



Agenda Item No. (3)

To: Rules, Policy and Industrial Relations Committee/Committee of the Whole
Meeting of December 16, 2021

From: Mona Babauta, Deputy General Manager, Bus Division
Denis J. Mulligan, General Manager

Subject: **APPROVE ACTIONS RELATIVE TO THE TABLE OF ORGANIZATION
IN THE BUS DIVISION**

Recommendation

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

1. Amend the Table of Organization to reflect two, new departments within the Bus Division:
 - a. The Department of Transit Operations to be led by a Senior Director of Transit Operations at an annual salary range of \$152,006 to \$183,685, not including benefits; and
 - b. The Department of Business Operations to be led by a Senior Director of Business Operations at an annual salary range of \$152,006 to \$183,685, not including benefits
2. Within the proposed Department of Transit Operations, establish three, new operational units and reflect the following changes:
 - a. Safety and Training
 - i. Add one Director of Safety and Training at an annual salary range of \$127,130 to \$153,589 not including benefits, to report directly to the Senior Director of Transit Operations;
 - ii. Add one Full-time Trainer at an annual salary range of \$107,848, not including benefits;
 - iii. Change the current Safety and Training Supervisor position's reporting structure to report to the new Director of Safety and Training;
 - iv. Add a second Safety and Training Supervisor at an annual salary range of \$103,147 to \$124,619, not including benefits;
 - b. Transportation
 - i. Add one Director of Transportation at an annual salary range of \$140,421 to \$169,723, not including benefits, and assign position to report directly to the Senior Director of Transit Operations;
 - ii. Eliminate one Director of Bus Operations at an annual salary range of \$140,421 to \$169,723, not including benefits;

- iii. Add one Operations Control Center Manager position at an annual salary range of \$104,811 to \$126,693, not including benefits, to report to the Director of Transportation;
 - iv. Eliminate one Superintendent of Transportation Operations at an annual salary range of \$120,682 to \$145,850, not including benefits;
 - v. Add one Manager of Transportation Field Operations at an annual salary range of \$104,811 to \$126,693, not including benefits, to report to the Director of Transportation;
 - vi. Eliminate one Superintendent of Safety and Training at an annual salary range of \$120,682 to \$145,850, not including benefits;
 - c. Fleet and Facilities
 - i. Add one Director of Fleet and Facilities at an annual salary range of \$140,421 to \$169,723, not including benefits, to report directly to the Senior Director of Transit Operations;
 - ii. Eliminate one Director of Maintenance at an annual salary range of \$140,421 to \$169,723, not including benefits;
 - iii. Eliminate one Superintendent of Fleet and Facilities at an annual salary savings of \$120,682 to \$145,850, not including benefits;
- 3. Within the proposed Department of Business Operations, reflect three business units with the following changes:
 - a. Bus Administration
 - i. Change the Supervising Administrative Assistant position's reporting structure to report to the Senior Director of Business Operations;
 - ii. Change the Safety and Training Coordinator position's reporting structure to report to the Supervising Administrative Assistant;
 - iii. Add one Office Assistant position at an annual salary range of \$60,736 to \$73,299, not including benefits, to report directly to the Supervising Administrative Assistant
 - b. Data Analytics and Project Management
 - i. Add one Director of Data Analytics and Project Management at an annual salary range of \$127,130 to \$153,589, not including benefits, to report directly to the Senior Director of Business Operations;
 - ii. Retitle the Operations and Schedules Analyst position to a Senior Operations Analyst and change the reporting structure to report to the Director of Data Analytics and Project Management;
 - iii. Change the Operations Analyst position's reporting structure to report to the Director of Data Analytics and Project Management;
 - iv. Change the Office Technician position's reporting structure to report to the Director of Data Analytics and Project Management;
 - v. Add one Project Assistant Volunteer position to be filled by a current employee on a voluntary basis and report to the Director of Data Analytics and Project Management;
 - c. Schedules and Service Development
 - i. Change the Director of Schedules and Service Development position's reporting structure to report to the Senior Director of Business Operations;

- ii. Eliminate the Schedules Technician position at an annual salary savings of \$73,590 to \$88,880, not including benefits.
4. Amend the Bus Division Table of Organization, accordingly, as shown on Attachment A. It is anticipated that it will take four to six months to hire the new positions, which would result in almost all the additional expense not occurring until next fiscal year allowing sufficient funds in this year's FY 21/22 Bus Division's Operating Budget to cover salary changes for the recommendations. The \$1.2 million in additional expenses will be budgeted accordingly in future years.

This matter will be presented to the Board of Directors at its December 17, 2021 meeting for appropriate action.

Background

In April 2018, the Board approved changes to the Bus Division's Table of Organization that were focused primarily on restructuring the Bus Administration unit and strengthening administrative and analytical support throughout the Bus Division. The changes facilitated increased opportunities for cross training, as well as a stronger culture of helping and information sharing, in order to better sustain and minimize disruptions to the operation, enhance staff productivity, and improve operational efficiencies. (See Attachment A for the current Table of Organization.)

Since 2018, several events and policy changes have occurred that have prompted staff to evaluate further the organizational structure of the Golden Gate Transit (GGT) team. Consistency with new federal and state regulations and Golden Gate Bridge, Highway and Transportation District (District) policies, primarily around climate change and safety, as staff plans, manages and delivers public services, was a key consideration. In addition, the impacts and lessons learned from significant events such as the devastating Tubbs and Kincadee wildfires, as well as the ongoing COVID-19 pandemic, have highlighted the need to revisit staff roles, responsibilities and skillsets to ensure that the GGT operation remains agile, sustainable and resilient. The following is an overview of staff's top priorities in response to recent changes in the regulatory, policy and service environments.

Climate Change Emergency

Recognizing that the transportation sector is responsible for about 40 percent greenhouse gas (GHG) emissions, 80 percent of NOx emissions, and 90 percent of diesel particulate matter emissions in California, the California Air Resources Board (CARB) adopted the Innovative Clean Transit (ICT) regulation in December 2018. This new regulation requires that all public transit agencies set a goal and develop a ZEB Rollout Plan that outlines a gradual transition to an all Zero Emission Bus (ZEB) fleet by 2040. In addition, the Board of Directors adopted a Climate Change Emergency resolution on October 25, 2019 that outlines the District's commitment to several actions with the appropriate financial and regulatory assistance that reduces gas emissions as quickly as possible towards zero net emissions, including a transition to zero-emission buses as feasible.

In response to CARB's mandate and the District's commitment to reducing air emissions, the Board

adopted GGT's ZEB Rollout Plan in May 2021, and Bus Division staff is taking steps with our grants and engineering teams to begin a gradual transition to a zero emission fleet as soon as calendar year 2024. More importantly, as soon as 2026 or five years from now, CARB is mandating that at least 50% of all bus purchases be ZEBs, which will require a significant amount of resources and infrastructure changes to existing GGT operational practices to accomplish.

