

# **RIVERSIDE COUNTY TRANSPORTATION COMMISSION**

## **EXECUTIVE COMMITTEE**

(COMMISSIONERS STEVE ADAMS, MARION ASHLEY, BOB BUSTER,  
MARY CRATON, TERRY HENDERSON, BOB MAGEE, JEFF STONE,  
JOHN TAVAGLIONE, MICHAEL WILSON, ROY WILSON)

**9:00 A.M.**

**WEDNESDAY, FEBRUARY 13, 2008**

County of Riverside Administrative Center  
Conference Room A  
4080 Lemon Street, Third Floor, Riverside

*In compliance with the Americans with Disabilities Act and Government Code Section 54954.2, if you need special assistance to participate in an Executive Committee meeting, please contact the Clerk of the Board at (951) 787-7141. Notification of at least 48 hours prior to meeting will assist staff in assuring that reasonable arrangements can be made to provide accessibility at the meeting.*

- 1. CALL TO ORDER**
- 2. PUBLIC COMMENTS**
- 3. APPROVAL OF MINUTES – TO BE SUBMITTED AT THE NEXT MEETING**
- 4. ADDITIONS/REVISIONS** - *The Committee may add an item to the Agenda after making a finding that there is a need to take immediate action on the item and that the item came to the attention of the Committee subsequent to the posting of the agenda. An action adding an item to the agenda requires 2/3 vote of the Committee. If there are less than 2/3 of the Committee members present, adding an item to the agenda requires a unanimous vote. Added items will be placed for discussion at the end of the agenda.*

## **5. ORGANIZATION IMPACTS**

### ***Overview***

This item is for the Committee to:

- 1) Establish a Director of Multimodal Services position on range 10, (\$8,465 - \$11,428 per month). This position will be responsible for management of the multimodal services program (Commuter Assistance, Motorist Assistance, Rail Operations, Specialized Transportation, and Transit);
- 2) Establish a Procurement and Asset Manager position on range 8, (\$6,847 - \$9,243 per month). This position will be responsible for managing the Commission's procurement and contract administration and capital assets;
- 3) Establish a Procurement and Asset Staff Analyst position on range 6, (\$4,860 - \$6,561 per month). This position will provide support to the Procurement and Asset Manager position;
- 4) Reclassify the Government Relations Staff Analyst position to a Government Relations Manager position on range 8, (\$6,847 - \$9,243 per month). This position will oversee the Commission's overall legislative affairs work;
- 5) Reclassify the Right-of-Way Staff Analyst position to a Right-of-Way Senior Staff Analyst position on range 7, (\$5,589 - \$7,545 per month). This position would be a limited-term contract employee responsible for coordination, management, and administration in support of right of way activities;
- 6) Modify the pay structure to incorporate the new Director of Multimodal Services, Procurement and Asset Manager, Procurement and Asset Staff Analyst, and reclassified Government Relations Manager;
- 7) Approve the revised organizational chart to reflect the proposed changes.

## **6. REQUEST FROM FORMER EXECUTIVE DIRECTOR FOR CONTRACT INTERPRETATION**

### ***Overview***

This item is for the Committee to consider a request of the former Commission Executive Director regarding the interpretation of the conflict of interest provisions of the former Executive Director's contract.

**7. ADJOURNMENT**

The next Executive Committee meeting is scheduled to be held at **9:00 a.m., Wednesday, March 12, 2008**, 4080 Lemon Street, 3<sup>rd</sup> Floor, Conference Room A, Riverside.

