

Item 10



December 4, 2013

TO: Board of Directors

FROM: Steven P. Brown *Steve*
General Manager

Steve L. Rosenberg *[Signature]*
Director of Administrative Services

SUBJECT: Consider Approval of New Position Descriptions for Director of Human Resources and Director of Finance and Administration

I. Executive Summary

This agency's growth from SCAT to GCT to GCT District over the past few years requires the agency's infrastructure to evolve in order to keep up. This includes not only personnel, facilities, equipment and vehicles but the management structure as well. At this moment in GCT's evolution management proposes to divide the current responsibilities of the Director of Administrative Services into two positions, Director of Human Resources and Director of Finance and Administration.

The human resources responsibilities of GCT's Director of Administrative Services have grown exponentially. GCT's headcount has increased 37% over the past seven years, with additional growth budgeted for the remainder of this year and projected for the future. GCT's labor relations have become more active. The legal environment we live in is increasingly complex and litigious, and human resources (HR) plays an increasingly critical role. The HR level of effort and specific HR expertise required to best serve GCT now and in the future suggest that GCT will be best served by establishing a dedicated senior management position to this function. This position will be established in the current fiscal year by reassigning the Human Resources Administrator position previously approved for the FY 13-14 budget.

The Director of Administrative Services serves as GCT's Chief Financial Officer, and the fiscal responsibilities of GCT's Director of Administrative Services have also expanded with GCT's growth over recent years, and they project to increase in scope and breadth as GCT enters its new era as a district in July 2014. GCT's budget process will become more complex and interactive as GCT becomes a direct recipient of Transportation Development Act (TDA) funds. Between new accounting requirements (GASB) and increasing Federal Transportation Agency (FTA)

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compliance requirements on transit agencies, GCT's compliance requirements will continue to increase.

One of the areas where GCT has struggled to keep up with the transit industry is in the use of information technology (IT) to operate more efficiently and better serve our customers and stakeholders. In the past several years GCT has made great strides in this area with the addition of on-board recording systems, new scheduling and dispatch software, new fare collection systems and a dedicated operator training system, but the backlog of needed technology upgrades is even greater. This year GCT, for the first time, has budgeted for a dedicated IT position. Additional management focus will be required in order to manage and make the most productive use of this new resource.

GCT's growth, the increase in business activity and the expansion of our physical assets – primarily fleet and the new facility – have increased and will continue to increase GCT's procurement activity; this will require increased management focus on GCT' Procurement activities.

All of these major growth areas currently fall under the Director of Administrative Services. This proposal calls for the Director of Human Resources to be responsible for human resources and labor relations, and the Director of Finance and Administration to be responsible for Finance, Procurement and IT.

The current Director of Administrative Services will become the Director of Finance and Administration and serve as GCT's Chief Financial Officer, with the same salary range as the existing Director of Administrative Services position. The Director of Finance and Administration will fulfill the role of the Director of Administrative Services as defined in the current JPA agreement.

The Director of Human Resources position will be established at the same salary range as GCT's other three Director positions, and will be opened for internal and external candidates in a competitive hire. Additional detail is contained in the attached job descriptions (Attachments "A" and "B") and will be described in the following sections.

IT IS RECOMMENDED that the Board of Directors approve the new position descriptions for Director of Human Resources and Director of Finance and Administration.

II. BACKGROUND

The responsibilities of each position discussed in this proposed change are as follows:

The Director of Finance and Administration will oversee six employees and will be

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responsible for budgets, financial reports, internal controls, internal and external audits, banking, investments and custody of agency funds, monitoring agency expenditures, oversight of GCT insurance program and oversight of GCT's accounting activities including general accounting, payroll and benefits, accounts payable, accounts receivable, accounting procedures. The Director of Finance and Administration will work with the Director of Planning and Marketing on capital and grant planning and budgeting.

