



# Memorandum

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**DATE:** April 6, 2020

**TO:** Finance and Administration Committee

**FROM:** Tess Lengyel, Executive Director  
Patricia Reavey, Deputy Executive Director of Finance and Administration

**SUBJECT:** Approve the Revised Alameda CTC Organizational Structure and procurement of a human resources consultant to support implementation of organizational changes

### Recommendation

It is recommended that the Commission approve the revised Alameda CTC organizational structure intended to provide staffing resources required for the delivery of critical and complex projects and programs. The revised structure will provide staff resources needed to address the complex and significant workload at Alameda CTC. The modified organization structure will also allow for the optimization of productivity between staff and consultant resources and will help the agency develop and retain existing in-house institutional knowledge and professional expertise in core functions.

In addition, in order to implement organizational changes, it is recommended that the Executive Director issue a Request for Qualification (RFQ) and/or Request for Proposals (RFP), enter into negotiations, and execute a professional services contract with the top-ranked firm for human resource services.

### Summary

Per the agency's Administrative Code, it is the responsibility of the Executive Director of Alameda CTC to administer the agency's personnel system which includes the determination of a staffing plan that will support effective implementation of the agency's workplan. Since the passage of Measure BB in 2014 which funds the 2014 Transportation Expenditure Plan (2014 TEP), the workload at the agency has increased. In an effort to ensure that the agency can fulfill the delivery requirements of the 2014 TEP, as well as all of the legislatively mandated Congestion Management Agency responsibilities of the organization, an organizational assessment was performed to review Alameda CTC's organizational structure and work program, and evaluate and align core responsibilities with available resources in each functional department to prepare the agency to meet

the many challenges and expanded responsibilities of a growing workplan. This growing workplan includes: major capital projects moving into construction; an increasing number of projects under development such as rail safety initiatives, major trail and active transportation projects, multi-modal arterial projects that link transportation, housing and jobs within Priority Development Areas; expanded express lanes projects that are coupled with new express bus services, park and ride lots and last mile solutions; Design Alternatives Assessments such as for 580 and the Bay Bridge approaches; and the growing number of programs Alameda CTC is administering throughout the county (Affordable Student Transit Pass Program, Safe Routes to School, Travel Demand Management, and Paratransit programs); as well as expanded partnership work for projects, programming and funding, including partnerships with local jurisdictions to ensure timely flow of funds to local partners and to support delivery of local projects and programs. In addition, Alameda CTC is leveraging significant external funding to deliver the agency's workplan. External funding often includes complex grant requirements related to contracting and reporting that must be effectively managed for the agency to remain in compliance.

An updated organizational structure is needed to meet this demand to effectively deliver transportation improvements throughout Alameda County. The additional staff positions that are needed to deliver the agency's workplan include positions for capital projects, programs implementation, contracting, finance and administration. Some historically contracted out work did not support or fulfill the ability of the agency to effectively administer and deliver transportation projects and programs. To address this, some consultant work will be transitioned to in-house staff work. The plan also includes working with a human resource firm to ensure that the agency has universal alignment of classifications across all departments and clearly defined expectations and responsibilities for each level. Internal alignment is expected to assist in the agency's efforts to ensure the retention of talent and key employees and provide for succession planning in the various core functional areas of expertise in the agency.

Based on the results of the organizational assessment and to meet the demands of the agency's workplan, staff is proposing revisions to the currently approved organizational structure which was originally approved in May 2016 including:

- An increase in staff positions from the currently approved level of 37 full-time equivalent (FTE) positions to a new total of 45 FTE positions, as shown in Attachment A, and
- Renaming job classifications to be more in line with the structure of the rest of the agency's departments, elimination of 1 job classification, and the addition of 1 job classification for a net zero change in the number of approved job classifications as shown in Attachment B.

This proposed organizational structure will put the agency on par with the structure of other similar organizations in the state of California. An analysis of peer agencies was conducted as part of the organizational assessment. Alameda CTC is the second largest sales tax delivery agency in the Bay Area compared to other similar agencies (e.g. Santa Clara Valley Transportation Authority, San Francisco County Transportation Authority, etc.) as well as other similar self-help counties in the state (such as the Riverside County

Transportation Commission [RCTC] and the Orange County Transportation Authority [OCTA]). While Alameda CTC's overall work program is comparable, and in many cases much larger than peer agencies, Alameda CTC's current organizational structure and staffing levels do not compare nor adequately support the agency's current workplan or the workplan into the future. The proposed revised structure is more equivalent to these other similar agencies in California and will better align Alameda CTC's staffing structure with the workplan in order to successfully deliver the workplan.