**RIVERSIDE COUNTY TRANSPORTATION COMMISSION**

<b>DATE:</b>	February 13, 2008
<b>TO:</b>	Executive Committee
<b>FROM:</b>	Management Team
<b>THROUGH:</b>	Anne Mayer, Executive Director
<b>SUBJECT:</b>	Organization Impacts

**STAFF RECOMMENDATION:**

This item is for the Committee to:

- 1) Establish a Director of Multimodal Services position on range 10, (\$8,465 - \$11,428 per month). This position will be responsible for management of the multimodal services program (Commuter Assistance, Motorist Assistance, Rail Operations, Specialized Transportation, and Transit);
- 2) Establish a Procurement and Asset Manager position on range 8, (\$6,847 - \$9,243 per month). This position will be responsible for managing the Commission's procurement and contract administration and capital assets;
- 3) Establish a Procurement and Asset Staff Analyst position on range 6, (\$4,860 - \$6,561 per month). This position will provide support to the Procurement and Asset Manager position;
- 4) Reclassify the Government Relations Staff Analyst position to a Government Relations Manager position on range 8, (\$6,847 - \$9,243 per month). This position will oversee the Commission's overall legislative affairs work;
- 5) Reclassify the Right-of-Way Staff Analyst position to a Right-of-Way Senior Staff Analyst position on range 7, (\$5,589 - \$7,545 per month). This position would be a limited-term contract employee responsible for coordination, management, and administration in support of right of way activities;
- 6) Modify the pay structure to incorporate the new Director of Multimodal Services, Procurement and Asset Manager, Procurement and Asset Staff Analyst, and reclassified Government Relations Manager;
- 7) Approve the revised organizational chart to reflect the proposed changes.

**BACKGROUND INFORMATION:**

On February 14, 2007, the Executive Committee approved twelve new positions to support the resources needed to implement the Western County Highway 10-Year Delivery Plan. The Commission has since then undergone significant organizational changes, given the recent retirements of Eric Haley, former Executive Director, and Hideo Sugita, former Deputy Executive Director, and the promotion of Anne Mayer from Deputy Executive Director to Executive Director and John Standiford from Director of Public Affairs to Deputy Executive Director.

The Commission has adopted, through consecutive budgets, financial and administration policies that govern organizational structure. The following policies have established the basis for the management team recommendations.

- a) The Commission shall budget no more than one percent of Measure A sales tax revenue for administrative salaries and benefits.
- b) Administrative program costs will be budgeted for what is reasonable and necessary, but not to exceed four percent of Measure A sales tax revenues (inclusive of the one percent salary limitation).
- c) Commission staffing levels will be consistent with the intent of its enabling legislation, which envisioned a small and effective staff.
- d) Consultants will be used to augment staff efforts as much as possible to support programs or workloads that do not appear to be of a permanent nature.

The FY 2007/08 budget allocated 44.0 Full-Time Equivalent (FTE) resulting in budgeted administrative salary and benefits and administration costs at 0.87% and 2.28%, respectively. A mid-year staffing addition in the finance department for the Procurement and Asset Staff Analyst position results in a current staffing allocation of 45.0 FTE positions. This position does not have a direct impact on the one-percent salary limitation, given that this position will be supporting all programs on procurement and contract issues. The finance staff will monitor the actual one-percent salary limitation monthly to ensure that the Commission does not exceed this percentage.

The Biennial Compensation Study is in progress and is scheduled for completion in April. It is anticipated that this study could recommend pay structure revisions in several classifications as a result of the competitive market for transportation professionals. Deferring the above requested actions until the study completion was considered, however, rejected due to critical need to backfill the vacant positions. Staff does not expect revisions to the above positions with respect to responsibilities and reporting relationships.

## **Overview of Organization Changes**

On January 9, 2008, the Executive Committee approved the revision to the Commission's Personnel Policies and Procedures Manual. This approval provided the Executive Director the authority to determine if it is in the Commission's best interest to leave a position vacant or that a position warrants a down grade in the job classification or pay grade.

The restructuring of the management team responsibilities has prompted the elimination of the second Deputy Executive Director position. This eliminated position is being downgraded and backfilled by the Procurement and Asset Manager position. Additionally, the Director of Public Affairs position is being backfilled by a new position, Director of Multimodal Services. The Director of Regional Programs will assume the public affairs responsibilities and the Director of Multimodal Services will assume the previous responsibilities of the Director of Regional Programs. In an attempt to balance workloads, the management team is recommending the addition of 1.0 FTE to the Commission's organization, the backfilling of 2.0 FTE's, and the reclassification of 2.0 FTE's without a significant cost to the Commission.