The Director of Finance and Administration will also be responsible for oversight of GCT procurement activities, including review of requisitions, specifications and scope of work; procurement method, issuance of procurement documents, selection of vendors, contract administration, GCT's DBE Program, and conformance with GCT, State and Federal procurement regulations. Additionally, Director of Finance and Administration will be responsible for planning, organizing and overseeing GCT's information technology requirements, including the determination of GCT's short and long-term information technology needs and standards, and evaluation of hardware and software purchase and maintenance requirements.

The salary range for the Director of Finance and Administration will be the same as for the existing Director of Administrative Services position, \$93,000 to \$130,200.

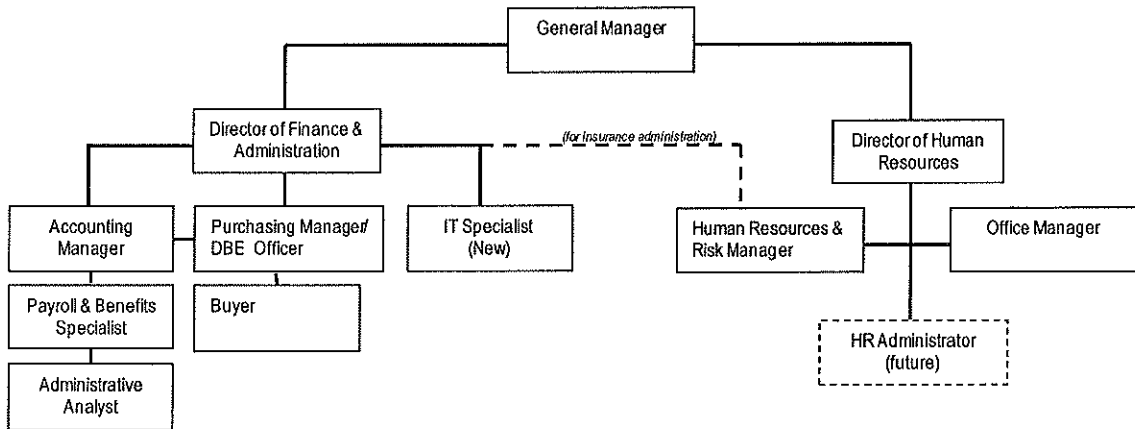
The Director of Human Resources will be oversee two employees at this time and will be responsible for labor and union relations, recruitment, hiring and orientation, employee terminations, employee records, training & professional development, health & wellness programs, employee recognition programs, employee event coordination, policies & procedures (includes position descriptions), affirmative action/EEO programs, Title VI compliance, drug and alcohol programs (including FTA-compliant random testing program), records management, claims administration for liability and workers' compensation programs, and regulatory compliance monitoring.

The Director of Human Resources will serve as a resource to the management team on personnel issues and grievance/disciplinary actions, manage GCT's disciplinary hearing process, maintain labor contracts and personnel rules, policies and procedures, serve as member of the negotiating team for labor contracts, oversee the personnel recruitment and selection processes, maintain GCT's compensation planning and performance evaluation programs and serve as GCT's Affirmative Action Officer.

The salary range for the Director of Human Resources will be the same as for GCT's other three Director positions (Operations, Fleet & Facilities, Planning & Marketing), \$81,200 to \$113,800.

A proposed organizational chart follows.

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II. FISCAL IMPACT

The FY13-14 budget includes approved positions for Human Resources Administrator and entry-level Office Administrator. This proposal redeploys the approved Human Resources Administrator position to create the Director of Human Resources position. The estimated full annualized cost for upgrading this position is \$40,000-\$50,000; the impact to the FY13-14 budget will be offset by having operated through more than half of the current fiscal year without having filled this position.

It is anticipated that with the addition of the new Director position, the workload projected for both the Human Resources Administrator and entry-level Office Administrator positions could be covered by the addition of one new administrative position and restructuring the workloads of the existing Human Resources and Risk Manager and Office Manager positions. This issue will be addressed in conjunction with the new Director of Human Resources.

IV. SUMMARY AND RECOMMENDATIONS

IT IS RECOMMENDED that the Board of Directors approve the new position descriptions for Director of Human Resources and Director of Finance and Administration.