Safety and Security

On July 19, 2019, the Federal Transit Administration (FTA) published the Public Transportation Agency Safety Plan (PTASP) Rule. As a recipient of federal financial assistance under the Urbanized Area Formula Program (49 U.S.C. § 5307), the District was required to complete an Agency Safety Plan (ASP) for its bus transit system, GGT, that includes processes and procedures to implement Safety Management Systems (SMS). To ensure compliance and continued eligibility for federal grant funds, the Board approved GGT's ASP in October 2020, and staff is working through a multi-year plan and set of strategies to develop, implement, and maintain a hazard tracking system and various safety management systems throughout the Bus Division. Developing a clear system of communication of safety issues throughout all levels of the Bus Division has also been a top priority in the past year. Furthermore, staff is required to review and/or update the ASP annually, and the Board of Directors must approve significant changes to the ASP as appropriate.

As staff has been ensuring compliance with the FTA's new ASP Rule, the following safety and security efforts continue to be top priorities for the unforeseeable future:

- Establishing and maintaining safety protocols in facilities and onboard vehicles for minimizing the spread of the COVID-19 virus and other similar public health threats
- Implementing security measures for employees and customers to address the impacts of homelessness on our system

Organizational Agility and Resilience

If the recent wildfires and the COVID-19 pandemic taught us anything, it was the importance of shaping an operation and team that are nimble and responsive to safety issues and changing ridership needs at a moment's notice. This means having the flexibility to shift resources and staffing to areas within the organization and the community that need them the most at any given time. It also means having the technology tools available to quickly gauge a situation and make rapid decisions for the protection of our employees, customers and system, along with a skilled and trained workforce to use them. Certainly, our success in effectively meeting ridership and community needs in a fluid and changing environment, namely during a crisis, would speak to our resiliency as a public service provider.

Over the past year, the Bus Division took these lessons to heart. Accordingly, staff have been working closely with Information Systems (IS) to implement and plan for technology and reporting solutions for monitoring transit performance and ridership data more closely. These tools have allowed, and, over time, will better allow us to make swifter decisions about how to deploy and manage service. Examples of tools implemented in the past year include the "COVID-19 Dashboard" that allowed us to manage ridership loads and "back-up trips" when ridership capacity limits were enforced, improvements on the mobile Transit app, and performance reports through Swiftly.

Working closely with our labor groups to address fluid situations is also a key factor in ensuring the Bus Division's agility in unexpected and fluid situations. Our greatest asset is our team of skilled employees, and the ability to have them assist with critical operational needs outside of their normal duties in some cases has allowed us to continue to meet our obligations to the community, Marin Transit, and each other. For this reason, staff continues to prioritize training programs and mutually beneficial partnerships with labor and our employees that will allow GGT to remain agile and resilient.

Staff is also employing succession planning strategies that could support more seamless transitions and fewer disruptions to the system when turnover/attrition occurs, all of which support greater organizational agility and resilience. They are as follows:

- Cross-training staff to minimize disruptions to the operation in the event of turnover/attrition
- Allowing internal staff to fill positions in a provisional or acting status for allowing them to gain experience and familiarity with other career opportunities
- Improving documentation of processes and procedures to ensure that critical knowledge is readily available for managing various aspects of the operation
- Enhancing electronic communication tools, internally and externally, for sharing information more effectively and broadly

Investing in Our People / Shaping Our Future Workforce

Investing in our people and providing opportunities to expand their skills are integral for meeting our priorities. Thanks to our team, the District has a world-class transit system; continuing to invest in and allow them the capacity to grow, learn, and mentor each other will ensure that the organization continues to deliver high quality service as our future unfolds. Some of the ways the Bus Division has and continues to invest in and grow the team include:

- **Bus Operator Mentor Program**: This is an operator-led program done in partnership with ATU Local 1575, which was first implemented approximately 5 years ago, and, then, relaunched earlier this calendar year. Bus Operators volunteer to mentor graduates of GGT's Bus Operator Training Program and provide guidance as they acclimate to the new work environment. The District provides administrative support for the program and coordinates operator availability to participate in mentor training programs during work hours.
- **Bus Operator Apprenticeship Program**: Approximately 2 years ago, staff worked with the California Labor Federation (CLF), California Transit Works (CTW) and ATU Local 1575 to expand the Bus Operator Training Program into an Apprenticeship Program that is recognized by the Federal Department of Labor. In addition, staff is actively working on a California Apprenticeship Initiative (CAI) grant with the College of Marin (COM), CTW and ATU to expand the program even further to allow future bus operator trainees/apprentices to earn college credit while completing the apprenticeship program. If staff is successful in obtaining the grant funds and expanding the program, bus operator trainees will be concurrently enrolled as COM Students earning college credit beginning in the fall of 2022.

No recognizable changes will occur in GGT's existing Bus Operator Training Program, but behind the scenes staff is working with the COM to create college classes that mirror the

current training curriculum. Staff is also working with CTW and COM on certifying GGT's Bus Operator Training Program with the California Division of Apprenticeship Standards, which is a CAI grant requirement. Furthermore, GGT will leverage the strong ties the COM has with community-based organizations (CBOs), especially those who support priority populations, and work with them to identify talent and recruit future bus operators.

- Bus Operator Pre-Apprenticeship Program: Recognizing the critical need to recruit and hire more operators for growing service levels over time, staff is actively working with the Santa Rosa Junior College (SRJC) on another CAI grant for establishing a pre-apprenticeship program. Additionally, staff has found that more focused work on helping bus operator candidates complete the GGT application and testing processes, as well as access additional training on soft skills and customer service would help build a larger pool of qualified candidates. Consequently, staff is designing the program with the SRJC to accomplish this.

This program will offer candidates, interested in becoming GGT bus operators, an opportunity to receive free college classes over the period of a semester that will help them strengthen their soft skills, verbal and written communication abilities, and understanding of professional standards and expectations in a customer-oriented environment. As part of the pre-apprenticeship program, staff will also be working closely with the ATU and the Mentors to shape the worksite element of the program, which will involve pre-apprentices spending up to four days shadowing Mentors and other GGT staff.

Upon completion of the pre-apprenticeship program, graduates will be placed on GGT's eligibility list for the Bus Operator Training/Apprenticeship Program and receive a Certificate of Completion from the SRJC. As with the COM, GGT staff will leverage the SRJC's strong ties with CBOs, especially those supporting priority populations, and continuously work with the college to identify talent and recruit future bus operators. In fact, if successful in obtaining the CAI grant, the SRJC will hire a full-time employee focused on recruitment, public outreach, student support, and coordination with GGT.

- Bus Operator Training Opportunities: Full-time bus operators can not only apply to serve as a Mentor, but they can also apply to serve as trainers in the Safety and Training Department. In this case, the District pays operators to become TSI (Transit Safety Institute) certified. Once fully certified, they are asked to assist with training new bus operators and those returning to work after a long-term leave of absence, as day-to-day operational needs allow and as they desire to help.
- Maintenance Training Opportunities: In the Bus Maintenance Department, a Lead Mechanic in the Unit Shop also serves as the Maintenance Trainer, and mechanics are regularly trained on safety practices, industry best practices, and new equipment and technology.
- Transit Industry Training: Management/ leadership staff are encouraged to attend industry training offered through the National Transit Institute (NTI), TSI, the American Public Transportation Association (APTA), the California Transit Association (CTA), as well as more issue-focused organizations such as the Center of Transportation and the Environment (CTE), the Zero Emission Bus Resource Alliance (ZEBRA), and the Southern California Regional Transit Training Consortium (SCRRTC). They are also encouraged to participate on committees, Boards of Directors, and working groups to grow professionally, contribute to industry best practices and advocate for our needs, as their workloads allow.