### **Director of Multimodal Services**

This 1.0 FTE position is a backfill to the Director of Public Affairs position. The Director of Public Affairs position responsibilities will be managed by reassignment to the Regional Programs Director and a reclassification of the Government Relations Staff Analyst position to Governmental Relations Manager position.

The Director of Multimodal Services position will be responsible for the overall coordination and program evaluation affecting Commuter Assistance, Motorist Assistance, Rail Operations, Specialized Transportation, and Transit. The issue of multimodal services is increasingly important as the Commission pursues Metrolink expansions and builds partnerships with transit agencies.

### **Procurement and Asset Manager**

This 1.0 FTE position is a backfill to and down grade of the second Deputy Executive Director position formerly held by Anne Mayer.

The volume of procurements and contracts generated is increasing with the number of Commission projects moving forward, such as, Western County Highway 10-Year Delivery Plan, Mid-County Parkway, Perris Valley Line, and Goods Movement. A dedicated procurement manager would be able to assist staff

in the management of procurements and the development of appropriate contracts. This position will ensure that our policies and procedures adhere to applicable laws and regulations and provide oversight over the Commission's capital assets. The rail stations are the primary asset requiring significant and daily maintenance and operations responsibilities.

### **Procurement and Asset Staff Analyst**

This 1.0 FTE position is an additional FTE to the Commission's organization. This position is needed to support the new Procurement and Asset Manager position. Addition of this staff analyst position will allow the Procurement and Asset Manager to focus on establishing sound processes while meeting the demands of increased procurements and contracts as a result of increased project development and delivery.

### **Government Relations Manager**

This 1.0 FTE position is a reclassification of the Governmental Relations Staff Analyst position, given the recent promotion of the Director of Public Affairs to Deputy Executive Director. The Governmental Relations Manager position reflects added responsibility as the Commission ramps up its legislative affairs in Sacramento and Washington D.C. This will include the oversight of lobbying contracts and the reauthorization of SAFETEA LU.

### **Right-of-Way Senior Staff Analyst**

This 1.0 FTE position was approved by the Executive Committee on February 14, 2007, as a Right-of-Way Staff Analyst. The Commission has been unsuccessful filling this position at that salary level (\$4,860 - \$6,561 per month) given the required qualifications. Staff is requesting Executive Committee approval to give the Executive Director the flexibility to upgrade this position to a Right-of-Way Senior Staff Analyst as a limited-term contract employee. This limited-term contract would allow the Commission to compete in the current salary market to attract well-qualified applicants to help manage the right-of-way acquisitions to ensure prompt project delivery. Additionally, the Commission will have the flexibility to terminate the employment contract when all project acquisitions are complete.

If the Commission is unsuccessful filling the position as a limited-term contract at a senior staff analyst level, staff will return to the Executive Committee for approval to seek consultant work through a request for proposal (RFP) process.

Commission staff will attempt to hire the most qualified individuals at the minimum range of the job classification so that we can maximize the cost savings of the reorganization. However, it should be noted that in the most recent recruitments, it was evident that the Commission's current pay structure is not competitive in the current market. The Commission's pay structure has made it challenging to compete with other employers. The new Biennial Compensation Study will address any issues relating to our competitiveness in the salary market.

Additional cost savings are expected to be realized for the five vacant positions (Right-of-Way Staff Analyst, Toll Project Manager, Toll Project Director, and two Capital Project Managers) that have not yet been filled as part of the reorganization approved by the Executive Committee on February 14, 2007. The FY 2007/08 budget includes twelve months of salary and benefits for these five positions. The Commission will only incur four months of budget authority for the Right-of-Way Staff Analyst and the two Capital Project Managers. Staff does not propose to fill the remaining Toll positions until legislation is approved next fiscal year.

