



**SANTA CRUZ METROPOLITAN TRANSIT DISTRICT (METRO)  
PERSONNEL/HUMAN RESOURCES STANDING COMMITTEE AGENDA  
REGULAR MEETING  
JANUARY 16, 2018 - 1:00PM  
METRO ADMIN OFFICES  
110 VERNON STREET  
SANTA CRUZ, CA 95060**

The Personnel/Human Resources Standing Committee Meeting Agenda Packet can be found online at [www.SCMTD.com](http://www.SCMTD.com) and is available for inspection at Santa Cruz Metro's Administrative offices at 110 Vernon Street, Santa Cruz, California.

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**COMMITTEE ROSTER**

Director Jimmy Dutra, Chair	City of Watsonville
Director Norm Hagen	County of Santa Cruz
Director John Leopold	County of Santa Cruz
Director Bruce McPherson, Vice Chair	County of Santa Cruz
Director Mike Rotkin, Past Immediate Chair	County of Santa Cruz
Alex Clifford	METRO CEO/General Manager
Julie Sherman	METRO General Counsel

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**MEETING TIME: 1:00PM**

NOTE: THE COMMITTEE CHAIR MAY TAKE ITEMS OUT OF ORDER

- 1 CALL TO ORDER**
- 2 ROLL CALL**
- 3 ADDITIONS/DELETIONS FROM AGENDA/ADDITIONAL DOCUMENTATION TO SUPPORT EXISTING AGENDA ITEMS**
- 4 COMMUNICATIONS TO THE PERSONNEL/HUMAN RESOURCES STANDING COMMITTEE**

This time is set aside for Directors and members of the general public to address any item not on the Agenda, but which is within the matter jurisdiction of the Committee. Each member of the public appearing at a Committee meeting shall be limited to three minutes in his or her presentation, unless the Chair, at his or her discretion, permits further remarks to be made. Any person addressing the Committee may submit written statements, petitions or other documents to complement his or her presentation. When addressing the Committee, the individual may, but is not required to, provide his/her name and address in an audible tone for the record.
- 5 ACCEPT AND FILE THE MINUTES OF THE PERSONNEL/HR STANDING COMMITTEE MEETING OF SEPTEMBER 22, 2017**
- 6 APPROVAL OF THE FINAL CPS HR CONSULTING MANAGEMENT CLASSIFICATION STUDY AND COMPENSATION METHODOLOGY**
- 7 RECOMMENDATION TO APPROVE REVISIONS TO THE BYLAWS OF THE SANTA CRUZ METROPOLITAN TRANSIT DISTRICT'S BOARD OF DIRECTORS**
- 8 ADJOURNMENT**

Pursuant to Section 54954.2(a)(1) of the Government Code of the State of California, this agenda was posted at least 72 hours in advance of the scheduled meeting at a public place freely accessible to the public 24 hours a day. The agenda packet and materials related to an item on this Agenda submitted after distribution of the agenda packet are available for public inspection in the Santa Cruz METRO Administrative Office (110 Vernon Street, Santa Cruz) during normal business hours. Such documents are also available on the Santa Cruz METRO website at [www.scmtd.com](http://www.scmtd.com) subject to staff's ability to post the document before the meeting.



**DATE:** January 16, 2018  
**TO:** Board of Directors  
**FROM:** Alex Clifford, CEO/General Manager  
**SUBJECT: ACCEPT AND FILE MINUTES OF THE SANTA CRUZ METRO  
PERSONNEL/HUMAN RESOURCES STANDING COMMITTEE  
MEETING OF SEPTEMBER 22, 2017**

**I. RECOMMENDED ACTION**

**That the Board of Directors Accept and File the Minutes for the Santa Cruz Metropolitan Transit District (METRO) Personnel/Human Resources Committee Meeting of September 22, 2017**

**II. SUMMARY**

- Staff is providing minutes from the Santa Cruz Metropolitan Transit District (METRO) Personnel/Human Resources Committee Meeting of September 22, 2017.
- Each meeting, the Executive Assistant will provide minutes from the previous METRO Personnel/Human Resources Committee meeting.

**III. DISCUSSION/BACKGROUND**

The Board requested that staff include, in the meeting packet, minutes for previous METRO Committee meetings. Staff is enclosing the minutes from these meetings.

**IV. FINANCIAL CONSIDERATIONS/IMPACT**

None.

**V. ALTERNATIVES CONSIDERED**

None

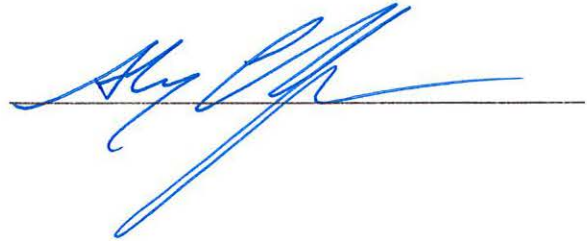
**VI. ATTACHMENTS**

**Attachment A:** Draft minutes for the Personnel/Human Resources Committee Meeting of September 22, 2017

Prepared by: Gina Pye, Executive Assistant

**VII. APPROVALS:**

Alex Clifford, CEO/General Manager



# Attachment A



**SANTA CRUZ METROPOLITAN TRANSIT DISTRICT (METRO)  
PERSONNEL/HUMAN RESOURCES STANDING COMMITTEE AGENDA  
REGULAR MEETING  
SEPTEMBER 22, 2017 - 12:00PM  
METRO REGULAR BOARD MEETING MINUTES\*  
SANTA CRUZ CITY CHAMBERS  
809 CENTER STREET  
SANTA CRUZ, CA 95060**

The Personnel/Human Resources Standing Committee convened a meeting as referenced above. The Meeting Agenda Packet can be found online at [www.SCMTD.com](http://www.SCMTD.com) and is available for inspection at Santa Cruz Metro's Administrative offices at 110 Vernon Street, Santa Cruz, California. \*Minutes are "summary" minutes, not verbatim minutes. Audio recordings of Board meeting open sessions are available to the public upon request.

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## COMMITTEE ROSTER

Director Jimmy Dutra, Chair	City of Watsonville
Director Norm Hagen	County of Santa Cruz
Director John Leopold	County of Santa Cruz
Director Bruce McPherson, Vice Chair	County of Santa Cruz
Director Mike Rotkin, Past Immediate Chair	County of Santa Cruz
Alex Clifford	METRO CEO/General Manager
Julie Sherman	METRO General Counsel

### MEETING TIME: 12:00PM OR AS SOON THEREAFTER AS POSSIBLE

NOTE: THE COMMITTEE CHAIR MAY TAKE ITEMS OUT OF ORDER

- 1 CALL TO ORDER**  
Meeting was called to order at 12:15PM by Committee Chair Dutra
- 2 ROLL CALL:** The following Directors were **present**, representing quorum:

<b>Director Jimmy Dutra, Chair</b>	<b>City of Watsonville</b>
<b>Director Norm Hagen</b>	<b>County of Santa Cruz</b>
<b>Director John Leopold</b>	<b>County of Santa Cruz</b>

# Attachment A

Director Bruce McPherson, Vice Chair

County of Santa Cruz

**Director Mike Rotkin, Past Immediate Chair**

**County of Santa Cruz**

Director McPherson was absent.

METRO EMPLOYEES AND MEMBERS OF THE PUBLIC WHO VOLUNTARILY INDICATED THEY WERE PRESENT (IN ALPHABETICAL ORDER) WERE:

Olivia Martinez, SEIU

### **3 ADDITIONS/DELETIONS FROM AGENDA/ADDITIONAL DOCUMENTATION TO SUPPORT EXISTING AGENDA ITEMS**

### **4 COMMUNICATIONS TO THE PERSONNEL/HUMAN RESOURCES STANDING COMMITTEE**

There was no public comment.

### **5 ACCEPT AND FILE THE MINUTES OF THE PERSONNEL/HR STANDING COMMITTEE MEETING OF MAY 2, 2017**

**ACTION: MOTION TO ACCEPT AND FILE THE MINUTES OF THE PERSONNEL/HR STANDING COMMITTEE MEETING OF MAY 2, 2017 AS PRESENTED**

**MOTION: DIRECTOR ROTKIN SECOND: DIRECTOR LEOPOLD**

**MOTION CARRIED BY 4 AYES (DIRECTORS DUTRA, HAGEN, LEOPOLD, & ROTKIN). DIRECTOR MCPHERSON WAS ABSENT.**

### **6 ORAL UPDATE RE MANAGEMENT CLASS AND COMPENSATION STUDY**

Angela Aitken, Interim HR Manager, explained the process and the status to date. She anticipates a presentation or update at the next Committee meeting.

Public comments:

Olivia Martinez, representing SEIU, suggested a meeting be held between SEIU and METRO to agree on the process that will be undertaken with regard to comparable classifications for the upcoming class and compensation study for SEIU members.

### **7 METRO BYLAWS REVISIONS**

Alex Clifford, CEO/General Manager, provided a brief history of the process.

Julie Sherman, General Counsel, suggested this item be kicked off today to allow time for Committee review and input. A number of the edits were required to bring the Bylaws in line with Metro's current enabling legislation. Future edits may include more flexibility with regard to travel restrictions, to allow other Board members beyond the Board Chair and Vice Chair to travel; per diem versus actual expense reimbursements; going paperless, etc.

Discussion ensued regarding the Brown Act, differences between Standing and Ad Hoc Committees, meeting location options, etc. The Committee requested Gina Pye reach out to the Board of Supervisors as well as the cities for meeting opportunities.

Gina Pye will check committee member availability for the next Committee meeting.

There was no public comment.

# Attachment A

Personnel/HR Committee Meeting Minutes  
September 22, 2017  
Page 3 of 3

**8 The meeting was adjourned at 12:57PM by Chair Dutra.**

Respectfully submitted,

Gina Pye  
Executive Assistant

Pursuant to Section 54954.2(a)(1) of the Government Code of the State of California, this agenda was posted at least 72 hours in advance of the scheduled meeting at a public place freely accessible to the public 24 hours a day. The agenda packet and materials related to an item on this Agenda submitted after distribution of the agenda packet are available for public inspection in the Santa Cruz METRO Administrative Office (110 Vernon Street, Santa Cruz) during normal business hours. Such documents are also available on the Santa Cruz METRO website at [www.scmtd.com](http://www.scmtd.com) subject to staff's ability to post the document before the meeting.

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**DATE:** January 16, 2018  
**TO:** Board of Directors  
**FROM:** Jolene Church, Human Resources Manager  
**SUBJECT: APPROVAL OF THE FINAL CPS HR CONSULTING MANAGEMENT CLASSIFICATION STUDY AND COMPENSATION METHODOLOGY**

## **I. RECOMMENDED ACTION**

**That the Board of Directors approve the CPS HR Consulting Management Classification Study and Compensation Methodology**

## **II. SUMMARY**

- A Classification and Compensation Study had never been conducted at the Santa Cruz Metropolitan Transit District (METRO), and was needed due to outdated job descriptions, salary range compaction issues, and a desire to attract and retain valuable personnel.
- In March 2017, CPS HR Consulting (CPS) was awarded a base contract in the amount of \$41,900 to conduct a management classification and compensation study.
- The study was broken down into two stages:
  1. Job Analysis, which included job specification updates and revisions
  2. Compensation analysis
- Between July 2017 and November 2017, CPS and METRO management staff engaged in position description questionnaire interviews and activities to determine what changes were needed to update existing and outdated job descriptions.
- In December 2017, METRO received CPS Final Management Classification Study Report, which includes revised job descriptions for the management team.

## **III. DISCUSSION/BACKGROUND**

In order to attract and retain talented professionals, both public and private sector organizations periodically perform a comprehensive classification and compensation review. Such a review helps the organization understand where its pay scales are, relative to pay scales for similar positions, as well as other employee benefits and compensation. METRO has never performed such a comprehensive study.

In March 2017, the METRO Board of Directors approved to award the Classification and Compensation Study contract to CPS. The base scope for this study was to conduct a comprehensive management classification and total compensation study to include:

- A review of twenty-three (23) classifications under the Management Compensation Plan.
- A classification structure that is easily understood, with current job descriptions where distinctions between classifications are clearly identified and individual positions are allocated to the correct classifications.
- A sustainable total compensation system that is competitive in the marketplace, internally equitable, and integrated with the classification system.

Between July 2017 and November 2017, CPS and METRO management staff engaged in activities to determine what changes were needed to update existing and outdated job descriptions. During this process each manager completed a Position Description Questionnaire (PDQ) which was followed by an interview by CPS staff. The CEO, Interim HR Manager, and CPS staff then reviewed the stated duties and responsibilities of each manager and agreed on a classification structure, which included revising job titles that are easily understood, with current job descriptions where distinctions between classifications are clearly identified, and individual positions are allocated to the correct classifications.

Ensuring proper classification identification is an imperative aspect of a classification study, understanding reporting structure, distinguishing job characteristics, duties, knowledge, skills, and abilities, as conducting accurate compensation analysis is reliant on accurate job classifications and descriptions.

The outcomes of the interview, questionnaire, and structure review activities were used to create a revised organizational chart, revised job classifications, and the associated job descriptions. The final step was for management staff to review the final job classification descriptions. Once all management staff had reviewed the final job descriptions, CPS provided METRO with its final Management Classification Study report.

The final Management Classification report job classification information will be used for the second phase of the study, Compensation, which will include:

- Reviewing the labor market and making recommendations as appropriate, and conducting a compensation survey of benchmark classifications to be surveyed within METRO's designated labor market.
- Recommending a methodology to be used in METRO's internal equity process.

- A recommended salary structure will be developed to achieve market competitiveness and internal equity with a rationale for placement of classifications within the structure.

Staff recommends that the Personnel/HR Committee approve the Final Management Classification Study, which includes an updated organizational chart, job classifications (title changes) and job descriptions; and, that the Personnel/HR Committee approve the Compensation Methodology.

#### **IV. FINANCIAL CONSIDERATIONS/IMPACT**

The base value previously awarded by the Board of Directors of this contract is \$41,900 to complete the Management Classification and Total Compensation Study. The project is within budget and scope. No project overruns are anticipated.

Should the option to conduct an SEIU Classification and Total Compensation Study be exercised, as presented with the award of this contract, the additional cost proposed is \$60,688. Staff will return to the Board for authorization should it be decided to move forward with the optional SEIU Classification and Total Compensation Study.

Funds to support this contract are included in the Administration Department FY17 & FY18 Professional/Technical Fees (503031) Operating budget.

#### **V. ALTERNATIVES CONSIDERED**

- Do not approve the CPS Final Management Classification Plan and/or the Personnel/HR Committee's recommended Total Compensation Methodology. This is not recommended, as METRO's outdated job specifications and salary range compression issues impact the agency's ability to attract and retain valuable personnel.

#### **VI. ATTACHMENTS**

**Attachment A:** CPS Final Management Classification Study

**Attachment B:** Personnel Committee Recommendation

**Attachment C:** CPS Santa Cruz METRO Compensation Study Presentation

**Note: A full copy of the Contract is available on request.**

Prepared By: Jolene E. Church, Human Resources Manager

**VII. APPROVALS:**

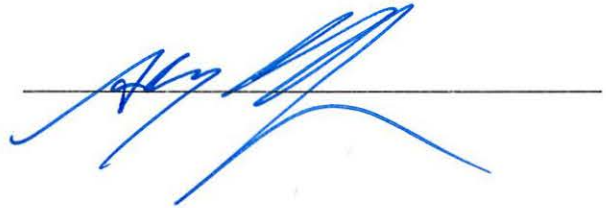
Jolene Church, HR Manager



Approved as to fiscal impact:  
Angela Aitken, Finance Manager



Alex Clifford, CEO/General Manager



December 13, 2017

# Private and Confidential

## Santa Cruz Metro Transit District

### Classification Study

SUBMITTED BY:

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*Santa Cruz Metro  
Final Classification Study Report*

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## I. Background

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The Santa Cruz Metro Transit District (Santa Cruz METRO) provides fixed route and paratransit buses for the County of Santa Cruz and surrounding communities. In 2017, Santa Cruz Metro contracted with CPS HR Consulting (CPS) to conduct a study to evaluate the classification and compensation structure of 18 management-level positions within the organization. The primary objectives of the study were to: (1) review the individual positions within each classification to determine if individuals were classified at the correct level and title for their job duties and responsibilities; (2) identify and edit classification specifications that appear to be outdated, should include additional information, or contain irrelevant information; and (3) evaluate the FLSA status of the classifications under study. This report addresses the three objectives listed above. The classifications under review were:

- Executive Assistant
- Information Technology Manager
- Database Administrator/ Senior Database Administrator
- Finance Manager
- Assistant Finance Manager
- Planning and Development Manager
- Purchasing Manager
- Human Resources Manager
- Assistant Human Resources Manager
- Chief Operations Officer
- Maintenance Manager
- Maintenance Superintendent
- Superintendent (Fixed Route)
- Superintendent (Paratransit)
- Assistant Superintendent
- Marketing, Communications, and Customer Service Manager
- Safety, Security, and Risk Manager

Once the classification portion of the study is complete, the following objectives of the study will be addressed: (4) review the salaries of comparable local agencies and transportation agencies within the labor market to determine if salary adjustments might be warranted; and (5) review the internal salary equity within the Santa Cruz Metro management-level classification series.



## II. Classification Study Methodology

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CPS HR used a variety of different processes to gather the information needed to conduct the classification and compensation study. The first step in this process was to review Santa Cruz Metro background material in order for CPS HR Consultants to become more familiar with the organizational structure and management culture. Materials reviewed include: classification specifications, salary schedules, and the Santa Cruz Metro organizational chart. These materials help provide the framework for understanding the subsequent information to be collected. To gather additional information, CPS HR utilized Position Description Questionnaires (PDQs) and incumbent interviews to gain classification information. CPS HR consultants also reviewed the organizational structures of the comparable agencies used in this study. The methodologies used during each of these information collection phases is discussed below.

### Position Description Questionnaires

To evaluate each individual position, CPS HR developed a PDQ to gather information on: essential job functions; budgetary responsibility; supervision given and received; decision making responsibility; knowledge, skills, and abilities; and minimum job requirements. CPS HR customized the PDQ for each position within the study by prepopulating the PDQ with the following information from Santa Cruz Metro's current classification specifications: job description, essential job functions, knowledge and abilities required, minimal qualifications, and job-specific requirements (such as licenses or certifications). The incumbents filling out the PDQ are asked to add to or refute the information from the classification specification. By prepopulating the PDQ, CPS HR consultants are better able to determine those areas in which the position has changed or deviated from the classification specifications. A copy of the Executive Assistant PDQ is included in [Appendix A](#) as a sample. To maintain the integrity of the classification process, the participating employees' managers reviewed and signed the PDQs to affirm that all pertinent information was correctly captured. Managers were allowed to provide comments on any information provided by the employee within the PDQ. However, the managers were not allowed to edit any of the PDQ content submitted by the employee. The CEO/GM then reviewed all of the completed PDQs and also made comments regarding the content in each.

The PDQs were administered to the employees in May 2017. Once completed, the employees forwarded their PDQs to their Managers for review. If the incumbent was at a management level, then the PDQs were forwarded directly to the CEO/GM for review. This process was performed to ensure the information provided by the incumbent was accurate and complete. Santa Cruz Metro staff forwarded the completed PDQs to CPS in June 2017. A total of 16 completed PDQs

# Attachment A

were received. CPS Consultants thoroughly reviewed each PDQ to understand the duties and responsibilities assigned to each position. The vast majority of the comments made by the supervisors and managers were to either add information or to stress how much work and responsibility the incumbent's position required. CPS Consultants also compared the information obtained in the PDQs to the employees' job description to identify any employees that seem to be working out of class.

## **Interviews of Incumbents**

CPS HR consultants interviewed all of the current incumbents involved in the study. Most of the interviews were conducted in July 2017 at the Santa Cruz Metro Vernon Street offices; due to availability issues, two of the incumbents were interviewed by telephone. Each interview lasted between 60 – 90 minutes. A list of those individuals interviewed is included in [Appendix B](#). CPS HR consultants did not interview anyone associated with the vacant Maintenance Superintendent, Marketing, Communications, and Customer Service Manager, and Safety, Security, and Risk Manager. The interim Human Resources Manager was interviewed regarding the Human Resources Manager and the Assistant Human Resources Manager positions. CPS HR Consultants used the interviews to gather additional information about the incumbent's job duties and responsibilities, the sequencing of job tasks, job requirements, and the circumstances in which the incumbent interacts with coworkers, external clients, contractors, and the public. The interviews were also used to clarify information the incumbent provided on the PDQ.

## **Review of Classification Specifications**

CPS HR consultants performed an initial review/edit of Santa Cruz Metro's classification specifications for their management positions in September 2017. The edits to the classification specifications were based upon information gathered from the PDQs and incumbent interviews. In October 2017, Santa Cruz Metro hired a new Human Resources Manager, who subsequently revised the formatting and content of the classification specifications. CPS HR consultants then reviewed and edited the revised classification specifications. The finalized Santa Cruz Metro management classification specifications are included in Appendices C – S of this report.

## **FLSA Status Review**

The United States Congress enacted the Fair Labor Standards Act in 1938 to eliminate labor conditions injurious to the health and efficiency of workers, as well as unfair methods of competition based on such conditions. The act contains provisions that cover minimum wage, child labor, equal pay, and several other employment practices. Pertinent to this study, the FLSA contains language that requires employers to pay overtime to an employee at the rate of one and one-half the employee's regular rate of pay for all hours worked over designated weekly

# Attachment A

unless said employee qualifies for an exemption. This overtime pay requirement cannot be waived by agreement between the employer and employee, although the employer can choose to pay overtime to an employee even though the employee qualifies for exemption under the law.

The most common overtime exemptions are Executive, Professional, Administrative, and Computer Professional. For Professional, Administrative, and Executive exemptions, employees must be paid on a salary basis and must regularly exercise discretion and independent judgment with respect to matters of significance. This is key to the determination of exempt status as even very highly paid salaried positions may be overtime eligible if they do not exercise sufficient independent judgment and discretion. Paid on a Salaried Basis means the employee receives the same rate of pay regardless of hours worked. Computer professionals performing certain types of computer functions may be paid on an hourly basis if the hourly rate is at least \$27.63 per hour.

The definition of the exercise of discretion and independent judgment involves the comparison and the evaluation of possible courses of conduct and action, and making a decision after the various possibilities have been considered. These terms imply that the employee has authority to make an independent choice/decision that is free from immediate direction or supervision. Factors to consider include, but are not limited to: whether the employee has authority to formulate, affect, interpret, or implement management policies or operating practices; whether the employee carries out major assignments in conducting the operations of the business; whether the employee performs work that affects business operations to a substantial degree; whether the employee has authority to commit the employer in matters that have significant financial impact; and whether the employee has authority to waive or deviate from established policies and procedures without prior approval, and other factors set forth in the regulation. The exercise of discretion and independent judgment must be more than the use of skill in applying well-established techniques, procedures or specific standards described in manuals or other sources.

The term “matters of significance” refers to the level of importance or consequence of the work performed. An employee does not exercise discretion and independent judgment with respect to matters of significance merely because the employer will experience financial losses if the employee fails to perform the job properly. Similarly, an employee who operates very expensive equipment does not exercise discretion and independent judgment with respect to matters of significance merely because improper performance of the employee’s duties may cause serious financial loss to the employer.

# Attachment A

To qualify for the administrative employee exemption:

- The employee must be compensated on a salary or fee basis (as defined in the regulations) at a rate not less than \$913 per week.
- The employee's primary duty must be the performance of office or non-manual work directly related to the management or general business operations of the employer or the employer's customers; and
- The employee's primary duty includes the exercise of discretion and independent judgment with respect to matters of significance.

To qualify for the executive employee exemption, all of the following tests must be met:

- The employee must be compensated on a salary basis (as defined in the regulations) at a rate not less than \$913 per week.
- The employee's primary duty must be managing the enterprise, or managing a customarily recognized department or subdivision of the enterprise;
- The employee must customarily and regularly direct the work of at least two or more other full-time employees or their equivalent; and
- The employee must have the authority to hire or fire other employees, or the employee's suggestions and recommendations as to the hiring, firing, advancement, promotion, or any other change of status of other employees must be given particular weight.

To qualify for the professional employee exemption, all of the following tests must be met:

- The employee must be compensated on a salary or fee basis (as defined in the regulations) at a rate not less than \$913 per week.
- The employee's primary duty must be the performance of work requiring advanced knowledge, defined as work which is predominantly intellectual in character and which includes work requiring the consistent exercise of discretion and judgment;
- The advanced knowledge must be in a field of science or learning; and
- The advanced knowledge must be customarily acquired by a prolonged course of specialized intellectual instruction.

To qualify for the computer employee exemption, the following tests must be met:

- The employee must be compensated either on a salary or fee basis at a rate not less than \$4,913 per week or, if compensated on an hourly basis, at a rate not less than \$27.63 an hour.
- The employee must be employed as a computer systems analyst, computer programmer, software engineer or other similarly skilled worker in the computer field performing the duties described below;

# Attachment A

- The employee's primary duty must consist of:  
The application of systems analysis techniques and procedures, including consulting with users, to determine hardware, software or system functional specifications;  
The design, development, documentation, analysis, creation, testing, or modification of computer systems or programs, including prototypes, based on and related to user or system design specifications;  
The design, documentation, testing, creation or modification of computer programs related to machine operating systems; or
- A combination of the aforementioned duties, the performance of which requires the same level of skills.

CPS consultants evaluated the Santa Cruz Metro management-level classifications to determine if the current exempt/non-exempt status assigned to each classification is consistent with the FLSA criteria described above. The FLSA criteria and dollar amounts are based on the United States Department of Labor (DOL) overtime provisions effective December 1, 2016 .<sup>1</sup>

## Review of Comparable Agency Organizational Structures

CPS HR consultants reviewed the organizational charts of the eleven agencies identified for comparative purposes. The purpose of this review was to identify how the agencies classify their comparable positions. The comparison agencies are listed below.

1. Alameda-Contra Costa Transit District
2. City of Santa Cruz
3. Central Contra Costa County Transit Authority
4. County of Santa Cruz
5. Golden Gate Transit District
6. Monterey-Salinas Transit District
7. Riverside Transit Agency
8. San Joaquin Regional Transit District
9. Santa Barbara Metropolitan Transit District
10. Santa Clara Valley Transportation Authority
11. San Mateo County Transit

<sup>1</sup> <https://www.dol.gov/whd/overtime/final2016/overtime-factsheet.htm>

## **III. Review of Existing Management Positions**

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CPS consultants reviewed each of the Santa Cruz Metro management classifications to determine if: (1) the classification specifications needed to be revised based on the work that was currently being performed by the incumbents; (2) individuals were working out-of-class; and (3) the appropriateness of the classification's current FLSA status. These objectives were accomplished by comparing the employee's PDQ responses against the classification specifications and the position information obtained through the interview process. The recommendations regarding the Santa Cruz Metro management classifications are detailed below.

### **Executive Assistant**

The Executive Assistant performs a variety of administrative support functions related to overseeing the activities and operations of Santa Cruz METRO's Administrative Department. The current incumbent completed a PDQ and was interviewed regarding this position. CPS HR Consultants compared the incumbent's PDQ to the current classification specifications for the Executive Secretary position. The amount of overlap between the PDQ and the classification specification clearly indicates that the incumbent is working within the parameters of her job classification. A review of the comparable agencies indicates that those with similar positions are classified as Executive Assistant, District Secretary, or Clerk to the Board. CPS HR consultants do not recommend changing the position's title at this time. Based on the information obtained from the PDQ and incumbent interview, CPS HR consultants made edits to the current Executive Assistant classification specification; a copy of the updated Executive Assistant classification specification is included in [Appendix C](#).

