



Agenda Item No. 1

To: Rules, Policy and Industrial Relations Committee/Committee of the Whole
Meeting of October 24, 2008

From: Z. Wayne Johnson, Deputy General Manager, Administration
Teri W. Mantony, Deputy General Manager, Bus Transit Division
Celia G. Kupersmith, General Manager

Subject: **APPROVE AMENDMENTS TO THE TABLE OF ORGANIZATION
WITHIN THE ADMINISTRATION AND BUS DIVISIONS**

Recommendation

The Rules, Policy and Industrial Relations Committee recommends that the Board of Directors approve the following actions relative to the Table of Organization:

Administration Division

1. Transfer the positions of Business Systems Implementation Manager and Communications Systems Project Manager to the Planning Department in the Administration Division;
2. Approve reclassification of the current Planning Director position from its current pay level of \$138,986 to one level higher which has an Step 5 annual salary of \$152,339, plus associated benefits; and,
3. Amend the Table of Organization accordingly.

Bus Division

4. Authorize a new position of Director of Bus Administration, Bus Transit Division, with a Step 5 annual salary of \$128,419, plus associated benefits;
5. Authorize a new Senior Dispatcher position, Bus Transit Division, with a Step 5 annual salary of \$81,578, plus associated benefits;
6. Authorize a new Senior Transportation Supervisor position, Bus Transit Division, with a Step 5 annual salary of \$94,162, plus associated benefits;
7. Eliminate the existing Safety and Training Superintendent and the Transportation Superintendent of Street Operations positions at an annual savings of \$217,630; and
8. Amend the Table of Organization accordingly.

Background

Administration Division

The District has made tremendous progress in the past several years in terms of planning and developing ways to accomplish work in a smarter and more efficient manner. We have

implemented FasTrak (our electronic toll collection system) and TransLink (the regional smart card fare collection system), both very large projects that significantly changed how we conduct the core business of the District. We also have implemented internal systems that have made it possible to do work more efficiently and effectively. The IFAS financial management system is a key example of this.

We are now poised to undertake two new projects that will also dramatically impact ways of doing business: the Advanced Communications Information System (ACIS) and the Asset and Fluids Management System (AFMS). The ACIS project will replace a decades-old radio system with the latest communication technology for all divisions and implement an automatic vehicle location system for buses that will allow us to provide real time travel information to transit customers at major bus stops and through on-line tools to computers and PDAs. The AFMS project will implement a long-stalled project of asset and fluids management that incorporates procurement, distribution, and maintenance controls. Both of these projects are multi-million dollar projects that will have significant impacts on daily operations throughout all divisions of the District.

Historically, the District has struggled to implement projects that cross divisional lines. Learning from the success of the TransLink system implementation, which was headed by the Planning Department, and also responding to the lessons learned with the IFAS system implementation where we struggled to find a home for the wide-ranging project, it is recommended to change the organizational structure to create a clear home for such organization-wide projects and build on past successes. It will also highlight the importance of these projects and other planning activities within the organization.

It is recommended that the Planning Department be expanded to include the two significant District-wide projects underway at this time. This would involve the transfer of the existing project manager positions in charge of the ACIS project and the AFMS project. These two positions would be relocated from the Auditor-Controller's Office and the Bridge Division respectively. These two grant-funded positions were recently created and located in these divisions as a starting point, but it was always envisioned that they ultimately would be relocated elsewhere.

Moving these positions and the multi-million dollar projects for which they are responsible to the Planning Department significantly increases the responsibility and profile of the Planning Director position. In response to this increased responsibility, it is recommended that the position be moved to a pay level that is one step higher than its current level.

Bus Division

The recent transfer of Teri Mantony as Deputy General Manager of the Bus Division brings a fresh perspective to the Division. In her efforts to move the Division to a higher level of performance, she has established a goal for the Division that calls for submission of an APTA Outstanding Public Transportation System Achievement Award nomination in approximately three years. This awards program focuses on a high quality of service, customer experience, enhanced safety, and overall operating efficiency. Improvements in these areas are needed and will require an improved management structure as well as more focus on key areas.

