. Projected salary is calculated using a 5-year progression assumption for employees. For example, an employee who had worked at their position for two and a half years would be projected to be at the grade midpoint, while an employee with 5 or more class years would be projected to be at the grade maximum. An important distinction between this compression table and the quartile analysis: this compression table utilizes class years, while the Quartile analysis uses tenure. Class years are differentiated from tenure by using the date that you started working in your current classification as the start date, instead of the date you first were hired by the Organization. To illustrate, if an employee had been an accountant for fifteen years, and then was promoted last year to Accountant Supervisor that employee would have fifteen years of tenure, but only one class year.

On **Exhibit 2I**, it is easy to discern that the majority of employees are being paid wages that are within 5 percent of what they would be projected to receive, based on their class years. However, there are a significant number of employees whose earnings exceed this 5 percent threshold, as highlighted by the yellow and purple bars in the graph. This suggests that employees are advancing through the pay steps more quickly than anticipated. Despite the 21 steps outlined in the pay plan, it is evident that most employees are not taking 21 years to reach the maximum of their pay grade. The exhibit, which assumes a five-year progression, demonstrates the accelerated pace at which employees are moving through the pay ranges. This quick advancement underscores the organization's dynamic pay structure and career progression.

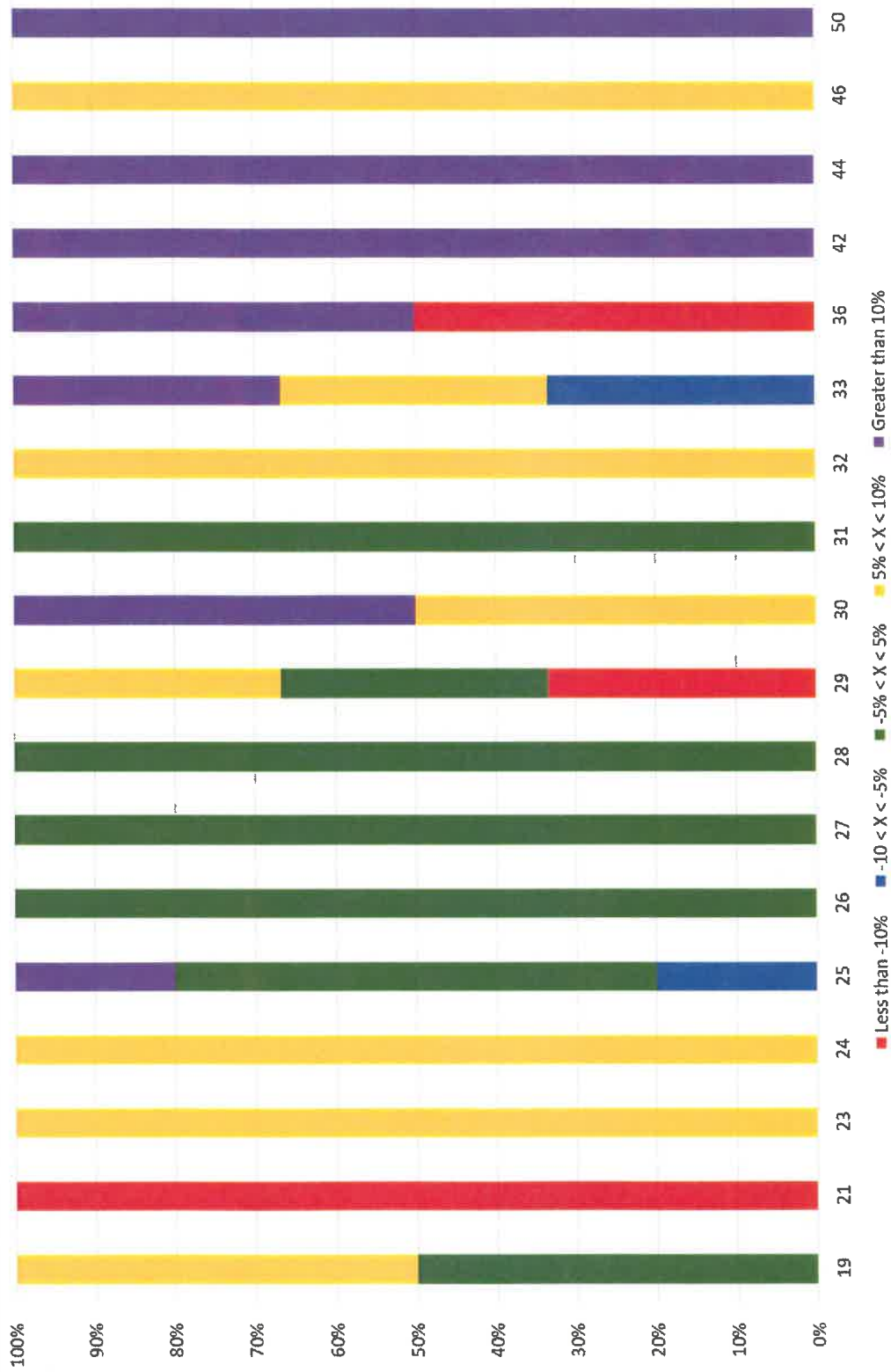


**EXHIBIT 2H
ACTUAL VS. PROJECTED SALARY**

Grade	Less than -10%	-10 < X < -5%	-5% < X < 5%	5% < X < 10%	Greater than 10%
19	0	0	1	1	0
21	1	0	0	0	0
23	0	0	0	1	0
24	0	0	0	1	0
25	0	1	3	0	1
26	0	0	2	0	0
27	0	0	1	0	0
28	0	0	1	0	0
29	1	0	1	1	0
30	0	0	0	1	1
31	0	0	3	0	0
32	0	0	0	1	0
33	0	1	0	1	1
36	1	0	0	0	1
42	0	0	0	0	1
44	0	0	0	0	1
46	0	0	0	1	0
50	0	0	0	0	1
Total	3	2	12	8	7



EXHIBIT 21
ACTUAL VS. PROJECTED SALARY



2.5 SUMMARY

There were many observations made with respect to the Organization's compensation system in place at the beginning of the study.

- The organization maintains a clearly defined pay plan, with consistent range spreads and midpoint progression.
- More than half of employees are paid above their pay grade midpoint.
- All employees are paid less than 80 percent of their supervisor's salary, indicating there is not widespread compression between employees and supervisors.
- The majority of employees are paid within 5 percent of their expected salary, based on class years.

This analysis acts as a starting point for development of recommendations in subsequent chapters of this report. Paired with market data, Evergreen is able to make recommendations that will ensure that the Organization's compensation system is structurally sound in terms of best practice, competitive with the market, and treats all employees equitably moving forward.



Chapter 3 – Market Summary

The purpose of the market summary chapter is to benchmark the Organization's compensation practices against that of its market peers, in order to establish how competitive the Organization is with the market. To complete this market study, Evergreen compared pay ranges of select benchmark positions that the Organization possesses against the compensation of positions performing those same duties within peer organizations. By aggregating the differences in pay ranges across all the positions, a reasonable determination is made as to the Organization's competitive position within the market.

It is important to note that individual salaries are not analyzed in this methodology, since individual compensation can be affected by a number of variables such as experience and job performance. For this reason, Evergreen looked at average pay ranges across the entire classification to make the most accurate comparison. The results of this market study should be considered reflective of the current state of the market at the time of this study, however, market conditions can change rapidly. Consequently, it is necessary to perform market surveys of peer organizations at regular intervals in order for an organization to consistently monitor its position within the market. Furthermore, the market results detailed in this chapter provide a foundation for understanding the Organization's overall structural standing to the market, and the rates reflected in this chapter, while an important factor, are not the sole determinant for how classifications were placed into the proposed salary ranges outlined in **Chapter 5**.

Evergreen conducted a comprehensive market salary survey for the Organization, which included soliciting 18 target peer organizations for 31 benchmark positions. Target peers were selected based on a number of factors, including geographic proximity, resource level, job overlap, and size. Target organizations were also identified for their competition to the Organization for employee recruitment and retention efforts. The list of targets that provided data for the purpose of this study are included in **Exhibit 3A**.