## **Background**

Since passage of the 2014 Transportation Expenditure Plan under Measure BB, projects and programs have moved from the simpler scoping phase into the more complex design, construction and implementation phases. Currently there are 22 capital projects underway that are being implemented directly by Alameda CTC, 18 of which are very large capital projects with an estimated cost of \$3.8 billion. Additionally, other sponsors are implementing projects totaling \$2.9 billion for which Alameda CTC staff has the responsibility to provide project oversight and monitoring. This equates to a total Capital Project Program of \$6.7 billion. Agency staff is currently delivering and overseeing a total of 104 capital projects (sponsor agency projects by county, cities, AC Transit and BART), and administering several significant programs that are growing in scale throughout the county, including the Safe Routes to School and the Affordable Student Transit Pass Programs, the Senior and Disabled Transportation Program and the Transportation Demand Management Program.

While the recently completed organizational assessment recommended more FTE positions than requested, staff is recommending that the number of FTE positions be limited to 45 at this time in order to continue the agency's goal of remaining lean and to maintain compliance with transportation expenditure plan requirements. The proposed increase in staff positions from the currently approved 37 FTE positions to 45 FTE positions will provide Alameda CTC with the ability to successfully meet the demands of the increased responsibilities related to the implementation and oversight of currently active capital projects, oversight of 104 sponsor agency projects, the many important programs administered by Alameda CTC, and managing the operations and maintenance of the express lanes. In addition, it will increase productivity throughout the agency and help to attract and retain qualified staff with the experience, skills, and knowledge best aligned with the performance needed to deliver Alameda CTC's many projects and programs. The revised structure will enable Alameda CTC to proactively address recruiting, retention and succession planning and offer an effective work program for the Commission.

The proposed adjustment includes the addition of the staff positions detailed below.

- 2 positions in the Projects and Programming department for project management and construction management oversight;
- 1 position in the Planning and Policy department to oversee program implementation of programs such as the Safe Routes to Schools, Transit Demand Management, Affordable Student Transit Pass Program and Paratransit Programs, government affairs, and agency communications;

- 1 position in within the Finance and Administration department to support the increased workload for administering grant reimbursements, upcoming financing needs of the agency, expanded invoicing and internal controls, and increased auditing requirements;
- 2 positions to support agency contracting and procurement needs to help with contract development and management; and
- 2 administrative staff positions to provide the receptionist/front office staff functions and provide administrative support to agency departments.

Approval of this item increases the staff structure to 45 positions, allowing Alameda CTC to hire full-time staff members into approved job classifications. The variety of job classifications, will allow the Executive Director to assess needs and fill positions within the approved job classification that best suit the needs of the agency.

The plan for the proposed revised organizational structure is to ramp up to the full 45 FTE positions within the coming year. In FY2019-20, the plan is to begin the process of filling these new positions which will have a minimal effect on the budget for FY2019-20 since we are approaching year-end and the process to fill the positions can take some time. For FY2020-21, the effect on the budget will be approximately \$1.34 million.

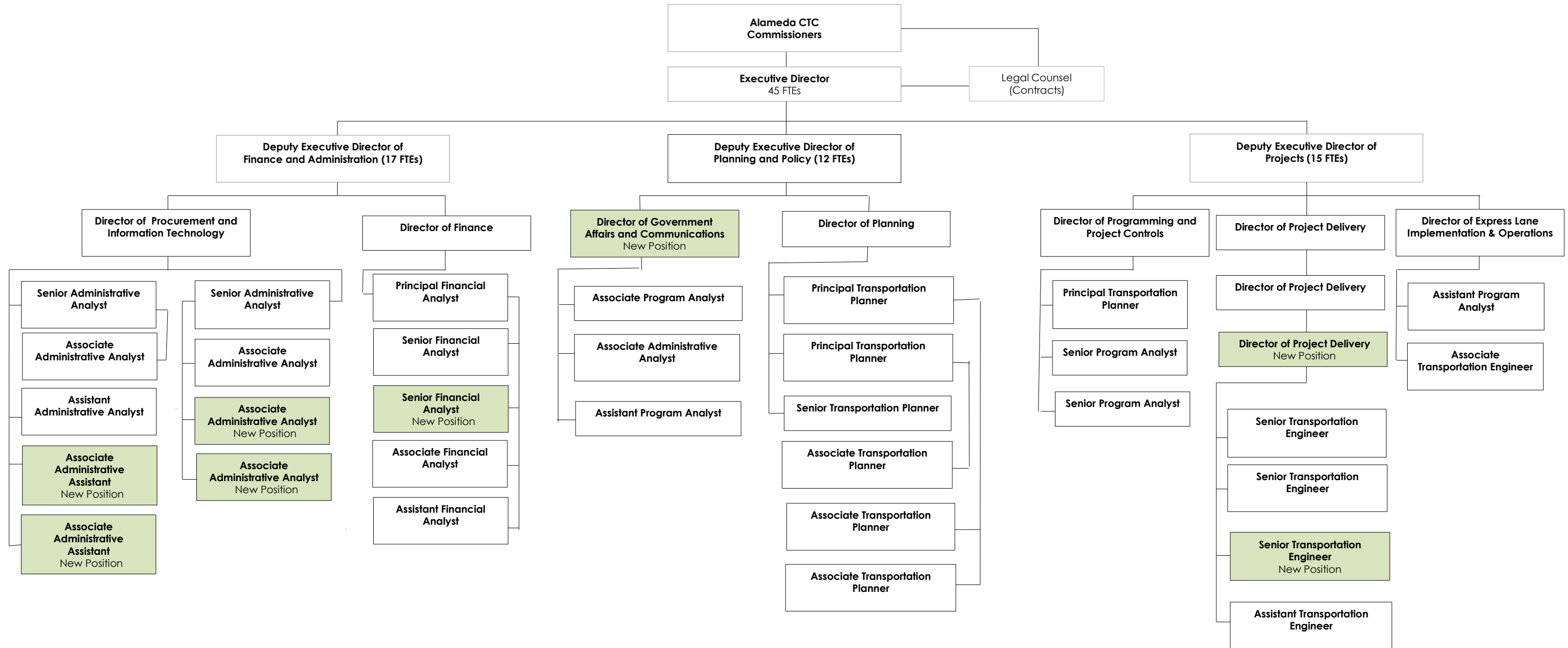
The Executive Director will monitor and report annually on the organizational structure as compared to the workplan and will make any necessary recommendations to the Commission to ensure alignment of resources to fulfill the delivery mandates of the organization.