The current FLSA status of the Executive Assistant position is non-exempt. To qualify for the Administrative Employee exemption, the employee must: (1) make at least \$913/week, (2) the employee's primary duty must be the performance of office or non-manual work directly related to the management or general business operations of the employer or the employer's customers; and (3) the employee's primary duty includes the exercise of discretion and independent judgment with respect to matters of significance. The current incumbent clearly meets the first two criteria. With regard to the third criteria, it could be effectively argued that the incumbent exercises discretion and independent judgement in the following areas: supervision of employees, establishing departmental procedures, and coordination of special projects. It is the CPS HR consultant's opinion that the current incumbent's job duties would qualify for the FLSA Administrative Employee exempt status.

## **Information Technology Manager**

The Information Technology Manager leads the agency and the ITS Department in the overall investment in and deployment of information technology, consistent with a broad, enterprise-wide definition of information technology. The current incumbent completed a PDQ and was interviewed regarding this position. CPS HR Consultants compared the incumbent's PDQ to the current classification specifications for the Information Technology Manager position. The amount of overlap between the PDQ and the classification specification clearly indicates that the incumbent is working within the parameters of his job classification. However, the level of responsibility for this position could warrant a title change. A review of the comparable agencies indicates that those with similar positions are classified as Manager, Director, or Chief Information Officer. CPS HR consultants recommend that the position's title be changed to Information Technology and Intelligent Transportation Systems Director. The IT Manager's role has significantly increased over the past few years, and will continue to increase with the additional responsibility of researching, programming, and maintaining various intelligent transportation systems (such as bus security cameras, GPS tracking, smart phone technology, etc.) and facility security systems. Including the phrase "Intelligent Transportation Systems" in the position's title will highlight the diverse responsibilities associated with this position. The Director title is more representative of the roles and responsibilities associated with the current position. Based on the information obtained from the PDQ and incumbent interview, CPS HR consultants made edits to the current Information Technology Manager classification specification to better reflect the duties of an Information Technology and Intelligent Transportation Systems Director position; a copy of the Information Technology and Intelligent Transportation Systems Director classification specification is included in [Appendix D](#). The current FLSA status of exempt for the Information Technology Manager/Director position is appropriate, as the classification clearly meets all of the criteria for the executive employee exemption, the computer employee exemption, and the professional employee exemption.

## **Senior Database Administrator**

The Senior Database Administrator is responsible for the development, installation, and maintenance of vendor enterprise software and underlying databases, website content, web server software, website CMS software/database, and provides technical support and other duties as required. The current incumbent completed a PDQ and was interviewed regarding this position. CPS HR Consultants compared the incumbent's PDQ to the current classification specifications for the Senior Database Administrator position. The amount of overlap between the PDQ and the classification specification clearly indicates that the incumbent is working within the parameters of his job classification. The incumbent has also recently been

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involved in various marketing projects. The responsibility for completing these projects should be reassigned to the new Marketing, Communication and Customer Service Manager when that position is filled, however, the Senior Database Administrator may still be needed to assist in extracting the information required from the data warehouse. CPS HR consultants do not recommend changing the position's title at this time as the current title is appropriate for the level of duties being performed. Based on the information obtained from the PDQ and incumbent interview, CPS HR consultants made edits to the current Database Administrator/Senior Database Administrator classification specification; a copy of the updated Database Administrator/Senior Database Administrator classification specification is included in [Appendix E](#). The current FLSA status of exempt for the Senior Database Administrator position is appropriate, as the classification clearly meets all of the criteria for the computer employee exemption and the professional employee exemption.

## **Database Administrator**

The Database Administrator is responsible for the development, installation, and maintenance of vendor enterprise software and underlying databases, website content, web server software, website CMS software/database, and provides technical support and other duties as required. The current incumbent completed a PDQ and was interviewed regarding this position. CPS HR Consultants compared the incumbent's PDQ to the current classification specifications for the Database Administrator position. The amount of overlap between the PDQ and the classification specification clearly indicates that the incumbent is working within the parameters of his job classification. The incumbent has also recently been involved in various marketing projects. The responsibility for completing these projects should be reassigned to the new Marketing, Communication and Customer Service Manager when that position is filled, however, the Database Administrator may still be needed to assist in extracting the information required from the data warehouse. CPS HR consultants do not recommend changing the position's title at this time as the current title is appropriate for the level of duties being performed. Based on the information obtained from the PDQ and incumbent interview, CPS HR consultants made edits to the current Database Administrator/Senior Database Administrator classification specification; a copy of the updated Database Administrator/Senior Database Administrator classification specification is included in [Appendix E](#). The current FLSA status of exempt for the Database Administrator position is appropriate, as the classification clearly meets all of the criteria for the computer employee exemption and the professional employee exemption.



## **Finance Manager**

The Finance Manager administers accounting, payroll, MIS, investment, budget, audit and financial reporting functions of the District, and manages the District's \$50,000,000+ annual budget. The current incumbent completed the PDQ for the position and was also interviewed regarding this position. CPS HR Consultants compared the completed PDQ to the current classification specifications for the Finance Manager position. The amount of overlap between the PDQ and the classification specification clearly indicates that the incumbent is working within the parameters of her job classification. However, the level of responsibility for this position could warrant a title change. The current incumbent has taken on a lot of different roles within the organization, such as Property Manager, Interim Human Resources Manager, and Project Manager over various projects. The Human Resources responsibilities will be removed once the agency hires management-level staff to oversee the Human Resources Department. A review of the comparable agencies indicates that those with similar positions are classified as Director, Auditor/Controller, or Chief Financial Officer. CPS HR consultants recommend that the position's title be changed to Chief Financial Officer (CFO). CPS HR consultants believe that the level of work that is required of the current position is above the Manager level; the CFO title is more representative of the roles and responsibilities associated with the current position. In the past, the Finance Manager position has often been left in charge in the absence of the CEO. Such authority should warrant a position that is higher than the other management-level employees. Based on the information obtained from the PDQ and the incumbent interview, CPS HR consultants made edits to the current Finance Manager classification specification to better reflect the duties of a CFO position; a copy of the CFO classification specification is included in [Appendix F](#). The current FLSA status of exempt for the Finance Manager/CFO position is appropriate, as the classification clearly meets all of the criteria for the executive employee exemption.

## **Assistant Finance Manager**

The Assistant Finance Manager is responsible for planning, organizing, administering, coordinating, and directing the Finance Department functions including: accounting, budget, audit and financial reporting, payroll, grants, and insurance, conducting research and analysis for management programs and projects, and supervising assigned staff. CPS HR Consultants compared the incumbent's completed PDQ to the current classification specifications for the Assistant Finance Manager position. Currently, the incumbent appears to be working at a higher level than what is stated in the classification specifications; the incumbent is responsible for making higher level decisions and has more authority and responsibility than the Assistant Manager level. CPS HR consultants recommend that the position's title be changed to Finance Deputy Director. CPS HR consultants clearly believe that the level of work

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that is required of the current position is above the Assistant Manager level. This is a more hands-on position managing the day-to-day operations of the Finance Department, whereas the proposed Chief Financial Officer role would deal with operational strategies of the organization as a whole. The Finance Deputy Director title is more representative of the roles and responsibilities associated with the current position. Based on the information obtained from the PDQ and incumbent interview, CPS HR consultants made edits to the current Assistant Finance Manager classification specification to better reflect the duties of a Finance Deputy Director position; a copy of the Finance Deputy Director classification specification is included in [Appendix G](#). The current FLSA status of exempt for the Assistant Finance Manager/Deputy Director position is appropriate, as the classification clearly meets all of the criteria for the executive employee exemption.

## **Planning and Development Manager**

The Planning and Development Manager plans, develops, organizes, and directs three distinct METRO functions: (1) planning and scheduling of route and service development; (2) overseeing grant research, review, preparation, and administration for capital and operations funding; and (3) governmental affairs (working with local, state, and federal representatives and legislative advocates to develop and support legislation beneficial to METRO and the region). The current incumbent completed the PDQ for the position and was also interviewed regarding this position. CPS HR Consultants compared the completed PDQ to the current classification specifications for the Planning and Development Manager position. The amount of overlap between the PDQ and the classification specification clearly indicates that the incumbent is working within the parameters of his job classification. However, the level of responsibility for this position could warrant a title change. A review of the comparable agencies indicates that those with similar positions are classified as Manager, Director, or Chief Planning and Development Officer. CPS HR consultants recommend that the position's title be changed to Planning and Development Director. CPS HR consultants clearly believe that the level of work that is required of the current position is above the Manager level, especially in the areas of planning and government affairs. The Director title is more representative of the roles and responsibilities associated with the current position. Based on the information obtained from the PDQ and incumbent interview, CPS HR consultants made edits to the current Planning and Development Manager classification specification to better reflect the duties of a Planning and Development Director position; a copy of the Planning and Development Director classification specification is included in [Appendix H](#). The current FLSA status of exempt for the Planning and Development Manager/Director position is appropriate, as the classification clearly meets all of the criteria for the executive employee exemption.

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## **Purchasing Manager**

The Purchasing Manager plans, organizes, directs, develops, and coordinates the activities of the Purchasing and Parts department, and is responsible for all purchasing, contracting, and materials management at Santa Cruz Metro. The current incumbent completed a PDQ and was interviewed regarding this position. CPS HR Consultants compared the incumbent's PDQ to the current classification specifications for the Purchasing Manager position. The amount of overlap between the PDQ and the classification specification clearly indicates that the incumbent is working within the parameters of her job classification. The incumbent has also recently been involved in the following projects: the Temporary Employee Program, various marketing projects, and the management of special projects. The Temporary Employment Program should be moved back to Human Resources when the new Human Resources management staff are hired, and the marketing projects should be reassigned to the new Marketing, Communication and Customer Service Director when that position is filled.

A review of the comparable agencies indicates that those with similar positions are classified as Managers and Directors. Should the position consist of just purchasing and contracting responsibilities, then the Manager or Director title would be appropriate. However, the management of special projects is a significant portion of this position's responsibility. CPS HR consultants propose that the title of the position be changed to reflect the responsibility for managing special projects as well. CPS HR consultants recommend changing the position's title to Purchasing and Special Projects Director. The position's responsibilities appear to be higher than the current Manager level. The Director title is consistent with the other title changes recommended throughout this report. Based on the information obtained from the PDQ and incumbent interview, CPS HR consultants made edits to the current Purchasing Manager classification specification to reflect the responsibilities associated with a Director position; a copy of the Purchasing and Special Projects Director classification specification is included in [Appendix I](#). The current FLSA status of exempt for the Purchasing Manager/Director position is appropriate, as the classification clearly meets all of the criteria for the executive employee exemption.

## **Human Resources Manager**

The Human Resources Manager plans, organizes, directs, and coordinates the human resources functions which include equal employment opportunity/affirmative action, recruitment and examination, classification and compensation, employee and labor relations, employee insurance and benefit programs, employee training, Human Resources Information Systems (HRIS), drug and alcohol compliance, and workers compensation. The Human Resources Manager position is currently vacant. The job responsibilities are currently being

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handled on an interim basis by the Finance Manager; she completed the PDQ for the position. The interim Human Resources Manager was interviewed regarding this position. CPS HR Consultants compared the completed PDQ to the current classification specifications for the Human Resources Manager position. The amount of overlap between the PDQ and the classification specification clearly indicates that the interim incumbent is working within the parameters of his job classification. However, the level of responsibility for this position could warrant a title change. A review of the comparable agencies indicates that those with similar positions are classified as Manager, Senior Manager, Director, or Chief Human Resources Officer. CPS HR consultants recommend that the position's title be changed to Human Resources Director. The current role is responsible for directing the human resources functions for all 300+ employees within the agency, as opposed to managing an individual department within the organization. The Human Resources Director title is more representative of the roles and responsibilities associated with the current position. Based on the information obtained from the PDQ and incumbent interview, CPS HR consultants made edits to the current Human Resources Manager classification specification to better reflect the duties of a Human Resources Director position; a copy of the Human Resources Director classification specification is included in [Appendix J](#). The current FLSA status of exempt for the Human Resources Manager/Director position is appropriate, as the classification clearly meets all of the criteria for the executive employee exemption.

## **Assistant Human Resources Manager**

The Assistant Human Resources Manager assists in the planning, organizing, administering, coordinating, and directing the Human Resources Department functions including: Equal Employment Opportunity; recruitment and merit examination; classification and compensation; labor relations; employee insurance and benefit programs; workers' compensation; and employee training; and supervises assigned staff. The Assistant Human Resources Manager position is currently vacant. The job responsibilities are currently being handled on an interim basis by provisional employee; she completed the PDQ for the position. The provisional employee was not interviewed as part of this study. CPS HR Consultants compared the incumbent's PDQ to the current classification specifications for the Assistant Human Resources Manager position. The amount of overlap between the PDQ and the classification specification clearly indicates that the current provisional incumbent is working within the parameters of his the classification. CPS HR consultants recommend that the position's title be changed to Human Resources Deputy Director. This is a more hands-on position managing the day-to-day HR operations of the Human Resources Department, whereas the proposed Human Resources Director role would deal with operational strategies of the organization as a whole. The Deputy Director title is more representative of the roles

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and responsibilities associated with the current position. Based on the information obtained from the PDQ, CPS HR consultants made edits to the current Assistant Human Resources Manager classification specification to better reflect the duties of a Human Resources Deputy Director position; a copy of the proposed Human Resources Deputy Director classification specification is included in [Appendix K](#). The current FLSA status of exempt for the Assistant Human Resources Manager/Deputy Director position is appropriate, as the classification clearly meets all of the criteria for the executive employee exemption.

## **Chief Operations Officer**

The Chief Operations Officer organizes and directs the operation of Santa Cruz METRO's fixed route and paratransit bus system, the maintenance of both revenue and non-revenue fleet, and the maintenance of all Santa Cruz METRO facilities. The current incumbent completed a PDQ and was interviewed by CPS HR consultants. In addition to the responsibilities listed in the COO classification specifications, the incumbent is also responsible for managing the Customer Service Department and Contracted Security Services. The COO should be relieved of the responsibilities associated with the customer services activities when the Marketing, Communications, and Customer Service Manager is hired. CPS HR consultants do not recommend changing the position's title. Based on the information obtained from the PDQ and incumbent interview, CPS HR consultants made edits to the current COO classification specification; a copy of the updated COO classification specification is included in [Appendix L](#). The current FLSA status of exempt for the COO position is appropriate, as the classification clearly meets all of the criteria for the executive employee exemption.

## **Maintenance Manager**

The Maintenance Manager plans, organizes, supervises, and directs the programs and activities of the fleet and facilities maintenance programs and a centralized warehouse. The current incumbent completed a PDQ and was interviewed by CPS HR consultants. CPS HR Consultants compared the incumbent's PDQ to the current classification specifications for the Maintenance Manager position. The amount of overlap between the PDQ and the classification specification clearly indicates that the incumbent is working within the parameters of his job classification. Based on the information obtained from the PDQ and incumbent interview, CPS HR consultants made edits to the current Maintenance Manager classification specification; a copy of the updated Maintenance Manager classification specification is included in [Appendix M](#). The current FLSA status of exempt for the Maintenance Manager position is appropriate, as the classification clearly meets all of the criteria for the executive employee exemption. A review of the comparable agencies

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indicates that those with similar positions are classified as Superintendent, Manager, and Director. CPS HR consultants do not recommend changing the position's title.

## **Maintenance Superintendent**

The Maintenance Superintendent position is currently vacant. The position's supervisor, the Maintenance Manager, completed the PDQ for the position. No employees associated with this position were interviewed as part of this study. CPS reviewed the position's PDQ and compared the responses to the Maintenance Superintendent classification specifications. The similarities between the two documents indicate that the classification specifications are current. The Maintenance Superintendent position is essentially an Assistant Manager to the Maintenance Manager. The title "Superintendent" is not a common title used within the comparable agencies in this study. Santa Cruz Metro HR suggested changing the title of the Maintenance Superintendent position to Assistant Maintenance Manager; CPS HR consultants concur with this recommendation. A copy of the revised Assistant Maintenance Manager classification is included in [Appendix N](#). The current FLSA status of exempt for the Maintenance Superintendent/Assistant Manager position is appropriate, as the classification clearly meets all of the criteria for the executive employee exemption.

## **Superintendent (Fixed Route)**

The Fixed Route Superintendent directs and coordinates the activities of the bus transportation operation base, and directs and supervises the bus driver supervisors. The current incumbent completed a PDQ and was interviewed regarding this position. CPS HR Consultants compared the incumbent's PDQ to the current classification specifications for the Fixed Route Superintendent position. The amount of overlap between the PDQ and the classification specification clearly indicates that the incumbent is working within the parameters of her job classification. The title "Superintendent" is not a common title used within the comparable agencies in this study, with most agencies classifying their employees as either Managers or Directors. Based on the information obtained in the PDQ and through the interview process, this position is better classified at the Manager level. Santa Cruz Metro HR suggested changing the title of the Fixed Route Superintendent position to Operations Manager: Fixed Route; CPS HR consultants concur with this recommendation. A copy of the proposed Operations Manager: Fixed Route classification specification is included in [Appendix O](#). The current FLSA status of exempt for the Fixed Route Superintendent/Manager position is appropriate, as the classification clearly meets all of the criteria for the executive employee exemption.

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## **Superintendent (Paratransit)**

The Paratransit Superintendent develops, administers, coordinates, monitors, and evaluates the District's Americans with Disabilities Act (ADA) transit programs and accessible services functions. The current incumbent completed a PDQ and was interviewed regarding this position. CPS HR Consultants compared the incumbent's PDQ to the current classification specifications for the Paratransit Superintendent position. Currently, the position is also responsible for overseeing the District's Customer Service Department, which is comprised of a call-center, Eligibility Program, Accessible Services Program, and includes several aspects of marketing and public outreach. The Customer Service Department staffs two Transit Centers, Watsonville Transit Center and Pacific Station in Santa Cruz. However, these added job responsibilities are temporary, as the customer service job duties should be reassigned when the new Marketing, Communications, and Customer Service Director is hired. Therefore, the customer service portion of the current incumbent's job was not considered when recommending changes to classification specifications. The title "Superintendent" is not a common title used within the comparable agencies in this study, with most agencies classifying their employees as either Managers or Directors. Based on the information obtained in the PDQ and through the interview process, this position is better classified at the Manager level. Santa Cruz Metro HR suggested changing the title of the Paratransit Superintendent position to Operations Manager: Paratransit; CPS HR consultants concur with this recommendation. A copy of the proposed Operations Manager: Paratransit classification specification is included in [Appendix P](#). The current FLSA status of exempt for the Paratransit Superintendent/Manager position is appropriate, as the classification clearly meets all of the criteria for the executive employee exemption.

## **Assistant Superintendent**

The Assistant Superintendent plans, organizes, and manages delivery of METRO's fixed route and ParaCruz service. The current incumbent completed a PDQ and was interviewed regarding this position. CPS HR Consultants compared the incumbent's PDQ to the current classification specifications for the Assistant Superintendent position. Currently, the position is also responsible for assisting with the management of the District's Customer Service Department. However, this added job responsibility is temporary, as the customer service job duties should be reassigned when the new Marketing, Communications, and Customer Service Manager is hired. Therefore, the customer service portion of the current incumbent's job was not considered when recommending changes to classification specifications. The current classification specifications do not specify a lifting requirement for this position. As this position is currently training paratransit operators on techniques to assist disabled passengers, it would be prudent for Santa Cruz Metro to perform an internal study to

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establish the minimum lifting requirements for the position and for the paratransit operators in general. To be consistent with the other title change recommendations made in this report, Santa Cruz Metro HR suggested changing the title of the Assistant Superintendent position to Assistant Operations Manager: Paratransit; CPS HR consultants concur with this recommendation. A copy of the proposed Assistant Operations Manager: Paratransit classification specification is included in [Appendix Q](#). The current FLSA status of exempt for the Assistant Superintendent/Assistant Manager position is appropriate, as the classification clearly meets all of the criteria for the executive employee exemption.

## **Marketing, Communications, and Customer Service Manager**

The Marketing, Communications, and Customer Service Manager position is listed on the most recent Santa Cruz Metro organizational chart but is not currently funded. Hence, there were no incumbents for CPS HR consultants to interview. Additionally, no PDQs were completed for this position. CPS HR consultants did review the current Marketing, Communications, and Customer Service Manager classification specification. CPS HR consultants made only minor edits to the Marketing, Communications, and Customer Service Manager classification specification. To be consistent with other proposed title changes within Santa Cruz Metro, CPS HR consultants recommend that this Manager position be reclassified to a Director position. A copy of the proposed Marketing, Communications, and Customer Service Director classification specification is included in [Appendix R](#). The current FLSA status of exempt for the Marketing, Communications, and Customer Service Manager/Director position is appropriate, as the classification clearly meets all of the criteria for the executive employee exemption.

In June 2017 the local Grand Jury published its recommendations regarding the management of the Santa Cruz Metro Transportation District. One of the more prominent recommendations of the Grand Jury was the inclusion of a business development unit. The Grand Jury noted that Santa Cruz Metro “has had an unfilled position for a marketing manager for three years. This may be short-sighted.” The Grand Jury noted that if the marketing manager position is funded and expanded to include business development, the newly funded position could be:

- “developing and championing ways to increase revenues,
- “exploring new concepts and programs,
- “pursuing partnerships similar to those with UCSC and Cabrillo College,
- “establishing community outreach programs,
- “expanding grant writing oversight, and



- “advocating for an improved rider experience.”

CPS HR consultants agree with the position of the Grand Jury regarding the funding of the Marketing position. Currently the Santa Cruz Metro marketing responsibilities are allocated to various management-level employees throughout the District. Funding the Marketing, Communications, and Customer Service Director position will greatly free up other management-level employees to better focus on the ever-evolving aspects of their jobs. This may prove critical as Santa Cruz Metro management continues to incorporate the technological advances available to public transportation agencies.

## **Safety, Security, and Risk Manager**

The classification specification for the Safety, Security, and Risk Manager position was re-developed by the Santa Cruz Metro Human Resources Department and presented to CPS HR consultants in November 2017. The revisions by the Department reflected consistent titling protocol with other allocation recommendations made by CPS HR, thus the titling change to Safety, Security, and Risk Director. CPS HR consultants reviewed and made edits to the classification specifications. A copy of the proposed Safety, Security, and Risk Director classification specification is included in [Appendix S](#). The current FLSA status of exempt for the Safety, Security, and Risk Director position is appropriate, as the classification clearly meets all of the criteria for the executive employee exemption.

## IV. Summary of Recommendations

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The classification recommendations that CPS Consultants made throughout this report can be summarized into three categories: (1) revisions to the Santa Cruz Metro classification specifications; (2) the reclassification of personnel; and (3) the addition of management-level positions. In regards to the first category, revisions to the classification specifications are included in Appendices C - S of this report. A summary of the CPS recommendations for categories 2 and 3 is listed below.

### Reclassification of Personnel

CPS HR Consultants recommend reclassifying the following personnel: (1) the Executive Assistant can be reclassified as an exempt employee; (2) the Information Technology Manager should be reclassified as the Information Technology and Intelligent Transportation Systems Director; (3) the Finance Manager should be reclassified as the Chief Financial Officer; (4) the Assistant Finance Manager should be reclassified as the Finance Deputy Director; (5) the Planning and Development Manager should be reclassified as the Planning and Development Director; (6) the Human Resources Manager should be reclassified as the Human Resources Director; (7) the Assistant Human Resources Manager should be reclassified as the Human Resources Deputy Director; and (8) the Purchasing Manager should be reclassified as the Purchasing and Special Projects Director. Additionally, the survey of comparable jurisdictions indicated that title "Superintendent" is typically no longer used within the transit industry, with most agencies opting to classify similar personnel as Managers. Hence, CPS HR consultants proposed the following title changes: (1) the Maintenance Superintendent should be reclassified as the Assistant Maintenance Manager; (2) the Fixed Route Superintendent should be reclassified as the Operations Manager: Fixed Route; (3) the Paratransit Superintendent should be reclassified as the Operations Manager: Paratransit; and the Assistant Superintendent should be reclassified as the Assistant Operations Manager: Paratransit. The classification specifications for the proposed reclassifications are included in the appendices. The new position titles were recommended because they better reflect the roles and responsibilities of the current positions, and they are consistent with the current titles already in use at Santa Cruz Metro.

### Addition of Management Level Positions

**Marketing, Communications, and Customer Service Director.** Currently, the marketing aspect is being performed by a number of different employees: the Senior Database Administrator, Database Manager, the Paratransit Superintendent, and the Assistant Paratransit Superintendent. The customer service aspect is currently being managed by the

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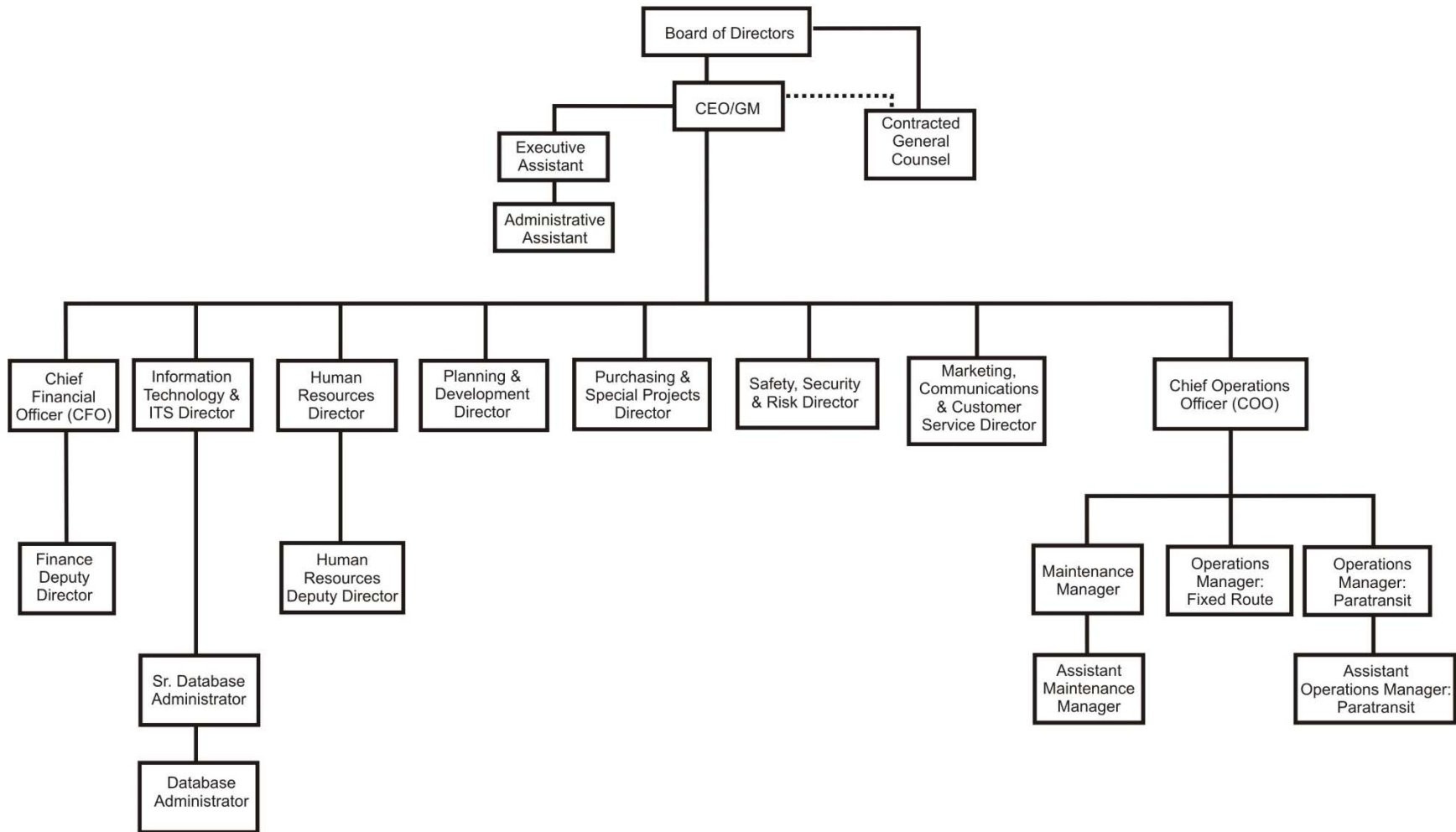
Paratransit Superintendent and the Assistant Superintendent. There is clearly enough marketing and customer service work to support a full-time Director in this area. The funding of the Marketing, Communications, and Customer Service Director position will greatly free up other management-level employees to better focus on the ever-evolving aspects of their jobs. This may prove critical as Santa Cruz Metro management continues to incorporate the technological advances available to public transportation agencies.