**EXHIBIT 3A
RESPONDENT MARKET PEERS**

Respondent Organizations
Cascades East Transit, OR
Mountain Line, AZ
Mountain Metropolitan Transit, CO
Omnitrans, CA
Riverside Transit Agency, CA
Roaring Fork Transit, CO
Rogue Valley Transportation District, OR
San Joaquin Regional Transit District, CA
Sunline Transit Agency, CA
Whatcom Transportation Authority, WA
Yolo County Transportation District, CA
City of Santa Clarita, CA
City of Torrance, CA
City of Pasadena, CA
City of Victorville, CA
City of Hesperia, CA
San Bernardino County, CA
Mojave Water Agency, CA

Because the data collected for the market summary was from various regions, it was necessary to adjust peer responses relative to the Organization based on cost-of-living. For all organizations that fell outside the Organization’s immediate region, a cost-of-living adjustment was applied to the reported pay ranges to ensure a market average was attained in terms of the spending power an employee would have in the Organization’s local area. Evergreen utilizes cost-of-living index information from the Council for Community and Economic Research. The cost-of-living index figures for the Organization and each of the respondent market peers are located in **Exhibit 3B**.



EXHIBIT 3B
RESPONDENTS WITH COST-OF-LIVING ADJUSTMENTS

Organization	Cost of Living
Victor Valley Transit Authority	128.0
Cascades East Transit, OR	120.7
Mountain Line, AZ	107.4
Mountain Metropolitan Transit, CO	105.8
Omnitrans, CA	128.0
Riverside Transit Agency, CA	129.1
Roaring Fork Transit, CO	144.1
Rogue Valley Transportation District, OR	114.1
San Joaquin Regional Transit District, CA	126.2
Sunline Transit Agency, CA	129.1
Whatcom Transportation Authority, WA	112.7
Yolo County Transportation District, CA	132.6
City of Santa Clarita, CA	162.7
City of Torrance, CA	162.7
City of Pasadena, CA	162.7
City of Victorville, CA	128.0
City of Hesperia, CA	128.0
San Bernardino County, CA	128.0
Mojave Water Agency, CA	128.0

3.1 MARKET DATA

The results of the market study are displayed in **Exhibit 3C**, which includes the benchmark job titles and the market average salaries for each position at the minimum, midpoint, and maximum points of the pay ranges. Also included within the exhibit are the percent differentials of the Organization's pay ranges at each respective point, relative to the market average pay. A positive percent differential is indicative of the Organization's pay range exceeding that of the average of its market peers; alternatively, a negative percent differential indicates the Organization's compensation for a given position lagging behind the average of its peers. The exhibit also includes the average pay range for the market respondents for each position, as well as how many responses each benchmark received.

While all benchmarks are included in the survey, not every peer organization possesses an appropriate match. Consequently, the benchmarks receive varying levels of response. For the purpose of this study, all positions that received fewer than five matches from market peers were not considered in establishing the Organization's competitive position. The rationale behind these positions being excluded is that insufficient response can lead to unreliable averages that may skew the aggregated data, blurring the reality of the Organization's actual position in the market. Of the 31 positions surveyed, 24 had a sufficient response for inclusion.



**EXHIBIT 3C
MARKET SURVEY RESULTS**

ID	Classification	Survey Minimum Average	% Diff	Survey Midpoint Average	% Diff	Survey Maximum Average	% Diff	Survey Avg Range	# Resp.
1	Accounting Manager	\$100,265.82	-18.7%	\$118,912.33	-20.1%	\$137,558.84	-21.2%	37.7%	10.0
2	Accounts Payable / Payroll Specialist	\$55,089.96	20.7%	\$63,289.78	22.3%	\$71,489.59	23.4%	29.3%	16.0
3	Administrative Aide	\$47,607.84	-1.2%	\$54,991.34	0.2%	\$62,374.84	1.3%	30.8%	12.0
5	Chief Financial Officer	\$155,684.24	2.2%	\$181,152.75	2.9%	\$206,621.25	3.5%	32.6%	16.0
6	Chief Maintenance Officer	\$124,849.07	17.7%	\$149,525.76	15.9%	\$174,202.45	14.5%	40.7%	7.0
7	Clerk of the Board/Executive Assistant	\$67,261.42	16.4%	\$80,407.58	14.7%	\$93,553.74	13.5%	39.0%	11.0
8	Contract Compliance Administrator	\$73,146.96	-0.3%	\$84,393.98	1.3%	\$95,641.00	2.5%	30.8%	6.0
9	CTSA Program Manager	\$54,950.92	24.7%	\$60,864.81	28.8%	\$66,778.70	31.9%	21.5%	1.0
10	Customer Service	\$43,072.53	24.7%	\$49,019.60	26.8%	\$54,966.66	28.5%	27.1%	10.0
11	Director of Operations	\$121,791.86	19.7%	\$151,154.69	15.0%	\$180,517.51	11.4%	48.8%	8.0
12	Financial Analyst - Grants	\$70,025.39	-0.8%	\$84,643.31	-3.9%	\$99,261.24	-6.3%	41.1%	6.0
13	Fleet & Facilities Analyst	\$58,595.76	-7.6%	\$71,144.16	-11.5%	\$83,692.57	-14.4%	42.8%	2.0
14	Fleet & Facilities Assistant	\$44,860.33	17.6%	\$50,460.67	20.9%	\$56,061.01	23.4%	24.7%	11.0
15	Grants Assistant	\$45,834.66	27.3%	\$53,473.76	27.6%	\$61,112.87	27.8%	33.3%	1.0
16	Grants Manager	\$84,024.88	0.5%	\$100,727.47	-1.8%	\$117,430.05	-3.5%	39.8%	5.0
17	IT Administrator	\$78,983.09	1.8%	\$93,188.32	1.1%	\$107,393.56	0.7%	35.6%	15.0
18	Lead Customer Service	\$49,060.79	14.2%	\$55,743.21	16.8%	\$62,425.63	18.7%	27.4%	9.0
19	Maintenance Admin Assistant	\$47,916.28	12.0%	\$57,823.39	9.4%	\$67,730.49	7.4%	41.5%	7.0
20	Operations Manager	\$93,438.07	-28.1%	\$111,094.36	-29.9%	\$128,750.66	-31.3%	38.1%	7.0
21	Planning Analyst	\$64,630.86	-7.7%	\$78,439.72	-11.5%	\$92,248.58	-14.4%	41.4%	6.0
22	Procurement Manager	\$101,197.18	1.4%	\$118,916.37	1.2%	\$136,635.55	1.0%	35.7%	8.0
23	Procurement Specialist	\$61,077.04	-17.8%	\$70,545.65	-16.1%	\$80,014.25	-14.8%	31.0%	8.0
24	Purchasing Technician	\$57,614.42	-5.8%	\$66,300.75	-3.9%	\$74,987.07	-2.5%	29.9%	10.0
25	Schedule Delivery Clerk	\$39,149.59	16.8%	\$43,691.00	20.7%	\$48,232.41	23.7%	23.4%	4.0
26	Senior Accountant	\$78,424.33	-7.5%	\$90,499.52	-5.8%	\$102,574.71	-4.6%	30.8%	8.0
27	Senior Fleet & Facilities Analyst	\$59,369.76	18.6%	\$74,212.20	13.2%	\$89,054.64	9.2%	50.0%	1.0
28	Senior IT Administrator	\$97,142.36	-15.0%	\$112,418.86	-13.6%	\$127,695.36	-12.5%	30.8%	14.0
29	Senior Marketing Manager/PIO	\$109,215.73	-6.4%	\$128,146.71	-6.5%	\$147,077.70	-6.6%	33.7%	12.0
30	Senior Route Planner	\$82,618.97	2.2%	\$95,159.16	3.9%	\$107,699.36	5.1%	29.9%	7.0
31	Vanpool Administrator	\$66,814.58	-11.3%	\$80,321.26	-14.2%	\$93,827.94	-16.3%	41.3%	4.0
	Overall Average		3.7%		3.5%		3.3%	35.3%	7.9
	Outliers Removed*		4.6%		4.0%		3.5%		



3.2 SALARY SURVEY RESULTS

Market Minimums

It is important to assess where an organization is relative to its market minimum salaries, as they are the beginning salaries of employees with minimal qualifications for a given position. Organizations that are significantly below market may experience recruitment challenges with entry-level employees. As seen in **Exhibit 3C**, the Organization is currently 1.7 percent above the market average minimum, when considering positions with sufficient responses. The Organization's benchmark positions ranged from 28.1 percent below to 24.7 percent above at the market minimum.