The restructuring of responsibilities results in a slight estimated cost increase to the Commission because of the need to upgrade the Right-of-Way Staff Analyst due to salary market conditions. All of the proposed staffing changes are noted in the table below:

<b>Previous Classification</b>	<b>Proposed Classification</b>	<b>Previous Monthly Salary</b>	<b>Proposed Monthly Salary</b>	<b>Monthly Net Change</b>
Director Public Affairs	Director Multimodal Services	\$9,800	\$9,200	\$600
Deputy Executive Director	Procurement & Asset Manager	14,335	7,446	6,889
N/A	Procurement & Asset Staff Analyst	N/A	5,285	(5,285)
Governmental Relations Staff Analyst	Government Relations Manager	5,300	7,446	(2,146)
Right-of-Way Staff Analyst	Right-of-Way Senior Staff Analyst (limited-term contract)	5,965	6,860	(895)
<b>Net savings (cost)</b>		<b>\$35,400</b>	<b>\$36,237</b>	<b>\$(837)</b>

The cost savings from the underutilized salary and benefit budget authority is sufficient to accommodate the slight estimated cost increase to the Commission for FY 2007/08.

Financial Information					
In Fiscal Year Budget:	Yes	Year:	FY 2007/08	Amount:	\$0
Source of Funds:	Measure A, LTF, SAFE, FSP, TUMF, and other			Budget Adjustment:	No
GLA No.:	Various				
Fiscal Procedures Approved:	<i>Theresa Trevino</i>			Date:	02/06/2008

Attachments:

- 1) Pay Structure 2007-2008
- 2) Organization Chart

**Riverside County Transportation Commission**  
**Pay Structure**  
**Effective April 13, 2006**  
*(Revised February 13, 2008)*

Pay Grade	Job Classifications:	Range Minimum	Range 25th %	Exceptional Performance Zone	
				Control Point	Range Maximum
1	Office Assistant	\$2,314	\$2,517	\$2,840	\$3,124
		\$13.35	\$14.52	\$16.38	\$18.02
2	Senior Office Assistant	\$2,545	\$2,768	\$3,124	\$3,436
		\$14.69	\$15.97	\$18.02	\$19.83
3	Administrative Support Specialist Senior Accounting Assistant	\$3,055	\$3,322	\$3,749	\$4,124
		\$17.62	\$19.16	\$21.63	\$23.79
4	Accounting Technician Administrative Assistant	\$3,818	\$4,152	\$4,686	\$5,155
		\$22.03	\$23.96	\$27.04	\$29.74
5	Executive Assistant Property Administrator	\$4,398	\$4,783	\$5,398	\$5,938
		\$25.38	\$27.60	\$31.14	\$34.26
6	Accounting Supervisor Staff Analyst	\$4,860	\$5,285	\$5,965	\$6,561
7	Senior Staff Analyst	\$5,589	\$6,078	\$6,860	\$7,545
8	Program Manager Project Manager Right-of-Way Manager Clerk of the Board	\$6,847	\$7,446	\$8,403	\$9,243
9	Accounting & Human Resources Manager	\$7,361	\$8,005	\$9,034	\$9,937
10	Director, Regional Programs Director, Multimodal Services	\$8,465	\$9,206	\$10,389	\$11,428
11	Director, Project Development Director, Project Delivery Chief Financial Officer	\$9,311	\$10,126	\$11,427	\$12,570
12	Deputy Executive Director	\$10,708	\$11,645	\$13,142	\$14,456
Top Executive	Executive Director	\$12,391	\$13,630	\$15,770	\$17,347

  

Number of Grades = 12, not including Executive Director.
Range Spread = Open Range to Control Point and 10% Exceptional Performance Range.
Total Range Spread = 35% to 40% Based on Range Maximum/Range Minimum Rates.
Range Differential = Variable 7.0% to 25.0% between ranges
Shaded Area Represents Exceptional Performance Zone

# 2008 Riverside County Transportation Commission