Attachments

Attachment "A"

**GOLD COAST TRANSIT
JOB DESCRIPTION**

CLASSIFICATION TITLE: Director of Human Resources

NON-REPRESENTED: Management

OVERTIME STATUS: Exempt

SAFETY SENSITIVE: No

REPORTING STATUS: General Manager

SUPERVISES: Risk and Human Resources Manager, Office Manager, others as assigned

DATE AUTHORIZED: December 2013

JOB SUMMARY

This single position class is distinguished with responsibility for planning, organizing, and directing human resources and administrative support functions. The position also serves as a member of GCT's management team.

ESSENTIAL FUNCTIONS

The Director of Human Resources has responsibility to:

- Plan, organize, manage and implement human resources and administrative activities, including labor and union relations, recruitment, hiring and orientation, employee terminations, employee records, training & professional development, health & wellness programs, employee recognition programs, employee event coordination, policies & procedures (includes position descriptions), affirmative action/EEO programs, Title VI compliance, drug and alcohol programs (including FTA-compliant random testing program), records management, claims administration for liability and workers' compensation programs, and regulatory compliance monitoring.
- Work closely with the Management team and supervision, assisting, advising, coaching and counseling on personnel needs and issues as well as grievance and disciplinary actions.

- Administer and manage GCT’s disciplinary hearing process
- Maintain all labor contracts and personnel rules, policies and procedures, and serve as member of the negotiating team for labor contracts
- Oversee, conduct and/or coordinate personnel recruitment and selection processes;
- Serve as GCT’s Affirmative Action Officer
- Develop and maintain GCT’s compensation planning program, including position descriptions, wage and salary structures and employee performance evaluation systems.
- Work in coordination with the Director of Finance and Administration to develop compensation plans and integrate them into GCT’s budget planning process.
- Prepare and present reports related to human resources and labor issues to the Board of Directors.

OTHER JOB FUNCTIONS

May be assigned additional managerial and administrative responsibilities; may be designated to act as General Manager in the absence of the General Manager.

MINIMUM QUALIFICATIONS

Desire any combination equivalent to graduation from a college or university and six years of progressively responsible management or administrative experience, at least three years of which shall have been directly responsible for human resources. College level training in public administration, business administration, or related fields shall be considered especially desirable.

and

Knowledge of:

- Laws, regulations and practices of public personnel administration as related to recruitment, selection, discipline, employee relations, labor negotiations and equal employment opportunity.
- Methods and practices used in administrative investigation, problem resolution and reporting.

- Development and implementation of organizational employee development programs
- Principles and practices of supervision and employee counseling.

and

Ability to:

- Plan, organize and manage personnel activities associated with recruitment, selection, employee relations, and conduct recruitment and selection processes in compliance with Affirmative Action principles and practices.
- Advise employees and managers on grievance and informal complaints/inquiries.
- Make and present findings and analysis of formal grievance and complaints as well as review of administrative and operational activities.
- Develop and maintain cooperative working relationships with managers, staff, employees and labor group representatives
- Understand, interpret and explain laws, regulations, and policies governing program operations.
- Develop and implement operating procedures.
- Identify and analyze administrative problems and implement procedures.
- Make decisions and independent judgments.
- Deal fairly and communicate effectively with people of diverse socio-economic backgrounds and culture.
- Understand program objectives in relation to departmental goals and objectives.

LICENSES AND OTHER REQUIREMENTS:

Valid California driver’s license.

WORKING CONDITIONS:

Environment

- Office environment
- Driving a vehicle to conduct work

Physical Abilities:

- Speaking to make presentations.
- Sitting for extended periods of time.
- Dexterity of hands and fingers to operate office equipment.