The following points are regarding the Organization's position relative to the market average minimum:

- Of these 24 positions, 11 were below market, averaging 9.9 percent below. These 11 classifications represent roughly 45.8 percent of the surveyed positions receiving sufficient response.
- Of the 11 positions below market, four were more than 10 percent below the average market minimum. These positions are displayed in **Exhibit 3D**.

EXHIBIT 3D CLASSIFICATIONS MORE THAN 10 PERCENT BELOW THE MINIMUM

Classification	% Diff
Operations Manager	-28.1%
Accounting Manager	-18.7%
Procurement Specialist	-17.8%
Senior IT Administrator	-15.0%

- Of these 24 positions, 13 were above market, averaging 11.6 percent above. These 13 classifications represent roughly 54.2 percent of the surveyed positions receiving sufficient response.
- Of the 13 positions above market, eight were more than 10 percent above the average market minimum. These positions are displayed in **Exhibit 3E**.



EXHIBIT 3E
CLASSIFICATIONS MORE THAN 10 PERCENT ABOVE THE MINIMUM

Classification	% Diff
Customer Service	24.7%
Accounts Payable / Payroll Specialist	20.7%
Director of Operations	19.7%
Chief Maintenance Officer	17.7%
Fleet & Facilities Assistant	17.6%
Clerk of the Board/Executive Assistant	16.4%
Lead Customer Service	14.2%
Maintenance Admin Assistant	12.0%

Market Midpoints

The market midpoint is exceptionally important to analyze, as it is often considered the closest estimation of market average compensation. As seen in **Exhibit 3C**, the Organization is currently 1.6 percent above the market average midpoint, when considering positions with sufficient responses. The Organization's benchmark positions ranged from 29.9 percent below to 26.8 percent above at the market midpoint.

The following points are regarding the Organization's position relative to the market average midpoint:

- Of these 24 positions, 10 were below market, averaging 11.3 percent below. These 10 classifications represent roughly 41.7 percent of the surveyed positions receiving sufficient response.
- Of the 10 positions below market, five were more than 10 percent below the average market minimum. These positions are displayed in **Exhibit 3F**.

EXHIBIT 3F
CLASSIFICATIONS MORE THAN 10 PERCENT BELOW THE MIDPOINT

Classification	% Diff
Operations Manager	-29.9%
Accounting Manager	-20.1%
Procurement Specialist	-16.1%
Senior IT Administrator	-13.6%
Planning Analyst	-11.5%

- Of these 24 positions, 14 were above market, averaging 10.9 percent above. These 14 classifications represent roughly 58.3 percent of the surveyed positions receiving sufficient response.
- Of the 14 positions above market, seven were more than 10 percent above the average market midpoint. These positions are displayed in **Exhibit 3G**.

EXHIBIT 3G
CLASSIFICATIONS MORE THAN 10 PERCENT ABOVE THE MIDPOINT

Classification	% Diff
Customer Service	26.8%
Accounts Payable / Payroll Specialist	22.3%
Fleet & Facilities Assistant	20.9%
Lead Customer Service	16.8%
Chief Maintenance Officer	15.9%
Director of Operations	15.0%
Clerk of the Board/Executive Assistant	14.7%

Market Maximums

The pay range maximum averages, and how they compare to the Organization's, are also detailed in **Exhibit 3C**. As seen in **Exhibit 3C**, the Organization is currently 1.6 percent above the market average maximum, when considering positions with sufficient responses. The Organization's benchmark positions ranged from 31.3 percent below to 28.5 percent above at the market maximum.

The following points are regarding the Organization's position relative to the market average maximum:

- Of these 24 positions, 10 were below market, averaging 11.8 percent below. These 10 classifications represent roughly 58.3 percent of the surveyed positions receiving sufficient response.
- Of the 10 positions below market, five were more than 10 percent below the average market maximum. These positions are displayed in **Exhibit 3H**.

**EXHIBIT 3H
CLASSIFICATIONS MORE THAN 10 PERCENT BELOW THE MAXIMUM**

Classification	% Diff
Operations Manager	-31.3%
Accounting Manager	-21.2%
Procurement Specialist	-14.8%
Planning Analyst	-14.4%
Senior IT Administrator	-12.5%

- Of these 24 positions, 14 were above market, averaging 11.1 percent above. These 14 classifications represent roughly 58.3 percent of the surveyed positions receiving sufficient response.
- Of the 14 positions above market, seven were more than 10 percent above the average market maximum. These positions are displayed in Exhibit 3I.

**EXHIBIT 3I
CLASSIFICATIONS MORE THAN 10 PERCENT ABOVE THE MAXIMUM**

Classification	% Diff
Customer Service	28.5%
Accounts Payable / Payroll Specialist	23.4%
Fleet & Facilities Assistant	23.4%
Lead Customer Service	18.7%
Chief Maintenance Officer	14.5%
Clerk of the Board/Executive Assistant	13.5%
Director of Operations	11.4%

3.3 SALARY SURVEY CONCLUSION

The standing of individual classifications pay range relative to the market should not be considered a definitive assessment of actual employee salaries being similarly above or below the market; however, such differentials can, in part, explain symptomatic issues with recruitment and retention of employees.

The main summary points of the market study are as follows:

- The Organization's pay ranges are approximately 1.7 percent above the market minimum, 1.6 above the market midpoint, and 1.6 percent above the market maximum.



- The Organization's pay range spread is approximately 34.4 percent, while its peers' pay range spread is 35.3 percent. That means that the width of the pay ranges offered at VVTA is in alignment with that of its peers.

The results of the market summary chapter are pivotal in the formulation of recommendations by Evergreen. By establishing the Organization's market position relative to its peers, Evergreen is better able to propose recommendations that enable the Organization to occupy its desired competitive position.

Chapter 4 – Benefits Summary

As a component of this study, Evergreen conducted a benefits market analysis. A benefits analysis, much like a salary evaluation, represents a snapshot in time of what is available in peer organizations. The Benefit Survey can provide the organization with an understanding of the total compensation (salary and benefits) offered by its peers. It is important to realize that there are intricacies involved with benefits programs that are not captured by a benefits survey alone.

This information should be used as a cursory overview and not a line-by-line comparison, since benefits can be weighted differently depending on the importance to the organization. It should also be noted that benefits are sometimes negotiated and acquired through third parties, so one-to-one comparisons can be difficult. The analysis in this chapter highlights aspects of the benefits survey that provide pertinent information and had high completion rates by target peers.

Exhibit 4A provides a list of the 15 target peers from which full or partial benefits data were obtained for this analysis.

EXHIBIT 4A BENEFITS SURVEY RESPONDENTS

Target Peers
Antelope Valley Transit Authority, CA
Livermore-Armador Valley Transit, CA
Mountain Line, AZ
Mountain Metropolitan Transit, CO
Riverside Transit Agency, CA
Roaring Fork Transit, CO
Rogue Valley Trans District, OR
Whatcom Transit Authority, WA
City of Santa Clarita, CA
City of Torrance, CA
City of Pasadena, CA
City of Victorville, CA
City of Hesperia, CA
San Bernardino County, CA
Mojave Water Agency, CA



4.1 EMPLOYEE INSURANCE COVERAGES AND MISCELLANEOUS BENEFITS

Exhibit 4B displays a basic overview of peer organization size, benefits as a percent of total compensation, and the average number of health plans offered. Market peers have an average of 38 full-time employees and 1 part-time employee. Prior to July 2024, VVTA had 32 full-time employees and 2 part-time employees. However, as of July 2024, all employees at VVTA are full-time. The exhibit also displays that the average number of health plans offered by peers (any combination of HMO, PPO, High Deductible, or other type of plan) is 4.9. VVTA offers ten plans.