## **Proposed Organizational Chart**

The proposed organizational chart for the Santa Cruz Metro management-level positions discussed in this study is listed on page 23.

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## Santa Cruz Metro Transit District Proposed Organizational Chart



## Appendix A: Position Description Questionnaire (PDQ)

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**Santa Cruz Metro and CPS HR Consulting**  
Position Description Questionnaire for Classifications to be Completed by Employee  
Classification: EXECUTIVE ASSISTANT

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**THIS PDQ IS FOR THE CLASSIFICATION OF EXECUTIVE ASSISTANT.**

**The submission process for this questionnaire will involve multiple levels of review for quality control purposes. If you are a Supervisor/Manager or Department Head reviewing this PDQ, please see the instructions on the following page.**

## **Employee Instructions:**

The position description questionnaire (PDQ) is designed to obtain information about jobs within the organization for classification purposes only.

The goal of the PDQ is to capture a **current** and **accurate** picture of the work being performed within a specific position. The information collected will be used to update classifications as necessary and make recommendations to management. This questionnaire will be used to evaluate the duties that constitute the **position**, not the performance or qualifications of the **employee**.

The goal of the PDQ is to capture a **current** and **accurate** picture of the work being performed within a specific position. The information collected will be used to update classifications as necessary and make recommendations to management.

**NOTE:** In an effort to save employees time, the questionnaire is pre-populated with the information on your existing job description. Please do not write over any of the pre-populated statements. If a pre-populated statement is not relevant to your position, select the appropriate check box.

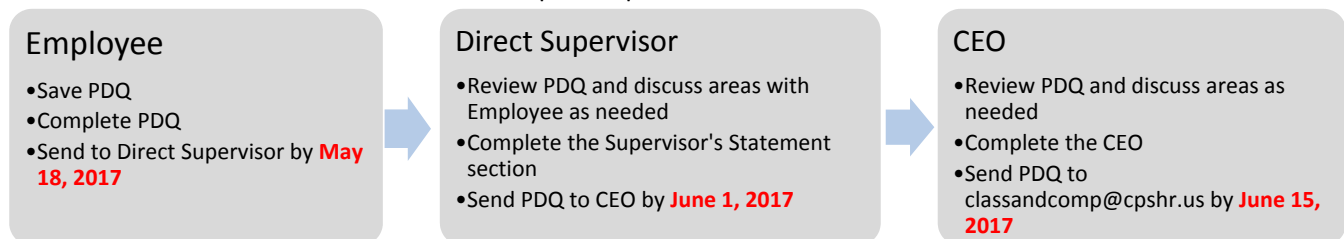
There are optional text boxes at the end of each section where you may write in new or additional tasks/functions, explain any changes or corrections that need to be made to existing duty statements, and/or provide comments that the review committee should consider when looking at your classification. Leave these sections blank if you do not have any changes or additions to the pre-populated boxes.

**You may use your existing job description for reference while completing the PDQ.**

Thank you for your help with this important step in the classification review process.

## **Process**

The flowchart below outlines the PDQ completion process.



This PDQ is constructed so that you can complete it electronically and send it to your next level supervisor for review by e-mail. Completing the PDQ electronically is the preferred method. A paper version of the PDQ will be allowed for those with limited or no computer access.

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If you have difficulty opening or completing the document please ensure that your MS Office Word is compatible with Word 2010 (.docx). This document will not work in Word 97-2003 (.doc).

**If completing electronically, please rename and save this document to one of your file folder on your computer before beginning.**

1. Click on File, Save As.
2. Save the document in a file folder that you are familiar with and will be able to find again.
3. This document is already saved using the file naming convention, which is **Classification\_FirstInitialLastName\_SCMetro\_PDQ.doc**

**Example: Accountant\_JSmith\_SCMetro\_PDQ.doc**

4. You may reference your current job description while completing the PDQ.
5. You may also attach additional information or pages if needed. This includes any previous PDQs or job related documents. If necessary, these can be sent as separate documents. Please use the naming convention of:

**Classification\_FirstInitialLastName\_SCMetro\_PDQ Supporting Doc**

If you have co-workers in the same classification who perform duties identical to yours, you may work together to complete a group PDQ. If you do so, please include all employee names on the PDQ for recordkeeping purposes.

**After the PDQ is completed, please email the questionnaire and any additional documentation to your direct supervisor.**

## **Direct Supervisor:**

Please review the PDQ after it is completed by the employee and answer the questions on the Next Level Supervisor Statement page at the end of the document. It is important that you **do not change** any of the information submitted by the employee. If you have additional comments or concerns, please provide them in the supervisor section. Once the review is finished, please send the document to the CEO.

If you are a supervisor completing this PDQ for a vacant position, save this document using the following naming convention: **Classification\_Vacant\_SCMetro\_PDQ.doc**. If you have more than one vacant position, make sure that each PDQ is named differently.

## **CEO Instructions:**

Please review the PDQ once it is completed by the employee and reviewed by their direct supervisor and answer the questions on the CEO Statement page at the end of the document. It is important that you **do not change** any of the information submitted by the employee or any of the responses made by the supervisor in the supervisory review section. If you have additional comments or concerns, please provide them in the CEO statement as needed.

Once your review is finished, please send the document via email to [classandcomp@cpshr.us](mailto:classandcomp@cpshr.us) or by fax to (916) 561-8471.

Thanks again for your participation! If you have any questions, please contact:

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(916) 471-3117

(\*technical support)



# Attachment A

## EMPLOYEE INFORMATION

Name

Gina Pye

Work Phone Number:

Work Location:

Work E-mail Address:

Current Classification Title:

EXECUTIVE ASSISTANT

Length of Time in Current Position:

Supervisor's Name:

Supervisor's Classification Title:

## SECTION 1: JOB SUMMARY

Does the definition and distinguishing characteristics below accurately describe the general responsibilities and work performed by this classification?

YES  NO

**Definition:** Under minimal direction, performs a variety of administrative support functions related to the activities and operations of Santa Cruz METRO's administrative office, serves as recording secretary to the Board of Directors; and performs related work as required. Acts as a representative for Santa Cruz METRO at various internal and public functions. Supervises, assigns, monitors and evaluates the work of the departmental clerical staff.

If **No**, please add any additional relevant information that needs to be included and/or edit the statement as needed in the area below.

# Attachment A

## SECTION 2: POSITION FUNCTIONS

### 2A: Essential Functions

After reading each of the essential functions on the following page, rate each statement on the items below in columns 2 – 5 (Frequency, Importance, Needed at Entry, and Added in Last Year) and complete the items in columns 6 – 8 (% Of Time Spent on Task, Where Does Work Come From, and Work with Whom to Complete).

Please, do not edit the pre-populated statements. Add any additional essential functions in the blank rows of the table. You may also attach additional information if you wish. Most jobs have 8 – 10 essential functions.

If you provide a description of your essential functions, please use terms that anyone reviewing this form will be able to understand. Avoid abbreviated, vague, or abstract words, such as “assists”, “handles”, “keeps”, or “prepares”, unless you describe how you assist, what you prepare, etc. Be specific.

For example:

DO THIS

- Receives, opens, time stamps, and distributes incoming mail
- Calculates, verifies, and posts billing amounts
- Maintains accurate records on the flow of input information, output records, machine operations, operator assignments, and staff time

DON'T DO THIS

- Assists in handling mail
- Prepares final billings
- Keeps records

Rate each statement on the following:

- **Frequency:** How frequently do you perform this task? Regardless of the importance of the task, please indicate how often you perform it.
  - **Never.** I do not perform this task in my job.
  - **Infrequently.** I perform this task no more than once a month.
  - **Somewhat frequently.** I perform this task no more than once a week.
  - **Frequently.** I perform this task several times a week, but no more than once a day.
  - **Very frequently.** I perform this task several times each day.
- **Importance:** How important is this task for successfully performing your job? Regardless of the frequency or amount of time spent on this task, please indicate the task’s importance.
  - **Not important.** This task is not important to my job. Failure to successfully perform this task typically has no consequence.
  - **Minor importance.** This task is of minor importance to my job. Failure to successfully perform this task has little or no consequence.
  - **Important.** This task is important to my job. Failure to successfully perform this task has some negative consequences.
  - **Critical.** This task is one of the most essential tasks of my job. Failure to successfully perform this task has significant negative consequences.
- **Needed at Entry:** Is it necessary to know how to perform this task upon entry into this job?
  - **No** = Success in this job does not require proficiency in this task prior to entry. Job demands allow a newly hired person to acquire task proficiency through training or experience on the job.

# Attachment A

- **Yes** = Success in this job requires experience performing this task prior to entry. Job demands require task proficiency soon after hire (for example, in the first week or so) and there is no opportunity to learn to perform this task through training or experience on the job.
- **% of Time Spent on Task:** Provide the approximate percent of time spent on each essential function. The total of all percentages should equal 100%. If the total percent of time spent on tasks totals more than 100% due to overlap in duties, please explain in the text box below.

# Attachment A

	1	2	3	4	5	6	7	8
#	Essential Function	Frequency	Importance	Needed at Entry	Added in Last Year	% of time Spent on Task	Where Does Work Come From	Work with Whom to Complete
1	Functions as an executive administrator to the CEO/General Manager and Assistant General Manager relieving them of administrative details; independently researches and prepares reports and confidential documents and correspondence.	<input type="checkbox"/> Never <input type="checkbox"/> Infrequently <input type="checkbox"/> Somewhat Frequently <input type="checkbox"/> Frequently <input type="checkbox"/> Very Frequently	<input type="checkbox"/> Not Imp. <input type="checkbox"/> Minor Imp. <input type="checkbox"/> Important <input type="checkbox"/> Critical	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No			
2	Maintains appointment calendar for the CEO/General Manager and Assistant General Manager or COO; schedules appointments and meetings and assists in the design of presentations for meetings. Proof reads and edits outgoing business correspondence. Composes public and confidential business correspondence on behalf of the CEO/General Manager from minimal information or written drafts.	<input type="checkbox"/> Never <input type="checkbox"/> Infrequently <input type="checkbox"/> Somewhat Frequently <input type="checkbox"/> Frequently <input type="checkbox"/> Very Frequently	<input type="checkbox"/> Not Imp. <input type="checkbox"/> Minor Imp. <input type="checkbox"/> Important <input type="checkbox"/> Critical	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No			
3	Takes minutes at Board meetings, takes and transcribes notes from oral presentations, meetings and machine dictation. Coordinates all aspects of the Board agenda and Board reports process.	<input type="checkbox"/> Never <input type="checkbox"/> Infrequently <input type="checkbox"/> Somewhat Frequently <input type="checkbox"/> Frequently <input type="checkbox"/> Very Frequently	<input type="checkbox"/> Not Imp. <input type="checkbox"/> Minor Imp. <input type="checkbox"/> Important <input type="checkbox"/> Critical	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No			
4	Prepares the monthly Board and committee meeting agendas in accordance with the CEO/General Manager's item review and selection; coordinates the preparation and delivery of board packets and the rolling agenda.	<input type="checkbox"/> Never <input type="checkbox"/> Infrequently <input type="checkbox"/> Somewhat Frequently <input type="checkbox"/> Frequently <input type="checkbox"/> Very Frequently	<input type="checkbox"/> Not Imp. <input type="checkbox"/> Minor Imp. <input type="checkbox"/> Important <input type="checkbox"/> Critical	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No			
5	Monitors Board actions including the coordination for executing contracts, publishing resolutions and ordinances, advising management and staff of Board actions and carrying out legally required procedures.	<input type="checkbox"/> Never <input type="checkbox"/> Infrequently <input type="checkbox"/> Somewhat Frequently <input type="checkbox"/> Frequently <input type="checkbox"/> Very Frequently	<input type="checkbox"/> Not Imp. <input type="checkbox"/> Minor Imp. <input type="checkbox"/> Important <input type="checkbox"/> Critical	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No			
6	Responsible for the coordination of research projects, data collection and the development of reports on behalf of the CEO/General Manager. With minimal direction creates Power Point presentations on behalf of	<input type="checkbox"/> Never <input type="checkbox"/> Infrequently <input type="checkbox"/> Somewhat Frequently <input type="checkbox"/> Frequently	<input type="checkbox"/> Not Imp. <input type="checkbox"/> Minor Imp. <input type="checkbox"/> Important <input type="checkbox"/> Critical	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No			

# Attachment A

	1	2	3	4	5	6	7	8
#	Essential Function	Frequency	Importance	Needed at Entry	Added in Last Year	% of time Spent on Task	Where Does Work Come From	Work with Whom to Complete
	the CEO/General Manager. Supervises, trains, assigns and monitors the work of the departmental clerical staff and evaluates performance. Represents the CEO/General Manager at various meetings as assigned.	<input type="checkbox"/> Very Frequently						
7	Coordinates and staffs various Santa Cruz METRO team meetings. Develops, maintains and updates complex manual and automated recordkeeping systems.	<input type="checkbox"/> Never <input type="checkbox"/> Infrequently <input type="checkbox"/> Somewhat Frequently <input type="checkbox"/> Frequently <input type="checkbox"/> Very Frequently	<input type="checkbox"/> Not Imp. <input type="checkbox"/> Minor Imp. <input type="checkbox"/> Important <input type="checkbox"/> Critical	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No			
8	Establishes procedures for departmental clerical staff including incoming and outgoing mail, screening calls and maintaining files and records.	<input type="checkbox"/> Never <input type="checkbox"/> Infrequently <input type="checkbox"/> Somewhat Frequently <input type="checkbox"/> Frequently <input type="checkbox"/> Very Frequently	<input type="checkbox"/> Not Imp. <input type="checkbox"/> Minor Imp. <input type="checkbox"/> Important <input type="checkbox"/> Critical	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No			
9	Coordinates all business travel arrangements for Santa Cruz METRO.	<input type="checkbox"/> Never <input type="checkbox"/> Infrequently <input type="checkbox"/> Somewhat Frequently <input type="checkbox"/> Frequently <input type="checkbox"/> Very Frequently	<input type="checkbox"/> Not Imp. <input type="checkbox"/> Minor Imp. <input type="checkbox"/> Important <input type="checkbox"/> Critical	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No			
10	Prepares estimates of office supplies and equipment for use in the preparation of the department budget; tracks budget expenditures; assists in researching and recommending office equipment.	<input type="checkbox"/> Never <input type="checkbox"/> Infrequently <input type="checkbox"/> Somewhat Frequently <input type="checkbox"/> Frequently <input type="checkbox"/> Very Frequently	<input type="checkbox"/> Not Imp. <input type="checkbox"/> Minor Imp. <input type="checkbox"/> Important <input type="checkbox"/> Critical	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No			
11	Coordinates and executes special projects and assignments.	<input type="checkbox"/> Never <input type="checkbox"/> Infrequently <input type="checkbox"/> Somewhat Frequently <input type="checkbox"/> Frequently <input type="checkbox"/> Very Frequently	<input type="checkbox"/> Not Imp. <input type="checkbox"/> Minor Imp. <input type="checkbox"/> Important <input type="checkbox"/> Critical	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No			
12	Operates a variety of office and business machines including computer equipment.	<input type="checkbox"/> Never <input type="checkbox"/> Infrequently <input type="checkbox"/> Somewhat Frequently	<input type="checkbox"/> Not Imp. <input type="checkbox"/> Minor Imp. <input type="checkbox"/> Important	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No			

# Attachment A

	1	2	3	4	5	6	7	8
#	Essential Function	Frequency	Importance	Needed at Entry	Added in Last Year	% of time Spent on Task	Where Does Work Come From	Work with Whom to Complete
		<input type="checkbox"/> Frequently <input type="checkbox"/> Very Frequently	<input type="checkbox"/> Critical					

# Attachment A

## 2B: Occasional Functions/Special Tasks & Duties

List other tasks/duties not listed in Section 2A that are performed occasionally as part of the job. If you need more space, attach additional pages.

**Frequency:** indicate the number of times per week/month/quarter/year etc., or number of hours per week/month etc.

#	Occasional/Special Function	Frequency	Added in Last Year
1			<input type="checkbox"/> Yes <input type="checkbox"/> No
2			<input type="checkbox"/> Yes <input type="checkbox"/> No
3			<input type="checkbox"/> Yes <input type="checkbox"/> No
4			<input type="checkbox"/> Yes <input type="checkbox"/> No
5			<input type="checkbox"/> Yes <input type="checkbox"/> No

## SECTION 2C: SIMILAR DUTIES PERFORMED BY OTHERS

Do any other employees perform duties similar/identical to this job? If so, list their names and titles.

#	Employee	Title
1		
2		
3		
4		
5		

# Attachment A

Are there any additional **essential function** statements that need to be added or clarified? Please list them in the area below.



# Attachment A

## SECTION 3: KNOWLEDGE/SKILLS/ABILITIES

Please, do not edit the pre-populated statements. Space is provided after each table to add additional. You may also attach additional information if you wish.

After reading each of the Knowledge, Skill, and Ability (KSA) statements on the following pages, rate each statement on the following:

- **Importance:** How important is this KSA for successfully performing your job?
  - **Not important.** This KSA is not important to successful performance.
  - **Minor importance.** This KSA is of minor importance to successful job performance.
  - **Important.** This KSA is important for successful performance.
  - **Critical.** This KSA is essential to the job and is critically important to successful performance.
- **Needed at Entry:** Is this KSA needed upon entry into this job? In other words, must an individual be competent in a particular area before entering the job, or is an individual expected to gain competence through training or experience on the job.
  - **No** = Successful job performance does not require proficiency in this KSA prior to entry. Competence in this area must be developed over time through training or experience on the job.
  - **Yes** = Successful job performance requires this KSA prior to entry. Competence in this area is difficult to acquire, and job demands require this KSA soon after hire (for example, in the first week or so).
- **Distinguishing Value:** Beyond a minimally required level, do employees who have greater competence in this KSA perform more effectively than employees who are less competent in this KSA?
  - **No** = Success in this job does not require proficiency in this task prior to entry. Job demands allow a newly hired person to acquire task proficiency through training or experience on the job.
  - **Yes** = Success in this job requires experience performing this task prior to entry. Job demands require task proficiency soon after hire (for example, in the first week or so) and there is no opportunity to learn to perform this task through training or experience on the job.

# Attachment A

Knowledge				
#	Knowledge Statement	Importance	Needed at Entry	Distinguishing Value
1	Office procedures and practices including filing and preparation of business correspondence, forms and reports.	<input type="checkbox"/> Not Imp. <input type="checkbox"/> Minor Imp. <input type="checkbox"/> Important <input type="checkbox"/> Critical	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
2	Proper business English usage, spelling, grammar and punctuation.	<input type="checkbox"/> Not Imp. <input type="checkbox"/> Minor Imp. <input type="checkbox"/> Important <input type="checkbox"/> Critical	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
3	Principles and practices of supervision and training.	<input type="checkbox"/> Not Imp. <input type="checkbox"/> Minor Imp. <input type="checkbox"/> Important <input type="checkbox"/> Critical	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
4	In-depth knowledge of Microsoft Office Suite and other standard office software systems.	<input type="checkbox"/> Not Imp. <input type="checkbox"/> Minor Imp. <input type="checkbox"/> Important <input type="checkbox"/> Critical	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No

# Attachment A

Are there any additional **knowledge** statements that need to be added? Please list them in the area below.

# Attachment A

Ability				
#	Ability Statement	Importance	Needed at Entry	Distinguishing Value
1	Exercise extreme discretion when working with confidential and/or sensitive material and topics.	<input type="checkbox"/> Not Imp. <input type="checkbox"/> Minor Imp. <input type="checkbox"/> Important <input type="checkbox"/> Critical	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
2	Maintain composure in stressful situations, communicating with the public, Board members and staff in a calm, respectful manner.	<input type="checkbox"/> Not Imp. <input type="checkbox"/> Minor Imp. <input type="checkbox"/> Important <input type="checkbox"/> Critical	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
3	Type at a corrected rate of 55 words per minute.	<input type="checkbox"/> Not Imp. <input type="checkbox"/> Minor Imp. <input type="checkbox"/> Important <input type="checkbox"/> Critical	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
4	Operate standard office equipment, including electronic typewriter, computer, photocopies, calculator and transcribing machine.	<input type="checkbox"/> Not Imp. <input type="checkbox"/> Minor Imp. <input type="checkbox"/> Important <input type="checkbox"/> Critical	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
5	Compose clear, concise reports and correspondence using proper formatting, English grammar, punctuation and spelling.	<input type="checkbox"/> Not Imp. <input type="checkbox"/> Minor Imp. <input type="checkbox"/> Important <input type="checkbox"/> Critical	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
6	Effectively communicate both orally and in writing. Take minutes and record discussion and actions at meetings and public hearings.	<input type="checkbox"/> Not Imp. <input type="checkbox"/> Minor Imp. <input type="checkbox"/> Important <input type="checkbox"/> Critical	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
7	Perform varied, difficult secretarial work requiring accuracy and speed. Establish and maintain effective working relationships with the public, Santa Cruz METRO employees and others.	<input type="checkbox"/> Not Imp. <input type="checkbox"/> Minor Imp. <input type="checkbox"/> Important <input type="checkbox"/> Critical	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
8	Work independently in the absence of specific instructions.	<input type="checkbox"/> Not Imp. <input type="checkbox"/> Minor Imp. <input type="checkbox"/> Important <input type="checkbox"/> Critical	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
9	Research, locate, compile and summarize data.	<input type="checkbox"/> Not Imp. <input type="checkbox"/> Minor Imp. <input type="checkbox"/> Important <input type="checkbox"/> Critical	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
10	Coordinate complex, administrative and legally required functions with District Counsel.	<input type="checkbox"/> Not Imp. <input type="checkbox"/> Minor Imp. <input type="checkbox"/> Important <input type="checkbox"/> Critical	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No

# Attachment A

Are there any additional **ability** statements that need to be added? Please list them in the area below.

# Attachment A

## SECTION 4: QUALIFICATIONS

1. Does the statement below accurately describe the minimum education/experience requirements for entry into this classification?

YES     NO

Any combination of training and experience equivalent to five years responsible executive reporting level administrative/secretarial experience. A four-year undergraduate degree preferred.

Must possess and maintain a valid driver's license. Must be able to operate a vehicle.

If **no**, please provide the below information.

2. **Education:** Check the education that is minimally required to perform the job:

- |  |   |
|--|---|
| <input type="checkbox"/> Less than High School                   | <input type="checkbox"/> Undergraduate Degree |
| <input type="checkbox"/> High School Diploma or Equivalent (GED) | <input type="checkbox"/> Graduate Degree      |
| <input type="checkbox"/> Technical School                        | <input type="checkbox"/> Doctorate Degree     |
| <input type="checkbox"/> Associate's Degree                      |   |

3. **Experience:** Check the years of experience that is needed to proficiently perform the job:

- |   |   |
|---|---|
| <input type="checkbox"/> No experience needed | <input type="checkbox"/> 3 years  |
| <input type="checkbox"/> 6 months or less     | <input type="checkbox"/> 4 years  |
| <input type="checkbox"/> 1 year               |   |
| <input type="checkbox"/> 2 years              | <input type="checkbox"/> Other: <input type="text"/> (enter length of time and specify months/year) |

4. **Additional Education or Experience:** Describe any specific education and/or previous work experience required to perform the job. (For example, what type of background would you expect a successful job applicant to have?)

5. **Does the job require a Driver's License?**

YES     NO

If yes, specify type:

6. **Licenses & Certifications:** Please list any other licenses or certificates required by law or your employer to perform your job.

# Attachment A

#	License or Certificate	Required by:	
		Law	Employer
1		<input type="checkbox"/>	<input type="checkbox"/>
2		<input type="checkbox"/>	<input type="checkbox"/>
3		<input type="checkbox"/>	<input type="checkbox"/>
4		<input type="checkbox"/>	<input type="checkbox"/>
5		<input type="checkbox"/>	<input type="checkbox"/>

# Attachment A

7. **Equipment Used:** List electronic equipment, software, machines, tools, instruments, equipment, protective or vehicles used in performing the essential duties of the job. Give the percent of time spent in use or operation for each.

#	Equipment	% of Time	#	Equipment	% of Time
1			6		
2			7		
3			8		
4			9		
5			10		

## SECTION 5: IMPACT AND SCOPE

1. **List services and/or any work products directly generated as a result of the tasks and duties performed** (e.g., policies, guidelines, budgets, reports, letters, memos, computer-generated printouts, profit and loss statements, etc.). List the receiver of each of these services/work products.

#	Services/Work Product(s)	Receiver(s)
1		
2		
3		
4		
5		



# Attachment A

2. **Boards, Commissions, and/or Standing Committees:** List Boards, Commissions, and/or Standing Committees assigned as part of the duties of the position and indicate the participatory role by checking the appropriate box.

#	Board / Commission / Committee	Receiver(s)			
		Chair	Member	Executive Officer	Staff Support
1		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. **Internal contacts:** List persons within the organization, other than the direct supervisor and any direct subordinates, with whom there is regular contact while performing the duties of the position. Briefly describe the purpose (for example, to exchange information, make recommendations, make decisions, resolve conflicts) for these contacts and the frequency of their occurrence (e.g. daily, weekly, monthly, quarterly, annually).

#	Internal Contact(s)	Purpose(s)	Frequency
1			<input type="checkbox"/> Daily <input type="checkbox"/> Quarterly <input type="checkbox"/> Weekly <input type="checkbox"/> Annually <input type="checkbox"/> Monthly
2			<input type="checkbox"/> Daily <input type="checkbox"/> Quarterly <input type="checkbox"/> Weekly <input type="checkbox"/> Annually <input type="checkbox"/> Monthly
3			<input type="checkbox"/> Daily <input type="checkbox"/> Quarterly <input type="checkbox"/> Weekly <input type="checkbox"/> Annually <input type="checkbox"/> Monthly
4			<input type="checkbox"/> Daily <input type="checkbox"/> Quarterly <input type="checkbox"/> Weekly <input type="checkbox"/> Annually <input type="checkbox"/> Monthly
5			<input type="checkbox"/> Daily <input type="checkbox"/> Quarterly <input type="checkbox"/> Weekly <input type="checkbox"/> Annually <input type="checkbox"/> Monthly

# Attachment A

4. **External contacts:** List the contacts regularly made with persons who are external to the organization while performing the duties of the position. Describe the purpose (for example, to exchange information, make recommendations, make decisions, resolve conflicts) of those contacts and the frequency of their occurrence (e.g. daily, weekly, monthly, quarterly, annually).