**Fiscal Impact:** The fiscal impact of this item on the FY2019-20 budget will be minimal due to the time it will take to fill positions, and the fiscal impact on the FY2020-21 will be approximately \$1.34 million.

**Attachments:**

- A. Alameda CTC Revised Staffing Organizational Chart
- B. Alameda CTC Job Classifications Effective May 1, 2020

# Alameda County Transportation Commission Staffing Organizational Chart



**Legend**

New Positions

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**Alameda County Transportation Commission  
Job Classifications  
Effective May 1, 2020**

6.1B

**Supersedes Classifications Approved December 2019 Effective July 1, 2020**

<b>Job Classification</b>	<b>FLSA<sup>1</sup></b>	<b>Range<sup>2</sup></b>
Executive Director	E	72
<b><u>Programming and Projects Team</u></b>		
Deputy Executive Director of Projects	E	63
<i><u>Projects Section</u></i>		
Director of Project Delivery	E	55
Principal Transportation Engineer	E	49
Senior Transportation Engineer	E	43
Associate Transportation Engineer	E	37
Assistant Transportation Engineer	N	33
<i><u>Programming Section</u></i>		
Director of Programming and Project Controls	E	51
Principal Transportation Planner	E	40
Senior Program Analyst	E	32
Associate Program Analyst	E	26
Assistant Program Analyst	N	22
<i><u>Express Lane Operations Section</u></i>		
Director of Express Lane Operations	E	54
Principal Transportation Engineer	E	49
Senior Transportation Engineer	E	43
Associate Transportation Engineer	E	37
Assistant Transportation Engineer	N	33
<b><u>Planning and Policy Team</u></b>		
Deputy Executive Director of Planning and Policy	E	63
Director of Planning	E	51
<i><u>Planning Section</u></i>		
Principal Transportation Planner	E	40
Senior Transportation Planner	E	34
Associate Transportation Planner	E	28
Assistant Transportation Planner	N	24
Director of Government Affairs and Communications	E	48
<i><u>Programs Section</u></i>		
Senior Program Analyst	E	32
Associate Program Analyst	E	26
Assistant Program Analyst	N	22
<i><u>Policy Section</u></i>		
Senior Administrative Analyst	E	32
Associate Administrative Analyst	E	26
Assistant Administrative Analyst	N	22
<b><u>Finance and Administration Team</u></b>		
Deputy Executive Director of Finance and Administration	E	63
<i><u>Finance Section</u></i>		
Director of Finance	E	48
Principal Financial Analyst	E	40
Senior Financial Analyst	E	28
Associate Financial Analyst	N	22
Assistant Financial Analyst	N	15
Director of Procurement and Information Technology	E	48
<i><u>Contracting and Budgets Section</u></i>		
Senior Administrative Analyst	E	32
Associate Administrative Analyst	E	26
Assistant Administrative Analyst	N	22
<i><u>Administration Section</u></i>		
Senior Administrative Analyst	E	32
Associate Administrative Analyst	E	26
Assistant Administrative Analyst	N	22
Senior Administrative Assistant	N	20
Associate Administrative Assistant	N	16
Administrative Assistant	N	12

<sup>1</sup> Fair Labor Standards Act (E-Exempt; N-Non-exempt)

<sup>2</sup> No changes are proposed to the FY2019-20 salary range tables approved in December 2019

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