- **Leadership and Management Training:** As the annual budget and internal policies allow, management vacancies are oftentimes filled on an interim, provisional or acting basis as often as possible and until such time that a formal recruitment can be conducted. This allows GGT employees opportunities to understand better the inner-workings of the operation, build new relationships with each other, and grow their skillset, knowledge and expertise.
- **Coaching and Project Assistance Opportunities:** Whenever possible Bus Division leadership offers growth opportunities to their staffs to assist with special projects, which are not clearly linked, in most cases, to an existing position. For example, GGT's Superintendent of Transportation Operations, whose primary responsibility is to manage the Dispatchers, currently serves as the Project Manager for the service contract for Marin Transit, which was formerly managed by the Director of Schedules and Service Development. In addition, our Supervising Administrative Assistant served as the Project Manager for the recent Bus Division Rodeo. In both situations, the Deputy General Manager-Bus (DGM-Bus) and the Directors made and continue to make the time to coach and mentor both individuals.

Proposed Changes to the Bus Division Table of Organization

The proposed, new Bus Division organizational structure is recommended by staff for realizing a vision for an increasingly skilled and agile GGT team, which is motivated to provide world-class transit service that is safe, sustainable, responsive to ridership and community needs, and consistent with District policy commitments such as reducing air emissions. Specifically, the proposed changes to the structure, which are focused on leadership and non-represented positions, would add needed capacity to allow for more effective strategic planning, staff development, performance monitoring, and project management and delivery, all of which are important for realizing this vision. The more high-level, notable changes are outlined below and in Table 1:

- Organize the Bus Division around two (2) departments: 1) Department of Transit Operations, and 2) Department of Business Operations.
- Within each department, units are designated to focus on critical operational or business areas.
- The Department of Transit Operations will consist of three units: 1) Safety and Training, 2) Transportation, and 3) Fleet and Facilities. A Senior Director would lead the department, and Directors would provide daily management and oversight of the unit.
- The Department of Business Operations will consist of three units: 1) Business Administration, 2) Data Analytics and Project Management, and 3) Schedules and Service Development. It will also oversee procurement services for the Bus Division. A Senior Director would lead the department, and Directors would provide daily management and oversight of the unit.

Table 1: Leadership/Management Staff in Current & Proposed Organizational Structures

Leadership Staff by Function	Current Status	Current Structure	Proposed Structure
Bus Operations Oversight-Director	Acting	1	1
Dispatch/Operations Control Center	Acting	1	1
Transit Field Operations (1)	Acting	0.5	1
Safety & Training- Proposed new Director (2)	Acting	0.5	1
Bus Maintenance Oversight-Director	Filled	1	1
Fleet & Facilities	Filled	1	0
Schedules & Service Development-Director	Acting	1	1
Data Analytics & Project Management-Director	N/A	0	1
Bus Administration (3)	Filled	1	1
Senior Directors (4)	N/A	0	2
DGM-Bus	Filled	1	1
Total Leadership/Management Positions:		8	11

- (1) Superintendent of Safety & Training currently oversees both field operations and safety & training. Under the proposed structure, one (1) manager will be fully dedicated to managing the 10 Transportation Field Supervisors / field operations.
- (2) Under the proposed structure, one (1) Director will be fully dedicated to managing safety and training functions for the entire Bus Division (Bus Operations & Bus Maintenance).
- (3) The Supervising Administrative Assistant in Bus Administration is not a management classification, unlike all others represented in Table 1, although, this individual leads an administrative staff of three (3) individuals.
- (4) These positions will provide strategic planning, project management, and policy and planning support to the Directors and Managers, who are focused on day-to-day operations and labor relations issues. They will also support succession planning efforts.

In addition, due to turnover and attrition in the past year, many of the current leadership positions have not yet been permanently filled as shown above in Table 1. The GGT team did not have the capacity to leave positions vacant and, at the same time, effectively respond to COVID-19 impacts on the system; consequently, internal promotions occurred where appropriate and possible, and these vacancies were filled on an acting or provisional basis. Should these changes be approved by the Board of Directors, those serving in acting or provisional assignments would then be offered to compete for and/or fill, as appropriate, the vacant positions.

Transit Operations Department

The proposed Transit Operations Department is organized around three (3) operational areas: 1) Safety and Training, 2) Transportation, and 3) Fleet and Facilities. Activities conducted in each of these areas are critical for delivering GGT service 24-hours per day, 7-days per week. Clearly defined leadership positions are designated for each critical operational area, as well as for the overall Department, and they are summarized below in Table 2 below.

Table 2: Transit Operations Department – Summary of Proposed Leadership Structure

#	Proposed Leadership Positions	Status	General Description	Staff
1	Senior Director- Transit Operations (1)	New	Strategic planning, Policy/Process oversight, Resource/project management, Change management, Continuous improvement, Regulatory compliance	All staff in Transit Operations Dept.
2	Director of Safety & Training (2)	Acting/ New	Division’s Chief Safety Officer, Manage safety & training activities for Bus Division (Operations & Maintenance), Compliance	2 Safety/Training Supervisors, 1 Trainer, Bus Operator Volunteer Trainers
3	Director of Transportation	Acting	Daily operations oversight, Labor relations for 3 bargaining units	OCC and Field Operations Staff
4	Operations Control Center (OCC) Manager	Acting	Conduit between bus operators, field operations staff and support services such as Payroll, Bridge Security & Risk Management; Manage daily operator assignments, including overtime & “day-off” work; 24-hour emergency response coordination	9 Dispatchers
5	Manager of Transportation Field Operations (3)	Acting/ New	Field support for operators, dispatchers, etc. & assist with public relations/customer service	9 Transportation Field Supervisors, Bus Operators
6	Director of Fleet and Facilities	Filled	Maintenance of GGT fleet & facilities, Labor Relations for 2 units	Mechanics, including Chiefs & Leads, Servicers, Storekeepers

- (1) This is a new position in the proposed structure focused on providing higher level support to department staff and the DGM-Bus, as well as coordinating with other District staff on projects, support services, etc. in support of the daily operation.
- (2) & (3) The current Acting Safety & Training Superintendent is essentially responsible for managing the duties of these two positions, which is not sustainable.

Safety and Training Unit

This new unit in the proposed structure will include the positions described below and in Table 3.

