

**GOLDEN GATE BRIDGE, HIGHWAY AND TRANSPORTATION DISTRICT**

**RESOLUTION NO. 2011-037**

**APPROVE ACTIONS RELATIVE TO THE  
REORGANIZATION OF THE CUSTOMER SERVICE CENTER**

April 22, 2011

**WHEREAS**, the Board of Directors (Board) of the Golden Gate Bridge, Highway and Transportation District (District), at its Special Meeting of October 30, 2009, approved the *Financial Plan for Achieving Long-Term Financial Stability (Plan)* that incorporates thirty-three initiatives, the implementation of which will help restore the District to stable financial footing; and,

**WHEREAS**, among the thirty-three initiatives is Initiative #2, "Further Reliance on Automated Information for Transit Customers;" and,

**WHEREAS**, the current location of the District's Customer Service Center (CSC), at 1011 Andersen Drive in San Rafael, is inconvenient for customers as it is remote from most bus stops; and,

**WHEREAS**, the San Rafael Transit Center (SRTC) is the District's largest transit hub, with up to 9,000 customers passing through the facility each weekday; and,

**WHEREAS**, a recently vacated leased retail space at the SRTC has been identified as an appropriately-sized space that could accommodate a customer service facility, and said space will require minor cosmetic repairs/upgrades and installation of technology and security systems prior to it being operational as a CSC; and,

**WHEREAS**, the CSC, which receives calls regarding transit schedules, complaints, commendations and other comments and operates Monday through Friday from 7:00 a.m. to 7:00 p.m. and Saturdays 8:00 a.m. to 6:00 p.m., has experienced a decrease in the volume of calls by approximately 50% over the past five years, to an average of 8,000 to 10,000 telephone calls each month, as more customers access transit information via the internet; and,

**WHEREAS**, the CSC also processes Regional Transit Connection cards and Toll Rates for Persons with Disabilities, fulfills online ticket sales (Marin Local passes), administers the lost-and-found program, handles high-volume mailings of transit materials regarding quarterly service changes, and assists with transit and other outreach events throughout the District's service area; and,

**WHEREAS**, over half of all telephone calls received into the CSC are routine transit or schedule-related inquiries; and,

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**WHEREAS**, staff has identified an automated attendant software system that is capable of effectively handling routine transit and schedule-related customer telephone calls, greeting the caller, identifying the nature of the inquiry, routing the call through appropriate channels and providing information regarding the next scheduled departure from a particular location for buses and ferries; and,

**WHEREAS**, the automated attendant software system will be able to provide access for the District's customers seven days per week, twenty-four hours per day, allowing customers to obtain bus and ferry schedule information regardless of the hours the CSC is staffed; and,

**WHEREAS**, because the automated attendant software system will handle many of the routine information requests, and because the volume of calls has been declining, fewer individuals will be needed to provide customer assistance via telephone; and,

**WHEREAS**, currently, the CSC staff is composed of nine Customer Service Representative positions, two of which are vacant at this time, a Customer Relations Assistant and a Customer Relations Supervisor (CRS); and,

**WHEREAS**, approximately one year ago, the CSC Department began reporting to the Marketing and Communications Director rather than directly reporting to the Deputy General Manager/Administration and Development; and,

**WHEREAS**, the scope of responsibility of the CRS position, historically compensated at the management level, more closely aligns with a front-line supervisory role rather than a managerial role; and,

**WHEREAS**, Human Resources staff reviewed similar positions with the District's benchmark agencies, as well as internal District classifications, and determined that the title of CRS is appropriate, but the recommended classification and compensation should range from \$67,995.00 to \$82,160.00 annually, rather than the managerial level position compensation range of \$79,414.00 to \$95,971.00 annually; and,

**WHEREAS**, the proposed reorganization of the CSC would reduce staff and adjust CRS position responsibilities, as well as current and proposed salary levels for all CSC positions; and,

**WHEREAS**, the Rules, Policy and Industrial Relations Committee/Committee of the Whole, at its meeting of April 8, 2011, has so recommended; now, therefore, be it

**RESOLVED** that the Board of Directors (Board) of the Golden Gate Bridge, Highway and Transportation District hereby authorizes staff to proceed with the Customer Service Center relocation and restructure project currently referred to in the FY 10/11 District Capital Budget (previously titled "Interactive Voice Recognition") as a Reorganization project for an estimated budget of \$250,000.00 to be funded from District Reserves; and, be it further

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**RESOLVED** that the Board hereby authorizes Customer Service Center reorganization and staffing changes, including:

1. Elimination of the current department manager level Customer Relations Supervisor position;
2. Elimination of nine Customer Service Representative positions;
3. Addition of a new supervisory level Customer Relations Supervisor position;
4. Creation of four additional full-time Customer Relations Assistant positions; and,
5. Creation of one part-time Customer Relations Assistant position; and, be it further

**RESOLVED** that the Board hereby authorizes initiation of formal meet-and-confer discussions with Teamsters Local 856 which represents potentially affected employees, regarding the effects of the Board's decision to implement an automated call processing system; and, be it further

**RESOLVED** that the Board hereby authorizes an Enhanced Severance Package to the non-represented position potentially affected; and, be it further

**RESOLVED** that the Board hereby amends the Table of Organization accordingly.


**ADOPTED** this 22<sup>nd</sup> day of April 2011, by the following vote of the Board of Directors:

**AYES (15):** Directors Boro, Campos, Chu, Cochran, Elsbernd, Mar, Moylan, Pahre, Rabbitt, Renée, Snyder and Theriault; Second Vice President Grosboll; First Vice President Eddie; President Reilly

**NOES (0):** None

**ABSENT (3):** Directors Brown, Sobel and Stroeh

  
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**Janet Reilly**  
**President, Board of Directors**

**ATTEST:**   
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**Janet S. Tarantino**  
**Secretary of the District**