**EXHIBIT 4B
OVERALL BENEFITS INFORMATION**

Organization Demographics	Peer Average		Victor Valley Transit Authority	
Full-Time Employees	38	98.7%	32	94.1%
Part-Time Employees	1	1.3%	2	5.9%
Number of health plans offered	4.9		10	

4.2 HEALTH PLANS

Exhibit 4C displays data on the types of health plans offered by peers. As can be seen, 81 percent of peers offer a HMO plan, 69.2 percent offer a PPO plan, 22.2 percent offer a Health Savings Account plan, and 54.5 percent offer some other type of plan. The data show that the percentage of an individual employee's premium paid by the employer is, on average, 78.8 percent for HMO plans, 98.4 percent for PPO plans, 100 percent for HSA plans, and 92.4 percent for Other Plans. For employee plus child plans, employers contribute 76.4 percent for HMO plans, 90.6 percent for PPO plans, 83.9 percent for HSA plans, and 83.6 percent for Other Plans. For employee plus spouse plans, employers contribute 76.4 percent for HMO plans, 90.4 percent for PPO plans, 83.9 percent for HSA plans, and 83.2 percent for Other Plans. For employee plus family plans, employers contribute 80.3 percent for HMO plans, 90.3 percent for PPO plans, 83.9 percent for HSA plans and 83.6 percent for other plans.

For comparison purposes, a summary of the plans offered by VVTA are also displayed in **Exhibit 4C**. As can be seen, VVTA offers ten health plans. The organization contributes \$1,600 per month, per employee, toward medical, dental, and vision coverage. For the purposes of this report, Evergreen assumes that all employees opt for medical, dental, and vision insurance. The exhibit outlines the remaining costs borne by employees. If an employee elects employee-only coverage, the employer's contribution fully covers their share of the costs. However, if an employee opts to include family members in their coverage, they are responsible for an additional monthly cost.



EXHIBIT 4C
OVERVIEW OF HEALTH PLANS OFFERED BY PEERS

Health Plan Premiums & Deductibles	Victor Valley Transit Authority													
	Peer HMO Average	Peer PPO Average	Peer HSA Average	Other Plans Average	PERS Gold PPO	PERS Platinum PPO	KAISER HMO 15	Anthem Blue Cross Select	Anthem Blue Cross Traditional	Blue Shield Access Plus	Health Net	United Health Care Harmony	United Health Care Alliance	Blue Shield Trio
Percentage of peers offering each plan	81.0%	69.2%	22.2%	54.5%	\$1,600.00	\$1,600.00	\$1,600.00	\$1,600.00	\$1,600.00	\$1,600.00	\$1,600.00	\$1,600.00	\$1,600.00	\$1,600.00
DOLLAR AMOUNT (monthly) of employee premium paid by employer	\$739.92	\$1,044.76	\$810.49	\$864.49	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
PERCENTAGE (monthly) of employee premium paid by employer	78.8%	98.4%	100.0%	92.4%	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
DOLLAR AMOUNT (monthly) of employee premium paid by employee	\$182.98	\$15.10	\$0.00	\$81.96	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
PERCENTAGE (monthly) of employee premium paid by employee	21.2%	1.6%	0.0%	7.6%	\$1,600.00	\$1,600.00	\$1,600.00	\$1,600.00	\$1,600.00	\$1,600.00	\$1,600.00	\$1,600.00	\$1,600.00	\$1,600.00
DOLLAR AMOUNT (monthly) of employee plus child premium paid by employer	\$1,438.60	\$1,921.05	\$1,353.24	\$1,534.44	95.0%	67.3%	86.7%	89.1%	74.8%	98.3%	100.0%	100.0%	90.5%	100.0%
PERCENTAGE (monthly) of employee plus child premium paid by employer	76.4%	90.6%	83.9%	83.6%	\$84.76	\$777.14	\$245.02	\$196.46	\$539.54	\$27.50	\$0.00	\$0.00	\$167.08	\$0.00
DOLLAR AMOUNT (monthly) of employee plus child premium paid by employee	\$407.22	\$167.96	\$254.43	\$327.37	5.0%	32.7%	13.3%	10.9%	25.2%	1.7%	0.0%	0.0%	9.5%	0.0%
PERCENTAGE (monthly) of employee plus child premium paid by employee	23.6%	9.4%	16.1%	16.4%	\$1,600.00	\$1,600.00	\$1,600.00	\$1,600.00	\$1,600.00	\$1,600.00	\$1,600.00	\$1,600.00	\$1,600.00	\$1,600.00
DOLLAR AMOUNT (monthly) of employee plus spouse premium paid by employer	\$1,438.60	\$2,004.36	\$1,353.24	\$1,550.44	95.0%	67.3%	86.7%	89.1%	74.8%	98.3%	100.0%	100.0%	90.5%	100.0%
PERCENTAGE (monthly) of employee plus spouse premium paid by employer	76.4%	90.4%	83.9%	83.2%	\$84.76	\$777.14	\$245.02	\$196.46	\$539.54	\$27.50	\$0.00	\$0.00	\$167.08	\$0.00
DOLLAR AMOUNT (monthly) of employee plus spouse premium paid by employee	\$407.25	\$177.22	\$254.43	\$344.97	5.0%	32.7%	13.3%	10.9%	25.2%	1.7%	0.0%	0.0%	9.5%	0.0%
PERCENTAGE (monthly) of employee plus spouse premium paid by employee	23.6%	9.6%	16.1%	16.8%	\$1,600.00	\$1,600.00	\$1,600.00	\$1,600.00	\$1,600.00	\$1,600.00	\$1,600.00	\$1,600.00	\$1,600.00	\$1,600.00
DOLLAR AMOUNT (monthly) of employee plus family premium paid by employer	\$1,955.29	\$2,534.65	\$1,748.33	\$2,081.53	72.0%	51.2%	65.8%	67.6%	56.8%	74.5%	87.9%	76.5%	68.7%	79.5%
PERCENTAGE (monthly) of employee plus family premium paid by employer	80.3%	90.3%	83.9%	83.6%	\$623.35	\$1,523.44	\$831.69	\$768.56	\$1,214.56	\$548.91	\$219.96	\$492.00	\$730.36	\$413.81
DOLLAR AMOUNT (monthly) of employee plus family premium paid by employee	\$444.27	\$234.15	\$330.07	\$464.59	28.0%	48.8%	34.2%	32.4%	43.2%	25.5%	12.1%	23.5%	31.3%	20.5%
PERCENTAGE (monthly) of employee plus family premium paid by employee	19.7%	9.7%	16.1%	16.4%										



In addition to questions regarding health care coverages, Evergreen asked peers to provide information on dental, vision, short-term disability, long-term disability, and life coverages.

Exhibit 4D shows that 7 peers offer employer-paid dental insurance for employees, while 4 offer an employee-paid option. The average cost to peers for employer paid dental coverage is \$41.91 per month for employee only, and \$103.15 per month for employee plus family coverage. The average employee paid dental coverage averages \$24.98 per month for employee only coverage, and \$98.49 for employee plus family coverage. VVTA offers dental insurance for employees and their dependents. The monthly premium for employee-only coverage is \$52.31, while coverage for an employee and one dependent costs \$97.30. For full family coverage, the monthly cost is \$154.68. Since VVTA contributes \$1,600 per month toward an employee's health insurance, the actual cost to the employee for dental insurance will depend on their chosen plan and coverage level.

EXHIBIT 4D DENTAL COVERAGE QUESTIONS

Question	Number of Peers Offering Employer Paid Option	Number of Peers Offering Employee Paid Option	Victor Valley Transit Authority
Does your organization offer employees Dental Insurance?	7	4	Yes
Monthly cost for individual coverage?	\$41.91	\$24.98	\$52.31
Monthly cost for Employee plus family coverage?	\$103.15	\$98.49	\$154.58

Exhibit 4E shows that 7 peers offer employer-paid vision insurance for employees, while 3 offer employee-paid vision plan options. The average cost to peers for employee only vision coverage is \$8.63 while the average employer cost for employee plus dependent coverage is \$21.12. Peer employee premiums for employee only coverage average \$7.06, and employee plus dependent coverage averages \$21.76 monthly. VVTA offers vision insurance to employees and their dependents. The monthly premium for employee only coverage is \$8.07, while coverage for employee plus one dependent is \$16.90. For full family coverage, the monthly cost is \$26.94. Similar to the dental option above, the actual cost to the employee will depend on the type of plan and coverage selected.