1. Director of Safety & Training (New Position): Currently, the Safety and Training Superintendent manages the training of new and existing bus operators, in addition to field operations. The new Director of Safety and Training will no longer manage field operations, although the safety-related element of the position scope will expand beyond bus operator training to include the following activities, which the current organizational structure cannot adequately absorb:
 - Compliance with FTA-mandated PTASP and SMS requirements, including serving as Chief Safety Officer with an indirect reporting structure to the District's SMS Executive, the DGM-Bus. This includes managing the hazard tracking system for the Bus Division.
 - Implement and manage an in-house DMV Examination process, which involves having GGT employees perform DMV examinations and license new bus operators; this would allow GGT to increase the operator workforce quicker. Currently, GGT employees only train new operators/apprentices, who, upon graduation, must go to a DMV office to undergo the examination and licensing process. The current process has proven challenging over the years, especially during the COVID-19 pandemic when many DMV offices either completely shut down or significantly limited GGT's ability to confirm appointments due to staffing shortages. This was a problem for GGT in June 2020, when a class of operators graduated and could not drive in service until DMV reopened their offices months later.
 - Actively support the Bus Operator Mentor, apprenticeship and pre-apprenticeship programs, as well as the Maintenance Apprenticeship Program.
 - Management, design and delivery of maintenance training. Currently, this is a part-time responsibility for the Lead Mechanic in the Unit Shop.
 - Audit safety practices throughout the Bus Division and issuing corrective action notices and/or infractions, as appropriate.
 - Ensure compliance with local, state and federal regulations around safety.
 - Perform other responsibilities as required for maximizing the safety culture, practices, and environment in the Bus Division.
2. Safety and Training Supervisors (1 New Position): Two positions are proposed with one focusing on bus operator training (currently filled), and the second focused on bus maintenance training (new position). However, to ensure that GGT's training program remains sustainable and resilient, some level of cross-training between the two positions will be expected.
3. Full-time Trainer (New Position): One position is proposed for supporting the Bus Operator training program. Should GGT implement an in-house DMV examination and licensing process, the Federal Motor Carrier Standards Administration (FMCSA) requires that the person conducting the skills test portion of the examination not be the same person conducting skills training. So, the creation of this new position would allow for a separation of duties between the Trainer conducting the skills training and a Safety and Training Supervisor conducting the DMV examination, thereby complying with the FMCSA requirement.

Overall, the proposed, new positions in this new unit would allow for a more expedited bus operator training program at a time when GGT may be expected to increase the bus operator workforce by approximately 100 operators or nearly 50%, in order to return to pre-COVID service levels. The current organizational structure of one (1) Safety and Training Supervisor and four (4) volunteer operator trainers only allows GGT to hire and train one class of up to 12 students at a time. The full-time Trainer and an additional Safety and Training Supervisor could potentially allow GGT to host or overlap two classes at the same time, as well as offer expedited training over the weekend to employees returning to work from a long-term leave of absence on a Friday, for example.

Furthermore, it is important to note that all of the proposed staff in the Safety and Training Unit will play a significant role in the element of the Bus Operator Apprenticeship Program on which staff is working with the College of Marin (COM). In order for GGT’s training curriculum to be treated as college courses and apprentices to have the ability to earn college credit, training classes must be taught by COM faculty. As a result, GGT staff in this unit will also be registered as COM faculty and expected to be available to teach the curriculum as publicized in the COM course guide.

Table 3: Safety & Training Unit Proposed Positions

#	Positions	Status	Number of Positions
1	Director of Safety & Training	Acting/ New	1
3	Safety & Training Supervisor (Bus Operations)	Filled	1
4	Safety & Training Supervisor (Bus Maintenance)	New	1
5	Full-Time Trainer	New	1
6	Volunteer Bus Operators *	Ongoing	4
Full-time, Dedicated Positions			4
Bus Operator Volunteers			Included in Bus Operator Total
Total Positions in Safety & Training Unit:			4

*These are TSI-certified Bus Operators who volunteer to assist with training new bus operators and/or existing operators completing the annual DMV-required Verification of Transit Training (VTT) or Return-to-Work (RTW) training after a leave of absence. They are allowed to assist as long as service reliability is not compromised, and they are represented by ATU Local 1575.

Transportation Unit

This unit is, essentially, the current Bus Operations Department with the exception of the safety and training element, which will be transitioned to the proposed, new Safety and Training Unit. As is currently done, this unit will continue to handle all responsibilities related to dispatching from the Operations Control Center (OCC) and field operations. The positions proposed for the Transportation Unit are outlined below and in Table 4:

1. Director of Transportation: This position is, essentially, a rebirth of the current Director of Bus Operations,” and it is being re-scoped to manage the OCC Manager and the Manager of Field Operations. Current safety and training responsibilities will be eliminated to allow for greater focus on operations in the OCC and in the field. Managing labor relations with ATU Local 1575 and IBT Local 856 will be a top priority for this position.

Operations Control Center:

2. Operations Control Center Manager: This position is, essentially, the current “Superintendent of Transportation Operations.” No changes to the scope of work are being proposed, and this position will continue to manage the existing nine (9) Dispatcher positions. However, a salary adjustment is proposed to equal that of the Manager of Transportation Field Operations, as it will be tasked with managing support activities such as bus operator and dispatcher payroll and emergency response efforts 24-hours per day, 7-days per week. This position will also require expertise in Hastus, which is GGT’s scheduling program and payroll software for Bus Operators. Attention to labor relations will also be a requirement of this position.
3. Dispatchers: Nine (9) full-time positions are currently filled. No changes to the scope of work are being proposed.

Transportation Field Operations:

4. Manager of Transportation Field Operations: This position is, essentially, being retitled from “Superintendent of Safety and Training,” and it is being re-scoped to focus solely on managing the Transportation Field Supervisors and Bus Operators. Current safety and training responsibilities will be transferred to the new Safety and Training Unit.
5. Transportation Field Supervisors: Nine (9) full-time positions are currently filled. No changes to the scope of work are being proposed.
6. Bus Operators: Approximately two-hundred (200) bus operator positions are currently filled. Prior to the COVID-19 pandemic, GGT typically had approximately 275 full-time bus operator positions filled. No changes to the scope of work are being proposed.

Table 4: Transportation Unit Proposed Positions

#	Positions	Status	Number of Positions
1	Director of Transportation	Acting	1
2	Operations Control Center Manager	Acting	1
3	Manager of Field Operations	Acting	1
4	Dispatchers	7 Filled, 2 Provisional	9 Full-time
5	Transportation Field Supervisors	8 Filled, 1 Provisional, 1 Frozen Vacancy	10 Full-time
6	Bus Operators	Ongoing	275 Full-time
Total Positions in Transportation Unit:			297

Fleet and Facilities Unit

This is the existing Bus Maintenance Department, but is being retitled as the “Fleet and Facilities Unit.” The positions proposed for the Transportation Unit are outlined below and in Table 5:

1. Director of Fleet and Facilities: This position is replacing the previous “Director of Bus Maintenance” position, and it is being re-scoped to encompass most of the duties currently being performed by both the Director of Bus Maintenance and the Superintendent of Fleet and Facilities. With respect to the latter position, it is being proposed for elimination in the Bus Division’s Table of Organization. Certain activities performed by the Superintendent, especially around safety and training, as well as data management and reporting, will be transitioned to the Data Analytics and Project Management Unit.
2. Chief Mechanic: Five (5) full-time positions are currently filled. No changes to the scope of work are being proposed.
3. Lead Mechanic: Six (6) full-time positions are currently filled. The only change to this group involves the Lead Mechanic position of the Unit Shop, who will no longer have the sole responsibility of creating and delivering training content for maintenance staff. This duty will be managed in the Safety and Training Unit, in order to better meet the intent of the FTA’s PTASP Rule. However, the current Lead Mechanic in the Unit Shop will continue to assist with technical training. (This matter has been discussed with the IAM 1414.)
4. Mechanics: Thirty-seven (37) full-time positions are currently filled. No changes to the scope of work are being proposed.
5. Mechanic Apprentices: None of the four (4) full-time positions are filled. No changes to the scope of work are being proposed.
6. Storekeeper: Two (2) full-time positions are currently filled. No changes to the scope of work are being proposed.
7. Bus Servicers: Nineteen (19) full-time positions are currently filled. No changes to the scope of work are being proposed.

