



Item # 7

DATE December 5, 2018

TO GCTD Board of Directors

FROM Debbie Williams *DW*
Director of Human Resources

Steven P. Brown *SPB*
General Manager

SUBJECT Consider Approval of Three (3) New Position Descriptions

SUMMARY

As GCTD continues to evolve as an organization and prepares to move into our new headquarters, it is necessary to reorganize some of the departments and reporting structures within the District. Three new positions are being recommended to be created, two of which will be filled by current staff and one that will remain unfilled for the foreseeable future. This third position is being established at this time to allow for the position to be budgeted for, recruited and filled when necessary.

These three positions are: Assistant General Manager, Director of Operations and Maintenance, and Operations Manager. The Director of Operations and Maintenance will remain vacant at this time and only budgeted for and filled in the future when Agency needs demand it. The Assistant General Manager and Operations Manager positions will be filled with current District staff with no changes in compensation for either, staying within the current budget. The new job descriptions are attached to this report.

BACKGROUND

To provide stability within the Operations and Maintenance Departments and take full advantage of the new technology features at the 1901 Auto Center site these changes are being proposed. These changes will also allow more staff to take active roles in the day-to-day operation of the facility and management of first line employees. The Assistant General Manager will directly oversee the Operations and Fleet Managers and help these two largest departments of the District to work more closely with each other to ensure the most efficient and effective service is provided to the customers of the District. The Assistant General Manager will also act as the General Manager in the absence of the General Manager.

GOLD COAST TRANSIT DISTRICT

The General Manager will continue to directly oversee the Administration and Finance, Human Resources, and Planning and Marketing Departments on a day-to-day basis. This will help allow the GM and these three departments to become even more involved in the communities we serve, advocate and pursue additional funding and grants, expand our recruiting base and outreach efforts for new employees, and become involved in more community events and organizations. Working with the Assistant General Manager, the GM and these three departments will be able to work collaboratively on proposals to strategically plan with a focus on developing steady revenue streams for the district to help us meet the needs of our growing community.

With the approval of these new position descriptions, the General Manager will appoint Reed Caldwell to the position of Assistant General Manager and Andrew Mikkelson as the Operations Manager. These appointments would become effective on December 6, 2018.

It is recommended that the salary range for the Operations Manager will be \$86,214 to \$120,654; the salary range for the Director of Operations and Maintenance will be \$97,541 to \$136,834; and the salary range for the Assistant General Manager will be \$117,464 to \$164,005.

RECOMMENDATION

It is recommended that the Board of Directors approve the creation of the three new job descriptions of Assistant General Manager, Director of Operations and Maintenance, and Operations Manager which are attached to this report.

ATTACHMENTS

Job Descriptions

Assistant General Manager

Director of Operations and Maintenance

Operations Manager



JOB DESCRIPTION

CLASSIFICATION TITLE:	Assistant General Manager (AGM)
NON-REPRESENTED:	Management
OVERTIME STATUS:	Exempt
REPORTING STATUS:	General Manager
DATE AUTHORIZED:	December 2018
DATE LAST REVISED:	N/A

JOB SUMMARY

The Assistant General Manager (AGM) reports directly to the General Manager and may direct up to all departments of the GCTD bus system as determined by the General Manager. Acts as the General Manager when the GM is out of the office.

ESSENTIAL FUNCTIONS

Under general direction of the General Manager, the AGM plans, organizes, supervises, and directs the efficient operation of the GCTD bus transportation system and performs other executive level work as required.

The Assistant General Manager (AGM) responsibilities may include:

- Work with the Management Team to develop strategies to direct the future of the District;
- Provide executive level oversight of the activities of the Operations, Maintenance, and/or other departments as assigned by the General Manager;
- Lead the organization collaboratively with other Department Directors and Managers, and serve on behalf of the General Manager in their absence;
- Participate in long-range and strategic planning and implementation;
- Establish and promote professional standards for work quality, performance and accountability;
- Provide input and assist in the development of the District's operating, maintenance and capital budgets;
- Appoint, assign, supervise and dismiss employees, subject to personnel rules adopted by the Board;
- Advise the General Manager as to all matters pertaining to GCTD's operations and programs;

JOB DESCRIPTION

Assistant General Manager (AGM)

- Assist in the preparation of state and federal grant applications and help ensure their proper administration;
- Conduct studies, make recommendations, and implement policies with respect to routing and scheduling matters to provide maximum public transportation service and long-range transit system planning including equipment maintenance and capital expenditures;
- Provide input and requirements for the procurement of equipment and supplies, and oversee equipment maintenance
- Manage, investigate, and handle complaints from the public;
- Establish and maintain effective safety programs for the Operations and Maintenance Departments and coordinate with the Risk and Safety Manager to ensure District-wide safety programs;
- Make presentations, prepare a variety of reports and correspondence; and
- Supervise the keeping of appropriate records.