#	External Contact(s)	Purpose(s)	Frequency
1			<input type="checkbox"/> Daily <input type="checkbox"/> Quarterly <input type="checkbox"/> Weekly <input type="checkbox"/> Annually <input type="checkbox"/> Monthly
2			<input type="checkbox"/> Daily <input type="checkbox"/> Quarterly <input type="checkbox"/> Weekly <input type="checkbox"/> Annually <input type="checkbox"/> Monthly
3			<input type="checkbox"/> Daily <input type="checkbox"/> Quarterly <input type="checkbox"/> Weekly <input type="checkbox"/> Annually <input type="checkbox"/> Monthly
4			<input type="checkbox"/> Daily <input type="checkbox"/> Quarterly <input type="checkbox"/> Weekly <input type="checkbox"/> Annually <input type="checkbox"/> Monthly
5			<input type="checkbox"/> Daily <input type="checkbox"/> Quarterly <input type="checkbox"/> Weekly <input type="checkbox"/> Annually <input type="checkbox"/> Monthly

# Attachment A

## SECTION 6: AUTHORITY

1. Check the box which most closely describes the level of discretion and independent judgment that correlates to the level of authority assigned to the position for each listed work activity. Where there are options listed for organization/department/division/section, please circle the level within the organization for which the authority and/or independent judgment is exercised.

Work Activity	No Authority	Recommend	Within Prescribed Guidelines	On Own Authority	Frequency (Daily, Weekly, Monthly)
Determine long-term strategic planning objectives for the organization/department/ division/section	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Determine and develop policies and procedures for the organization/department/ division/section	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Change/re-direct policies and procedures for the organization/ department/division/section	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Implement policies and procedures for the organization/ department/division/section	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Determine and develop goals and objectives for the organization/department/ division/section	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Implement goals and objectives for the organization/ department/ division/section	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Acquire resources needed to accomplish goals and objectives for the organization/ department/ division/section	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Establish and organize work priorities and processes for own position	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Establish and organize work priorities and processes for other positions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Establish operational and/or capital budget amounts for organization/department/division/section	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Annual budget amount:					
Authorized expenditure level per occurrence assigned to your position:					
Manage/administer operational and/or capital budget amounts for organization/department/ division/section	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Annual budget amount:					
Authorized expenditure level per occurrence assigned to your position:					
Monitor operational and/or capital budget amounts for organization/department/ division/section	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Annual budget amount:					
Authorized expenditure level per occurrence assigned to your position:					

# Attachment A

2. **Authority:** What level of authority does the position have to ensure compliance with laws, codes, and standards?

For example:

- The position can halt construction work if work is found to be out of compliance with standards.
- The position issues warnings to residents. After two warnings, the position initiates legal action by...
- The position arrests individuals breaking the law.

What corrective action is taken if there's noncompliance or substandard conditions are detected? What options are there?

# Attachment A

3. **Budget:** Are there any duties and responsibilities in the organization budget process (e.g., plan, model, prepare, review, monitor, approve, etc.)?

YES  NO

If yes, describe the duties and responsibilities below:

Amount of operating budget for which the position is responsible, if any

4. **Project budgets:** Are there any capital budget responsibilities (e.g. plan, prepare, monitor, approve, etc.)?

YES  NO

#	Project Title	Roles/Duties	Project Amount (\$)
1			
2			
3			
4			
5			

# Attachment A

## SECTION 7: SUPERVISION/DIRECTION

### Supervision/Direction Received

1. Please select **one** of the following type and amount of supervision that best describes the type and amount of supervision that the position receives.

- Supervisor frequently checks job activities.
- Works alone on routine or regular work assignments and checks with supervisor on non-routine assignments or when in doubt as to the correct procedures to follow.
- Receives occasional supervision while working toward a definite objective that requires use of a wide range of procedures. Plans and/or determines specific procedures or equipment required to meet assigned objectives, and solves non-routine problems. Refers only unusual matters to supervisor.
- Works from broad policies and towards general objectives. Refers specific matters to superior(s) only when interpretation or clarification of organizational policies is necessary.
- Works from general directives or broadly defined missions of the organization.

2. From whom are work assignments received?

#	Work Assignment(s)	Assigned By	Title
1			
2			
3			
4			
5			

3. How is work checked in order to discover/eliminate errors?

# Attachment A

## **Supervision/Direction Given**

1. Does the position directly supervise employees?

YES    NO

Indicate the total number of employees supervised directly:

and indirectly:

2. Does position perform “Lead” duties?

(Lead duties generally include providing training and/or ongoing guidance to staff; assigning and monitoring work; and assisting in providing information to the supervisor in areas such as employee selection, performance evaluations, and coverage schedules. Lead workers are typically not responsible for hiring/firing, corrective action, or preparing performance evaluations though they may provide input for the evaluations.)

YES    NO

3. List the employees directly supervised or lead (include name, classification, and status). If position supervises or leads more than ten employees, list only the job titles and number of people supervised:

Status

- FTE = Full-time Employee
- PTE = Part-time Career or Part-Time Contract Employee (seasonal/intermittent)
- TEMP = Temporary or Contract Employee

#	Job Title	Name(s)	# FTE	# PT/TEMP
1				
2				
3				
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5				

# Attachment A

4. **What type of supervision/lead is provided?** Please select all of the supervisory/lead duties performed, the level of authority, and indicate whether the activity is performed for employees, non-employees (e.g. contractors), or both.

Duty	No Authority	Recommend	With Prior Approval	On Own Authority	Employee or Non-Employee
Train others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Hire employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Plan and/or schedule work for others <b>on specific projects</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Plan and/or schedule work for others <b>on a daily basis</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Assign or delegate work to others <b>on specific projects</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Assign or delegate work to others <b>on a daily basis</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Monitor work of others on specific projects or on a daily basis (please specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Establish rules, procedures, and/or standards	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Approve overtime and/or leave	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Evaluate performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Take corrective action	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Resolve complaints and/or grievances	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	



## SECTION 8: PLANNING/DECISION MAKING

1. If the position develops or assists in developing policies or procedures for the functional area, or the organization as a whole, describe this activity below. Indicate whether for unit, division, department, or agency-wide.

2. List any formal guidelines, standards, regulations, etc. within which the job must be performed. Are there conflicting guidelines? How are conflicts resolved? Do guidelines change frequently? Please give an example.

3. Describe the kinds of decisions or problems that occur on a regular basis:

Approved or resolved by position:

Referred upward to supervisor or manager:

# Attachment A

## **EMPLOYEE'S STATEMENT**

If there are other aspects of your job not covered in this questionnaire that are important in understanding your job content, please describe below.

**Important Note:** You may also attach additional information or pages if needed. This includes any previous PDQs or job related documents.

By checking this box, I certify that I am the individual named below who has completed this questionnaire.

**Printed Name:**

**Classification Title:**

**Signature:**

**Date:**

**You have completed the employee section of the Classification Questionnaire.**

**Please send to your immediate supervisor for review.**

***Thank you for your participation!***

# Attachment A

## **DIRECT SUPERVISOR STATEMENT**

After reviewing this employee's questionnaire carefully to see that it is accurate and complete, please fill out Items 1-8 below.

Do not fill in these items unless you supervise the employee directly. Your certification below means that you accept responsibility for the accuracy and completeness with which the entire questionnaire describes the duties and responsibility of the job.

If the Employee's Statement does not express your view of the duties, responsibilities and essential functions that you have assigned the employee, please clarify or elaborate below. **Please allow your employees to review your responses if they request to see them.**

There are two essential cautions you should observe:

- **Under no circumstances** should the employee's entries in the Employee's Statement section be altered.
- Do not make any statements or comments about the employee's work performance, competence, or qualifications. This questionnaire will be used to evaluate the duties that constitute the **position**, not the performance or qualifications of the **employee**.

1. Does the **job summary/definition** of the classification accurately reflect the general responsibilities and work performed by this classification? If not, please clarify.

2. Do you agree with the **essential tasks** and the ratings provided by the employee? If not, please clarify.

3. Do you agree with the **knowledge/skill/ability (KSAs)** statements and the rating provided by the employee? If not, please clarify.

# Attachment A

4. Do you agree with **education/experience** statement? If not, please clarify.

5. Do you agree with **licenses/certification** statement? If not, please clarify.

6. What additional information should be considered in evaluating the appropriate classification for this position?

8. Is reorganization or other changes planned or taking place in your organization that will impact the content or level of this job?

By checking this box, I certify that I supervise the employee who has completed this questionnaire.

**Printed Name:**

**Classification Title:**

**Signature:**

**Date:**

# Attachment A

## CEO STATEMENT

After reviewing this employee's questionnaire carefully to see that it is accurate and complete, please complete the items below.

Do not fill in these items unless you are the applicable Department Head. Your certification below means that you accept responsibility for the accuracy and completeness with which the entire questionnaire describes the duties and responsibility of the job.

If the Employee's Statement does not express your view of the duties, responsibilities and essential functions that you have assigned the employee, please clarify or elaborate below. **Please allow your employees to review your responses if they request to see them.**

There are two essential cautions you should observe:

- **Under no circumstances** should the employee's entries in the Employee's Statement section be altered.
- Do not make any statements or comments about the employee's work performance, competence, or qualifications. This questionnaire will be used to evaluate the duties that constitute the **position**, not the performance or qualifications of the **employee**.

After you have reviewed this questionnaire and completed this page, please save this document and send to ***classandcomp@cpshr.us***.

Do you agree with the other information given by the employee and/or immediate supervisor?

YES       NO

If not, please clarify:

Printed Name:

Signature:

Classification Title:

Date:

## Appendix B: Employees Interviewed During the Study

# Attachment A

## CLASSIFICATION INTERVIEW SCHEDULE

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### July 6, 2017

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9:30	Harlan Glatt	Senior Database Administrator
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### July 10, 2017

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8:15	Eddie Benson	Maintenance Manager
9:30	Ciro Aguirre	Chief Operating Officer
10:45	Erron Alvey	Purchasing Manager
1:00	Daniel Zaragoza	Assistant Superintendent
2:15	April Warnock	Paratransit Superintendent
3:30	Anna Marie Gouveia	Fixed Route Superintendent

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### July 11, 2017

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8:15	Angela Aiken	Finance Manager
9:30	Debbie Kinslow	Assistant Finance Manager
1:00	Isaac Holly	Information Technology Manager
2:15	Barrow Emerson	Planning and Development Manager
3:30	Jaron West	Database Administrator

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### July 14, 2017

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9:30	Gina Pye	Executive Assistant
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## Appendix C: Executive Assistant

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# Attachment A

## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

*Class Code: 1100-AS65*  
*FLSA Status: Exempt*

### Executive Assistant Management

#### **DEFINITION:**

Under minimal direction, an Executive Assistant performs a variety of administrative support functions related to overseeing the activities and operations of Santa Cruz METRO's Administrative Department; serves as recording secretary to the Board of Directors; communicates with governmental agencies, attorneys, community groups and others to exchange information, schedule meetings and coordinate activities; acts as a liaison between the CEO/GM and the Board, other employees, and outside agencies; acts as a representative for Santa Cruz METRO at various internal and public functions; supervises, assigns, monitors and evaluates the work of the departmental clerical staff. Performs other duties as assigned.

#### **DISTINGUISHING CHARACTERISTICS:**

The Executive Assistant is distinguished from other administrative support classes by the higher degree of confidentiality, independent judgment required; a thorough knowledge of governmental, department, and public meeting/Boards procedures and policies; and the ability to choose among a number of alternatives in performing a variety of complex assignments without instruction and in scheduling and completing work. Incumbents routinely handle highly confidential and sensitive information; may serve as staff support on internal and external committees, may have budget preparation and administration responsibility; and may represent the organization as required.

Incumbents in this class are distinguished from other administrative support by the primary responsibility of administrative support to the CEO/General Manager and Board of Directors. Work involves the highest degree of confidentiality, independent judgment and knowledge of organizational-wide, governmental policies and procedures.

#### **EXAMPLES OF DUTIES AND RESPONSIBILITIES:**

*The duties listed below represent the various types of work that may be performed. The omission of specific statements of duties does not exclude them if the work is related or a logical assignment to this class.*

##### CEO/GM Administrative Assistance

- Functions as an executive administrator to the CEO/General Manager relieving him/her of administrative details.
- Maintains appointment calendar for the CEO/General Manager and members of the Senior Leadership Team (SLT), ensuring timeliness and responsiveness of matters requiring CEO/General Manager approval.
- Composes public and confidential business correspondence on behalf of the CEO/General Manager from minimal information or written drafts.
- Creates Power Point presentations on behalf of the CEO/General Manager and other members of the Senior Leadership Team.
- Ensures activities of the CEO/General Manager adhere to agency policies, procedures,



# Attachment A

## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

and proper protocol. Implements programs, policies, systems and procedures in accordance with financial and operating plans.

- Represents the CEO/General Manager at various meetings as assigned with sensitivity to a politically socio-economic and culturally diverse community.
- Establishes and assists in maintaining contact and communications with individuals, groups and associations within the agency and the community.
- Administers agency's AB1234 Ethics Certificates, conflict of interest code, and acts as agency's filing officer for Form 700 relating to submittals by agency employees and Board members/alternates to ensure compliance with the State Fair Political Practices Commission Requirements.
- Ensures compliance with Brown Act.
- Performs public records management and document control.

#### Board of Director Assistance/Liaison

- Maintains meeting/appointment calendar for the Board of Directors and the Committees.
- Takes minutes at regular and special Board meetings, Standing Committee and (as appropriate) Ad Hoc Committees, takes and transcribes notes from oral presentations, meetings and machine dictation.
- Prepares the monthly Board and committee meeting agendas in accordance with the CEO/General Manager and General Counsel's item review and selection.
- Oversees the administrative support of the METRO Advisory Committee (MAC).
- Coordinates the preparation and delivery of board packets.
- Coordinates all aspects of the Board, agenda and Board reports process.
- Coordinates public and private business correspondence in support of the Board of Directors.
- Creates Power Point presentations in support of the Board of Directors.
- Monitors Board actions including the coordination for executing contracts, publishing resolutions and ordinances, advising management and staff of Board actions and carrying out legally required procedures, to ensure timely and appropriate responses.
- Coordinates and participates in the orientation of newly appointed city/county representatives to the Board and its committees as it relates to Board Operations and requirements.
- Ensures Board members are properly reimbursed for participation in METRO-related meetings via the monthly compensation process.
- Ensures METRO's website is updated with Board information.

#### Office Administration

- Schedules appointments and meetings and assists in the design of presentations for meetings.
- Proof reads and edits outgoing business correspondence.
- Supervises, trains, assigns, and monitors the work of the departmental clerical staff and evaluates performance.
- Establishes procedures for departmental clerical staff including incoming and outgoing



# Attachment A

## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

mail, screening calls and maintaining files and records.

- Coordinates and staffs various Santa Cruz METRO team meetings.
- Develops, maintains, and updates complex manual and automated recordkeeping systems.
- Prepares estimates of office supplies and equipment and assists in the preparation of the preliminary budgets for Administration, Safety and Legal Departments.
- Monitors the Administrative Department budget.
- Assists in researching and recommending office equipment.
- Operates a variety of office and business machines including computer equipment.

#### Special Projects

- Independently researches and prepares reports and confidential documents and correspondence.
- Responsible for the coordination of research projects, data collection, and the development of reports on behalf of the CEO/General Manager, Board and agency.
- Coordinates all employee and Board business travel arrangements for Santa Cruz METRO.
- Distributes and advertises legal notices and other legal advertising.
- Coordinates and executes special projects and assignments.

#### **EMPLOYMENT STANDARDS:**

##### **Knowledge of:**

- Office procedures and practices including filing and preparation of business correspondence, forms and reports.
- Proper business English usage, spelling, grammar, and punctuation.
- Principles and practices of supervision and training.
- In-depth knowledge of Microsoft Office Suite and other standard office software systems.

##### **Ability to:**

- Type at a corrected rate of 55 words per minute.
- Operate standard audio visual and office equipment, including electronic typewriter, computer, photocopiers, calculator, and transcribing machine.
- Develop and administer office procedures and practices.
- Exercise extreme discretion when working with confidential and/or sensitive material and topics.
- Maintain composure in stressful situations, communicating with the public, Board members and staff in a calm, respectful manner.
- Prepare business correspondence, forms, and reports.
- Compose clear, concise reports and correspondence using proper formatting, English grammar, punctuation, and spelling.
- Effectively communicate both orally and in writing.
- Develop and use effective methods for filing and retrieving documents.
- Take minutes and record discussion and actions at meetings and public hearings.



# Attachment A

## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

- Perform varied, difficult secretarial work requiring accuracy and speed.
- Establish and maintain effective working relationships with the public, Santa Cruz METRO employees, Santa Cruz METRO Board members, and others.
- Work independently in the absence of specific instructions.
- Research, locate, compile, and summarize data.
- Coordinate complex, administrative, and legally required functions with District Counsel.

#### **MINIMUM QUALIFICATIONS:**

##### **Education, Training and Experience:**

Any combination of training and experience equivalent to five (5) years' responsible executive reporting level administrative experience. A four-year undergraduate degree preferred.

#### **AND**

Two (2) years of experience supervising administrative/clerical personnel.

Knowledge of basic office equipment and personal computers. Familiarity with software programs such as Microsoft Office Suite, to include Word, Excel, Access, PowerPoint etc. A working knowledge of software such as Adobe Acrobat, SmartSheet, Visio, and web-based publication software is beneficial.

#### **LICENSES AND CERTIFICATES:**

A valid Class C driver license and safe driving record is required at the time of application. A valid Class C State driver license is required at the time of appointment and must be maintained throughout employment.

#### **SPECIAL REQUIREMENTS:**

- Must be able to work extended hours as needed, often outside regular business hours as required by the CEO and the demands of the job.
- Must maintain strictest confidentiality.
- Must participate in professional development activities.

#### **PHYSICAL AND MENTAL DEMANDS:**

The physical and mental demands described here are representative of those that must be met by employees to successfully perform the essential functions of this class. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

##### **Physical Demands**

While performing the duties of this job, the employee is regularly required to sit, walk and stand; talk and hear; use hands to manipulate, handle, feel or operate objects, tools or controls; reach with hands and arms; and perform repetitive movements of hands or wrists. The employee is regularly required to bend and twist at the neck, reach with hands and arms. Occasional standing, walking, overhead reaching and lifting up to 10 pounds unaided is required. Specific visual abilities required for this job include close vision, distance vision, and the ability to adjust focus.



# Attachment A

## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

#### **Mental Demands**

While performing the duties of this job, an employee uses written and oral communication skills; reads and interprets data, information and documents; analyzes and solves problems; uses math and mathematical reasoning; performs highly detailed work; deals with multiple concurrent tasks; and interacts with others encountered in the course of work, including frequent contact with customers and/or the public and dissatisfied/abusive individuals.

#### **Work Environment:**

The employee works in an office environment where the noise level is usually quiet. May require availability to work a flexible schedule.

#### **OTHER CONDITIONS OF EMPLOYMENT:**

Must pass requisite background check.

- \*Adopted: November 2017
- \*BOD Approved: 00-00-00
- \*Revised: 00-00-00
- \*Job Family: Professional - Administration

## Appendix D: Information Technology and Intelligent Transportation Systems Director



# Attachment A

## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

*Class Code: 1400-OA54*

*FLSA Status: Exempt*

### Information Technology and Intelligent Transportation Systems Director Management

#### **DEFINITION:**

Under direction from the CEO/GM, the Information Technology and Intelligent Transportation Systems Director plans, organizes, directs, and participates in the programs and activities of the IT Department, including upgrades, repair, and maintenance of IT systems, including servers, applications, and databases. The Chief Information Technology and Intelligent Transportation Systems Officer is responsible for leading the agency and the IT Department in the overall investment in and deployment of information technology, consistent with a broad, enterprise-wide definition of information technology. As a leader, he/she is expected to work collegially with his/her peers and all users across the organization and help establish the agenda for technological change at the Agency. Performs other duties as assigned.

#### **DISTINGUISHING CHARACTERISTICS:**

Under executive direction from the CEO/General Manager, to plan, organize, manage and direct the information systems and transportation intelligence activities; to provide technical and professional technology direction to other Department Managers. Oversees and directs all activities of the Information Technology and Transportation Intelligence Division, including day-to-day technical operations, short- and long-range, strategic planning, budgeting and project management.

The Information Technology and Intelligent Transportation Director is distinguished from other IT staff wherein the incumbent serves as the department head or director of the Information Technology and Transportation Intelligence Division.

#### **EXAMPLES OF DUTIES AND RESPONSIBILITIES:**

*The duties listed below represent the various types of work that may be performed. The omission of specific statements of duties does not exclude them if the work is related or a logical assignment to this class.*

- Directs, analyzes, develops and maintains the information technology environment, including operating systems, application software, computer hardware and peripherals, and data communication hardware and software.
- Reviews overall performance of Agency's computer needs and recommends long-term improvements based on formal and informal needs assessment.
- Prepares written reports to staff and to the Board of Directors, and makes presentations.
- Represents the Agency at various meetings.
- Manages the IT Department budget.
- Recommends and/or approves Agency's purchases for computer related equipment and software.
- Confers with users to assist in determining the feasibility of developing specific applications, resolving procedural difficulties, formulating software objectives, and establishing problem definitions.
- Prepares and maintains program development records, program documentation, and operational procedures.



# Attachment A

## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

- Develops, directs, and participates in providing employees with training programs in data access and data entry by using new software products and advanced programming techniques.
- Coordinates the formulation of policies which govern the development and operations of the Management Information System and assists in the development of user procedure manuals.
- Prepares studies with recommendations regarding current and proposed software and hardware. Develops appropriate software and hardware specifications necessary to support specific projects.
- Supervises and trains IT Department personnel.
- Serves as the Intelligent Transportation Systems (ITS) Officer, leading all bus technology-related projects.
- Serves as the cyber-security officer for the agency.
- Supervises the work of computer contractors and evaluates and negotiates contract change orders.
- Ensures the security of information and equipment, access to data files, and develops recovery and back-up procedures for software systems.
- Directs and participates in the process of needs assessment and analysis of business problems to formulate data processing applications including identification and evaluation of computer processing alternatives, preparation of testing new or revised systems, developing modifications to programs to simplify work flow, reducing processing time and costs, and ensuring accuracy.
- Directs and participates in the installation, maintenance, development and programming of software programs.
- Confers with users to assist in determining the feasibility of developing specific applications, resolving procedural difficulties, formulating software objectives, and establishing problem definitions.
- Coordinates the formulation of policies which govern the development and operations of the Management Information System and assists in the development of user procedure manuals.
- Performs as a hands-on “working” Manager.

#### **EMPLOYMENT STANDARDS:**

##### **Knowledge of:**

- IT administration, including UNIX style operating systems.
- PC server operating systems such as Windows Server.
- Information system design and analysis techniques.
- The design and operation of data processing hardware and software, specifically data communications hardware and Unix Operating Systems.
- The operation and capabilities of mini- and micro-computer hardware and software, including advanced technologies.
- The principals and methods of technical writing and basic statistical reporting.
- The principles and practices of supervision.

##### **Ability to:**

- Analyze, evaluate, and develop systems and procedures.





# Attachment A

## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

- Coordinate work activities with Agency staff and management and maintain effective working relationships with others.
- Supervise, train, and evaluate the work of subordinates.
- Ability to work independently on various projects simultaneously under deadline conditions.
- Assess Agency's IT needs based on experience and conferences with users.
- Effectively interface with computer users.

#### **MINIMUM QUALIFICATIONS:**

##### **Education, Training and Experience:**

Bachelor's degree from an accredited college or University in computer science, mathematics, public, or business administration or closely related field, supplemented by coursework in information technology related studies if not computer science degree

#### **AND**

Eight (8) years professional level experience in related computer fields and management, which should include system administration, computer programming and technical administration, including two (2) years supervision. Public Agency experience preferred.

Advanced knowledge of office equipment and personal computers. Familiarity with organizational software and hardware needs and uses. Knowledge of various operating systems including UNIX and Windows Server.

Note: A Master's degree from an accredited college or University in computer science, mathematics, public, or business administration or closely related field may be used to substitute up to two (2) years of professional level experience as stated above, but cannot be used in lieu of two (2) years supervision requirement.

#### **LICENSES AND CERTIFICATES:**

A valid Class C driver license and safe driving record is required at the time of application. A valid Class C State driver license is required at the time of appointment and must be maintained throughout employment.

#### **SPECIAL REQUIREMENTS:**

- Must be able to work extended hours as needed, often outside regular business hours as required by the CEO and the demands of the job.
- Must maintain strictest confidentiality.
- Must participate in professional development activities.
- Requires occasional travel.

#### **PHYSICAL AND MENTAL DEMANDS:**

The physical and mental demands described here are representative of those that must be met by employees to successfully perform the essential functions of this class. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.



# Attachment A

## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

#### **Physical Demands**

While performing the duties of this job, the employee is regularly required to sit, walk and stand; talk and hear; use hands to manipulate, handle, feel or operate objects, tools or controls; reach with hands and arms; and perform repetitive movements of hands or wrists. The employee is regularly required to bend and twist at the neck, reach with hands and arms. Occasional standing, walking, overhead reaching and lifting up to 20 pounds unaided is required. Specific visual abilities required for this job include close vision, distance vision, and the ability to adjust focus.

#### **Mental Demands**

While performing the duties of this job, an employee uses written and oral communication skills; reads and interprets data, information and documents; analyzes and solves problems; uses math and mathematical reasoning; performs highly detailed work; deals with multiple concurrent tasks; and interacts with others encountered in the course of work.

#### **Work Environment:**

The employee works in an office environment where the noise level is usually quiet. May require availability to work a flexible schedule.

#### **OTHER CONDITIONS OF EMPLOYMENT:**

Must pass requisite background check.

\*Adopted: November 2017  
\*BOD Approved: 00-00-00  
\*Revised: 00-00-00  
\*Job Family: Professional –Information Technology

## Appendix E: Database Administrator & Senior Database Administrator

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# Attachment A

## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

*Class Code: 1500-P96/P94*

*FLSA Status: Exempt*

### Database Administrator Senior Database Administrator Management

#### **DEFINITION:**

Under the direction of the Information Technology and Intelligent Transportation Systems Director (IT Director) the Data Base Administrator (DBA) administrates vendor enterprise software and underlying databases, website content, web server software, website CMS software/database, and provides technical support and other duties as required. The DBA closely coordinates with management, staff and vendors to identify emerging software needs and implement solutions.

Duties can include: custom software and database design and development, software updates, responding to support tickets from staff and public, maintaining various export/import scripts, report development, systems integration, performance tuning, development of security and backup strategies, analysis and research, process improvements, technical writing, procedure documentation, and project management. Performs other duties as assigned.

#### **DISTINGUISHING CHARACTERISTICS:**

While the DBA and the Sr. DBA positions require the same skill set stated in Employment Standards, the DBA position receives daily direct supervision from the Sr. DBA, and formally reports to the IT Manager.

As knowledge and skill increases, the DBA performs work more independently. The DBA must be experienced in the foundation of database and software programming and design techniques and be able to independently troubleshoot and solve complex problems.

The Sr. DBA position is distinguished by the acquired in-depth experience and expert knowledge of all Santa Cruz METRO software systems and publications, familiarity with organizational procedure and workflow, and provides supervision to lower-level staff. The Sr. DBA supports the IT Director in various Intelligent Transportation Systems (ITS) projects, is the Lead in developing a data warehouse, and assists/leads in new software (ERP) scoping, procurement and integration.