During the 2003/2004 layoffs, however, several positions in the Bus Division were either eliminated or left vacant as a means of meeting savings targets. Over time, it has become increasingly clear that many important functions in the Operations area of the Bus Division are not being addressed, and it is likely that the District cut too deeply in these areas. While many of the line functions have been restored or reassigned, changes are needed in management areas to better implement and enforce safety initiatives, customer service improvements, and other operational enhancements. The goal of the proposed reorganization is to ensure that adequate oversight is in place to move the Division forward in all areas of operational excellence.

PROPOSED BUS DIVISION MANAGEMENT STRUCTURE

Deputy General Manager

Director of Operations

- Dispatching
- Street Operations
- Operations Safety
- Operations Training
- 1st level grievances

Director of Maintenance

- Vehicle Maintenance
- Vehicle Repair
- Facilities/Grounds

Director of Bus Administration

- Route Scheduling and Planning
- Labor Relations - general
- Customer Service - management
- Attendance Programs
- Budget Preparation
- Project Management

For the past several years, the Bus Division budget has included a Transportation Manager position that was left vacant. Historically, the position was responsible for street operations, safety and training, manpower planning, labor relations and various administrative functions. Two superintendent positions report to the Transportation Manager, but in light of the vacancy in that position, the superintendents have reported directly to the Deputy General Manager in charge of the Bus Division. During this same time period, safety programs have been diminished, communication and ongoing performance measurements have been lacking, and daily labor/management relations have been stressed.

The first step in this reorganization process is to proceed with filling the currently vacant position of Transportation Manager. Also, the position would be renamed the Director of Operations. The Director of Operations would be responsible for dispatch and street operations functions, safety and training programs, and first level grievance hearings for operating and safety infractions. Other administrative functions which detract from monitoring and managing bus operations would be reassigned to the new Director of Bus Administration position discussed next.

A new position, Director of Bus Administration, would provide administrative program management for both operations and maintenance. Currently, many administrative functions are not performed as thoroughly as in the past, or in some instances, not at all. Creation of this position would allow a consolidated administrative staff for the Division so that individuals could work as a team rather than performing discrete tasks. Cross-training would be facilitated and more efficient processes could be established. The person would be responsible for labor relations functions such as conducting grievance hearings relative to pay issues, non-operating policy violations, and attendance programs. The Scheduling Department function would report

to this position, and would be responsible for coordination of service planning with Bus Operator interest groups and the Planning Department. Customer service systems and processes would fall under this individual's responsibility to assure that Bus Division complaints/commendations are tracked and responded to in a timely manner. Additionally, many project management functions which are currently dispersed among various people in the division would fall under this person's responsibility. Budget preparation and oversight for the division would lie with this position.

Concurrently, the existing positions of Transportation Superintendent of Street Operations and Superintendent of Safety and Training would be eliminated from the Table of Organization, and the incumbents in those positions would be eligible to apply with layoff status preference for vacant positions in the District. If they are not successful in being hired into other positions in the District, they would be eligible for layoff provisions as provided in the *Human Resources Guide*.

The last step in the proposed reorganization is a recommendation to hire an additional Dispatcher and an additional Transportation Supervisor and place them in senior roles in their respective departments. By adding senior positions in the dispatch and road supervision functions, responsibility and accountability for on-street functions will be monitored more closely, and by employees who best understand the operation. The senior positions would be responsible for scheduling of work, training others to use automated systems, and monitoring work for accuracy. These positions would allow more presence in the field, and would serve as relief positions to help cover shifts currently filled by assigning overtime. The positions could also assist with other varied training activities. In both Transportation Supervision and Dispatch functional areas, the District is incurring significant amounts of overtime expense due to the mandatory need for coverage. A better use of the funds would be to add the new positions. While overtime will continue to occur in both departments, it will be reduced substantially and overall service quality improved.

Fiscal Impact

The reclassification of the Planning Director position will have an annual fiscal impact of approximately \$16,705, including benefits. This amount will be funded for FY 08/09 through salary savings that occur over the fiscal year in the District Division. In future years this additional cost will be included in the operating budget.

The addition of a new Bus Administration Director position as well as a new Senior Dispatcher and a new Senior Transportation Supervisor position in the Bus Division will be offset by the elimination of two Superintendents for an annual cost difference of approximately \$137,400, including benefits. This difference is expected to be absorbed through reduction of overtime costs that will be eliminated by the increased staffing, such costs exceeded \$300,000 in the last calendar year.