OTHER JOB FUNCTIONS

The AGM may delegate certain functions to directors and managers: Director of Finance & Administrative Services; Director of Human Resources; Director of Operations & Maintenance; Director of Planning & Marketing; Fleet Manager; and Operations Manager.

MINIMUM QUALIFICATIONS

Desire any combination equivalent to a bachelor's degree from an accredited college or university and eight years of progressively responsible management or administrative experience, at least three years of which shall have been related to public transit. Advanced college level training in public transportation, engineering, public administration, business administration, or related fields shall be considered especially desirable.

Knowledge of:

- Modern methods, systems, and procedures in the organization and operation of a public transit system, including scheduling and routing, and equipment utilization, maintenance and repair;
- Public utility administration and applicable laws, rules and regulations;
- Modern business administration, including personnel management, accounting, finance, purchasing, stock control, insurance, advertising and public relations; and
- Employee safety and training programs.

Ability to:

- Administer and supervise a modern bus transit facility, including all activities and personnel;
- Prepare applications for and administer state and federal transit subcontracts and grants;

JOB DESCRIPTION

Assistant General Manager (AGM)

- Monitor major, multiple contracts, keeping them on schedule, within budget
- Understand, interpret, and apply laws, regulations, policies, procedures, contracts, and budgets
- Analyze a wide variety of data and prepare appropriate reports;
- Analyze situations, identify problems, recommend solutions
- Prepare comprehensive reports and correspondence
- Exercise judgment and creativity in making decisions
- Supervise the work of employees; and
- Establish and maintain effective relationships with others.
- Work effectively with other agency staff
- Read, write, speak, and understand English
- Ability to work with General Counsel and other consultants, as required

LICENSES AND OTHER REQUIREMENTS:

Valid California driver's license.

WORKING CONDITIONS:

Environment:

- Exposure to weather and physical hazards
- 24-hour on-call to respond to emergencies
- Mechanic garage environment
- Office environment
- Driving a vehicle to conduct work

Physical Abilities:

- Speaking to make presentations
- Sitting for extended periods of time
- Ability to operate office equipment
- Some tasks may involve the ability to exert very moderate physical efforts, typically involving some combination of climbing and balancing, stooping, kneeling, crouching, and crawling, and which may involve some lifting, carrying, pushing and/or pulling of objects and materials (20-25 pounds)



JOB DESCRIPTION

CLASSIFICATION TITLE: Director of Operations & Maintenance

NON-REPRESENTED: Management

OVERTIME STATUS: Exempt

REPORTING STATUS: Assistant General Manager or General Manager

SUPERVISES: Fleet Manager
Operations Manager

DATE AUTHORIZED: December 2018

REVISED: N/A

JOB SUMMARY

This single position class is distinguished with responsibility to direct, plan, and organize both the operation of GCTD's fixed route bus system and maintenance of GCTD's vehicles and facilities. The position also serves as a member of GCTD's management team.

ESSENTIAL FUNCTIONS

The Director of Operations & Maintenance responsibilities may include:

- Plan, develops, organize and direct the activities of Operations Department, Maintenance, and/or others as assigned
- Supervise staff through a subordinate supervisor and sometimes directly.
- Plan, organize and direct staff involved with the procurement, maintenance and repair of vehicles and facilities; ensure public transportation vehicles are cleaned, serviced, available, and in appropriate repair for daily scheduled runs; set criteria and operating policy for levels of maintenance and standards of repair.
- Manage transit operations staff involved with operating and dispatching transit buses; develop guidelines and procedures and monitor daily operations to ensure efficient dispatch, effective utilization of fleet and satisfactory operator performance; review passenger comments.
- Plan, organize and implement maintenance management plans for all types and models of vehicles owned or used by GCTD; establish goals and objectives for maintenance; develop procedures to identify mechanical failure/need for repair, and track information useful in program management.