**EXHIBIT 4E
VISION COVERAGE QUESTIONS**

Question	Peer Percentage Offering Employer Paid Option	Number of Peers Offering Employee Paid Option	Victor Valley Transit Authority
Does your organization offer employees Vision Insurance?	7	3	Yes
Monthly cost for individual coverage?	\$8.63	\$7.06	\$8.07
Monthly cost for employee plus family coverage?	\$21.12	\$21.76	\$26.94

For short-term disability coverage, 5 responding peers offer an employer-paid plan and 1 peer offers an employee-paid plan as displayed in **Exhibit 4F**. On average, peers pay 62.2 percent of salary at the time of a disability. VVTA also offers employer-paid short term disability insurance.

**EXHIBIT 4F
SHORT-TERM DISABILITY COVERAGE QUESTIONS**

Short-Term Disability		Does your organization offer the following?
Coverage Plans	Employer Paid	5
	VVTA	Yes
	Employee Paid	1
	VVTA	No

Nine responding peers offer an employer-paid long-term disability plan and 2 offer an employee-paid plan as displayed in **Exhibit 4G**. On average, employer paid plans pay 64 percent of salary at the time of a disability, while employee paid plans pay 63 percent. VVTA offers long-term disability insurance paid for by the employer.



**EXHIBIT 4G
LONG-TERM DISABILITY COVERAGE QUESTIONS**

Long-Term Disability		Does your organization offer the following?
Coverage Plans	Employer Paid	9
	VVTA	Yes
	Employee Paid	2
	VVTA	No

Exhibit 4H summarizes the life insurance offerings of responding peers and VVTA. Overall, 14 responding peers offer life insurance and 7 indicated that they offer optional dependent coverage. Some peers reported a monthly cost to employers averaging \$0.17 per \$1,000 of coverage, while others indicated that this amount depends on the employee’s age. Of the peers that provided a dollar amount of death benefit, this averaged \$91,666.67. Those that did not indicate a dollar amount indicated that that employees receive 1-1.5 times their annual salary. VVTA offers employer-paid life insurance with a \$100,000 dollar amount of death benefit.

**EXHIBIT 4H
LIFE INSURANCE**

Life Insurance	Number of Peers Responded Yes	Peer Average	Victor Valley Transit Authority
Is employer-paid life insurance offered?	14		Yes
Cost (monthly) to employer for individual coverage		Depends on age	-
Dollar amount of death benefit		\$91,666.67 or 1-1.5x annual salary	\$100,000.00
Is Optional dependent coverage offered?	7		No
Can the employee purchase (additional) life insurance if desired?	8		No
Is accidental death insurance provided?	8		-

4.3 EAP, TUITION REIMBURSEMENT, 529 PLANS, AND FINANCIAL PLANNING

Exhibit 4I displays questions regarding Employee Assistance Programs. As shown, 11 participating peers offer an EAP. For 8 respondents, benefits are available to family members in addition to the employee. On average, peers provide 5.5 EAP visits per year. VVTA also offers an EAP, however, this benefit is only available to the employee.



**EXHIBIT 4I
EMPLOYEE ASSISTANCE PROGRAMS**

EAP	Number of Peers Responded Yes	Peer Average	Victor Valley Transit Authority
Is an EAP offered?	11		Yes
Are benefits available to family members as well as the employee?	8		No
Number of Annual EAP Visits Provided		5.5	-

Exhibit 4J displays questions regarding Tuition Reimbursement. As shown, 6 responding peers indicated that they have provisions to provide some type of tuition reimbursement for employees, while 1 indicated they provide a student loan repayment program. On average, peers’ tuition reimbursement limit was \$2,750 annually. VVTA offers tuition reimbursement with a limit of \$2,000 per year.

**EXHIBIT 4J
TUITION REIMBURSEMENT**

Tuition Reimbursement	Number of Peers Responded Yes	Peer Average	Victor Valley Transit Authority
Is Tuition Reimbursement offered?	6		Yes
Tuition Reimbursement Limit		\$2,750.00	\$2,000.00

4.4 RETIREMENT

Exhibit 4K displays that the average number of plans offered by peers and VVTA is 2.

**EXHIBIT 4K
NUMBER OF RETIREMENT PLANS**

Number of Plans	Peer Average	Victor Valley Transit Authority
Number of retirement plans offered	2	2

Exhibit 4L provides questions regarding retirement details. On average, participating peers offer five years to fully vest. For participating peers, organization contribution to this retirement option, on average, was 5.9 percent while the employee contributes, on average, 8 percent of their salary. Of the responding peers, 9 offer a State Retirement Plan. VVTA offers a CALPERS pension and 457 plan. Organizational contribution depends on if the employee is classified as a Classic or PEPRA member under the CALPERS retirement system.



EXHIBIT 4L RETIREMENT DETAILS

Retirement Details	Peer Average	Victor Valley Transit Authority
Years to Fully Vest	5.0	5
What percent of salary does the organization contribute to this retirement option?	5.9%	Varies
What percent of salary does the employee contribute to this retirement option?	8.0%	6.25%
Does the organization participate in a State Retirement System?	9	Yes
Is a retirement option other than a state plan offered?	4	No
Is a 401k, 401a, 403(b), or 457 offered?	5	Yes - 457

4.5 EMPLOYEE LEAVE, HOLIDAYS, AND COMPENSATORY TIME

Exhibit 4M provides the average minimum and maximum accrual rates—the average years of service required to achieve the maximum accrual rate for Personal Leave, Sick Leave, Annual/Vacation Leave, and Paid Time off (PTO) leave for respondents. These rates are displayed in monthly increments.

As shown, 8 peers reported that employees accrue Sick Leave, while 9 indicated employees accrue Annual/Vacation leave. Two peers indicated that employees earn Personal Leave or Paid-Time Off. VTA offers sick and vacation leave to employees. Employees start accruing sick and vacation leave upon hire, though they cannot use the leave until they have completed a 6-month probationary period. Employees can accrue up to 160 hours of vacation leave annually after 10 years of service.



**EXHIBIT 4M
LEAVE TIME ACCRUAL**

Leave Accrual	Organization	Number of Peers Offered	Minimum Accrual Rate (Monthly)	Years to Achieve Minimum Accrual Rate	Maximum Accrual Rate (Monthly)	Years to Achieve Maximum Accrual Rate	Maximum Allowed to Roll Over to Following Year
Sick Leave	Peer Percentage Yes/Average	8	7.6	0.0	7.7	5.0	96.2
	Victor Valley Transit Authority	Yes	8.7	0.0	-	-	360
Annual/Vacation Leave	Yes/Average	9	8.3	0.0	17.2	15.3	300
	Victor Valley Transit Authority	Yes	6.7	0.0	13.3	10.0	320
Personal Leave	Yes/Average	2	13.9	1.0	29.3	20.0	-
	Victor Valley Transit Authority	No	-	-	-	-	-
Paid-Time Off	Yes/Average	2	14.7	0.0	18.0	5.0	216
	Victor Valley Transit Authority	No	-	-	-	-	-

The percentage of peers that offer various holidays are shown in **Exhibit 4N**. On average, peers offer 12.5 holidays to employees. In addition to the holidays displayed below, a few peers reported offering Cesar Chavez Day and Indigenous People’s Day. VVTA offers 12 holidays per year. Six of these are fixed holidays, as indicated with a ‘Yes’ below. Nine holidays are listed as ‘Optional’, and of these nine, and employee can choose six to take off.



**EXHIBIT 4N
HOLIDAYS**

Paid Holiday observed by peer organizations	Peer Percentage Yes	Victor Valley Transit Authority
New Year's Day	100%	Yes
New Year's Eve	56%	Optional
Martin Luther King, Jr. Day	89%	Optional
Lincoln's Birthday	11%	No
Presidents Day	0%	Optional
Good Friday	0%	No
Memorial Day	100%	Yes
Juneteenth	56%	Optional
Independence Day	100%	Yes
Labor Day	100%	Yes
Columbus Day	33%	Optional
Veteran's Day	89%	Optional
Thanksgiving Day	100%	Yes
Day after Thanksgiving	89%	Optional
Christmas Eve	78%	Optional
Christmas Day	100%	Yes
Personal Holiday	22%	Optional

4.6 SUMMARY

Overall, VVTA's benefits package was found to be comparable to the market. VVTA offers a broader range of medical plans than its peers, as it leverages state insurance options. In general, the other benefits evaluated are in line with those of its peers, with some being more or less generous. Overall, VVTA's benefits package appears to be well-aligned with market standards.