Table 5: Fleet and Facilities Unit Proposed Positions (as of 12-1-21)

#	Positions	Status	Number of Positions
1	Director of Fleet and Facilities	Filled	1
2	Chief Mechanics	Filled	5
3	Lead Mechanics	Filled	6
4	Mechanics	37 Filled 4 Vacant	41
5	Mechanic Apprentice	Vacant	4
6	Storekeeper	2 Filled 1 Vacant	3
7	Bus Servicers	19 Filled 1 Vacant	20
Total Full-time Positions in Fleet & Facilities Unit:			80

Business Operations Department

The proposed Business Operations Department is organized around three (3) business areas: 1) Bus Administration, 2) Data Analytics and Project Management, and 3) Schedules and Service Development. Procurement services will also fall under this department.

Activities conducted in each of these areas support the team in the Transit Operations Department, as well as the Bridge District’s mission. Support activities would include, but not exclude, budget preparation, capital project management, regular performance monitoring/reporting, contract administration, service scheduling, and administrative support.

Leadership positions in this proposed department are summarized below in Table 6, which is followed by additional details on each business area.

Table 6: Business Operations Department – Summary of Leadership Structure

#	Proposed Leadership Positions	Status	General Description	Staff
1	Senior Director-Business Operations	New	Strategic planning, Policy/Process Review/Development, Resource/project management, Change Management, Continuous improvement, Regulatory compliance, Project Management, Marin Transit/external contracts	All staff in Business Operations Dept.
2	Director of Data Analytics & Project Management	New	Data collection/analyses, performance reporting, project management, technology support, auditing/analyses of operational & administrative policies/procedures, Marin Transit service contract, Apprenticeship Program support	Senior Operations Analyst, Operations Analyst, Operations Technician, Project Volunteer
3	Director of Schedules and Service Development	Acting	Schedule & runbook production, service analyses, service adjustments, maintain Hastus & Init expertise	Supervising Scheduler & Data Analyst, Schedules Analysts
4	Supervising Administrative Assistant	Filled	Provide administrative support for Bus Division team	Office Coordinators, Office Specialist, Office Assistant

Data Analytics and Project Management Unit

This is a new unit in the proposed organizational structure. Currently, many of the activities proposed for this new unit are distributed throughout the organization and not clearly tied to a particular position or job description. Below and in Table 7 are descriptions of the proposed staffing structure for this new unit.

1. Director of Data Analytics and Project Management (New Position): The new Director of Data Analytics and Project Management will manage and support many of the activities around the Bus Division’s top priorities including the ZEB Transition, technology improvements, performance monitoring, budget development, and maintaining the relationship with external agencies like Marin Transit. These are activities that GGT’s current organizational structure cannot adequately absorb on a long-term basis. The level of effort necessary from existing staff is not sustainable from a workload perspective.
2. Senior Operations Analyst: This position is being retitled from “Schedules and Operations Analyst,” and it is being transitioned from the Schedules and Service Development Unit. It provides highly complex administrative and analytical, as well as project management support to Bus Division staff. This position also serves as the business representative to the District’s IS Department and communicates and advocates for the business needs of the Bus Division when technology projects/improvements are pursued.
3. Operations Analyst: This is an existing position that provides complex administrative and analytical, as well as project management support to Bus Division staff.
4. Operations Technician: This position is being transitioned from the Bus Administration Unit, because it is better connected to the positions in this unit. No changes to the scope of work are proposed.
5. Special Project Limited Assignment: This is a new position acknowledging the endless array of special projects arising from regulatory and operational changes and it is consistent with the current practice of offering volunteer opportunities to existing staff, which are outside of their normal scope of work, in an effort to promote professional growth and support the Division’s ability to deliver projects/implement programs effectively and in a timely manner. A person may volunteer to assist with projects throughout the Division without any impact to their current compensation and benefits package. Volunteer assignments may be funded from salary savings only as required or capital project funding, as appropriate.

Table 7: Data Analytics & Project Management Unit Positions

#	Positions	Status	Number of Positions
1	Director of Data Analytics and Project Management	New	1
2	Senior Operations Analyst	Filled	1
3	Operations Analyst	Vacant	1
4	Operations Technician	Acting	1
5	Special Project Limited Assignment	New	1
Total Positions in Data Analytics & Project Management Unit:			5

Schedules and Service Development Unit

The positions in this unit are outlined below and in Table 8, and they are all currently filled. Note that the only significant change to this unit in the proposed structure, compared to the current structure, is the elimination of the Schedules Technician position, which has been vacant for over two years. Previously, the Schedules Technician worked part-time on duties associated with the

Schedules and Service Development department and spent the rest of her time on administrative duties for the Bus Administration department. While this position has been vacant, the work previously performed has been either absorbed by current staff or automated.

1. Director of Schedules and Service Development: No changes are proposed for this position.
2. Supervising Scheduler and Data Analyst: No changes are proposed for this position.
3. Schedules Analysts: No changes are proposed for this position.

Table 8: Schedules and Service Development Unit Positions

#	Positions	Status	Number of Positions
1	Director of Schedules and Service Development	Acting	1
2	Supervising Scheduler and Data Analyst	Filled	1
3	Schedules Analysts	Filled	2
Total Positions in Schedules & Service Development Unit:			4

Bus Administration Unit

The positions in this unit are outlined below and in Table 9, and all are filled with the exception of one (Office Specialist). Note that the changes to this unit in the proposed structure, compared to the current structure, are: 1) Movement of the Operations Technician to the Data Analytics and Project Management Unit, 2) Inclusion of the Safety & Training Coordinator in this unit, and 3) Addition of a new Office Assistant.

1. Supervising Administrative Assistant: This position’s scope of responsibilities is proposed to change with the transition of the Safety and Training Coordinator into the unit, as well as the movement of the Operations Technician to the Data Analytics and Project Management Unit.
2. Office Coordinator: No changes to this position are proposed.
3. Safety and Training Coordinator: This position, which primarily handles all DMV-related requirements for relevant Bus Division staff except for Maintenance employees, is proposed to move from the Safety and Training Unit under the new structure. DMV requirements for the Fleet and Facilities Unit are already managed by Bus Administration staff, and this transition will result in consolidation of all DMV-related activities under a single umbrella. Doing so would also allow for cross-training with other administrative staff to ensure minimal disruptions to the operation in the event of turnover/attrition.
4. Office Specialist: No changes to this position are proposed.
5. Office Assistant: In April 2018, the Lead Traffic Checker position was eliminated; however, the Board directed staff to allow the individual to maintain employment with the District. Over the years, this individual has been trained to perform administrative tasks that are necessary for the effective management of the GGT operation. As a result, staff is recommending that an Office Assistant position be added to formalize this individual’s place in the Bus Administration Unit. The current compensation package the individual is earning as the former Lead Traffic Checker will offset the expense associated with this new position.