JOB DESCRIPTION

Director of Operations & Maintenance

- Demonstrate strong verbal and written communication skills, as well as highly developed customer service skills, professional presentation skills, and the ability to perform detailed research and analysis of transit data.
- Prepare written reports and presentations for staff and the Board of Directors; represents the Agency at various meetings; and communicates with government officials and personnel from other transit agencies.
- Assist with identification of funding opportunities and assist with development of grant applications for operations and capital projects
- Evaluate performance of staff and approve salary increases; respond to grievances; recommend and, in consultation with the Director of Human Resources, administer discipline; interview applicants and recommend appointment of staff; oversee vacation and scheduling process.
- Acquire and maintain supplies; research and negotiate with vendors on price, quality and availability of parts, supplies, tools and equipment; identify and negotiate with private contractors that can provide maintenance and/or repair support; prepare technical specifications and assist in the contracting process to acquire vehicles, supplies and repair/maintenance services.
- Supervise facility/grounds maintenance activity; confer with other department managers on specific needs; assign scheduled work and some projects to staff; prepare specifications and assist in the contracting process to retain specialists needed for design development facility of modification and construction; administer facility construction and repair contracts.
- Supervise preventive maintenance function; prepare technical specifications on new equipment for use in training and operating procedures.
- Supervise administrative activities of bus maintenance and transit operations functions: including inventory, timekeeping, service record maintenance, compliance with OSHA and other safety regulations; administer contracts with service and supply contractors; plan, organize and conduct safety and skills training; conduct safety inspections.
- Assess vehicle, facility and equipment needs and participate in development of a capital improvement program to prioritize and justify capital investments.
- Oversee the planning, organization and conduct of new employee orientation as well as driver safety training, public/passenger relations, new equipment supervision and other training for operators and other agency staff; oversee the development of training plans and materials; maintain training and driving records.
- Evaluate performance of department staff and approve salary increases; respond to grievances; recommend and, in consultation with the Director of Human Resources, administer discipline; interview applicants and recommend appointment of staff; oversee vacation and route bid process as well as daily scheduling of regular, relief and call-in Operators; supervise uniform ordering and issuance.
- Coordinate schedule distribution, bus route, bus stops and other issues with planning staff and local government agencies; coordinate promotions, special displays, and route schedules with the Director of Planning and Marketing.

JOB DESCRIPTION

Director of Operations & Maintenance

- Supervise administrative activities of department including timekeeping, revenue count/deposit/reports; maintenance of accident reports, and DMV records and Operator medical evaluations.
- Serve as a member of management team in review and improvement of administrative, service, and support operations.

OTHER JOB FUNCTIONS

May be assigned additional managerial and administrative responsibilities; may be designated to act at a higher level position in the absence of a superior.

MINIMUM QUALIFICATIONS

Desire any combination equivalent to a bachelor's degree from accredited college or university and seven years of progressively responsible management or administrative experience, at least two years of which shall have been related to public transit. Advanced college level training in public transportation, engineering, public administration, business administration, or related fields shall be considered especially desirable.

Knowledge of:

- Principles and practices of supervision, including performance evaluation, scheduling and counseling techniques.
- Principles, methods and efficient operating practices of heavy equipment maintenance and repair, time/cost estimation, inventory planning techniques, cost control of techniques applicable to maintenance and repair, tools, equipment and materials used in the repair and maintenance of buses and automobiles.
- Route planning and scheduling principles and practices
- Methods of diagnosing malfunctions for a variety of mechanical systems.
- Accident and incident investigations procedures.
- Safety principles, practices & regulations related to vehicle/employee safety
- Record keeping systems and applications for tracking a variety of vehicle maintenance, service and repair activities,
- Principles and practices of skills training
- Program and operations performance evaluation practices and techniques.
- Vehicle inspection practices.
- Laws and regulations related to transit operations
- Accident and incident investigation procedures.
- Passenger relations principles and practices.

Ability to:

- Plan, organize and direct vehicle and facility maintenance.
- Supervise directly and through subordinate supervisors.

JOB DESCRIPTION

Director of Operations & Maintenance

- Evaluate efficiency and effectiveness of maintenance programs, contractors and staff.
- Read and interpret complex technical specifications
- Develop and execute plans to achieve maintenance goals and objectives
- Diagnose defects in a wide variety of mechanical systems
- Understand and interpret procedures.
- Identify and analyze operational problems and implement changes
- Make decisions and independent judgments
- Communicate effectively, both verbally and in writing with people of diverse socio-economic backgrounds and cultures.
- Determine appropriate course of actions in emergency or stressful situations
- Develop goals and objectives.
- Prepare narrative and statistical reports
- Organize and prioritize work
- Effectively delegate responsibility and authority to others.
- Project consequences of decisions

LICENSES AND OTHER REQUIREMENTS:

Valid California driver's license.

WORKING CONDITIONS:

Environment:

- Exposure to weather and physical hazards
- 24-hour on-call to respond to emergencies
- Mechanic garage environment
- Office environment
- Driving a vehicle to conduct work

Physical Abilities:

- Speaking to make presentations
- Sitting for extended periods of time
- Ability to operate office equipment
- Some tasks may involve the ability to exert very moderate physical efforts, typically involving some combination of climbing and balancing, stooping, kneeling, crouching, and crawling, and which may involve some lifting, carrying, pushing and/or pulling of objects and materials (20-25 pounds)



JOB DESCRIPTION

CLASSIFICATION TITLE:	Operations Manager
NON-REPRESENTED:	Management
OVERTIME STATUS:	Exempt
SAFETY SENSITIVE:	Yes
REPORTING STATUS:	Assistant General Manager, Department Director
SUPERVISES:	Bus Operator Transit Supervisor Operations Safety & Training Officer
DATE AUTHORIZED:	December 2018
DATE LAST REVISED:	N/A

JOB SUMMARY

This single position class is distinguished with responsibility to ensure the GCTD fixed route transit system is operated according to GCTD guidelines and state and federal regulations.