**GOLD COAST TRANSIT
JOB DESCRIPTION**

CLASSIFICATION TITLE: Director of Finance and Administration

NON-REPRESENTED: Management

OVERTIME STATUS: Exempt

SAFETY SENSITIVE: No

REPORTING STATUS: General Manager

SUPERVISES: Purchasing Manager/DBE Officer; Accounting Manager, Information Technology Specialist, Risk Manager (dotted-line), others as assigned

DATE AUTHORIZED: December 2013

JOB SUMMARY

This single position class is distinguished with responsibility for planning, organizing, and directing Finance and Accounting, Procurement, Information Technology and other business management and administrative support functions, and serves as GCT's Chief Financial Officer. The position also serves as a member of GCT's management team. The Director of Finance and Administration fulfills the Director of Administrative Services responsibilities noted in GCT's Joint Powers Agreement.

ESSENTIAL FUNCTIONS

The Director of Finance and Administration has responsibility to:

- Plan, organize and manage the business and fiscal affairs of the agency; prepare budgets, financial reports and internal audits; oversee accounting activities; monitor agency expenditures; sign orders, certificates and warrants; manage banking and investments and serve as custodian of agency funds; coordinate and provide support to internal and external audits; prepare financial reports to the Board of Directors.
- Plan for financial and non-financial resources required for the organization to achieve its goals and objectives

- Oversee GCT fiscal and accounting operations, including general accounting, payroll and benefits, accounts payable and accounting procedures
- Provides comprehensive financial information, analysis and advice to optimize use of the organization’s financial resources. Prepares budgets, analyzes financial activities and performance against budget, makes adjustments and takes action as needed.
- Implement and maintain strong internal controls to provide reasonable assurance of effective and appropriate resource use, accurate financial information, adherence to contractual obligations and agreements, policies, procedures, and external regulatory requirements.
- Oversee GCT procurement activities, including review of requisitions, specifications and scope of work; procurement method, issuance of procurement documents, selection of vendors, contract administration, GCT’s DBE Program, and conformance with GCT, State and Federal procurement regulations.
- Plan, organize and oversee information technology requirements; determine information technology short and long-term needs, evaluate available software; coordinate hardware purchase and maintenance.
- Work in coordination with the Director of Planning and Marketing to develop service, capital and grant plans and integrate them into GCT’s budget planning process.
- Work in coordination with the Director of Human Resources to develop labor relations and compensation plans and integrate them into GCT’s budget planning process; serve as member of the negotiating team for the labor contract.
- Oversee GCT’s insurance program to assure that the agency manages its fiscal risk exposure in a prudent and cost-effective manner.
- Develop financial and other administrative policies; serve as a member of the 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 as General Manager in the absence of the General Manager.

MINIMUM QUALIFICATIONS

Desire any combination equivalent to graduation from a college or university and six years of progressively responsible management or administrative experience, at least three years of which shall have been directly responsible for governmental finance and/or business management. A Bachelor’s degree is required, preferably in public administration, business administration or a related field. A Master’s degree and/or a CPA certification shall be considered desirable.

and

Knowledge of:

- Laws, regulations and practices of governmental fiscal management
- Principles and practices of governmental accounting as related to the preparation of budgets, financial statements and fiscal/administrative documents
- Policies, regulations and practices of the conduct of internal and external audits, accounting and investment of public funds.
- Proposal development techniques.
- Principles and practices of government procurement, especially FTA procurement regulations
- Principles and practices of implementing and managing information technology systems, as related to fiscal, business and transit operations
- Governmental accounting as related to the preparation of budgets, financial statements and fiscal/administrative documents

and

Ability to:

- Plan, organize and manage the fiscal and financial affairs of a local, public sector transit system, prepare budgets, grant proposals, bid specifications, financial statements and complex administrative reports.
- Understand, interpret and explain laws, regulations, and policies governing program operations.
- Develop and implement operating procedures.
- Identify and analyze administrative problems and implement procedures.
- Make decisions and independent judgments.
- Determine the appropriate course of action.
- Understand program objectives in relation to departmental goals and objectives.

LICENSES AND OTHER REQUIREMENTS:

Valid California driver’s license.

WORKING CONDITIONS:

Environment

- Office environment
- Driving a vehicle to conduct work

Physical Abilities:

- Speaking to make presentations.
- Sitting for extended periods of time.
- Dexterity of hands and fingers to operate office equipment.