Chapter 5 - Recommendations

After reviewing the information provided in the preceding sections of this report, Evergreen developed recommendations to improve the Organization's current compensation system. The recommendations, as well as the findings that led to each recommendation, are discussed in detail in this section. The recommendations are organized into two sections: compensation and administration of the system.

5.1 COMPENSATION RECOMMENDATIONS

The compensation analysis consisted of two parts: an external market assessment and an internal equity assessment. During the external market assessment, the Organization's compensation for selected benchmark classifications was compared to average compensation offered in the market the Organization competes for employees in. The external assessment consisted of comparing the Organization against its peer organizations within its market, and revealed that the Organization is currently in line with the market, on average.

FINDING

While the Organization currently maintains an organized and defined overall pay plan, Evergreen found that there were many unoccupied pay grades. Almost half of the pay grades on the current plan do not have any incumbents.

RECOMMENDATION 1: Adopt a new, market responsive compensation structure and assign all positions to it equitably.

Evergreen has developed a new step plan for the Organization's consideration. The new structure is similar to the previous, with 21 steps and a 1.5 percent progression through each step. The pay plan has 22 unique pay grades, with 5 – 10 percent progression between grades. The details of the proposed plan are located in **Exhibit 5A**.



**EXHIBIT 5A
PROPOSED PAY PLAN**

Grade	Step 1	Step 1.5	Step 2	Step 2.5	Step 3	Step 3.5	Step 4	Step 4.5	Step 5	Step 5.5	Step 6
101	\$ 43,490.00	\$ 44,142.35	\$ 44,804.49	\$ 45,476.55	\$ 46,158.70	\$ 46,851.08	\$ 47,553.85	\$ 48,267.16	\$ 48,991.16	\$ 49,726.03	\$ 50,471.92
102	\$ 45,664.50	\$ 46,349.47	\$ 47,044.71	\$ 47,750.38	\$ 48,466.64	\$ 49,193.64	\$ 49,931.54	\$ 50,680.51	\$ 51,440.72	\$ 52,212.33	\$ 52,995.52
103	\$ 47,947.73	\$ 48,666.94	\$ 49,396.94	\$ 50,137.90	\$ 50,889.97	\$ 51,653.32	\$ 52,428.12	\$ 53,214.54	\$ 54,012.76	\$ 54,822.95	\$ 55,645.29
104	\$ 50,345.11	\$ 51,100.29	\$ 51,866.79	\$ 52,644.79	\$ 53,434.47	\$ 54,235.98	\$ 55,049.52	\$ 55,875.27	\$ 56,713.39	\$ 57,564.10	\$ 58,427.56
105	\$ 52,862.37	\$ 53,655.30	\$ 54,460.13	\$ 55,277.03	\$ 56,106.19	\$ 56,947.78	\$ 57,802.00	\$ 58,669.03	\$ 59,549.06	\$ 60,442.30	\$ 61,348.93
106	\$ 55,505.49	\$ 56,338.07	\$ 57,183.14	\$ 58,040.89	\$ 58,911.50	\$ 59,795.17	\$ 60,692.10	\$ 61,602.48	\$ 62,526.52	\$ 63,464.42	\$ 64,416.38
107	\$ 58,280.76	\$ 59,154.97	\$ 60,042.30	\$ 60,942.93	\$ 61,857.07	\$ 62,784.93	\$ 63,726.70	\$ 64,682.60	\$ 65,652.84	\$ 66,637.64	\$ 67,637.20
108	\$ 61,194.80	\$ 62,112.72	\$ 63,044.41	\$ 63,990.08	\$ 64,949.93	\$ 65,924.18	\$ 66,913.04	\$ 67,916.73	\$ 68,935.49	\$ 69,969.52	\$ 71,019.06
109	\$ 64,254.54	\$ 65,218.36	\$ 66,196.63	\$ 67,189.58	\$ 68,197.42	\$ 69,220.39	\$ 70,258.69	\$ 71,312.57	\$ 72,382.26	\$ 73,467.99	\$ 74,570.01
110	\$ 67,467.26	\$ 68,479.27	\$ 69,506.46	\$ 70,549.06	\$ 71,607.29	\$ 72,681.40	\$ 73,771.63	\$ 74,878.20	\$ 76,001.37	\$ 77,141.39	\$ 78,298.51
111	\$ 70,840.63	\$ 71,903.24	\$ 72,981.79	\$ 74,076.51	\$ 75,187.66	\$ 76,315.47	\$ 77,460.21	\$ 78,622.11	\$ 79,801.44	\$ 80,998.46	\$ 82,213.44
112	\$ 76,507.88	\$ 77,655.50	\$ 78,820.33	\$ 80,002.63	\$ 81,202.67	\$ 82,420.71	\$ 83,657.02	\$ 84,911.88	\$ 86,185.56	\$ 87,478.34	\$ 88,790.52
113	\$ 82,628.51	\$ 83,867.94	\$ 85,125.95	\$ 86,402.84	\$ 87,698.89	\$ 89,014.37	\$ 90,349.59	\$ 91,704.83	\$ 93,080.40	\$ 94,476.61	\$ 95,893.76
114	\$ 89,238.79	\$ 90,577.37	\$ 91,936.03	\$ 93,315.07	\$ 94,714.80	\$ 96,135.52	\$ 97,577.55	\$ 99,041.22	\$ 100,526.83	\$ 102,034.74	\$ 103,565.26
115	\$ 96,377.89	\$ 97,823.56	\$ 99,290.91	\$ 100,780.28	\$ 102,291.98	\$ 103,826.36	\$ 105,383.76	\$ 106,964.51	\$ 108,568.98	\$ 110,197.51	\$ 111,850.48
116	\$ 104,088.12	\$ 105,649.44	\$ 107,234.19	\$ 108,842.70	\$ 110,475.34	\$ 112,132.47	\$ 113,814.46	\$ 115,521.67	\$ 117,254.50	\$ 119,013.32	\$ 120,798.52
117	\$ 114,496.93	\$ 116,214.39	\$ 117,957.60	\$ 119,726.97	\$ 121,522.87	\$ 123,345.72	\$ 125,195.90	\$ 127,073.84	\$ 128,979.95	\$ 130,914.65	\$ 132,878.37
118	\$ 125,946.63	\$ 127,835.83	\$ 129,753.37	\$ 131,699.67	\$ 133,675.16	\$ 135,680.29	\$ 137,715.49	\$ 139,781.22	\$ 141,877.94	\$ 144,006.11	\$ 146,166.20
119	\$ 138,541.29	\$ 140,619.41	\$ 142,728.70	\$ 144,869.63	\$ 147,042.68	\$ 149,248.32	\$ 151,487.04	\$ 153,759.35	\$ 156,065.74	\$ 158,406.72	\$ 160,782.82
120	\$ 152,395.42	\$ 154,681.35	\$ 157,001.57	\$ 159,356.60	\$ 161,746.94	\$ 164,173.15	\$ 166,635.75	\$ 169,135.28	\$ 171,672.31	\$ 174,247.40	\$ 176,861.11
121	\$ 167,634.96	\$ 170,149.49	\$ 172,701.73	\$ 175,292.26	\$ 177,921.64	\$ 180,590.46	\$ 183,299.32	\$ 186,048.81	\$ 188,839.54	\$ 191,672.14	\$ 194,547.22
122	\$ 184,398.46	\$ 187,164.44	\$ 189,971.90	\$ 192,821.48	\$ 195,713.80	\$ 198,649.51	\$ 201,629.25	\$ 204,653.69	\$ 207,723.50	\$ 210,839.35	\$ 214,001.94