#### **EXAMPLES OF DUTIES AND RESPONSIBILITIES:**

*The duties listed below represent the various types of work that may be performed. The omission of specific statements of duties does not exclude them if the work is related or a logical assignment to this class.*

- Installs, configures, maintains, and monitors performance of database platforms and associated and applications.
- Stages, tests, and deploys software updates; maintains user access to software applications.
- Verifies and improves data security, fault tolerance, and backup/recovery.
- Develops and modifies database reports for all departments as required.
- Provides training and technical assistance to staff.
- Consults with vendors to resolve technical issues.
- Prepares technical specifications for procurements.



# Attachment A

## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

- Performs quarterly schedule publication to print and web media and maintains related export/import scripts and documentation.
- Leads projects or portions of projects coordinating staff, consultants, and vendors.
- Generates long-term plans for database migration and data-warehousing strategies.
- As directed, completes minor budgeting and procurement activities, email memoranda, or technical reports.
- Performs as a hands-on “working” Manager.

#### **EMPLOYMENT STANDARDS:**

##### **Knowledge of:**

- Windows Server administration fundamentals.
- UNIX/LINUX and standard shell scripting.
- Working knowledge of MS SQL Server and MySQL administration.
- In-depth knowledge of relational database architecture, including table structure, data types, joins, views, triggers, permissions, advanced queries, ETL, data warehousing.
- Fault tolerance and backup and recovery strategies.
- Crystal Reports and MS Report Writer using ODBC.
- Software application design and development in major modern languages.
- Technical writing practices and procedure.

##### **Additional Knowledge desirable, but not required:**

- Apache Web Server configuration.
- Joomla CMS component and template development in PHP/HTML5/CSS3.
- Browser debugging tools.
- Mobile Application design basics for IOS and Android.
- Adobe Indesign suite (Indesign/Illustrator/Photoshop) as related to publication.
- Adobe Acrobat tools general usage and as related to Accessibility.

##### **Ability to:**

- Install and maintain vendor database applications, and maintain relations with vendors.
- Design, develop, modify and implement complex relational database systems.
- Independently analyze and troubleshoot software problems.
- Write user procedures in concise plain language.
- Document IT procedures in sufficient technical detail.
- Establish and maintain cooperative working relationships with management and staff, and the public as needed.
- Work with staff to define software requirements to be applied to procurements.
- Research and learn new technology as required.
- Write technical reports.

#### **MINIMUM QUALIFICATIONS:**

##### **Education, Training and Experience:**

Bachelor's degree from an accredited college or University in computer science, computer engineering, management information systems or closely related field.



# Attachment A

## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

Knowledge of office equipment and personal computers. Familiarity with organizational software and hardware needs and uses. Knowledge of various operating systems including UNIX and Windows Server.

For promotion to the Senior DBA position, the DBA must have four (4) years of progressively advancing database administration functions. A minimum of two (2) years of experience at Santa Cruz METRO is highly desirable.

#### **LICENSES AND CERTIFICATES:**

A valid Class C driver license and safe driving record is required at the time of application. A valid Class C State driver license is required at the time of appointment and must be maintained throughout employment.

#### **SPECIAL REQUIREMENTS:**

- Must be able to work extended hours as needed, often outside regular business hours as required by the CEO and the demands of the job.
- Must maintain strictest confidentiality.
- Must participate in professional development activities.
- Requires occasional travel.

#### **PHYSICAL AND MENTAL DEMANDS:**

The physical and mental demands described here are representative of those that must be met by employees to successfully perform the essential functions of this class. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

#### **Physical Demands**

While performing the duties of this job, the employee is regularly required to sit, walk and stand; talk and hear; use hands to manipulate, handle, feel or operate objects, tools or controls; reach with hands and arms; and perform repetitive movements of hands or wrists. The employee is regularly required to bend and twist at the neck, reach with hands and arms. Occasional standing, walking, overhead reaching and lifting up to 20 pounds unaided is required. Specific visual abilities required for this job include close vision, distance vision, and the ability to adjust focus.

#### **Mental Demands**

While performing the duties of this job, an employee uses written and oral communication skills; reads and interprets data, information and documents; analyzes and solves problems; uses math and mathematical reasoning; performs highly detailed work; deals with multiple concurrent tasks; and interacts with others encountered in the course of work.

#### **Work Environment:**

The employee works in an office environment where the noise level is usually quiet. May require availability to work a flexible schedule.

#### **OTHER CONDITIONS OF EMPLOYMENT:**

Must pass requisite background check.

\*Adopted: November 2017



# Attachment A

## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

\*BOD Approved: 00-00-00  
\*Revised: 00-00-00  
\*Job Family: Professional

## Appendix F: Chief Financial Officer (CFO)

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# Attachment A

## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

*Class Code: 1200-OA12*  
*FLSA Status: Exempt*

### **Chief Financial Officer (CFO)** **Management**

#### **DEFINITION:**

Under policy direction from the Chief Executive Officer/General Manager, the Chief Finance Officer plans, develops, organizes, manages, and directs the Agency's financial activities and functions and administrative policies and procedures. This position oversees budgeting, accounts receivable and accounts payable, general ledger, revenue accounting, financial grant administration, insurance administration, general project management, payroll, property management of leases, asset accountability, audits, financial reporting, best practices, efficiency optimization, and complex special projects assigned by the CEO/General Manager. Performs other duties as assigned.

#### **DISTINGUISHING CHARACTERISTICS:**

Under executive direction from the CEO/General Manager, to plan, organize, manage and direct centralized accounting and financial administration programs; to provide financial and budgetary direction to other Department Managers. Oversees and directs all activities of the Finance Department, including day-to-day financial operations, short- and long-range, strategic planning, and budgeting.

The Chief Financial Officer (CFO) is distinguished from the Finance Deputy Director wherein the CFO serves as the department head or director of the Finance Department.

#### **EXAMPLES OF DUTIES AND RESPONSIBILITIES:**

*The duties listed below represent the various types of work that may be performed. The omission of specific statements of duties does not exclude them if the work is related or a logical assignment to this class.*

- Responsible for assisting the CEO/General Manager in planning, developing, organizing, managing, and directing the implementation of the Agency's financial and policies and procedures.
- Provides highly complex and accurate financial oversight and analysis to the Board, CEO and Santa Cruz METRO departments. Plans, develops, and manages the financial, accounting, budget and payroll functions and assists in the financial management of grants. Performs property management of all Santa Cruz METRO facilities and spaces.
- Acts as the Disadvantage Business Enterprise Liaison Officer (DBELO) for Santa Cruz METRO.
- Directs and supervises Finance Department activities.
- Responsible for selecting, supervising, motivating, and evaluating supervisory, professional and support staff.
- Prepares various budgetary financial reports regarding revenue, cash management, expenditures, and the financial Management Information Systems (MIS).
- Develops budget monitoring and encumbrance systems and assists Agency personnel in preparation and control of departmental budgets.
- Establishes internal controls and balancing procedures; maintains audit trail.
- Communicates with Agency accounting, audit, and insurance contractors.
- Directs MIS development and implementation.



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## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

- Oversees implementation of written procedures of best practices and optimizes efficiency for the Agency.
- Analyzes revenue and expense trends and makes projections of budget impacts.
- Serves as internal auditor for a variety of fiscal, performance, and administrative audits.
- Functions as contract administrator for a wide variety of fiscal and performance audits.
- Conducts research and performs analysis activities on the cost effectiveness and cost/benefits of various projects and programs.
- May serve on behalf of the CEO/General Manager in his absence from the Agency.
- Works to establish a collaborative relationship with the unions and may participate in Labor/Management committees, problem solving, and the resolution of grievances.
- Performs as a hands-on “working” Manager.

#### **EMPLOYMENT STANDARDS:**

##### **Knowledge of:**

- Principles and practices of public organization, administration, business management, public sector budgeting, financial accounting, cash management, and auditing.
- Generally accepted accounting principles (GAAP) and budgetary management principles and practices.
- Financial reporting procedures.
- Principles and practices of employee supervision, training, development, effective discipline and personnel management.
- Principles and techniques of management analysis, public administration, organizational and personnel management and development, supervision, and budget development and monitoring.
- Governmental administration, operations, processes, rules and regulations.
- Principles and practices of accounting, auditing, and public finance, including budget preparation and control (capital and operating budgets); funding of major projects (enterprise funds); systems management; procurement and contracts; financial administration; planning and forecasting; and operational and cost accounting.
- Public sector and/or transit collective bargaining, employee representation rights, management rights, unfair labor practices, and typical provisions of collective bargaining agreements.
- Regulations and guidelines governing public agency procurement, accounting, and finance.
- Supervision principles.

##### **Ability to:**

- Plan, develop, organize, direct, implement, and evaluate innovative programs and projects.
- Manage and streamline multiple, concurrent administrative, financial and budgetary assignments, while balancing competing priorities.
- Communicate clearly and effectively, both orally and in writing; persuade, justify, and project consequences of decisions and/or recommendations.
- Take initiative, reason logically, and be creative in developing and introducing new ideas.
- Prepare and present clear, concise and comprehensive oral and written reports.
- Build effective interpersonal working relationships with staff, peers, Board, public, transit agency and financial counterparts.
- Delegate, coach, motivate and counsel staff.



# Attachment A

## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

- Make sound decisions consistent with the Agency's goals and strategic business plan.
- Promote and implement the vision, mission, and core values of Santa Cruz METRO.
- Work in an environment requiring strong discipline and attention to detail.
- Analyze and evaluate complex administrative, financial and fiscal problems, recommend and implement alternative solutions to complex issues.
- Develop policies and procedures to improve the operations and functions of the Agency.
- Prepare, develop, and administer complex budgets.
- Identify problematic issues; evaluate, analyze, interpret, recommend and implement alternative solutions to complex financial and administrative problems, issues, rules, procedures, and legislation.
- Develop and administer external and internal financial and administrative reporting activities.
- Effectively manage the agency's short-term and long-term cash flow.
- Communicate and work effectively with and provide support to staff, managers, elected and appointed government officials, business and community organizations, and various interest groups in the pursuit of the Agency's goals and mission.
- Effectively represent the Agency before the Board of Directors, City Councils, and other Federal, State, local, and regional agencies, Boards and Commissions, and in public meetings and hearings.

#### **MINIMUM QUALIFICATIONS:**

##### **Education, Training and Experience:**

Master's degree from an accredited college in accounting, finance, business administration, public administration, or a closely related field.

#### **AND**

Eight (8) years professional experience in financial, accounting, budget, or finance and business administration experience, including four (4) years supervisory experience, preferably in a public agency.

NOTE: Familiarity with transit agency or transportation system activities and functions is highly desirable. Experience in a large public organization is preferred.

#### **LICENSES AND CERTIFICATES:**

A valid Class C driver license and safe driving record is required at the time of application. A valid Class C State driver license is required at the time of appointment and must be maintained throughout employment.

Desired certifications include: Certified Public Accountant (CPA), Certified Public Finance Officer (CPFO), or Certified Management Accountant (CMA).

#### **SPECIAL REQUIREMENTS:**

- Must be able to work extended hours as needed, often outside regular business hours as required by the CEO and the demands of the job.
- Must maintain strictest confidentiality.
- Must participate in professional development activities.
- Requires occasional travel.



# Attachment A

## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

#### **PHYSICAL AND MENTAL DEMANDS:**

The physical and mental demands described here are representative of those that must be met by employees to successfully perform the essential functions of this class. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

#### **Physical Demands**

While performing the duties of this job, the employee is regularly required to sit, walk and stand; talk and hear; use hands to manipulate, handle, feel or operate objects, tools or controls; reach with hands and arms; and perform repetitive movements of hands or wrists. The employee is regularly required to bend and twist at the neck, reach with hands and arms. Occasional standing, walking, overhead reaching and lifting up to 20 pounds unaided is required. Specific visual abilities required for this job include close vision, distance vision, and the ability to adjust focus.

#### **Mental Demands**

While performing the duties of this job, an employee uses written and oral communication skills; reads and interprets data, information and documents; analyzes and solves problems; uses math and mathematical reasoning; performs highly detailed work; deals with multiple concurrent tasks; and interacts collaboratively with others encountered in the course of work.

#### **Work Environment:**

The employee works in an office environment where the noise level is usually quiet. May require availability to work a flexible schedule.

#### **OTHER CONDITIONS OF EMPLOYMENT:**

Must pass requisite background check.

- \*Adopted: November 2017
- \*BOD Approved: 00-00-00
- \*Revised: 00-00-00
- \*Job Family: Professional-Finance

## Appendix G: Finance Deputy Director



# Attachment A

## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

*Class Code: 1200-P80*  
*FLSA Status: Exempt*

### Finance Deputy Director Management

#### **DEFINITION:**

Under direction of the Chief Financial Officer (CFO), the Finance Deputy Director is responsible for planning, organizing, administering, and coordinating various financial activities, including accounting, budgets, audits and financial reporting, payroll, grants, and insurance; conducting research and analysis for management programs and projects; supervising assigned staff. Performs other duties as assigned.

#### **DISTINGUISHING CHARACTERISTICS:**

The Finance Deputy Director is the second in command, responsible for the daily operations within the Finance Department. Receives direction from the Chief Financial Officer. Exercises general direction over the accounting staff.

#### **EXAMPLES OF DUTIES AND RESPONSIBILITIES:**

*The duties listed below represent the various types of work that may be performed. The omission of specific statements of duties does not exclude them if the work is related or a logical assignment to this class.*

- Develops, implements, administers, and maintains accounting, budget control, and reporting operations and systems for Agency fiscal operations.
- Develops and communicates administrative policy guidelines and procedures for budgeting; coordinates the distribution of budget reports and forms; provides administrative and technical advice and assistance to staff, other departments, outside agencies and the public regarding Agency fiscal activities, operations, requirements and standards.
- Actively participates in all meetings and projects coordinated by the CEO in which there are financial considerations.
- Creates capital budget and monitors operating and capital improvement expenditures.
- Administers the agency's capital asset management program.
- Assists in developing the annual Agency budget including departmental budgets; reviews and analyzes budget proposals.
- Participates in the preparation of periodic and annual financial statements and other reports for Agency management and other agencies.
- Researches and studies investment opportunities; conducts research and analyses for management activities, recommendations, programs and projects.
- Analyzes cash flow; maintains related records; processes bank transfers; prepares financial statements; and makes written and oral presentations.
- Plans, coordinates, schedules, assigns, and supervises assigned departmental staff; participates in employee selection, training, and conducts performance evaluations.
- Supervises Agency accounting, payroll, audit and financial reporting functions.
- Prepares, administers, and monitors budgets.
- Conducts audits and prepares project administration reports for Federal, State, and regional agencies.



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## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

- Administers grants by monitoring grant expenditures, preparing reports, processing bank transfers, and reviewing claims for reimbursement other from departments.
- Reviews claims to assure program compliance and maintains related records and reports.
- Manages the Purchase Card Program.
- Manages the agency reserve funds, updates targets, and reconciles agency cash.
- Prepares financial reports for the Board of Directors.
- Ensures actuarial updates are initiated, completed, and received on time (such as CalPERS, Workers' Compensation, and GASB compliance).
- Acts in the absence of the Chief Financial Officer (CFO).
- Performs as a hands-on "working" Manager.

#### **EMPLOYMENT STANDARDS:**

##### **Knowledge of:**

- Generally accepted accounting principles (GAAP) and budgetary management principles and practices.
- Principles and practices of public finance and government accounting.
- Statistical analysis and its application to budget analyses and projections.
- Computerized data processing and its application to accounting systems.
- Principles of supervision and management.
- Governmental laws, regulations, statutes, and requirements related to public agency accounting and fiscal record keeping desirable.
- Principles and practices of office management and supervision.
- Grant accounting principles and practices.

##### **Ability to:**

- Plan, organize, and coordinate a variety of programs and functions in the Finance Department.
- Compute financial computations and statistics; reconcile accounts.
- Prepare and present both oral and written comprehensive accounting and fiscal reports.
- Research, analyze, interpret, and apply a variety of laws, regulations and procedures related to fiscal activities and funding sources.
- Develop, write, and implement departmental procedures and systems.
- Select, supervise, train, and evaluate staff.
- Establish and maintain cooperative working relationships with the public, staff and others.

#### **MINIMUM QUALIFICATIONS:**

##### **Education, Training and Experience:**

Bachelor's degree from an accredited college in accounting, finance, or a closely related field.

**AND**



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## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

Six (6) years professional experience in financial, accounting, budget, finance and business administration, including two (2) years supervisory experience, preferably in a public agency. Familiarity with transit agency or transportation system activities and functions is highly desirable. Experience in a large public organization is preferred.

#### **LICENSES AND CERTIFICATES:**

A valid Class C driver license and safe driving record is required at the time of application. A valid Class C State driver license is required at the time of appointment and must be maintained throughout employment.

Desired certifications include: Certified Public Accountant (CPA), Certified Public Finance Officer (CPFO), or Certified Management Accountant (CMA).

#### **SPECIAL REQUIREMENTS:**

- Must be able to work extended hours as needed, often outside regular business hours as required by the CEO and the demands of the job.
- Must maintain strictest confidentiality.
- Must participate in professional development activities.
- Requires occasional travel.

#### **PHYSICAL AND MENTAL DEMANDS:**

The physical and mental demands described here are representative of those that must be met by employees to successfully perform the essential functions of this class. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

#### **Physical Demands**

While performing the duties of this job, the employee is regularly required to sit, walk and stand; talk and hear; use hands to manipulate, handle, feel or operate objects, tools or controls; reach with hands and arms; and perform repetitive movements of hands or wrists. The employee is regularly required to bend and twist at the neck, reach with hands and arms. Occasional standing, walking, overhead reaching and lifting up to 20 pounds unaided is required. Specific visual abilities required for this job include close vision, distance vision, and the ability to adjust focus.

#### **Mental Demands**

While performing the duties of this job, an employee uses written and oral communication skills; reads and interprets data, information and documents; analyzes and solves problems; uses math and mathematical reasoning; performs highly detailed work; deals with multiple concurrent tasks; and interacts with others encountered in the course of work.

#### **Work Environment:**

The employee works in an office environment where the noise level is usually quiet. May require availability to work a flexible schedule.

#### **OTHER CONDITIONS OF EMPLOYMENT:**

Must pass requisite background check.





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## HUMAN RESOURCES DEPARTMENT

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\*Adopted: November 2017  
\*BOD Approved: 00-00-00  
\*Revised: 00-00-00  
\*Job Family: Professional - Finance

## Appendix H: Planning and Development Director



# Attachment A

## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

*Class Code: 1600-OA65*  
*FLSA Status: Exempt*

### Planning and Development Director Management

#### **DEFINITION:**

Under the direction of the CEO/General Manager, the Planning and Development Director plans, develops, organizes, and directs three distinct Santa Cruz METRO functions: (1) planning and scheduling of route and service development; (2) overseeing grant research, review, preparation, and administration for capital and operations funding; and (3) governmental affairs (working with local, state, and federal representatives and legislative advocates to develop and support legislation beneficial to Santa Cruz METRO and the region). Performs other duties as assigned.

#### **DISTINGUISHING CHARACTERISTICS:**

The incumbent is expected to exercise independent judgment and initiative in establishing efficient and effective service operations consistent with the needs of Santa Cruz METRO's. The incumbent may serve as the governmental affairs advocate. The incumbent also functions as a member of Santa Cruz METRO's senior leadership team and participates actively in addressing issues of concern to the Department and the organization.

#### **EXAMPLES OF DUTIES AND RESPONSIBILITIES:**

*The duties listed below represent the various types of work that may be performed. The omission of specific statements of duties does not exclude them if the work is related or a logical assignment to this class.*

- Manages the grants and legislative process including identification of funding sources, the oversight of all Federal, State, and local grant applications, and the administration of awarded grants.
- Works with Federal, State, and local legislators directly, or through legislative advocates and transit organizations to develop, introduce, and support legislation that improves the financial and operating ability of Santa Cruz METRO.
- Monitors Federal, State, and local developments and legislation that could affect transportation and provides periodic reports to the CEO/General Manager and the Board on the effects of proposed legislation on Santa Cruz METRO.
- Makes policy recommendations to the CEO/General Manager and the Board related to proposed or existing legislation and grant opportunities for short and long term capital and operating funding strategies.
- Works with staff to review statistical information regarding ridership, traffic congestion, and other available data used in the formation of productivity/efficiency measurements of bus routes.
- Supervises and provides direction to staff on the development and implementation of the fixed route bids. Participates in meetings with the union(s) regarding service compliance with the Collective Bargaining Agreement/Memorandum of Understanding and the service change and bidding process.



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### Santa Cruz METRO

- Responsible for scheduling any mandated outreach programs associated with grants, and route planning including, but not limited to, Title VI analysis and major services changes requiring a public hearing.
- Plans, directs, coordinates, and reviews the work of department staff. Reviews and evaluates work products and develops/updates procedures and/or policies for the department and Santa Cruz METRO in areas assigned.
- Develops, administers, and manages the department's annual budget. Is responsible for forecasting the funds required for staffing, equipment, training, etc. and then monitors and approves spending to ensure compliance within the authorized budget limits.
- Participates in the selection, training, supervision and evaluations of staff. Establishes professional standards for work quality, quantity, performance, and accountability within the department. Fosters a continuous improvement environment and sets goals for team members.
- Prepares written reports and presentations for staff and the Board of Directors; represents Santa Cruz METRO at various meetings; and communicates with government officials and personnel from other transit agencies.
- Develops Key Performance Indicators (KPI's), scorecards, dashboards, and other analysis tools that will assist the CEO/General Manager in his/her goals of measuring productivity, efficiencies and to set stretch goals.
- Performs as a hands-on "working" Manager.

#### **EMPLOYMENT STANDARDS:**

##### **Knowledge of:**

- Policies, procedures, and regulatory requirements governing funding programs from Federal, State, and local sources.
- Controls required by State, Federal, and local funding agencies, including those that will be audited by Santa Cruz METRO's annual outside auditor, Caltrans, and in a Triennial or other FTA audit.
- Grant requirements, including grant writing and application, administration, document control, and budgeting.
- Principles and practices of public funding.
- Budget management methods for operating, short and long term capital funding.
- Principles and practices of supervision and leadership.
- Current software programs for work processing, spreadsheets, and presentations at the intermediate level.
- Principles of transit operations and route development.
- The Development of key performance indicators, scorecards, and dashboards.
- Project management, project controls and project management software
- CEQU and NEPA

##### **Ability to:**

- Direct the planning and administration of a grants program.
- Aggressively pursue potential and innovative funding options from Federal, State, and local sources.



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## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

- Investigate, analyze, evaluate, and make recommendations on complex legislative issues.
- Effectively motivate, train, and evaluate the performance of staff.
- Work as part of a team to develop consensus and problem solve.
- Develop conclusions and implement policy to further the agency's mission statement by evaluating data and interacting with staff.
- Communicate effectively both orally and in writing with individuals both within and outside the department.
- Establish and maintain effective working relationships with employees, union representatives, Board members, stakeholders, elected and appointed officials, media representatives, and members of the public.
- Ability to communicate effectively orally, providing complex information in a manner understandable by laypersons, while exhibiting compassion/empathy. Must have advanced listening skills, including ability to understand the key issues and to articulate relevant/accurate responses in the context of the audience.

#### **MINIMUM QUALIFICATIONS:**

##### **Education, Training and Experience:**

Bachelor's degree from an accredited college in business, political science, public administration, geography, transportation planning, engineering, or a closely related field.

#### **AND**

Eight (8) years professional experience in business management, public administration, transportation planning, grants administration, route and service planning and development, organizing and facilitating public outreach, and government affairs, including two (2) years supervisory experience, preferably in a public agency. Familiarity with transit agency or transportation system activities and functions is highly desirable. Experience in a large public organization is preferred.

##### **Additional training and experience desirable, but not required:**

- FTA National Transit Institute coursework.
- Certified Planner through the American Institute of Certified Planners (AICP), with Certified Transportation Planner (CTP) specialty.
- Intermediate level experience using project management software.
- Experience with construction project management and contract management.
- Experience with transit oriented development.
- Experience with full funding grant agreements and other State and Federal funding tools.
- Experience with public-private partnerships.
- Extensive knowledge of run-cutting software (HASTUS and/or Trapeze).
- Experience with air quality and sustainability concepts and laws (AB375, AB32, etc.)
- Experience with CEQA and NEPA

#### **LICENSES AND CERTIFICATES:**

A valid Class C driver license and safe driving record is required at the time of application. A valid Class C State driver license is required at the time of appointment and must be maintained throughout



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## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

employment.

#### **SPECIAL REQUIREMENTS:**

- Must be able to travel to attend meetings occurring outside the local area, including meetings that may take place at night.
- Must be willing to travel to Washington D.C., Sacramento, and other key areas where direct legislative contact may be required.
- Must be able to work extended hours as needed, often outside regular business hours as required by the CEO and the demands of the job.
- Must maintain strictest confidentiality.
- Must participate in professional development activities.

#### **PHYSICAL AND MENTAL DEMANDS:**

The physical and mental demands described here are representative of those that must be met by employees to successfully perform the essential functions of this class. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

#### **Physical Demands**

While performing the duties of this job, the employee is regularly required to sit, walk and stand; talk and hear; use hands to manipulate, handle, feel or operate objects, tools or controls; reach with hands and arms; and perform repetitive movements of hands or wrists. The employee is regularly required to bend and twist at the neck, reach with hands and arms. Occasional standing, walking, overhead reaching and lifting up to 20 pounds unaided is required. Specific visual abilities required for this job include close vision, distance vision, and the ability to adjust focus.

#### **Mental Demands**

While performing the duties of this job, an employee uses written and oral communication skills; reads and interprets data, information and documents; analyzes and solves problems; uses math and mathematical reasoning; performs highly detailed work; deals with multiple concurrent tasks; and interacts with others encountered in the course of work.

#### **Work Environment:**

The employee works in an office environment where the noise level is usually quiet. May require availability to work a flexible schedule.

#### **OTHER CONDITIONS OF EMPLOYMENT:**

Must pass requisite background check.

- \*Adopted: November 2017
- \*BOD Approved: 00-00-00
- \*Revised: 00-00-00
- \*Job Family: Professional – Grants/Planning

## Appendix I: Purchasing and Special Projects Director



# Attachment A

## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

*Class Code: 1900-OA61*  
*FLSA Status: Exempt*

### **Purchasing and Special Projects Director Management**

#### **DEFINITION:**

Under the direction of the CEO/General Manager, the Purchasing and Special Projects Director plans, organizes, directs, develops and coordinates the activities of the Purchasing and Parts department. Ensures compliance with applicable Federal, State, and local laws and regulations. Performs complex procurement activities; is responsible for all purchasing, contracting, and materials management at Santa Cruz METRO. Serves as the project coordinator and/or manager over special projects as assigned. Supervises staff directly and indirectly. Performs other duties as assigned.

#### **DISTINGUISHING CHARACTERISTICS:**

Receives general direction from the CEO/General Manager. Exercises general supervision over supervisory, professional, para-professional, technical and administrative support staff as assigned. This position is distinguished from support staff as the incumbent serves as the department head or director for Purchasing and Parts.