Table 9: Bus Administration Unit Positions

#	Positions	Status	Number of Positions
1	Supervising Administrative Assistant	Filled	1
2	Safety & Training Coordinator	Filled	1
3	Office Coordinator	Acting	1
4	Office Specialist	Vacant	1
5	Office Assistant (Former Lead Traffic Checker)	Filled	1
Total Positions in Schedules & Service Development Unit:			5

Conclusion

Overall, the changes reflected in the proposed organizational structure are meant to achieve the vision for an increasingly skilled and agile GGT team, which is motivated to provide world-class, customer-focused transit service that is safe, sustainable, responsive to ridership and community needs, and consistent with District policy commitments, such as reducing air emissions. They are further meant to shape an organization that has the necessary capacity and collection of skillsets to keep up with new regulations, projects, and the need to increasingly understand our changing service environment through the use of data and new technology. (See Attachment D and E for reference.) GGT’s responsiveness to change and ability to meet dynamic ridership needs will keep the organization resilient, sustainable and relevant, putting us in a better position to protect jobs and our place in the regional transit network.

Fiscal Impact

The annualized fiscal impact of the recommendation is approximately \$1.2 million. It is anticipated that it will take four to six months to hire the new positions which would result in almost all the additional expense not occurring until next fiscal year allowing sufficient funds in this year's FY 21/22 Bus Division's Operating Budget to cover salary changes for the recommendations. The net estimated impact of \$1.2 million in additional salary and benefit expenses will be budgeted accordingly in future years. It is also anticipated that the Bus Division will be able to offset \$100,000-\$300,000 of these expenses in FY 22/23 and FY 23/24 through a CAI grant for training.

The following chart shows the estimated annualized salary and benefit costs associated with these proposed changes:

#	Position	# Pos	Annual Salary	Annual Benefits	Total Salaries & Benefits
Proposed Position(s) to be Added					
1	Add Senior Director of Transit Operations	1	\$ 183,685	\$ 123,795	\$ 307,480
2	Add Director of Safety & Training	1	\$ 153,589	\$ 110,529	\$ 264,118

#	Position	# Pos	Annual Salary	Annual Benefits	Total Salaries & Benefits
3	Add Operations Control Center Manager	1	\$ 106,725	\$ 89,871	\$ 196,596
4	Add Trainer	1	\$ 107,848	\$ 90,366	\$ 198,214
5	Add Safety & Training Supervisor	1	\$ 124,619	\$ 97,742	\$ 222,361
6	Add Director of Transportation	1	\$ 169,723	\$ 115,503	\$ 285,226
7	Add Manager of Transportation Field Operations	1	\$ 126,693	\$ 98,635	\$ 225,328
8	Add Director of Fleet & Facilities	1	\$ 169,723	\$ 115,503	\$ 285,226
9	Add Senior Director of Business Operations	1	\$ 183,685	\$ 123,795	\$ 307,480
10	Add Director of Data Analytics and Project Management	1	\$ 153,589	\$ 110,529	\$ 264,118
11	Add Office Assistant	1	\$ 73,299	\$ 75,137	\$ 148,436
	Subtotal	11	\$1,553,178	\$1,151,405	\$ 2,704,583

#	Position	# Pos	Annual Salary	Annual Benefits	Total Salaries & Benefits
Proposed Position(s) to be Eliminated					
12	Eliminate Superintendent, Transportation Operations	-1	\$ (145,856)	\$ (106,701)	\$ (252,557)
13	Eliminate Director of Bus Operations	-1	\$ (169,723)	\$ (115,503)	\$ (285,226)
14	Eliminate Superintendent of Safety & Training	-1	\$ (145,850)	\$ (106,699)	\$ (252,549)
15	Eliminate Director of Maintenance	-1	\$ (169,723)	\$ (115,503)	\$ (285,226)
16	Eliminate Schedules Technician	-1	\$ (88,880)	\$ (82,006)	\$ (170,886)
17	Eliminate Superintendent of Fleet and Facilities	-1	\$ (145,850)	\$ (106,699)	\$ (252,549)
	Subtotal	-6	\$ (865,882)	\$ (633,111)	\$ (1,498,993)

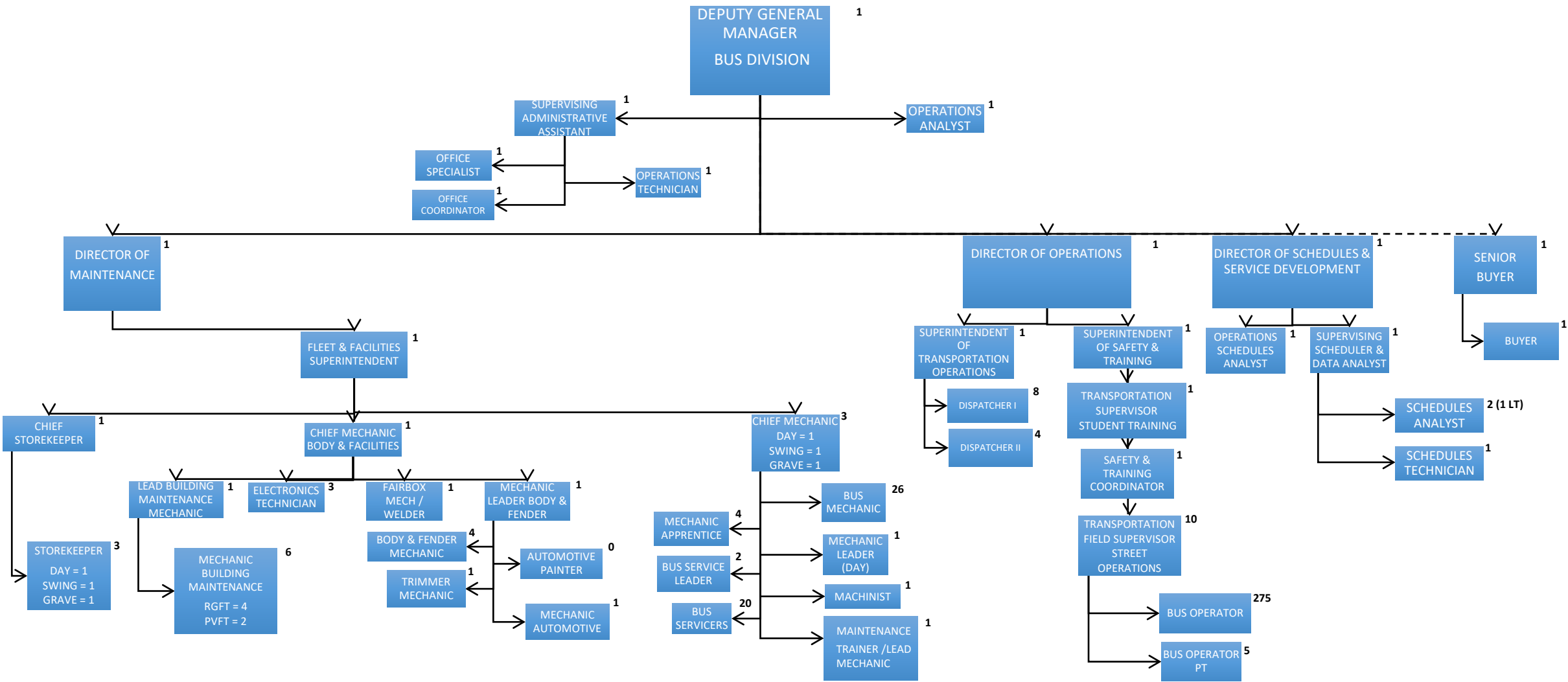
#	Position	# Pos	Annual Salary	Annual Benefits	Total Salaries & Benefits
Proposed Position(s) to be Re-Titled					
18	Retitle Operations and Schedules Analyst to Senior Operations Analyst				
TOTAL		5	\$ 687,296	\$ 518,294	\$ 1,205,590