**EXHIBIT 5A (CONTINUED)
PROPOSED PAY PLAN**

Grade	Step 6.5	Step 7	Step 7.5	Step 8	Step 8.5	Step 9	Step 9.5	Step 10	Step 10.5	Step 11
101	\$ 51,229.00	\$ 51,997.43	\$ 52,777.40	\$ 53,569.06	\$ 54,372.59	\$ 55,188.18	\$ 56,016.00	\$ 56,856.24	\$ 57,709.09	\$ 58,574.72
102	\$ 53,790.45	\$ 54,597.31	\$ 55,416.27	\$ 56,247.51	\$ 57,091.22	\$ 57,947.59	\$ 58,816.80	\$ 59,699.06	\$ 60,594.54	\$ 61,503.46
103	\$ 56,479.97	\$ 57,327.17	\$ 58,187.08	\$ 59,059.89	\$ 59,945.78	\$ 60,844.97	\$ 61,757.64	\$ 62,684.01	\$ 63,624.27	\$ 64,578.63
104	\$ 59,303.97	\$ 60,193.53	\$ 61,096.43	\$ 62,012.88	\$ 62,943.07	\$ 63,887.22	\$ 64,845.53	\$ 65,818.21	\$ 66,805.48	\$ 67,807.57
105	\$ 62,269.17	\$ 63,203.21	\$ 64,151.25	\$ 65,113.52	\$ 66,090.23	\$ 67,081.58	\$ 68,087.80	\$ 69,109.12	\$ 70,145.76	\$ 71,197.94
106	\$ 65,382.63	\$ 66,363.37	\$ 67,358.82	\$ 68,369.20	\$ 69,394.74	\$ 70,435.66	\$ 71,492.19	\$ 72,564.58	\$ 73,653.04	\$ 74,757.84
107	\$ 68,651.76	\$ 69,681.53	\$ 70,726.76	\$ 71,787.66	\$ 72,864.47	\$ 73,957.44	\$ 75,066.80	\$ 76,192.81	\$ 77,335.70	\$ 78,495.73
108	\$ 72,084.35	\$ 73,165.61	\$ 74,263.10	\$ 75,377.04	\$ 76,507.70	\$ 77,655.31	\$ 78,820.14	\$ 80,002.45	\$ 81,202.48	\$ 82,420.52
109	\$ 75,688.56	\$ 76,823.89	\$ 77,976.25	\$ 79,145.89	\$ 80,333.08	\$ 81,538.08	\$ 82,761.15	\$ 84,002.57	\$ 85,262.61	\$ 86,541.55
110	\$ 79,472.99	\$ 80,665.09	\$ 81,875.06	\$ 83,103.19	\$ 84,349.74	\$ 85,614.98	\$ 86,899.21	\$ 88,202.70	\$ 89,525.74	\$ 90,868.62
111	\$ 83,446.64	\$ 84,698.34	\$ 85,968.82	\$ 87,258.35	\$ 88,567.22	\$ 89,895.73	\$ 91,244.17	\$ 92,612.83	\$ 94,002.02	\$ 95,412.05
112	\$ 90,122.37	\$ 91,474.21	\$ 92,846.32	\$ 94,239.02	\$ 95,652.60	\$ 97,087.39	\$ 98,543.70	\$ 100,021.86	\$ 101,522.19	\$ 103,045.02
113	\$ 97,332.16	\$ 98,792.15	\$ 100,274.03	\$ 101,778.14	\$ 103,304.81	\$ 104,854.38	\$ 106,427.20	\$ 108,023.61	\$ 109,643.96	\$ 111,288.62
114	\$ 105,118.74	\$ 106,695.52	\$ 108,295.95	\$ 109,920.39	\$ 111,569.19	\$ 113,242.73	\$ 114,941.37	\$ 116,665.49	\$ 118,415.48	\$ 120,191.71
115	\$ 113,528.23	\$ 115,231.16	\$ 116,959.63	\$ 118,714.02	\$ 120,494.73	\$ 122,302.15	\$ 124,136.68	\$ 125,998.73	\$ 127,888.71	\$ 129,807.05
116	\$ 122,610.49	\$ 124,449.65	\$ 126,316.40	\$ 128,211.14	\$ 130,134.31	\$ 132,086.32	\$ 134,067.62	\$ 136,078.63	\$ 138,119.81	\$ 140,191.61
117	\$ 134,871.54	\$ 136,894.62	\$ 138,948.04	\$ 141,032.26	\$ 143,147.74	\$ 145,294.96	\$ 147,474.38	\$ 149,686.50	\$ 151,931.79	\$ 154,210.77
118	\$ 148,358.70	\$ 150,584.08	\$ 152,842.84	\$ 155,135.48	\$ 157,462.51	\$ 159,824.45	\$ 162,221.82	\$ 164,655.15	\$ 167,124.97	\$ 169,631.85
119	\$ 163,194.57	\$ 165,642.49	\$ 168,127.12	\$ 170,649.03	\$ 173,208.76	\$ 175,806.90	\$ 178,444.00	\$ 181,120.66	\$ 183,837.47	\$ 186,595.03
120	\$ 179,514.02	\$ 182,206.73	\$ 184,939.83	\$ 187,713.93	\$ 190,529.64	\$ 193,387.59	\$ 196,288.40	\$ 199,232.73	\$ 202,221.22	\$ 205,254.53
121	\$ 197,465.43	\$ 200,427.41	\$ 203,433.82	\$ 206,485.33	\$ 209,582.61	\$ 212,726.34	\$ 215,917.24	\$ 219,156.00	\$ 222,443.34	\$ 225,779.99
122	\$ 217,211.97	\$ 220,470.15	\$ 223,777.20	\$ 227,133.86	\$ 230,540.87	\$ 233,998.98	\$ 237,508.96	\$ 241,071.60	\$ 244,687.67	\$ 248,357.99

Implementation of the new compensation structure requires two steps. First, all positions were assigned to an appropriate pay grade within the overall plan. Assigning pay grades to classifications requires a balance of internal equity and desired market position, and recruitment and retention concerns also played a role in the process. Thus, the market results discussed in Chapter 3 were not the sole criteria for the proposed pay ranges.

RECOMMENDATION 2: Evergreen recommends the Organization adopt a methodology to transition employee salaries into the proposed pay plan that aligns with its established compensation philosophy and meets the available financial resources of the organization.

The second step of implementing the proposed structure is to transition employee salaries into their new recommended pay ranges. This step can be done via a variety of methods, each with their own strengths and drawbacks. All options presented to VVTA are displayed below, and after discussion with leadership, Evergreen recommends the Organization pursue the Hybrid Parity option.

Bring to Minimum

This option consists of placing employees in the proposed pay ranges and raising the wage of any employee who is below the minimum of their recommended pay range up to the minimum of their pay range. If an employee's current salary is higher than their pay range minimum, no adjustment is made, and as such no salaries are decreased as part of this adjustment. The estimated annual cost for this adjustment is \$48,790 affecting a total of 31 employees.

Class Parity

This option consists of placing employees into their proposed pay ranges based on how long employees have been in their current class title with the organization. The parity effectively divides the pay range by 21, and places employees within their range based on their class time. For example, an employee who has been in their classification for 10.5 years would be placed at the midpoint of the range. If an employee's current salary is higher than their class parity projected salary, no adjustment is made, and as such no salaries are decreased as part of this adjustment. This methodology seeks to re-align employee salaries on the basis of years in classification but does not take into account additional organizational experience in different classification titles. This method can space out compressed employee salaries along the range. The estimated annual cost for this adjustment is \$73,306 affecting a total of 31 employees.

Hybrid Parity

This option consists of placing employees into their proposed pay ranges based on how long employees have been with the organization. The parity effectively divides the pay range by 21, and places employees within their range based on their class time. Additionally, employees are given partial credit for anytime they have spent at the organization outside of their current classification at half credit. For example, an employee who has been in their classification for five years, but had 15 years with the organization over all, would be placed at about the midpoint of the range, due to their receiving five years of class time at straight credit, and the

remaining 10 years of experience at half credit, for a total of 10 years of credit. If an employee's current salary is higher than their hybrid parity projected salary, no adjustment is made, and as such no salaries are decreased as part of this adjustment. This methodology seeks to re-align employee salaries on the basis of years in classification, while also giving credit for additional organizational experience, and can space out compressed employee salaries along the range based on this factor. The estimated annual cost for this adjustment is **\$104,932**, affecting a total of 31 employees.

Tenure Parity

This option consists of placing employees into their proposed pay ranges based on how long employees have been with the organization. The parity effectively divides the pay range by 21, and places employees within their range based on their time with the organization. For example, an employee who has been at the organization for 10.5 years would be placed at the midpoint of their range. If an employee's current salary is higher than their tenure parity projected salary, no adjustment is made, and as such no salaries are decreased as part of this adjustment. This methodology seeks to re-align employee salaries on the basis of years with the organization, but does not differentiate between time in current classification, and time in a previous classification. This method can space out compressed employee salaries along the range. The estimated annual cost for this adjustment is \$155,515 affecting a total of 31 employees.