#### **EXAMPLES OF DUTIES AND RESPONSIBILITIES:**

*The duties listed below represent the various types of work that may be performed. The omission of specific statements of duties does not exclude them if the work is related or a logical assignment to this class.*

- Responsible for administration of the formal procurement process, including contract negotiations.
- Ensures contract compliance with Federal, State, and local requirements, as well as Santa Cruz METRO policies.
- Directs, manages, and coordinates all phases of bid solicitations, including: Invitation for Bids (IFBs), Request for Proposals (RFPs), Request for Quotations (RFQs), pre-bid meetings and bid openings.
- Prepares technical and administrative reports, correspondence, written recommendations, and makes oral presentations to the Santa Cruz METRO Board of Directors, management, governmental officials, and other organizations or groups as needed.
- Oversees records retention and management, OSHA required documentation, and required notification distribution to employees.
- Creates and reviews Santa Cruz METRO procurement policies and procedures to ensure changes are made in compliance with Federal, State, and local laws and regulations.
- Evaluates all procurement and inventory activities for compliance with Santa Cruz METRO's policies and procedures. Creates and tracks Key Performance Indicators for the department.
- Assists in the Disadvantaged Business Enterprise (DBE) Program to help with compliance with various rules and regulations.
- Provides planning, support, training, and oversight of procurement process, contract management, vendor performance, and records retention for user departments.
- Ensures the in-house procurement database and software are up-to-date.
- Serves as project coordinator and/or manager on special projects that involve personnel from multiple departments within the Agency, as well as outside consultants and contractors.





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## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

- Creates, maintains, and executes a comprehensive Project Management Plan for each special project, relative to size and scope, including, but not limited to overall project objectives, schedule, roles and responsibilities, budget control, document control, and closeout procedures.
- Manages, trains, supervises, motivates, and evaluates the work of technical and clerical staff.
- Performs as a hands-on “working” Manager.

#### **EMPLOYMENT STANDARDS:**

##### **Knowledge of:**

- Principles and practices of public agency procurement, including conducting and administrating formal bid or proposal processes.
- Principles and practices of contract administration related to professional services, materials, supplies, equipment, transit revenue vehicles, and construction.
- Principles and practices of negotiated and qualification based procurements; joint agency procurements; RFP/solicitation document requirements; scope of work/technical specification preparation, and terms and conditions.
- Disadvantaged Business Enterprise (DBE) Program requirements.
- Warehouse procedures including the analysis of receipt, storage, and issuance of parts and inventory control methods.
- Federal, State, and local laws and regulations applicable to local government procurement.
- Common office software systems at the advanced level.

##### **Ability to:**

- Oversee and/or conduct the procurement process including contract negotiations, qualification based procurements, IFBs, RFPs, and RFQs.
- Plan, organize and direct the functions of the Purchasing and Parts department.
- Prepare administrative and complex technical reports, formal correspondence, written recommendations, oral presentations, and use computers and software programs.
- Prepare departmental budgets and projections of expenditure for capital budgets and proposed contracts.
- Direct, organize, and evaluate departmental programs and the performance of staff.
- Interpret and apply applicable Federal, State, and local laws and regulations related to the procurement process.
- Communicate strategically and effectively in oral and written form.
- Establish and maintain effective working relationships with employees, union representatives, Board members, stakeholders, elected and appointed officials, vendors, contractors, consultants, media representatives, and members of the public.

#### **MINIMUM QUALIFICATIONS:**

##### **Education, Training and Experience:**

Bachelor’s degree from an accredited college in business, , public administration, mathematics, or a closely related field, as well as completion of the NTI/FTA Procurement Training series, or the ability to complete the series within 12 months of hire.

**AND**



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## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

Four (4) years professional experience in public or private sector procurement, including two (2) years supervisory experience, preferably in a public agency. Familiarity with transit agency or transportation system activities and functions is highly desirable. Experience in a large public organization is preferred.

#### **LICENSES AND CERTIFICATES:**

A valid Class C driver license and safe driving record is required at the time of application. A valid Class C State driver license is required at the time of appointment and must be maintained throughout employment.

Desired certifications include: Certified Public Procurement Officer (CPPO)

#### **SPECIAL REQUIREMENTS:**

- Must be able to work extended hours as needed, often outside regular business hours as required by the CEO and the demands of the job.
- Must maintain strictest confidentiality.
- Must participate in professional development activities.
- Requires occasional travel.

#### **PHYSICAL AND MENTAL DEMANDS:**

The physical and mental demands described here are representative of those that must be met by employees to successfully perform the essential functions of this class. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

#### **Physical Demands**

While performing the duties of this job, the employee is regularly required to sit, walk and stand; talk and hear; use hands to manipulate, handle, feel or operate objects, tools or controls; reach with hands and arms; and perform repetitive movements of hands or wrists. The employee is regularly required to bend and twist at the neck, reach with hands and arms. Occasional standing, walking, overhead reaching and lifting up to 20 pounds unaided is required. Specific visual abilities required for this job include close vision, distance vision, and the ability to adjust focus.

#### **Mental Demands**

While performing the duties of this job, an employee uses written and oral communication skills; reads and interprets data, information and documents; analyzes and solves problems; uses math and mathematical reasoning; performs highly detailed work; deals with multiple concurrent tasks; and interacts with others encountered in the course of work.

#### **Work Environment:**

The employee may work in an office, shop, construction site, or bus yard environment where the noise level may be loud. May require availability to work a flexible schedule.

#### **OTHER CONDITIONS OF EMPLOYMENT:**

Must pass requisite background check.

- \*Adopted: November 2017
- \*BOD Approved: 00-00-00
- \*Revised: 00-00-00
- \*Job Family: Professional -Purchasing

## Appendix J: Human Resources Director



# Attachment A

## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

*Class Code: 1400-OA29*

*FLSA Status: Exempt*

### Human Resources Director Management

#### **DEFINITION:**

Under general direction of the Chief Executive Officer/General Manager, the Human Resources Director plans, organizes, directs, and coordinates the human resources programs with primary responsibility for all personnel, compliance, and human resources-related initiatives that support organizational strategic goals. These programs include equal employment opportunity/affirmative action, recruitment and examination, classification and compensation, employee and labor relations, employee insurance and benefit programs, employee training, Human Resources Information Systems (HRIS), drug and alcohol compliance, and workers compensation. Performs other duties as assigned.

#### **DISTINGUISHING CHARACTERISTICS:**

This is the executive level classification in the Human Resources professional series. The incumbent is expected to assume overall responsibility for all facets of governmental Human Resources programs and activities, including providing leadership in establishing general direction, goals, and priorities. The incumbent works under executive direction and exercises independent judgment in the performance of a variety of professional, complex, and difficult duties. Serves as the department head of the Human Resource Department.

#### **EXAMPLES OF DUTIES AND RESPONSIBILITIES:**

*The duties listed below represent the various types of work that may be performed. The omission of specific statements of duties does not exclude them if the work is related or a logical assignment to this class.*

- Directs and participates in the development and implementation of human resource goals, objectives, policies and procedures to support organizational goals and objectives.
- Administers and directs a comprehensive Human Resource program.
- Formulates and recommends policies, regulations, and practices for carrying out the human resources program; administers all provisions of the personnel merit system.
- Consults with and advises the CEO/General Manager, Board, and department managers and directors to coordinate the various phases of policies, practices, regulations, and resolutions implemented.
- Represents Santa Cruz METRO in matters of concern to unions representing Santa Cruz METRO employees; may act as Chief Negotiator or participate in negotiations during “meet and confer” sessions with various unions and respective department representatives; assists in the administration of the employer-employee relations resolution.
- Directs, coordinates, and supervises the administration of recruitment and selection; classification, compensation, and benefits; labor relations; training, employee performance appraisal, and new employee orientation.
- Prepares and recommends to the CEO/General Manager revisions and amendments to policies, regulations, and resolutions relating to human resource matters.



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### Santa Cruz METRO

- Directs and conducts special studies, prepares reports, and makes recommendations to the CEO/General Manager.
- Serves in an advisory capacity to the Board; attends meetings of the Board; offers advice and makes recommendations.
- Makes presentations before staff, the senior leadership team, Board, and community organizations.
- Advises employees and department management in matters concerning grievances and assists department management in the grievance process.
- Reviews and analyzes reports, legislation, court cases, and related human resource matters.
- Directs the preparation and administration of the department budget.
- Coordinates human resource activities with other departments and outside agencies.
- Selects, trains, supervises, and evaluates professional, para-professional, technical, and clerical staff through subordinate staff.
- Serves as a mentor in providing training and growth opportunities, while creating a culture of accountability.
- Manages and may conduct the analyses and evaluation of positions for classification and compensation studies. Oversees the creation of, and makes recommendations for, new or revised class specifications.
- Serves as the Chief Investigations Officer for employee relations.
- Interprets the provisions of Memorandums of Understanding (MOU).
- Develops and maintains HR policies and procedures; communicates changes in HR policies and procedures and employment law to department directors, managers, and staff.
- Prepares and presents written and oral reports, training materials and other written documents.
- Develops and implements employee training and development programs.
- May provide support to the General Counsel's Office related to HR issues, arbitrations and other types of hearings.
- Represents Santa Cruz Metro at various meetings as required and may act as liaison to local, State and Federal officials as directed by the CEO.
- Performs as a hands-on "working" Manager.

#### **EMPLOYMENT STANDARDS:**

##### **Knowledge of:**

- Principles of human resource administration.
- Policies, procedures, ordinances, and resolutions governing governmental personnel activities, conditions of employment, and employee benefits.
- Advanced research and statistical methods.
- Basic psychometric principles.
- Principles of office organization and management.
- The impact of labor market conditions and socio-economic issues on recruitment and employment.
- Principles and practices of budget preparation and administration.
- Principles and practices of supervision and performance appraisal.



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## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

- Applicable federal, state, and local laws, regulations, and ordinances.
- Job analysis, recruiting and examining strategies, position classification, position control, employee benefits administration, and wage and salary administration.
- Public sector employee relations, typical provisions of collective bargaining agreements, and public employee labor law.
- Dispute resolution and collective bargaining techniques.

#### **Ability to:**

- Plan, organize, and implement programs and related activities.
- Understand and interpret policies and procedures and explain them to others.
- Compile and maintain complex records, files, and financial information.
- Establish and maintain a variety of personnel and related records requiring confidentiality and security.
- Communicate clearly and concisely, both orally and in writing.
- Establish and maintain effective working relationships with persons within and outside of the organization.
- Support and lead staff, ensuring the organization works toward a common goal.
- Supervise, train, delegate, coach, motivate, and counsel subordinate staff.
- Consistently apply concepts, laws, methods and other guidelines of professional work in the human resources management field.
- Develop and administer a departmental budget.
- Interpret and apply federal, state, and local policies, laws, regulations, and labor agreements.
- Ensure compliance with Santa Cruz Metro policies and procedures regarding equal employment opportunity, discrimination, and harassment prevention.
- Create, implement, and communicate new processes using technology to create efficiencies and best practices.

#### **MINIMUM QUALIFICATIONS:**

##### **Education, Training and Experience:**

Bachelor's degree from an accredited college in human resources, business or public administration, or a closely related field.

#### **AND**

Eight (8) years professional experience in human resources, business or public administration experience, including four (4) years supervisory experience, preferably in a public agency. Familiarity with transit organization or transportation system activities and functions is highly desirable. Experience in a large public organization is preferred. Previous HR experience in the public sector and a Master's Degree is desirable.

##### **LICENSES AND CERTIFICATES:**

A valid Class C driver license and safe driving record is required at the time of application. A valid Class C



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## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

State driver license is required at the time of appointment and must be maintained throughout employment.

Senior Certified Professional (SCP) from a recognized Human Resource Certification organization such as IPMA-HR, SHRM, or HRCI.

#### **SPECIAL REQUIREMENTS:**

- Must be able to work extended hours as needed, often outside regular business hours as required by the CEO and the demands of the job.
- Must maintain strictest confidentiality.
- Must participate in professional development activities.
- Requires occasional travel.

#### **PHYSICAL AND MENTAL DEMANDS:**

The physical and mental demands described here are representative of those that must be met by employees to successfully perform the essential functions of this class. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

#### **Physical Demands**

While performing the duties of this job, the employee is regularly required to sit, walk and stand; talk and hear; use hands to manipulate, handle, feel or operate objects, tools or controls; reach with hands and arms; and perform repetitive movements of hands or wrists. The employee is regularly required to bend and twist at the neck, reach with hands and arms. Occasional standing, walking, overhead reaching and lifting up to 20 pounds unaided is required. Specific visual abilities required for this job include close vision, distance vision, and the ability to adjust focus.

#### **Mental Demands**

While performing the duties of this job, an employee uses written and oral communication skills; reads and interprets data, information and documents; analyzes and solves problems; uses math and mathematical reasoning; performs highly detailed work; deals with multiple concurrent tasks; and interacts with others encountered in the course of work.

#### **Work Environment:**

The employee works in an office environment where the noise level is usually quiet. May require availability to work a flexible schedule.

#### **OTHER CONDITIONS OF EMPLOYMENT:**

Must pass requisite background check.

- \*Adopted: November 2017
- \*BOD Approved: 00-00-00
- \*Revised: 00-00-00
- \*Job Family: Professional –Human Resources

## Appendix K: Human Resources Deputy Director





# Attachment A

## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

*Class Code: 1400-OA55*

*FLSA Status: Exempt*

### Human Resources Deputy Director Management

#### **DEFINITION:**

Under general direction, assists the Human Resources Director in planning, managing, coordinating and overseeing assigned Human Resources operations, activities, programs, and personnel for Santa Cruz METRO. This is a second in command, responsible for the daily operations for an assigned area within the Human Resources Department. Performs other duties as assigned.

#### **DISTINGUISHING CHARACTERISTICS:**

The Deputy Director or Human Resources is a second in command, responsible for the daily operations for an assigned area within the Human Resources Department. Receives direction from the Human Resources Director. Exercises general direction over professional, para-professional, and clerical staff.

#### **EXAMPLES OF DUTIES AND RESPONSIBILITIES:**

*The duties listed below represent the various types of work that may be performed. The omission of specific statements of duties does not exclude them if the work is related or a logical assignment to this class.*

- Manages and provides administrative direction for human resources functions including recruitment and selection, training and development, classification, compensation, benefits, or employee/labor relations.
- Ensures the timely, accurate, and professional delivery of organizational-wide human resources programs and activities.
- Hires, trains, supervises, and monitors the performance of personnel.
- Ensures staff compliance with departmental policies, procedures, and regulations governing human resources activities.
- Develops and implements goals, objectives, policies, and procedures for human resources functions.
- Interprets and explains human resources policy and procedural decisions to Santa Cruz METRO departments, management personnel, and employees.
- Provides assistance to Santa Cruz METRO departments in resolving human resource issues; recommends and assists in implementing corrective courses of action.
- Oversees the confidential processing and maintenance of employee payroll/personnel records and the human resources records management system.
- May review and approve personnel actions pertaining to Santa Cruz METRO's employees for processing.
- Monitors compliance with MOU's Personnel Policies and Procedures and Salary Resolution; may authorize continued temporary staffing in excess of established limits.
- Manages and coordinates Santa Cruz METRO's recruitment and selection process including developing and implementing recruiting strategies.
- Supervises and coordinates the administration of Santa Cruz METRO's employee benefits program.
- Administers and maintains human resource systems and technology.
- Develops specialized management reports for internal and external customers.



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## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

- Gathers information, prepares, submits, and maintains a variety of departmental reports.
- Provides assistance in preparing and administering departmental budget.
- Serves as Human Resources Director in his/her absence and performs related duties.
- Oversees the agency's Drug and Alcohol Testing program.
- Oversees the agency's Worker's Compensation and Medical Leave programs.
- Performs as a hands-on "working" manager.

#### **EMPLOYMENT STANDARDS:**

##### **Knowledge of:**

- Principles of human resource administration.
- Policies, procedures, ordinances, and resolutions governing Santa Cruz METRO's personnel activities, conditions of employment, and employee benefits.
- Advanced research and statistical methods.
- Principles of office organization and management.
- Impact of labor market conditions and socio-economic issues on recruitment and employment.
- Modern office practices, procedures, and equipment, including microcomputers and applicable software applications.
- Principles and practices of budget preparation and administration.
- Principles and practices of supervision and performance appraisal.
- Applicable federal, state, and local laws, regulations, and ordinances.

##### **Ability to:**

- Administrate assigned areas of human resources operations, activities, and programs.
- Assist in ensuring compliance with regulations governing human resources activities.
- Effectively communicate both orally and in writing.
- Establish and maintain effective working relationships with staff, Santa Cruz METRO departments, Board and Union officials, outside agencies, and the general public.
- Provide assistance in administering budgets and monitoring expenditures.
- Supervise, lead, and delegate tasks and authority.

#### **MINIMUM QUALIFICATIONS:**

##### **Education, Training and Experience:**

Any combination of experience and education that would likely provide the required knowledge and abilities is qualifying. A typical way to obtain the knowledge and abilities would be:

Education: Equivalent to a Bachelor's degree from an accredited college or university with major study in business or public administration or a closely related field.

#### **AND**

Five (5) years professional experience in human resources, business or public administration experience, including two (2) years supervisory experience, preferably in a public agency. Familiarity with transit agency or transportation system activities and functions is highly desirable. Experience in a public organization is preferred.

Note: Previous HR experience in the public sector and a Master's Degree is desirable.



# Attachment A

## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

#### **LICENSES AND CERTIFICATES:**

A valid Class C driver license and safe driving record is required at the time of application. A valid Class C State driver license is required at the time of appointment and must be maintained throughout employment.

Desired certifications include: Certified Professional (CP) or Senior Certified Professional (SCP) from a recognized Human Resource Certification organization such as IPMA-HR, SHRM, or HRCI.

#### **SPECIAL REQUIREMENTS:**

- Must be able to work extended hours as needed, often outside regular business hours as required by the CEO and the demands of the job.
- Must maintain strictest confidentiality.
- Must participate in professional development activities.
- Requires occasional travel.

#### **PHYSICAL AND MENTAL DEMANDS:**

The physical and mental demands described here are representative of those that must be met by employees to successfully perform the essential functions of this class. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

#### **Physical Demands**

While performing the duties of this job, the employee is regularly required to sit, walk and stand; talk and hear; use hands to manipulate, handle, feel or operate objects, tools or controls; reach with hands and arms; and perform repetitive movements of hands or wrists. The employee is regularly required to bend and twist at the neck, reach with hands and arms. Occasional standing, walking, overhead reaching and lifting up to 20 pounds unaided is required. Specific visual abilities required for this job include close vision, distance vision, and the ability to adjust focus.

#### **Mental Demands**

While performing the duties of this job, an employee uses written and oral communication skills; reads and interprets data, information and documents; analyzes and solves problems; uses math and mathematical reasoning; performs highly detailed work; deals with multiple concurrent tasks; and interacts with others encountered in the course of work.

#### **Work Environment:**

The employee works in an office environment where the noise level is usually quiet. May require availability to work a flexible schedule.

#### **OTHER CONDITIONS OF EMPLOYMENT:**

Must pass requisite background check.

- \*Adopted: November 2017
- \*BOD Approved: 00-00-00
- \*Revised: 00-00-00
- \*Job Family: Professional – Human Resources



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## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

#### **LICENSES AND CERTIFICATES:**

A valid Class C driver license and safe driving record is required at the time of application. A valid Class C State driver license is required at the time of appointment and must be maintained throughout employment.

Desired certifications include: Certified Professional (CP) or Senior Certified Professional (SCP) from a recognized Human Resource Certification organization such as IPMA-HR, SHRM, or HRCI.

#### **SPECIAL REQUIREMENTS:**

- Must be able to work extended hours as needed, often outside regular business hours as required by the CEO and the demands of the job.
- Must maintain strictest confidentiality.
- Must participate in professional development activities.
- Requires occasional travel.

#### **PHYSICAL AND MENTAL DEMANDS:**

The physical and mental demands described here are representative of those that must be met by employees to successfully perform the essential functions of this class. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

#### **Physical Demands**

While performing the duties of this job, the employee is regularly required to sit, walk and stand; talk and hear; use hands to manipulate, handle, feel or operate objects, tools or controls; reach with hands and arms; and perform repetitive movements of hands or wrists. The employee is regularly required to bend and twist at the neck, reach with hands and arms. Occasional standing, walking, overhead reaching and lifting up to 20 pounds unaided is required. Specific visual abilities required for this job include close vision, distance vision, and the ability to adjust focus.

#### **Mental Demands**

While performing the duties of this job, an employee uses written and oral communication skills; reads and interprets data, information and documents; analyzes and solves problems; uses math and mathematical reasoning; performs highly detailed work; deals with multiple concurrent tasks; and interacts with others encountered in the course of work.

#### **Work Environment:**

The employee works in an office environment where the noise level is usually quiet. May require availability to work a flexible schedule.

#### **OTHER CONDITIONS OF EMPLOYMENT:**

Must pass requisite background check.

- \*Adopted: November 2017
- \*BOD Approved: 00-00-00
- \*Revised: 00-00-00
- \*Job Family: Professional – Human Resources

## Appendix L: Chief Operations Officer (COO)

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# Attachment A

## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

*Class Code: 3200-OA64*

*FLSA Status: Exempt*

### Chief Operating Officer (COO) Management

#### **DEFINITION:**

Under policy direction, from the Chief Executive Officer/General Manager, the Chief Operating Officer organizes and directs the operation of Santa Cruz METRO's fixed route and paratransit bus system, the maintenance of both revenue and non-revenue fleet, the maintenance of all Santa Cruz METRO facilities, and contracted security services. Oversees the administration of the departments listed above, including labor relations, risk management, contract administration, safety and training, and budget oversight. Performs other duties as assigned.

#### **DISTINGUISHING CHARACTERISTICS:**

Under executive direction from the CEO/General Manager, to plan, organize, manage and direct units involved with bus operations and maintenance, and operations support services; to provide administrative direction to Operations and Maintenance managers and staff. Oversees and directs all activities of the Operations and Maintenance Department, including day-to-day bus and maintenance operations, and short- and long-range and strategic planning.

The Chief Operations Officer is distinguished from the Maintenance Manager and Paratransit and Fixed Route Operations Managers as the COO serves as the department head or director of Transportation and Maintenance.

#### **EXAMPLES OF DUTIES AND RESPONSIBILITIES:**

*The duties listed below represent the various types of work that may be performed. The omission of specific statements of duties does not exclude them if the work is related or a logical assignment to this class.*

- Plans, develops, organizes, and directs the activities of multiple operations departments, including Fixed Route, ParaCruz, Fleet and Facilities Maintenance, and/or others assigned by the Chief Executive Officer/General Manager.
- Develops standards for periodic inspections of operations and maintenance to ensure adherence to schedules and regulations; reviews overall performance of the department and recommends long-term improvements. Oversees a state of good repair for all of Santa Cruz METRO's rolling stock and facilities.
- Provides executive level oversight of the activities within the Operations Department, including dispatch, field operations, planning, security, safety and training, and risk management.
- Participates in the preparation and administration of the operating and capital budgets for Operations and Maintenance. Assists in developing specifications for the purchase of new equipment.
- Establishes co-operative relationship with the unions by participating in Labor/Management committees, problem solving, and the resolution of grievances.
- Participates in disciplinary actions.
- Assists in negotiating labor contracts and interprets the provisions of labor contracts.



# Attachment A

## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

- Establishes professional standards for work quality, quantity, performance, and accountability.
- Ensures safety training compliance of department staff.
- Participates in disaster preparedness program planning and implementation.
- Prepares 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.
- Reviews and interprets existing and proposed Federal, State, and local laws, rules and regulations.
- Assists in the development and implementation of Agency policies and procedures.
- Performs strategic planning and implementation.
- Leads the organization collaboratively with other Department Managers and may serve on behalf of the CEO/General Manager in his absence from the Agency.
- Performs as a hands-on “working” Manager.

#### **EMPLOYMENT STANDARDS:**

##### **Knowledge of:**

- Principles, policies, practices, and procedures of transit system operations, including the establishment of routes and schedules.
- Safety and security regulations and procedures for transit agencies/properties.
- Regulations and guidelines governing public agency procurement.
- Federal, state, and local regulations related to the functions of public transportation and accessible paratransit service (including the Americans with Disability Act).
- Public sector and/or transit collective bargaining, employee representation rights, management rights, unfair labor practices, and typical provisions of collective bargaining agreements.
- Administrative and Organizational management strategies, principles and practices.
- Current transportation technology and specialized computer software systems.
- Requirements of occupational safety and health standards.
- Budget management methods.
- Supervision principles.

##### **Ability to:**

- Direct the planning and execution of operations and maintenance programs and activities.
- Effectively supervise managers and supervisors, delegate authority and responsibility, and monitor activities.
- Evaluate the performance of the transit system in terms of operating costs, allocation and utilization of personnel and equipment.
- Effectively motivate, train, and evaluate the performance of staff in a labor union environment.
- Establish and maintain effective working relationships with those contacted in the course of work.
- Perform strategic planning and analysis.
- Develop and administer budgets.



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## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

- Read, interpret, and apply laws, rules, regulations, and labor contract provisions.
- Analyze problems and recommend and/or implement effective solutions to difficult and politically sensitive problems.
- Communicate, present, and report effectively in oral and written form.
- Represent the Agency before various boards, City Council, and governmental agencies.
- Establish and maintain effective working relationships with employees, union representatives, Board members, and members of the public.

#### **MINIMUM QUALIFICATIONS:**

##### **Education, Training and Experience:**

Master's degree from an accredited college in business or public administration, transportation planning, engineering, or a closely related field.

#### **AND**

Eight (8) years of recent and increasingly responsible professional management experience, with at least five (5) years of experience with a public transit organization working within the operations and/or maintenance department.

Note: Familiarity with transit agency or transportation system activities and functions is highly desirable. Experience in a large public organization is preferred.

#### **LICENSES AND CERTIFICATES:**

A valid Class C driver license and safe driving record is required at the time of application. A valid Class C State driver license is required at the time of appointment and must be maintained throughout employment.

#### **SPECIAL REQUIREMENTS:**

- Must be able to work extended hours as needed, often outside regular business hours as required by the CEO and the demands of the job.
- Must maintain strictest confidentiality.
- Must participate in professional development activities.
- Requires occasional travel.

#### **PHYSICAL AND MENTAL DEMANDS:**

The physical and mental demands described here are representative of those that must be met by employees to successfully perform the essential functions of this class. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

##### **Physical Demands**

While performing the duties of this job, the employee is regularly required to sit, walk and stand; talk and hear; use hands to manipulate, handle, feel or operate objects, tools or controls; reach with hands and arms; and perform repetitive movements of hands or wrists. The employee is regularly required to bend and twist at the neck, reach with hands and arms. Occasional standing, walking, overhead reaching and lifting up to 20 pounds unaided is required. Specific visual abilities required for this job include close vision, distance vision, and the ability to adjust focus.





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## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

#### **Mental Demands**

While performing the duties of this job, an employee uses written and oral communication skills; reads and interprets data, information and documents; analyzes and solves problems; uses math and mathematical reasoning; performs highly detailed work; deals with multiple concurrent tasks; and interacts collaboratively with others encountered in the course of work.

#### **Work Environment:**

The employee works in an office, shop, or bus yard environment where the noise level may be loud. May require availability to work a flexible schedule.

#### **OTHER CONDITIONS OF EMPLOYMENT:**

Must pass requisite background check.

- \*Adopted: November 2017
- \*BOD Approved: 00-00-00
- \*Revised: 00-00-00
- \*Job Family: Professional - Operations

## Appendix M: Maintenance Manager

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# Attachment A

## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

*Class Code: 2200-OA59*

*FLSA Status: Exempt*

### Maintenance Manager Management

#### **DEFINITION:**

Under the direction of the Chief Operating Officer (COO), the Maintenance Manager plans, organizes, supervises, directs, and monitors the programs and activities of the fleet and facilities maintenance programs and a centralized warehouse. This would include: installation, construction, repair, and cleaning functions for all Santa Cruz METRO facilities, including bus stops, the repair, maintenance and servicing of the Santa Cruz METRO's vehicles and other operating equipment. Performs other duties as assigned.