Attachments:

- A. Proposed Table of Organization Chart
- B. Current Table of Organization Chart
- C. Comparison of Changes: Current & Proposed Organization Structures
- D. Bus Division Priorities by Category
- E. Bus Division Priorities - Details

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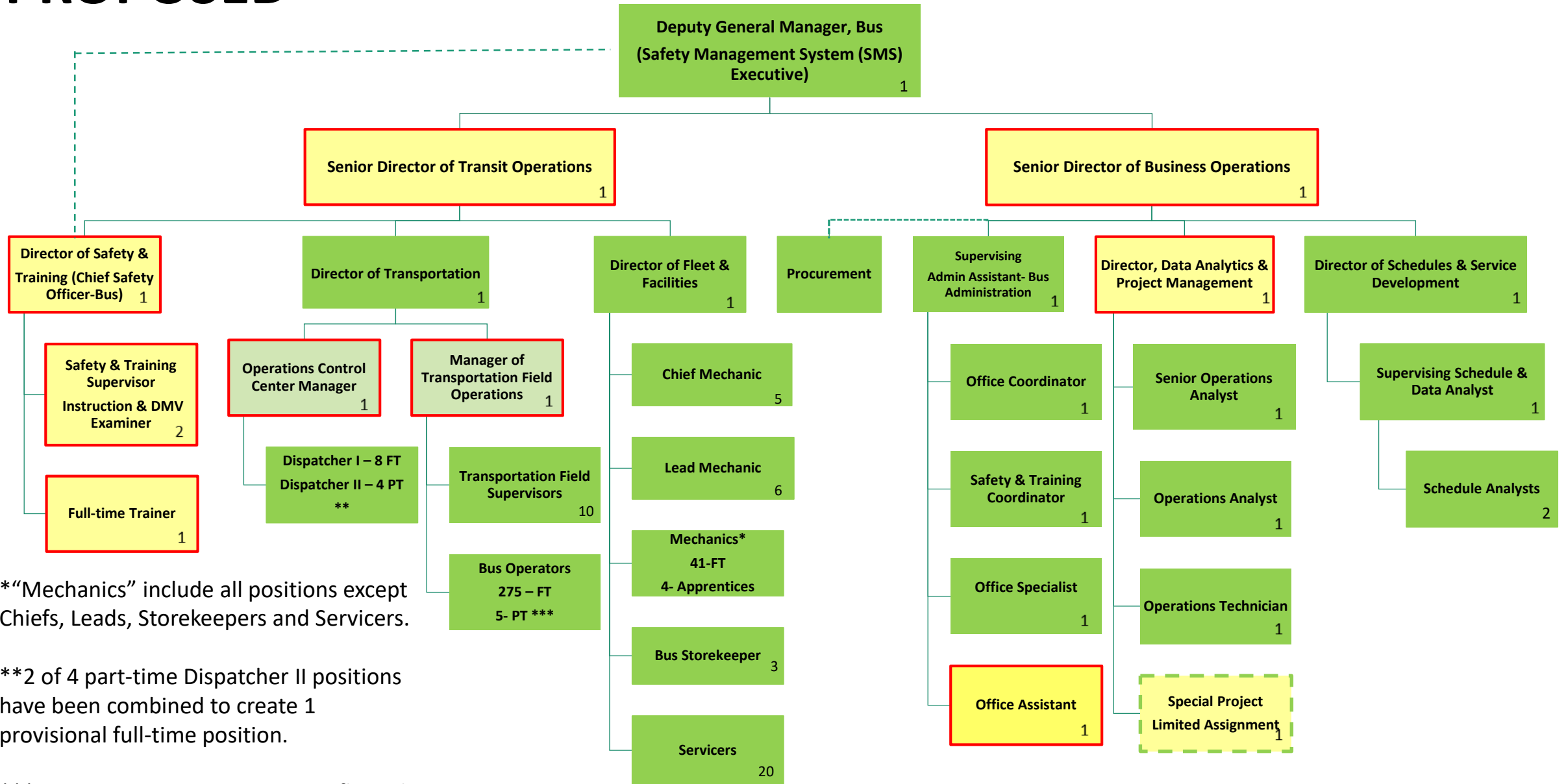
BUS DIVISION



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PROPOSED

EXHIBIT B



*“Mechanics” include all positions except Chiefs, Leads, Storekeepers and Servicers.

**2 of 4 part-time Dispatcher II positions have been combined to create 1 provisional full-time position.

***Part-time Bus Operators not reflected in totals in this report.

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Comparison of Changes: Current and Proposed Organizational Structures

#	Current Structure	# Positions	Proposed Structure	# Positions	Description of Changes
Bus Operations Department			Transportation Department Unit		
1	Director of Bus Operations	1	Director of Transportation	1	Eliminate Safety-related duties
2	Superintendent of Transportation Operations	1	Operations Control Center Manager	1	Change in title and salary
3	Superintendent of Safety & Training	0.5	Manager of Field Operations	1	Eliminate Safety-related duties
4	Transportation Field Supervisors	10	Transportation Field Supervisors	10	No Change
5	Dispatchers	9	Dispatchers	9	No Change
6	Bus Operators*	275	Bus Operators	275	No Change
Subtotal		296.5	Subtotal	297	
Safety & Training Functional Area- formerly in Bus Operations Department			Safety & Training Unit		
7	Superintendent of Safety & Training	0.5	Director of Safety & Training	1	New Position Proposed
8	Safety & Training Supervisor	1	Safety & Training Supervisor	2	1 new position proposed
9	Safety & Training Coordinator	1	N/A	0	Moved to Bus Administration
10	N/A	0	Full Time Trainer	1	New Position Proposed
11	Bus Operator Trainer (Volunteer)	0	Bus Operator Trainer (Volunteer)	0	No Change, but 4 volunteers reflected in bus operator total
Subtotal		2.5	Subtotal	4	
Bus Maintenance Department			Fleet and Facilities Unit		
12	Director of Bus Maintenance	1	Director of Fleet and Facilities	1	Change in Title
13	Superintendent of Fleet and Facilities	1	N/A	0	Position Elimination Proposed
14	Chief Mechanic	5	Chief Mechanic	5	No Change
15	Lead Mechanic	6	Lead Mechanic	6	No Change
16	Mechanic	45	Mechanic	45	No Change (apprentices reflected in total)
17	Bus Storekeeper	3	Bus Storekeeper	3	No Change