ESSENTIAL FUNCTIONS

The Operations Manager responsibilities may include:

- Manage transit operations through subordinate supervisors of personnel engaged in operating and dispatching transit buses; recommend guidelines and procedures for transit operations; and monitor and report daily operations to ensure efficient dispatch, effective utilization of fleet and satisfactory operator performance
- Manage all aspects of the district's operations safety program through subordinate staff; ensure all operations safety aspects and elements are followed and met; and report weekly to supervisor in written report of all operations safety program activities
- Demonstrate proficiency in Microsoft Office applications, and transit ITS, such as but not limited to Automatic Vehicle Location systems, bus stop annunciators, rider notification systems and electronic fare collection systems
- Monitors department expenses and provide budgetary information and input department leadership.

JOB DESCRIPTION

Operations Manager

- Ensures safety training compliance of department staff.
- Supports the Director in implementation of department goals and objectives.
- Participates in disaster preparedness program planning and implementation.
- Plan and organize new employee orientation, driver safety, public/passenger relations, new equipment supervision and other training for operations staff.
- Develop training plans and materials
- Maintain training and driving records for operations staff
- Evaluate performance of assigned staff and recommend salary increase; recommend responses to grievances; recommend and, in consultation with supervisor and the Human Resources Department, administer discipline; interview applicants and recommend appointment of staff; oversee vacation and scheduling process of operations staff
- Coordinate bus routes, bus stops and other issues with planning staff and local government agencies; coordinate promotions, special displays, and route schedules with Planning and Marketing Department
- Supervise administrative activities of department including timekeeping, revenue count/deposit/reports; maintenance of accident reports, and DOT records and evaluations
- Recommend to the management team any improvement of administrative, service and support operations
- Recommend performance measurement criteria for transit operations and monitor and report performance measurement statistics weekly to supervisor in written report
- Coordinate operations with Fleet & Facility Department
- Assess operations needs and participate in development of a capital improvement program to prioritize and justify capital investments
- Report weekly to supervisor in written report of all relevant operations activities, and
- Assist supervisor as needed

OTHER JOB FUNCTIONS

May be assigned additional managerial and administrative responsibilities.

MINIMUM QUALIFICATIONS

A Bachelor of Administration or Science degree from an accredited college or university and progressively responsible experience in fixed route transit operations which includes at least five years in managing fixed route transit operations for a minimum of 40 vehicles, or any combination equivalence.

Knowledge of:

- Principles and practices of supervision, including performance evaluation, scheduling and counseling techniques
- Route planning and scheduling principles and practices
- Laws and regulations related to transit operations
- Accident and incident investigations procedures

JOB DESCRIPTION

Operations Manager

- Safety principles, practices and regulations related to transit operations
- Record keeping systems and applications for tracking a variety of operations activities
- Principles and practices of skills training
- Performance evaluation practices and techniques
- Passenger relations principles and practices.
- Vehicle inspection practices

Ability to:

- Plan, organize, and direct transit operation functions
- Supervise through subordinate supervisors
- Evaluate efficiency and effectiveness of transit operations system and staff
- Read and interpret complex procedures
- Identify and analyze operational issues and recommend solutions
- Exercise judgment, decisiveness, and creativity
- Communicate effectively, both verbally and in writing with people of diverse socio-economic backgrounds and cultures
- Determine appropriate course of actions in emergency or stressful situations
- Develop goals and objectives
- Prepare narrative and statistical reports
- Organize and prioritize work
- Project consequences of decisions
- Effectively delegate responsibility and authority to others

LICENSES AND OTHER REQUIREMENTS:

- Valid California Class B driver's license with passenger endorsement and air brakes, or the ability to obtain one
- Valid Verified Transit Training (VTT) card, or the ability to obtain one.

WORKING CONDITIONS:

Environment:

- Exposure to weather and physical hazards
- 24-hour on-call to respond to emergencies
- Office environment
- Driving a vehicle to conduct work

JOB DESCRIPTION

Operations Manager

Physical Abilities:

- Speaking to make presentations
- Sitting for extended periods of time
- May involve extended periods of time at a keyboard or workstation
- Dexterity of hands and fingers to operate office equipment
- Some tasks may involve the ability to exert very moderate physical efforts, typically involving some combination of climbing and balancing, stooping, kneeling, crouching, and crawling, and which may involve some lifting, carrying, pushing and/or pulling of objects and materials (20-25 pounds)