#### **DISTINGUISHING CHARACTERISTICS:**

The Maintenance Manager reports to the Chief Operating Officer and is responsible for the management and supervision of the fleet and facility maintenance programs and a centralized warehouse, to ensure the fleet remains in a state of good repair.

#### **EXAMPLES OF DUTIES AND RESPONSIBILITIES:**

*The duties listed below represent the various types of work that may be performed. The omission of specific statements of duties does not exclude them if the work is related or a logical assignment to this class.*

- Plans, organizes, and directs staff in the maintenance and repair of Santa Cruz METRO owned vehicles, bus stops, and Santa Cruz METRO facilities.
- Plans, organizes, and directs the work of mechanics and other Santa Cruz METRO employees involved in purchasing, vehicle, and facility maintenance.
- Reviews and Evaluates vehicle inspections for quality assurance purposes.
- Selects, supervises, and evaluates Santa Cruz METRO employees.
- Monitors and evaluates the department's performance against OSHA standards and Santa Cruz METRO's safety program.
- Prepares and monitors department budget.
- Develops cost estimates of labor, time, costs, and materials associated with projects and repairs.
- Develops specifications, reviews and approves requisitions for equipment, parts, materials, and supplies.
- Implements and supervises contracts with vendors for Santa Cruz METRO facility and fleet maintenance.
- Reviews overall performance of the departments and recommends long-term improvements.
- Reviews building developments for transit improvements during the environmental review process to ensure compliance with model ordinance.
- Supervises maintenance of Santa Cruz METRO inventory system, key and lock system, and receiving systems.
- Plans and implements short and long-range projects dealing with fleet and facility acquisitions, rejuvenation, and maintenance.
- Represents Santa Cruz METRO at various meetings.



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## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

- Assists in the development and implementation of maintenance policies and programs.
- Provides guidance and direction in managing fleet maintenance functions (CNG, gasoline, diesel, electric, and hybrid) and controls quality of fleet maintenance through ongoing use of vehicle maintenance information systems; vehicle fleets including transit buses, supervisory/support vehicles, and maintenance support vehicles.
- Directs and supervises staff activities and oversees functions to ensure effective of operations.
- Oversees and participates in the development and administration of the annual budget.
- Presents to Santa Cruz METRO at meetings with the Board of Directors, other boards and commissions, agencies, employee organizations, and public and private organizations.
- Reviews state and federal laws, proposed legislation, and regulations pertaining to areas of responsibility and reports on impact and ensures the application of safety rules and regulations.
- Analyzes and evaluates complex problems; recommends and implements effective solutions.
- Selects, supervises, trains, motivates, assigns, evaluates, counsels and disciplines staff.
- Develops, and reviews plans and ensures implementation of plans for preventive maintenance and repairs; prepares and reviews maintenance schedules, ensures maintenance of related records.
- Develops, implements, and monitors contracts and service agreements with vendors, contractors, and consultants.
- Develops, monitors, and manages the budget items related to facilities maintenance; develops and reviews cost estimates for maintenance and repair projects and activities.
- Performs record keeping for compliance reporting.
- Recommends and/or reviews reports regarding repairs and refurbishment of facilities; estimates labor and materials requirements; prepares construction, renovation, and purchasing contract specifications; and inspects contracted work for conformance to standards.
- Develops, implements, and evaluates policies, programs, and procedures.
- Plans, organizes, directs, and coordinates, the activities and personnel of the Materials Management, and Quality Assurance and Warranty Units.
- Conducts activities related to inventory control.
- Directs and reviews inventory management function.
- Performs project management and performance management activities.
- Plans and directs purchasing actions to ensure timely availability of the materials, services, and equipment needed to support maintenance and facility operations and programs.
- Directs and participate in the processes and procedures regarding property disposal.
- Directs and oversees the excess and surplus property program to ensure cost-effective redistribution and disposal of surplus equipment, material, and salvage items;
- Ensures periodic preventative maintenance and development of maintenance standards for equipment and properties.
- Interprets and applies the provisions of labor agreements in accordance with Santa Cruz METRO guidelines; may serve as a hearing officer.
- Formulates new vehicle for procurement and facilities specifications, repair and oversee, related structures and grounds, and passenger transit facilities including installation and maintenance of signage.
- Performs as a hands-on “working” Manager.

#### **EMPLOYMENT STANDARDS:**



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## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

#### **Knowledge of:**

- Methods, equipment, and tools used in vehicle maintenance operations.
- Construction and operations of buses and motor vehicle equipment.
- Approved shop safety methods and laws.
- Applicable Federal, State, and local laws and regulations governing public transportation systems.
- Administration of labor contracts.
- Principles and practices of developing and administering budgets.
- Warehouse procedures including the analysis of receipt, storage, issuance, and inventory control methods.
- Building construction and repair, electrical, and/or mechanical trades, and related tools and equipment.
- Standard job sequences used in building construction.
- Janitorial services operations.
- Supervision principles and practices.
- Principles and practices of project management and public organization administration.
- How to properly use, store, and dispose of the hazardous materials used in fleet and facilities maintenance.
- The theory of methods, materials, and equipment used in the design, maintenance, operations and construction of automotive equipment.
- Principles of supervision, design, operation, and maintenance of shop and shop equipment.
- Government regulations pertaining to the design and operation of vehicles.
- Principles and practices of public transportation maintenance operations.
- Principles and practices of budget planning, organization, and administration.
- Principles of supervision.
- Cost estimating, contract administration, and project management, including preparation of requests for proposals and contract and specification preparation.
- Applicable local, State, and Federal codes and regulations governing transit-related construction.
- Industrial safety rules and regulations as applied to a public transit system, specifically methods for safely and legally handling hazardous materials and hazardous waste.

#### **Ability to:**

- Identify methodologies for repair and preventive maintenance.
- Instruct personnel in work methods and departmental procedures and policies.
- Direct the activities of the department.
- Evaluate requests for maintenance, repair, and installation to determine the necessity, priority, and most effective course of actions.
- Prepare cost estimates for labor, time, materials, and equipment.
- Prepare reports and keep accurate records.
- Communicate orally and in writing to the Board of Directors, Santa Cruz METRO management, and other groups.
- Function as a liaison with public safety agencies.
- Perform vehicle inspections for quality assurance purposes.



# Attachment A

## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

- Establish and maintain effective working relationships within the department and with other divisions, departments, agencies, suppliers, vendors, and the public.
- Administer and monitor contracts with vendors.
- Communicate effectively, both orally and in writing.
- Develop and monitor department budgets.
- Utilize standard office equipment and software.
- Effectively plan, organize, direct, and coordinate the functions and staff activities for area of responsibility.
- Select, supervise, train, motivate, assign, evaluate, counsel, and discipline staff within a union environment.
- Analyze and evaluate complex department/operational problems; recommend and implement effective solutions.
- Evaluate requests for maintenance, repair, installation and modifications to determine the necessity for and the most cost-effective method.
- Interpret plans, specifications, laws, ordinances, and codes applicable to maintenance and repair of transit facilities, office buildings, and non-revenue vehicles.
- Interpret and apply laws, rules, regulations, and labor contract provisions.
- Evaluate bus maintenance efficiency and reliability by reviewing and analyzing daily logs, field service reports, and management information system data reports, and initiates corrective actions when required.
- Ensure the delivery of training programs on new vehicles, equipment, and methods.
- Perform vehicle inspection tasks for quality assurance purposes.
- Assist in developing, coordinating, and evaluating the delivery of vendor technical and/or maintenance training programs.
- Evaluate and recommend staff development and training opportunities.
- Investigate and take corrective action on industrial injuries, accidents, and incidents.
- Maintain records and prepare written reports; perform records and activity management.
- Recommend and/or review reports regarding repairs and refurbishment of facilities.
- Estimate labor and materials requirements; prepare construction, renovation, and purchasing contract specifications; and inspect contracted work for conformance to standards.
- Ensure the prompt recovery of hazardous spills and the removal of bio-hazardous waste following prescribed safety and hazmat practices and procedures.

#### **MINIMUM QUALIFICATIONS:**

##### **Education, Training and Experience:**

Bachelor's degree from an accredited college in engineering, business administration, or a closely related field.

#### **AND**

Eight (8) years of progressively responsible professional experience in public transportation vehicle maintenance or heavy vehicle maintenance, including at least four (4) years of responsible supervisory and management experience, preferably in a public agency.



# Attachment A

## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

Familiarity with transit agency or transportation system activities and functions, automotive or heavy-duty equipment, knowledge of CNG, diesel, Hybrid, and electric bus technology, budget, labor, FTA requirements, vehicle specifications, facility maintenance, ADA, asset management, and report generation is highly desirable. Experience in a large public organization is preferred.

#### **LICENSES AND CERTIFICATES:**

A valid Class C driver license and safe driving record is required at the time of application. A valid Class C State driver license is required at the time of appointment and must be maintained throughout employment.

#### **SPECIAL REQUIREMENTS:**

- Required to be able to respond to emergency situations seven days per week, 24 hours per day.
- Must be able to work extended hours as needed, often outside regular business hours as required by the CEO and the demands of the job.
- Must maintain strictest confidentiality.
- Must participate in professional development activities.
- Requires occasional travel.

#### **PHYSICAL AND MENTAL DEMANDS:**

The physical and mental demands described here are representative of those that must be met by employees to successfully perform the essential functions of this class. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

#### **Physical Demands**

While performing the duties of this job, the employee is regularly required to sit, walk and stand; talk and hear; use hands to manipulate, handle, feel or operate objects, tools or controls; reach with hands and arms; and perform repetitive movements of hands or wrists. The employee is regularly required to bend and twist at the neck, reach with hands and arms. Occasional standing, walking, overhead reaching and lifting up to 50 pounds unaided is required. Specific visual abilities required for this job include close vision, distance vision, and the ability to adjust focus.

#### **Mental Demands**

While performing the duties of this job, an employee uses written and oral communication skills; reads and interprets data, information and documents; analyzes and solves problems; uses math and mathematical reasoning; performs highly detailed work; deals with multiple concurrent tasks; and interacts with others encountered in the course of work.

#### **Work Environment:**

The employee works in a shop environment where the noise level is usually noisy. May work out in the field when needed. May require availability to work a flexible schedule.

#### **OTHER CONDITIONS OF EMPLOYMENT:**

Must pass requisite background check.

\*Adopted: November 2017

\*BOD Approved: 00-00-00

Revised December 19, 2017

5

Maintenance Manager

# 6A.115



# Attachment A

## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

\*Revised: 00-00-00  
\*Job Family: Professional -Maintenance



## Appendix N: Assistant Maintenance Manager



# Attachment A

## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

*Class Code: 2200-P60*  
*FLSA Status: Exempt*

### Assistant Maintenance Manager Management

#### **DEFINITION:**

Under direction of the Maintenance Manager, the Assistant Maintenance Manager supervises and coordinates the activities of the bus maintenance and facilities maintenance operation. Performs other duties as assigned.

#### **DISTINGUISHING CHARACTERISTICS:**

This position requires knowledge of the operation of the bus maintenance and facilities maintenance operation including the monitoring, controlling, and scheduling of maintenance and facilities staff. This position is distinguished from the Facilities Maintenance Supervisor in that the Assistant Maintenance Manager exercises independent judgment in the performance of a variety of professional, complex and difficult management duties and has overall divisional responsibilities under the direction of the Maintenance Manager and the Chief Operations Officer.

#### **EXAMPLES OF DUTIES AND RESPONSIBILITIES:**

*The duties listed below represent the various types of work that may be performed. The omission of specific statements of duties does not exclude them if the work is related or a logical assignment to this class.*

- Plans, directs, and coordinates the activities of fleet and facility maintenance personnel.
- Monitors fleet and facilities department compliance with all safety and regulatory requirements.
- Supervises, trains, and evaluates fleet and facilities supervisory and shop personnel.
- Plans, develops, and coordinates work schedules of supervisory and shop personnel.
- Assists in the development and presentation of the departmental budget; assists in monitoring and reporting departmental budget.
- Approves time off and monitors attendance for supervisory personnel.
- Participates in investigations of industrial accidents.
- May assist in special Santa Cruz METRO events, coordinate fleet participation.
- Designs, prepares, and maintains Management Information System records and reporting.
- May participate in interviews and selection of departmental personnel.
- Performs supervisor backup duties as necessary.
- Prepares various reports and KPI's on maintenance activities.
- Attends meetings as assigned; may represent maintenance manager in Santa Cruz METRO meetings.
- May assist in labor contract negotiations
- Performs short and midterm planning for department including forecasting manpower; participates in department long range planning.
- Performs inspections of vehicles and repairs for quality assurance.
- Orders departmental supplies, services, and parts.
- Represents the Agency at meetings with the Board of Directors, other boards and commissions, employee organizations, and in public meetings.



# Attachment A

## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

- Recommends, implements, and enforces policies and procedures.
- Evaluates bus maintenance efficiency and reliability by reviewing and analyzing daily logs, field service reports, and management information system data reports, and initiates corrective actions when required.
- Applies the provisions of labor agreements in accordance with Santa Cruz METRO guidelines.
- Manages employee attendance in accordance with Santa Cruz METRO policy.
- Investigates and determines facts in attempting to resolve employee grievances.
- Serves as a hearing officer for disciplinary proceedings.
- Serves on advisory committees and as a direct labor negotiator.
- Functions as a liaison with public safety agencies.
- Investigates and evaluates the cause of accidents, damage to vehicles, industrial injuries, and implements corrective actions.
- Implements and manages preventive maintenance, scheduled maintenance, and other quality assurance programs.
- Recommends retention and replacement of revenue and non-revenue vehicles.
- Coordinates bus maintenance operations with other Santa Cruz METRO divisions.
- Assures that facilities are maintained in a clean and safe condition.
- Assures adherence to safety programs.
- Participates in investigations of industrial injuries.
- Maintains good public relations.
- Formulates new vehicle and facilities specifications, conducts progress reviews, and writes reports.
- Develops, monitors, and manages the facility budget.
- Assists in the development and implementation of maintenance policies and programs which guide the organization in maintaining and improving credibility and stability of its transit service operations.
- Oversees activities so that quality public transit service is provided to our customers and the general public safely, on schedule, and according to quality standards and cost objectives.
- Provides guidance and direction in fleet maintenance functions (CNG, gasoline, diesel, electric, and hybrid) and controls quality of fleet maintenance through ongoing use of vehicle maintenance information systems; vehicle fleets including transit buses, supervisory/support vehicles, and maintenance support vehicles.
- Directs and supervises staff activities and oversees functions to ensure effective of operations.
- Participates in the development and administration of the annual budget.
- Demonstrates the ability to represent Santa Cruz METRO at meetings with the Board of Directors, other boards and commissions, agencies, employee organizations, and public and private organizations.
- Analyzes and evaluates complex problems; recommends and implements effective solutions.
- Assures compliance with all Santa Cruz METRO policies and procedures, including equal employment opportunity and discrimination and harassment prevention.
- Ensures the application of safety rules and regulations.
- Prepares reports and correspondence.



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## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

- Plans, organizes, directs, reviews and coordinates the work activities and staff in the maintenance and repair of Santa Cruz METRO facilities, related systems and equipment, and Santa Cruz METRO's vehicle fleet.
- Selects, supervises, trains, motivates, assigns, evaluates, counsels and disciplines staff.
- Reviews plans and ensures implementation of plans for preventive maintenance and repairs; prepares and reviews maintenance schedules, ensures maintenance of related records.
- Assists in monitoring contracts and service agreements with vendors, contractors, and consultants.
- Interprets and applies the provisions of labor agreements in accordance with Santa Cruz METRO guidelines; may serve as a hearing officer.
- Assists in the development and implementation of policies and programs to ensure a high quality of maintenance and repair of Santa Cruz METRO vehicles, facilities, and equipment.
- Reviews activities of assigned functions and staff and ensures that complete and accurate records are kept; ensures compliance with established procedures, schedules, and standards.
- Recommends and/or reviews reports regarding repairs and refurbishment of facilities; estimates labor and materials requirements; prepares construction, renovation, and purchasing contract specifications; and inspects contracted work for conformance to standards.
- Assists in the development, implementation, and evaluation of policies, programs, and procedures.
- Assists in monitoring maintenance programs for Santa Cruz METRO's emergency support infrastructure.
- Assists and assures compliance with facilities preventative maintenance standards and Standard Operating Procedures for Bus Stop and Transit Center Maintenance.
- Repairs and oversees, related structures and grounds, and passenger transit facilities including installation and maintenance of signage, installs, and removes bike lockers; repairs restroom equipment, roofs and rain gutters; cleans debris from storm drains; minor electric and plumbing repair, carpentry work and painting.
- Performs as a hands-on "working" Manager.

#### **EMPLOYMENT STANDARDS:**

##### **Knowledge of:**

- Federal, State, and local laws and regulations pertaining to transit and facilities maintenance.
- The principles and practices of transit and facilities maintenance operations.
- The principles and practices of supervision, training, and employee discipline.
- Maintenance Management software.
- Bus and facilities maintenance processes and procedures.
- Transit maintenance fleet and facilities management and budgeting methods.
- Budgeting principles and practices.
- Basic equipment and tools used in fleet and facilities maintenance.
- Preventative maintenance procedures and schedules.
- Occupational safety rules and procedures.
- Hazardous materials encountered in the repair and maintenance of fleet vehicles and facilities.



# Attachment A

## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

- The operation, maintenance, overhaul/repair, and troubleshooting of diesel and electrical engines, transmissions, electrical systems, hydraulic systems, cooling systems, and pneumatic systems.

#### **Ability to:**

- Work independently.
- Plan, supervise, and coordinate the activities of the fleet and facilities maintenance department.
- Interpret and apply laws, rules, regulations, and labor contract provisions.
- Prepare reports documenting department activities.
- Evaluate requests for maintenance, repair, installation, and modifications to determine the necessity of proposed work and the most cost effective solution.
- Analyze and evaluate operational problems and recommend and implement effective solutions.
- Evaluate bus maintenance efficiency and reliability.
- Communicate effectively in oral and written formats.
- Develop and implement new training programs on vehicles, equipment, and work methods.
- Keep clear and accurate records.
- Establish and maintain effective working relationships with employees and the public.
- Perform vehicle inspection tasks for quality assurance purposes;

#### **MINIMUM QUALIFICATIONS:**

##### **Education, Training and Experience:**

Two (2) years college level course work from an accredited college in engineering, management, business or public administration, or a closely related field.

#### **AND**

Four (4) years of progressively responsible professional experience in public transportation vehicle maintenance or heavy vehicle maintenance, including at least two (2) years of responsible supervisory and management experience, preferably in a public agency.

Familiarity with multiple transportation system activities and functions including: automotive or heavy duty equipment, knowledge of CNG, diesel, Hybrid, and electric bus technology, budget, labor, FTA requirements, vehicle specifications, facility maintenance, ADA, asset management, and report generation. Experience in a large public organization is preferred.

#### **LICENSES AND CERTIFICATES:**

A valid Class B driver license with Passenger Endorsement and safe driving record is required at the time of application. A valid Class B State driver license with Passenger Endorsement is required at the time of appointment and must be maintained throughout employment.

#### **SPECIAL REQUIREMENTS:**

- Required to be able to respond to emergency situations seven days per week, 24 hours per day.



# Attachment A

## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

- Must be able to work extended hours as needed, often outside regular business hours as required by the CEO and the demands of the job.
- Must maintain strictest confidentiality.
- Must participate in professional development activities.
- Requires occasional travel.

#### **PHYSICAL AND MENTAL DEMANDS:**

The physical and mental demands described here are representative of those that must be met by employees to successfully perform the essential functions of this class. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

#### **Physical Demands**

While performing the duties of this job, the employee is regularly required to sit, walk and stand; talk and hear; use hands to manipulate, handle, feel or operate objects, tools or controls; reach with hands and arms; and perform repetitive movements of hands or wrists. The employee is regularly required to bend and twist at the neck, reach with hands and arms. Occasional standing, walking, overhead reaching and lifting up to 50 pounds unaided is required. Specific visual abilities required for this job include close vision, distance vision, and the ability to adjust focus.

#### **Mental Demands**

While performing the duties of this job, an employee uses written and oral communication skills; reads and interprets data, information and documents; analyzes and solves problems; uses math and mathematical reasoning; performs highly detailed work; deals with multiple concurrent tasks; and interacts with others encountered in the course of work.

#### **Work Environment:**

The employee works in an office environment where the noise level is usually quiet. May work out in the shop floor or in the field when needed. May require availability to work a flexible schedule.

#### **OTHER CONDITIONS OF EMPLOYMENT:**

Must pass requisite background check.

- \*Adopted: November 2017
- \*BOD Approved: 00-00-00
- \*Revised: 00-00-00
- \*Job Family: Professional - Maintenance

## Appendix O: Operations Manager: Fixed Route



# Attachment A

## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

*Class Code: 3100-P27*  
*FLSA Status: Exempt*

### **Operations Manager – Fixed Route Division Management**

#### **DEFINITION:**

Under general direction of the Chief Operating Officer (COO), the Operations Manager – Fixed Route Division directs and coordinates the activities of the bus transportation operation base, and directs and supervises the bus driver supervisors. May be assigned to the Paratransit Division. Perform other duties as assigned.

#### **DISTINGUISHING CHARACTERISTICS:**

The Operations Manager – Fixed Route Division is distinguished from Operations Supervisors wherein the Operations Manager oversees the daily operations of the Fixed Route Division under the direct authority of the COO.

#### **EXAMPLES OF DUTIES AND RESPONSIBILITIES:**

*The duties listed below represent the various types of work that may be performed. The omission of specific statements of duties does not exclude them if the work is related or a logical assignment to this class.*

- Supervises, trains, and evaluates supervisory personnel.
- Develops and coordinates work schedules of supervisory personnel.
- Assists in the development and presentation of the departmental budget; assists in monitoring departmental budget.
- Reviews and approves disciplinary actions recommended by supervisory personnel, reports, and data prepared by supervisory personnel; reviews and approves Agency accident reports.
- Approves timecards and extra board schedules.
- Serves as first level hearing officer for disciplinary hearing.
- May coordinate special bus services with outside agencies.
- May assist in coordination of annual Santa Cruz METRO Bus Rodeo and other operator events.
- Acts as a liaison with outside agencies (such as law enforcement or radio communications carrier).
- Designs, prepares, and maintains Management Information System records.
- Participates in interviews and selection of departmental personnel.
- Performs Transit Supervisor duties as necessary.
- Prepares various reports on base activities.
- Attends meetings as assigned; may represent the Agency in court appearances as necessary.
- May assist in preparation of labor contract negotiations.
- Performs short and midterm planning for department including forecasting manpower; participates in department long range planning.
- Performs as a hands-on “working” Manager.

#### **EMPLOYMENT STANDARDS:**





# Attachment A

## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

#### **Knowledge of:**

- Federal, State, and local laws and regulations pertaining to transit operations.
- The principles and practices of transit bus operations.
- The principles and practices of supervision and training.
- Two-way radio operating procedures.
- Bus operator-scheduling procedures.
- Transit management and budgeting methods.
- Provisions of local labor agreements and MOUs.

#### **Ability to:**

- Work independently.
- Communicate effectively in oral and written form.
- Develop clear and accurate records and reports.
- Monitor budgets to ensure fiscal accountability.
- Resolve grievances with employees.
- Establish and maintain effective working relationships with employees, outside agencies, labor unions, and the public.

#### **MINIMUM QUALIFICATIONS:**

##### **Education, Training and Experience:**

Bachelor's degree from an accredited college in business or public administration, transportation, or a closely related field.

#### **AND**

Four (4) years professional experience in business or public administration, transportation administration experience, including two (2) years managerial experience, preferably in a public agency.

Experience in the following areas is preferable:

- Experience managing an ADA complementary paratransit operation service, either publicly operated or privately operated.
- Experience managing contracts in a public transit setting.
- Experience interacting with the public, boards, and advisory committees.
- Experience developing and managing a budget for operation of a relevant service or program.
- Training in paratransit management, passenger assistance techniques, paratransit scheduling software, and management.

Familiarity with transit agency or transportation system activities and functions is highly desirable. Experience in a large public organization is preferred.

Knowledge of basic office equipment and personal computers. Familiarity with software programs such as Microsoft Office Suite, to include Word, Excel, Access, PowerPoint etc. A working knowledge of software such as Adobe Acrobat, SmartSheet, Visio, and web-based publication software is beneficial.



# Attachment A

## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

#### **LICENSES AND CERTIFICATES:**

A valid Class B driver license with passenger Endorsement and safe driving record is required at the time of application. A valid Class B State driver license with passenger Endorsement is required at the time of appointment and must be maintained throughout employment.

#### **SPECIAL REQUIREMENTS:**

- Required to be able to respond to emergency situations seven days per week, 24 hours per day.
- Must maintain strictest confidentiality.
- Must participate in professional development activities.
- Requires occasional travel.

#### **PHYSICAL AND MENTAL DEMANDS:**

The physical and mental demands described here are representative of those that must be met by employees to successfully perform the essential functions of this class. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

#### **Physical Demands**

While performing the duties of this job, the employee is regularly required to sit, walk and stand; talk and hear; use hands to manipulate, handle, feel or operate objects, tools or controls; reach with hands and arms; and perform repetitive movements of hands or wrists. The employee is regularly required to bend and twist at the neck, reach with hands and arms. Occasional standing, walking, overhead reaching and lifting up to 20 pounds unaided is required. Specific visual abilities required for this job include close vision, distance vision, and the ability to adjust focus.

#### **Mental Demands**

While performing the duties of this job, an employee uses written and oral communication skills; reads and interprets data, information and documents; analyzes and solves problems; uses math and mathematical reasoning; performs highly detailed work; deals with multiple concurrent tasks; and interacts with others encountered in the course of work.

#### **Work Environment:**

The employee works in both an office environment where the noise level is usually quiet or in a bus yard environment where the noise level may be noisy. May work out in the field when needed. May require availability to work a flexible schedule.

#### **OTHER CONDITIONS OF EMPLOYMENT:**

Must pass requisite background check.

- \*Adopted: November 2017
- \*BOD Approved: 00-00-00
- \*Revised: 00-00-00
- \*Job Family: Professional –Operations FR

## Appendix P: Operations Manager: Paratransit



# Attachment A

## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

*Class Code: 3125-PP21*  
*FLSA Status: Exempt*

### Operations Manager – Paratransit Division Management

**DEFINITION:**

Under general direction of the Chief Operating Officer (COO), the Operations Manager - Paratransit Division directs and coordinates the activities of the bus transportation operation base, and directs and supervises the bus driver supervisors. May be assigned to the Fixed Route Division. Performs other duties as assigned.

**DISTINGUISHING CHARACTERISTICS:**

The Operations Manager – Paratransit Division is distinguished from Operations Supervisors wherein the Operations Manager oversees the daily operations of the Paratransit Division under the direct authority of the COO.