EXHIBIT C

#	Current Structure	# Positions	Proposed Structure	# Positions	Description of Changes
18	Bus Servicers	20	Bus Servicers	20	No Change
Subtotal		81	Subtotal	80	
Bus Administration Department			Bus Administration Unit		
19	Supervising Administrative Assistant	1	Supervising Administrative Assistant	1	No change to title, but to scope with positions transitions
20	N/A	0	Safety & Training Coordinator	1	Moved from former Safety & Training Functional Area
21	Office Coordinator	1	Office Coordinator	1	No Change
22	Office Specialist	1	Office Specialist	1	No Change
23	Operations Technician	1	N/A	0	Moved to Data Analytics & Project Management Unit
24	N/A	0	Office Assistant	1	New position proposed (tied to former Lead Traffic Checker position)
Subtotal		4	Subtotal	5	
No Department			Data Analytics & Project Management Unit		
25	N/A	0	Director of Data Analytics & Project Management	1	New Position Proposed
26	N/A	0	Senior Operations Analyst	1	Moved from former Schedules & Service Development Department
27	N/A	0	Operations Analyst	1	Moved from DGM-Bus
28	N/A	0	Operations Technician	1	Moved from Bus Administration Department
29	N/A	0	Special Project Limited Assignment	1	New Position Proposed
Subtotal		0	Subtotal	5	
Schedules & Service Development Department			Schedules & Service Development Unit		
30	Director of Schedules & Service Development	1	Director of Schedules & Service Development	1	No change to title, but to scope with position transition
31	Supervising Scheduler & Data Analyst	1	Supervising Scheduler & Data Analyst	1	No Change

EXHIBIT C

#	Current Structure	# Positions	Proposed Structure	# Positions	Description of Changes
32	Schedules Analyst	2	Schedules Analyst	2	No Change
33	Schedules and Operations Analyst	1	N/A	0	Proposed title change to "Senior Operations Analyst" & moved to new Data Analytics & Project Management Unit
34	Schedules Technician	1	N/A	0	Position Elimination Proposed
35	Lead Traffic Checker**	0	N/A	0	Converted to Office Assistant
Subtotal		6	Subtotal	4	
36	DGM-Bus	1	DGM-Bus	1	No Change
37	Operations Analyst	1	N/A	0	Moved to Data Analytics & Project Management Unit
38	N/A	0	Senior Director-Transit Operations	1	New Position Proposed
39	N/A	0	Senior Director-Business Operations	1	New Position Proposed
Subtotal		2	Subtotal	3	
Grand Total (Employees in Current Structure)		392	Grand Total (Employees in Proposed Structure):	398	Delta = 6 positions

*GGT currently has approximately 200 bus operators on staff. As recruitment efforts continue, the District plans to hire approximately 100 operators, in order to return to pre-COVID staffing levels.

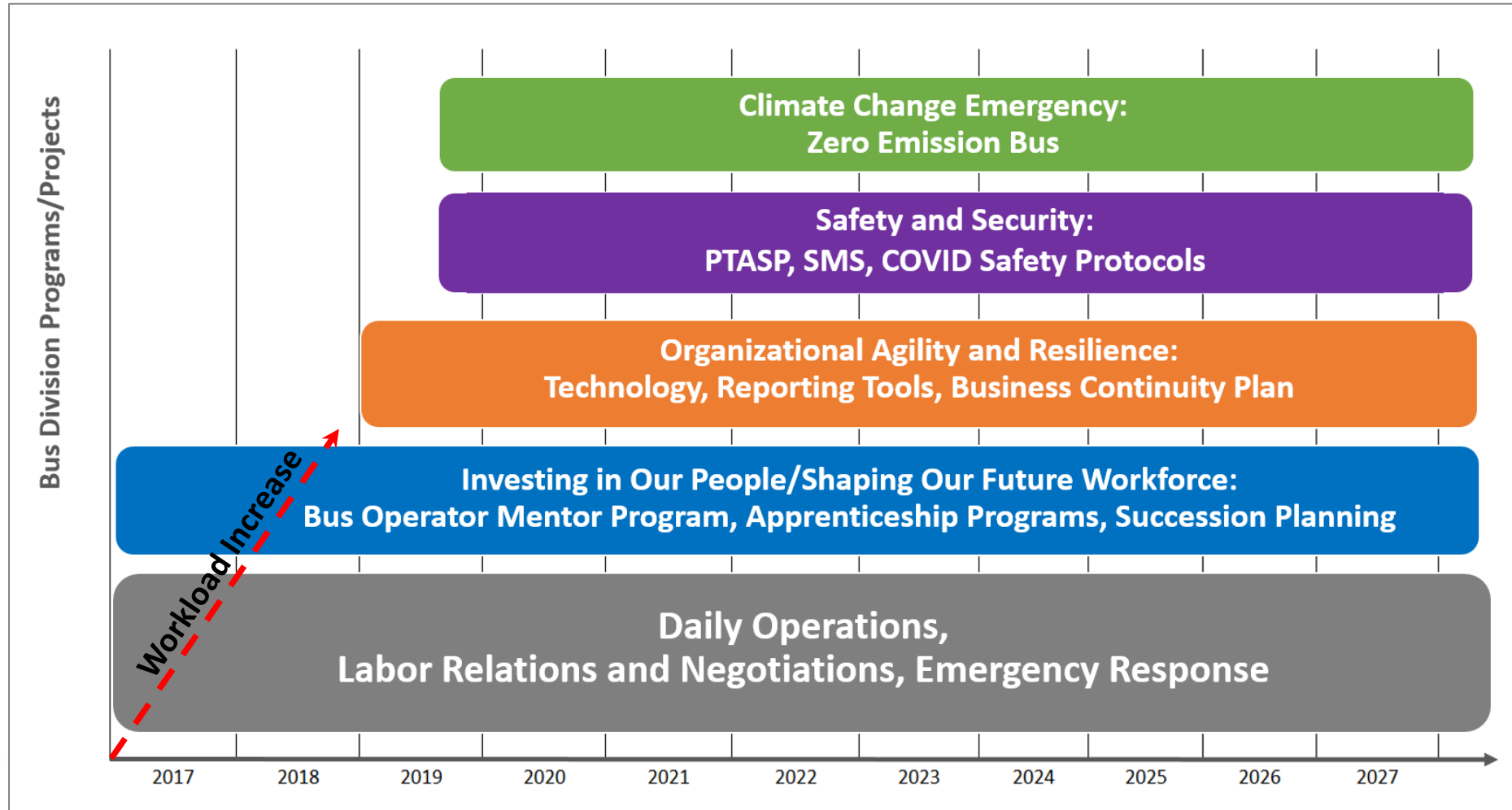
**Although the Lead Traffic Checker position no longer exists in the current organizational structure, the employee in that former position has remained employed by the District and trained to fill the proposed Office Assistant position in the Bus Administration Unit.

Increase in proposed staffing size (Current v. Proposed) = 6 positions

% Increase = 1.5% increase in employees in proposed organizational structure.

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Bus Division Priorities by Category



Proposed Staffing
structure
(398 employees)
1.5% Increase



Current Staffing
Structure
(392 employees)

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