5.2 COMPENSATION SYSTEM ADMINISTRATION

Any organization's compensation system will need periodic maintenance. The recommendations provided in this chapter were developed based on conditions at the time the study was conducted. Without proper upkeep of the system, the potential for recruitment and retention issues may increase as the compensation system becomes dated and less competitive.

RECOMMENDATION 3: Conduct small-scale salary surveys as needed to assess the market competitiveness of hard-to-fill classifications and/or classifications with retention issues, and make adjustments to pay grade assignments if necessary.

While it is unlikely that the pay plan as a whole will need to be adjusted for several years, a small number of classifications' pay grades may need to be reassigned more frequently. If one or more classifications are exhibiting high turnover or are having difficulty with recruitment, the Organization should collect salary range data from peer organizations to determine whether an adjustment is needed for the pay grade of the classification(s).

RECOMMENDATION 4: Conduct a comprehensive classification and compensation study every three to five years.

While small-scale salary surveys can improve the market position of specific classifications, it is recommended that a full classification and compensation study be conducted every three to five years to preserve both internal and external equity for the Organization. Changes to classification and compensation do occur, and while the increments of change may seem

minor, they can compound over time. A failure to react to these changes quickly has the potential to place the Organization in a poor position for recruiting and retaining quality employees.

While the previous two recommendations intend to maintain the competitiveness over time of the compensation structure as a whole, it is also necessary to establish procedures for determining equitable pay practices for individual employees.

RECOMMENDATION 5: Revise policies and practices for moving employees' salaries through the pay plan, including procedures for determining salaries of newly hired employees and employees who have been promoted, demoted, or transferred to a different classification.

The method of moving salaries through the pay plan and setting new salaries for new hires, promotions, demotions, and transfers depends largely on an organization's compensation philosophy. However, it is important for the Organization to have established guidelines for each of these situations, and that they are followed consistently for all employees. Common practices for progressing and establishing employee salaries are outlined below.

Salary Progression

As outlined above, Evergreen recommends Organization enact the second phase of implementing the new pay plan which would involve a one-time salary adjustment for employees to ensure they are placed in the proper percentile of their salary range. While this major adjustment should be performed when the Organization has the financial resources to do so, the Organization should continue to adjust salaries annually when financially feasible. Based on the feedback from employees and Organization leadership, Evergreen recommends that the basis of salary adjustment in the future be done at three distinct levels.

- **Structural:** Adjustment to the ranges should be done annually and with the aim of adjusting for the changes in cost of living. Evergreen recommends the Organization tie the annual compensation structure movement to the local change in the Consumer-Price-Index (CPI). This annual adjustment will ensure the Organization's pay ranges do not rapidly fall out of line with that of its peers; however, when conducting the small-scale surveys referenced above, the Organization should also collect pay plan movement and anticipated movement from its peers to gauge if market movement is keeping pace with CPI movement.
- **Classification:** As a result of the market surveys, the Organization may identify classifications or job families that are experiencing considerable market movement and as a result, reassignment of the pay grades should be considered when this occurs. Alternatively, if the Organization identifies classifications that have become hard to recruit and retain, pay grade reassignment should also be considered to ensure the Organization is competitive for both recruiting new talent and retaining existing employees.
- **Individual:** To tie into the adjustment of the structure, Evergreen recommends the Organization adjust employee salaries annually to account for an additional year of experience and employee job performance. This adjustment would be done for all

employees who receive a satisfactory performance evaluation, and the adjustment would need to be at least 1 step each year, in order to allow for employee progression into the range. Moreover, based on the Organization's desire to recruit and retain a high-quality workforce, Evergreen recommends the Organization consider granting additional adjustment to employees who receive an exceptional performance evaluation, such as an additional step or lump sum. This adjustment should meet the financial constraints of the budget while still providing a meaningful incentive for high performance.

- **Maximum Step:** When an employee reaches the maximum step of their pay grade, Evergreen recommends providing the employee with a lump sum payment equal to a step increase. This amount should be provided as a one-time payment at the end of the year and would not increase an employee's base pay. This increase is designed to reward longevity while still recognizing the maximum rate the market will pay for any given position.

RECOMMENDATION 6: Evergreen recommends the Organization adopt a hiring grid that aligns with its selected implementation methodology.

Dependent upon which route the Organization elects to transition employees into the new salary ranges, a hiring grid should be adopted that provides guidance where new employee salaries should be set. The adoption of a new hiring grid should be done after an implementation methodology is selected in order to ensure alignment of salary placement between current employees and new hires, and to prevent new compression issues from arising both within classifications and departments, as well as throughout the Organization as a whole.

New Hires

A new employee's starting salary largely depends on the amount of education and experience the employee possesses beyond the minimum requirements for the job. Typically, an employee holding only the minimum education and experience requirements for a classification is hired at or near the classification's pay grade minimum. An upper limit to the percentage above minimum that can be offered to a new employee with only the minimum requirements should be established, where approval is needed to offer a starting salary that is a higher percentage above minimum. Another threshold should be established as the maximum starting salary possible without approval for new employees with considerable experience and/or education above the requirements for the position. It is common for the midpoint to be used as the maximum starting salary for most classifications. Once the Organization has performed the initial implementation adjustment for current employee salaries, new employee starting salaries should take into consideration internal equity, meaning that new hires should be offered comparable salaries to existing employees in the classification with similar levels of education and experience.

RECOMMENDATION 7: Evergreen recommends the Organization update its policy regarding promotions/demotions and transfers to align with its new compensation structure.



In the case of promotions, Evergreen recommends the Organization implement a minimum increase equal to the midpoint progression between the employee's current grade, and the employee's new grade. However, the employee's salary should always be increased to at least the minimum of the new salary range. In the case of demotions, Evergreen recommends a minimum salary decrease equal to the midpoint progression between the employee's current grade, and the employee's new grade, except in cases where this percent decrease would reduce the employee's salary below the new range minimum. If the employee's salary exceeds the new range maximum after the pay decrease, the employee should be capped from receiving any salary adjustments until the pay moves upward to allow for increases. For employees transferring to a different classification within the same pay grade, or to another department within the same classification, salary adjustments are generally not necessary.

Promotions/Demotions

When an employee is promoted to a new classification, it is important to have guidelines for calculating the employee's new salary that rewards the employee for their new responsibilities, moves the salary into the new pay grade, and ensures internal equity in the new classification. It is common for organizations to establish a minimum percentage salary increase that depends on the increase in pay grade as a result of the promotion. Regardless of the minimum percent increase, the employee's new salary should be within the new pay grade's range, and internal equity of salaries within the classification should be preserved. If an employee receives a demotion, Evergreen recommends that the organization implement a minimum percentage salary decrease. However, this reduction should not result in the employee's salary falling below the minimum of the new pay grade.

Transfers

An employee transfer occurs when an employee is reassigned to a classification at the same pay grade as their current classification or when an employee's classification stays the same, but their department changes. In either of these cases, it is likely that no adjustment is necessary to the employee's salary. The only situation in which a salary adjustment would be needed for a transferred employee would be if their current salary is not aligned with the salaries of employees in the new classification or department. If that occurs, it may be necessary to adjust the salary of the employee or the incumbents of the classification to ensure salary equity within the new classification.

RECOMMENDATION 8: Evergreen recommends the Organization increase its employer contribution towards family medical coverage.

Currently VTA contributes \$1,600 towards medical coverage for employees and their dependents. Evergreen recommends the organization increase the employee plus family contribution to \$2,000 per month, while maintaining the \$1,600 per month contribution for employee-only and employee plus one coverage. This adjustment would bring the organization in line with peer employers regarding contributions to medical insurance.

5.3 SUMMARY

The Organization should be commended for its desire and commitment to provide competitive and fair compensation for its employees. The recommendations in this report establish a competitive pay plan, externally and internally equitable pay grade assignments, and system administration practices that will provide the Organization with a responsive compensation system for years to come. While the upkeep of this recommended system will require concrete effort, the Organization will find that having a competitive compensation system that encourages strong recruitment and employee retention is worth this commitment.