**EXAMPLES OF DUTIES AND RESPONSIBILITIES:**

*The duties listed below represent the various types of work that may be performed. The omission of specific statements of duties does not exclude them if the work is related or a logical assignment to this class.*

- Develops documentation to support performance of ADA complementary paratransit service in compliance with the Department of Transportation regulations implementing the Americans with Disabilities Act of 1990 (ADA).
- Develops documentation to support ADA complementary paratransit eligibility determination process in compliance with the Department of Transportation regulations implementing the ADA.
- Develops reporting standards that are comparable within the transit industry and are meaningful measures of performance.
- Prepares Request for Proposals for contractors to perform ADA complementary paratransit operations, monitoring, maintenance, and reporting.
- Participates in the evaluation of bids and awards contracts in conjunction with Senior Management for ADA complementary service provision and eligibility determination process.
- Monitors performance of contractors based on contractual requirements and policy changes made from time to time.
- Manages the collection, review, and analysis of data used for program evaluation.
- Develops and monitors the Santa Cruz METRO budget for paratransit programs; reconciles funds received through the sale fare media.
- Monitors submitted contractor invoices for accuracy and to ensure listed services were actually provided.
- Develops demand projections and updates these projections as needed for planning and budgeting purposes. Prepares technical reports.
- Participates in the hiring process for, and supervision of assigned staff.
- Meets regularly with citizen advisory groups to present system performance, listen to comments, and address policy issues.
- Meets with management regularly to discuss performance issues, and develop approaches to addressing problems as they arise.



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## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

- Presents paratransit performance data, issues, policy change recommendations, and other information to the Board of Directors.
- Develops and manages the appeals process for program eligibility decisions and service policy decisions affecting the services received by customers.
- Reviews training programs and makes recommendations in the areas of sensitivity to the disabled community.
- Supervises, trains, and evaluates supervisory personnel.
- Reviews and approves disciplinary actions recommended by supervisory personnel, reports and data prepared by supervisory personnel; reviews and approves Agency accident reports.
- Serves as first level hearing officer for disciplinary hearing.
- May coordinate special bus services with outside agencies.
- Performs short and midterm planning for department including forecasting manpower;
- Attends meetings as assigned; may represent the Agency in court appearances as necessary.
- May assist in preparation of labor contract negotiations.
- Establishes outreach programs promoting the paratransit program and resources.
- Collects and analyzes data, and develops comprehensive reports that comply with Federal and State reporting requirements.
- Performs as a hands-on “working” Manager.

#### **EMPLOYMENT STANDARDS:**

##### **Knowledge of:**

- US Department of Transportation regulations implementing the public transit provisions of the Americans with Disabilities Act of 1990 (49CFR Parts 37 and 38).
- Working knowledge of the ADA in the broader context of public accommodations and employment requirements.
- Knowledge of contract management practices in a transit setting.
- Office software packages (such as Microsoft Office).
- Paratransit scheduling and reporting software in use in the industry (such as Trapeze PASS).
- Budgeting practices and procedures.
- Familiarity of grievance procedures and working in a unionized environment.
- Knowledge of the principles and practices of supervision and training.

##### **Ability to:**

- Prepare and present both oral and written comprehensive and concise reports and recommendations.
- Interpret and apply laws, regulations, policies, and procedures.
- Plan and coordinate the implementation of new procedures and projects.
- Operate an office computer including word processing and applicable software.
- Establish and maintain effective working relationship with employees, union officials, and the public.
- Monitor budgets and expenses to ensure fiscal accountability.
- Analyze data and format the results into comprehensive reports.
- Read, interpret, and apply legal and technical information.



# Attachment A

## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

#### MINIMUM QUALIFICATIONS:

##### **Education, Training and Experience:**

Bachelor's degree from an accredited college in business or public administration, transportation, or a closely related field.

#### AND

Four (4) years professional experience in business or public administration, transportation administration experience, including two (2) years managerial experience, preferably in a public agency.

Experience in the following areas is preferable:

- Experience managing an ADA complementary paratransit operation service, either publicly operated or privately operated.
- Experience managing contracts in a public transit setting.
- Experience interacting with the public, boards, and advisory committees.
- Experience developing and managing a budget for operation of a relevant service or program.
- Training in paratransit management, passenger assistance techniques, paratransit scheduling software, and management.

Familiarity with transit agency or transportation system activities and functions is highly desirable. Experience in a large public organization is preferred.

#### LICENSES AND CERTIFICATES:

A valid Class B driver license with passenger Endorsement and safe driving record is required at the time of application. A valid Class B State driver license with passenger Endorsement is required at the time of appointment and must be maintained throughout employment.

#### SPECIAL REQUIREMENTS:

- Required to be able to respond to emergency situations seven days per week, 24 hours per day.
- Must maintain strictest confidentiality.
- Must participate in professional development activities.
- Requires occasional travel.

#### PHYSICAL AND MENTAL DEMANDS:

The physical and mental demands described here are representative of those that must be met by employees to successfully perform the essential functions of this class. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

##### **Physical Demands**

While performing the duties of this job, the employee is regularly required to sit, walk and stand; talk and hear; use hands to manipulate, handle, feel or operate objects, tools or controls; reach with hands and arms; and perform repetitive movements of hands or wrists. The employee is regularly required to bend and twist at the neck, reach with hands and arms. Occasional standing, walking, overhead reaching and lifting up to 20 pounds unaided is required. Specific visual abilities required for this job include close vision, distance vision, and the ability to adjust focus.

##### **Mental Demands**



# Attachment A

## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

While performing the duties of this job, an employee uses written and oral communication skills; reads and interprets data, information and documents; analyzes and solves problems; uses math and mathematical reasoning; performs highly detailed work; deals with multiple concurrent tasks; and interacts with others encountered in the course of work.

#### **Work Environment:**

The employee works in an office environment where the noise level is usually quiet. May work out in the field when needed. May require availability to work a flexible schedule.

#### **OTHER CONDITIONS OF EMPLOYMENT:**

Must pass requisite background check.

- \*Adopted: November 2017
- \*BOD Approved: 00-00-00
- \*Revised: 00-00-00
- \*Job Family: Professional – Operations Paratransit

## Appendix Q: Assistant Operations Manager: Paratransit





# Attachment A

## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

*Class Code: 3125-OA58*

*FLSA Status: Exempt*

### **Assistant Operations Manager – Paratransit Department Management**

#### **DEFINITION:**

Under general direction of the Operations Manager – Paratransit Department, the Assistant Operations Manager – Paratransit Department plans, organizes, and manages delivery of Santa Cruz METRO's fixed route and ParaCruz service. Ensures Santa Cruz METRO Operations employees meet system performance and customer service standards and comply with related internal policies and procedures, federal and state law. May be assigned to the Fixed Route Division. Performs other duties as assigned.

#### **DISTINGUISHING CHARACTERISTICS:**

This position requires knowledge of the operation and dispatch of paratransit including the monitoring, controlling, and scheduling of paratransit operators and department staff. This position is distinguished from the Operations Manager - Paratransit Department in that the Assistant Operations Manager – Paratransit Department exercises independent judgment in the performance of a variety of professional, complex and difficult management duties and has overall departmental responsibilities under the direction of the Operations Manager – Paratransit Department and the Chief Operations Officer.

#### **EXAMPLES OF DUTIES AND RESPONSIBILITIES:**

*The duties listed below represent the various types of work that may be performed. The omission of specific statements of duties does not exclude them if the work is related or a logical assignment to this class.*

- Oversees staff to ensure and maintain a high performance and staff conformance with Federal, State, and Local laws and regulations; Santa Cruz METRO rules and regulations, including the Drug and Alcohol Testing Policy, as well provisions of labor contracts and agreements.
- Communicates with employees in the field to provide advice and assistance on how to handle difficult, sensitive, or potentially dangerous situations as they arise.
- Communicates effectively and respectfully with people from different racial, ethnic, cultural groups, physical and intellectual abilities, lifestyle choices and ages; is sensitive to the needs of clients.
- Participates in establishing operational plans and initiatives to meet department goals and objectives.
- Participates in developing and monitoring performance against the annual departmental budget.
- Participates in the development, implementation, and review of rules and regulations that further Santa Cruz METRO's goal of delivering exceptional public transportation service to Santa Cruz County.
- Participates in the resolution of employee concerns and grievances; makes standard interpretations of labor contract provisions to supervisors and/or staff.
- Evaluates employee attendance, performance, and other issues; makes recommendations on discipline as required.
- Participates in the selection and training of Operations staff.



# Attachment A

## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

- Prepares and maintains department records and reports, including payroll, attendance, and system performance statistics; assists in determining staffing needs.
- May represent Santa Cruz METRO in court appearances as needed.
- Prepares and presents reports at internal and external meetings as well as oral responses to questions from the public.
- May monitor in-field operations and communicates with maintenance and other departments as needed.
- May operate Santa Cruz METRO equipment for the purpose of operator training or in emergency situations.
- Under the direction of the Safety, Security and Risk Director, conducts safety training and licensing audits for Paratransit contractors; trains employees of proper ADA transit techniques and procedures.
- Performs other duties as assigned.
- Performs as a hands-on “working” Manager.
- Supervises, trains, and evaluates personnel.
- Reviews and approves disciplinary actions recommended by supervisory personnel, reports and data prepared by supervisory personnel; reviews and approves Agency accident reports.
- Serves as first level hearing officer for disciplinary hearing.
- May coordinate special bus services with outside agencies.
- Performs short and midterm planning for department including forecasting manpower;
- Attends meetings as assigned; may represent the Agency in court appearances as necessary.
- May assist in preparation of labor contract negotiations.
- Performs as a hands-on “working” Manager.

#### **EMPLOYMENT STANDARDS:**

##### **Knowledge of:**

- Federal, state and local laws and regulations pertaining to transit operations.
- Principles and practices of transit bus operations.
- Principles and practices of bus operator scheduling.
- Working knowledge of standard office software (e.g., Microsoft Office) systems.
- Grievance procedures, conflict resolution procedures, and labor relations.
- Transit scheduling software (i.e. Trapeze).

##### **Ability to:**

- Work independently.
- Effectively motivate, train, and evaluate the performance of staff.
- Communicate effectively in oral and written form to complete paperwork, and effectively communicate with the majority of clients, employees, and the public.
- Assess and monitor budgets and departmental performance.
- Establish and maintain an effective working relationship with employees, customers and the public.



# Attachment A

## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

#### MINIMUM QUALIFICATIONS:

##### **Education, Training and Experience:**

Two (2) years college level course work from an accredited college in management, business or public administration, transportation, or a closely related field.

#### AND

Four (4) years of progressively responsible professional experience in transportation administration experience, including at least two (2) years of responsible supervisory and managerial experience, preferably in a public agency.

Experience in the following areas is preferable:

- Experience managing an ADA complementary paratransit operation service, either publicly operated or privately operated.
- Experience managing contracts in a public transit setting.
- Experience interacting with the public, boards, and advisory committees.
- Experience developing and managing a budget for operation of a relevant service or program.
- Training in paratransit management, passenger assistance techniques, paratransit scheduling software, and management.

Familiarity with transit agency or transportation system activities and functions is highly desirable. Experience in a large public organization is preferred.

#### LICENSES AND CERTIFICATES:

A valid Class B driver license with Passenger Endorsement and safe driving record is required at the time of application. A valid Class B State driver license with passenger Endorsement is required at the time of appointment and must be maintained throughout employment.

#### SPECIAL REQUIREMENTS:

- Required to be able to respond to emergency situations seven days per week, 24 hours per day.
- Must maintain strictest confidentiality.
- Must participate in professional development activities.
- Requires occasional travel.

#### PHYSICAL AND MENTAL DEMANDS:

The physical and mental demands described here are representative of those that must be met by employees to successfully perform the essential functions of this class. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

##### **Physical Demands**

While performing the duties of this job, the employee is regularly required to sit, walk and stand; talk and hear; use hands to manipulate, handle, feel or operate objects, tools or controls; reach with hands and arms; and perform repetitive movements of hands or wrists. The employee is regularly required to bend and twist at the neck, reach with hands and arms. Occasional standing, walking, overhead



# Attachment A

## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

reaching and lifting up to 50 pounds unaided is required. Specific visual abilities required for this job include close vision, distance vision, and the ability to adjust focus.

#### **Mental Demands**

While performing the duties of this job, an employee uses written and oral communication skills; reads and interprets data, information and documents; analyzes and solves problems; uses math and mathematical reasoning; performs highly detailed work; deals with multiple concurrent tasks; and interacts with others encountered in the course of work.

#### **Work Environment:**

The employee works in an office environment where the noise level is usually quiet. May work out in the field when needed. May require availability to work a flexible schedule.

#### **OTHER CONDITIONS OF EMPLOYMENT:**

Must pass requisite background check.

- \*Adopted: November 2017
- \*BOD Approved: 00-00-00
- \*Revised: 00-00-00
- \*Job Family: Professional – Operations Paratransit

## Appendix R: Marketing, Communications, and Customer Service Director

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# Attachment A

## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

*Class Code: 1300-OA70*

*FLSA Status: Exempt*

### **Marketing, Communications & Customer Service Director Management**

#### **DEFINITION:**

Under the direction of the CEO/General Manager, the Marketing, Communications and Customer Service Director plans, organizes, directs, develops and coordinates business development, marketing activities, branding and rebranding, acts as Santa Cruz METRO's primary media spokesperson, creates press releases, develops and oversees community outreach events/projects, oversees the content of the Santa Cruz METRO web site and social media, oversees the customer service interfaces of the agency including fare media and fare media distribution, manages the customer complaint process and is responsible for timely and responsive responses, develops, analyzes, and oversees all customer surveys, develops and oversees all aspects of the advertising program, both revenue generating and agency promotion, and develops annual business development and marketing plans that include ridership growth targets. Performs other duties as assigned.

#### **DISTINGUISHING CHARACTERISTICS:**

Receives general direction from the CEO/General Manager. Exercises general direction and initiative over customer service and marketing communications. The Marketing, Communications, and Customer Service Director serves as the Department Head and is responsible for all department functions.

#### **EXAMPLES OF DUTIES AND RESPONSIBILITIES:**

*The duties listed below represent the various types of work that may be performed. The omission of specific statements of duties does not exclude them if the work is related or a logical assignment to this class.*

- Manages and conducts marketing studies, market analysis, cost/benefit analysis, customer surveys, and provides economic and financial feasibility analysis where applicable to identify new markets, business opportunities, and customer needs.
- Identifies and contacts potential new and potential partner organizations and customer blocks in order to expand Santa Cruz METRO's ridership.
- Tracks return on investment (ROI) on certain investments made to induce ridership growth.
- Prepares technical and administrative reports, correspondence, written recommendations, and makes oral presentations to the Santa Cruz METRO Board of Directors, management, governmental officials, and other agencies and representatives.
- Supervise the publishing of Headways, the quarterly bus schedules, in both English and Spanish.
- Responds orally and in writing to inquiries and provides information regarding Santa Cruz METRO programs, marketing projects, fares, and other aspects of the organization.
- Assumes the lead in web and print content and partners with the IT department to develop Santa Cruz METRO's web site and social media pages, including updates and expanding the content and appearance of the site. Ensures that all electronic correspondence complies with Americans with Disabilities requirements.
- Develops, coordinates, implements, and grows Santa Cruz METRO's advertisement and marketing programs for revenue generation, to promote Santa Cruz METRO services, and to build ridership.



# Attachment A

## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

- Serves as Santa Cruz METRO's lead spokesperson (PIO) and media contact (Public Relations) for information relating to Santa Cruz METRO and collaborates with and shares responsibility for media contact with the Safety, Security and Risk Director during security or crisis events.
- Works in conjunction with Santa Cruz METRO's planning department to develop public outreach for route changes, short range transportation plan, grant activities, and other events and functions in which Santa Cruz METRO should interface with the public and seek public input.
- Develops tools and procedures to ensure Santa Cruz METRO creates and fosters an environment of transparency.
- Oversees various public relations activities and functions designed to increase public awareness of, and promote the use of, public transportation using written materials, web, social media, and other forms of communication.
- Responsible for the development of a Marketing Plan, its annual updates and annual marketing budget.
- Responsible for developing a proposal for branding and re-branding the agency.
- Responsible for developing and implementing an annual customer survey and presenting the results to the CEO/General Manager and the Board along with survey results trend analysis.
- Develops Key Performance Indicators (KPI's), scorecards, dashboards, and other analysis tools that will assist the CEO/General Manager in his/her goals of measuring productivity, efficiencies and to set stretch goals.
- Performs as a hands-on "working" Manager.

#### **EMPLOYMENT STANDARDS:**

##### **Knowledge of:**

- Principles, practices, and techniques relating to marketing.
- Mass marketing and public relations techniques including the ability to utilize video, print, and social media to communicate information to the public.
- Program analysis, cost/benefit evaluation, budget preparation, capital and financial forecasting techniques, project management and project control.
- Principles of advertising and promotional program development and evaluation.
- Principles and practices of strategic communications, and community outreach.
- Branding principles and procedures.
- Customer service principles and practices.
- Survey techniques.

##### **Ability to:**

- Provide in-depth analysis of market trends and supporting recommendations.
- Plan, organize, and direct Santa Cruz METRO's customer service, fare media, and marketing programs.
- Prepare administrative and complex technical reports, correspondence, and written recommendations.
- Make effective oral presentations.
- Prepare budget forecasts and projections of revenues and expenditures plans for planning projects. Assist in capital project budget preparation.
- Direct, organize, and evaluate departmental programs and the performance of staff.



# Attachment A

## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

- Serve as the spokesperson for the agency and represent Santa Cruz METRO in a professional and courteous manner.
- Communicate strategically and effectively in oral and written form.
- Establish and maintain effective working relationships with employees, union representatives, Board members, stakeholders, elected and appointed officials, media representatives, and members of the public.
- Advanced knowledge of various Microsoft Suites and graphic software.

#### **MINIMUM QUALIFICATIONS:**

##### **Education, Training and Experience:**

Bachelor's degree from an accredited college in public relations, marketing, business, with an emphasis/minor in Marketing, or a closely related field.

#### **AND**

Five (5) years professional experience the public or private sector working in marketing or communications, including two (2) years supervisory experience, preferably in a public agency. Familiarity with transit agency or transportation system activities and functions is highly desirable. Experience in a large public organization is preferred.

##### **LICENSES AND CERTIFICATES:**

A valid Class C driver license and safe driving record is required at the time of application. A valid Class C State driver license is required at the time of appointment and must be maintained throughout employment.

##### **SPECIAL REQUIREMENTS:**

- Must be able to work extended hours as needed, often outside regular business hours as required by the CEO and the demands of the job.
- Must maintain strictest confidentiality.
- Must participate in professional development activities.
- Requires occasional travel.

##### **PHYSICAL AND MENTAL DEMANDS:**

The physical and mental demands described here are representative of those that must be met by employees to successfully perform the essential functions of this class. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

##### **Physical Demands**

While performing the duties of this job, the employee is regularly required to sit, walk and stand; talk and hear; use hands to manipulate, handle, feel or operate objects, tools or controls; reach with hands and arms; and perform repetitive movements of hands or wrists. The employee is regularly required to bend and twist at the neck, reach with hands and arms. Occasional standing, walking, overhead reaching and lifting up to 20 pounds unaided is required. Specific visual abilities required for this job include close vision, distance vision, and the ability to adjust focus.





# Attachment A

## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

#### **Mental Demands**

While performing the duties of this job, an employee uses written and oral communication skills; reads and interprets data, information and documents; analyzes and solves problems; uses math and mathematical reasoning; performs highly detailed work; deals with multiple concurrent tasks; and interacts with others encountered in the course of work.

#### **Work Environment:**

The employee typically works in an office environment where the noise level is usually quiet. May require availability to work a flexible schedule.

#### **OTHER CONDITIONS OF EMPLOYMENT:**

Must pass requisite background check.

- \*Adopted: November 2017
- \*BOD Approved: 00-00-00
- \*Revised: 00-00-00
- \*Job Family: Professional- Customer Service

## Appendix S: Safety, Security and Risk Director



# Attachment A

## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

*Class Code: 1800-P100*

*FLSA Status: Exempt*

### **Safety, Security, and Risk Director Management**

#### **DEFINITION:**

Under the direction of the CEO/General Manager, the Safety, Security, and Risk Director is responsible for management and oversight of the Risk Department and its functions. This position plans, organizes, implements and administers occupational, environmental, and industrial safety programs, security and risk management programs, processes, policies and procedures; oversees security and emergency preparedness functions; enforces Santa Cruz METRO rules and regulations at Santa Cruz METRO facilities and fleet; conducts system safety, security and risk assessments; coordinates security and emergency response protocols; and provides reports and updates to the CEO regarding safety, security and risk management related issues. Performs other duties as assigned.

#### **DISTINGUISHING CHARACTERISTICS:**

The Safety, Security, and Risk Director is the executive level classification in the Safety, Security, and Risk Department. The Safety, Security, and Risk Director is responsible for the administration of all occupational safety, security, injury prevention, and risk programming for Santa Cruz METRO.

#### **EXAMPLES OF DUTIES AND RESPONSIBILITIES:**

*The duties listed below represent the various types of work that may be performed. The omission of specific statements of duties does not exclude them if the work is related or a logical assignment to this class.*

- Develops and implements safety programs and processes by researching federal, state and local safety regulations, including but not limited to Federal Transit Administration (FTA) Rules and Guidelines, Fed/OSHA and Cal/OSHA Regulations, Cal/EPA and APTA best practices.
- Consults with Santa Cruz METRO department leaders in the formation of and adherence to safety, security and emergency management programs and initiatives.
- Develops and implements programs that ensure the personal safety of transit passengers and Santa Cruz METRO employees, the protection of Santa Cruz METRO property against theft and vandalism, and the control of access to facilities.
- Develops, implements, evaluates and ensures adherence to Santa Cruz METRO security policies, programs, and procedures to ensure that activities are in accordance with Santa Cruz METRO goals.
- Creates, maintains and updates all required safety plans such as the FTA Safety Management System (SMS) and the OSHA Injury and Illness Prevention Program (IIPP)
- Monitors all transit safety and security information provided by the Department of Homeland Security
- Oversees, directs and monitors contracts of contracted security services, including the development of Post Orders and the training and retraining of security personnel.
- Coordinates national and local crisis management and incident response protocols.
- Performs as Public Information Officer during emergency situations.
- Oversees the Risk Department's record keeping procedures, including surveillance recordings retention.



# Attachment A

## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

- Directs and supervises Risk Department staff and oversees work as required; develops departmental budget; monitors department expenditures; directs staff; conducts performance evaluations; sets performance goals and objectives; provides training, guidance, coaching and counseling to staff; assigns and monitors tasks.
- Develops Key Performance Indicators (KPI's), scorecards, dashboards, and other analysis tools that will assist the CEO/General Manager in his/her goals of measuring productivity, efficiencies and to set stretch goals.
- Design, plan, develop, and conduct a safety education and training program; recommend and participate in the development and implementation of goals, objectives, policies, and procedures; identify resource needs and work with department management to develop a safety strategic plan for Santa Cruz METRO and to ensure Cal-OSHA compliance.
- Provide quarterly statistics regarding frequency and severity rates for both industrial and vehicle accidents; assist in identifying areas for improvement and recommend appropriate course of action.
- Direct and coordinate the Injury & Illness Prevention Program; audit and maintain a record keeping system of program activities; present reports to appropriate staff to address deficiencies and address mitigation.
- Investigate and analyze incident reports and complaints involving work related accidents, injuries, and illnesses; provide analyses and recommendations for corrective/preventative action.
- Develop and implement safety audit programs to identify recognized safety and health hazards, site vulnerability assessments, and emergency preparedness; recommend and coordinate proactive and corrective actions; conduct independent audits of department facilities/work locations to ensure compliance and identify potential safety hazards and/or unsafe working conditions; recommend mitigation measures; research, evaluate, and recommend the purchase of safety equipment.
- Oversee mandatory random drug/alcohol testing of department employees.
- Assist with safety and fire inspections of the department's facilities with insurance carriers as needed; accompany regulatory agency personnel on investigation and enforcement inspections.
- Maintain records including safety meeting minutes, attendance at training classes, tailgate meetings, and other records to demonstrate compliance to mandated safety requirements.
- Work within budgeted safety program funding and forecast any additional funds needed for equipment, materials, training and supplies; recommend adjustments as necessary.
- Develop and manage contracts for vendors to conduct safety training for departmental staff.
- Leads all management and labor safety discussions and meetings
- Serves as Santa Cruz METRO's liaison to the County Emergency Management Council (EMC)
- Responsible for establishing, maintaining and updating the Santa Cruz METRO Emergency Operations Center (EOC)
- Performs/oversees the accident/incident reporting functions for CalTIP
- Represents the Agency in all small claims and restraining order court actions
- Represent Santa Cruz METRO effectively with other agencies; maintain awareness of new trends and developments in the field of safety and health as well as new Cal/OSHA regulations and requirements; incorporate new developments as appropriate.
- Performs minimum quarterly safety and inspections of all Santa Cruz METRO facilities
- Performs other duties as assigned.
- Perform as a hands-on "working" Manager.



# Attachment A

## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

#### EMPLOYMENT STANDARDS:

##### Knowledge of:

- Principles and practices of safety program administration.
- Cal-OSHA regulations, legal processes, liability, and risk assessment, pertinent federal, state, and local laws, codes, and regulations, including all FTA safety and security regulations.
- Principles of industrial hygiene, ergonomics, toxicology, and the health effects of chemical exposure.
- Practices of fire prevention and protection.
- Investigative techniques.
- Familiarity with the FTA Rules and Guidelines, Fed/OSHA and Cal OSHA, Cal EPA and APTA industry best practices, codes, hazards, equipment, work methods, and safety practices.
- Requirements for the commercial operation of buses and heavy equipment.
- FEMA process, procedures, and/or reporting and disaster preparedness.
- Principles, practices, and techniques of comprehensive industrial and transit system safety programs.
- Principles, practices and techniques of security protection for buildings, grounds, and public transit systems.
- Safe work methods and safety regulations pertaining to hazardous materials at an accident/incident site.
- Budget management principles and practices.
- Emergency incident management and coordination with police, fire, and other emergency services.

##### Ability to:

- Effectively design, develop, implement and administer a comprehensive safety training and injury prevention program for the Risk Department.
- Develop and oversee the emergency preparedness plan and site vulnerability assessments.
- Read, analyze and interpret laws and regulations.
- Analyze records and develop recommendations; prioritize risks.
- Foresee accident-causing conditions and develop proactive prevention measures.
- Effectively communicate both orally and in writing program priorities, present ideas, manage conflict, and gain agreement.
- Monitor and determine effectiveness of safety and health processes.
- Create and maintain an effective record keeping system.
- Participate in both short and long-range budget goals.
- Establish and maintain effective working relationships with those contacted in the course of work including vendors.
- Accurately outline scope of work for contract; manage safety related contracts.
- Represent the department and make effective presentations for board, council, and other stakeholders.
- Understand and apply laws and administrative policies and procedures in the evaluation of routine property and liability insurance claims.
- Learn safety management of FTA, OSHA, FRA and CPUC.
- Investigate accident, scenes, analyze events and draw sound conclusions, recommend settlement on property and liability claims.



# Attachment A

## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

- Define problem areas, evaluate, recommend and implement solutions to complex issues and problems.
- Prepare and present comprehensive documents, charts, reports and correspondence.
- Direct, organize, and evaluate departmental programs and the performance of staff.
- Establish and maintain effective working relationships with employees, union representatives, Board members, stakeholders, elected and appointed officials, media representatives, and members of the public.
- Ability to speak before and facilitate discussions with large, diverse groups of people.
- Serve as the spokesperson for the agency in emergency situations and represent Santa Cruz METRO in a professional and courteous manner.

#### **MINIMUM QUALIFICATIONS:**

##### **Education, Training and Experience:**

Bachelor's degree from an accredited college in Business, Public Administration, Environmental or Occupational Health and/or Safety, Criminal Justice, or a closely related field.

#### **AND**

Four (4) years professional experience in a safety role preferable within a transportation agency including two (2) years supervisory experience, preferably in a public agency.

Familiarity with transit agency or transportation system activities and functions is highly desirable. Experience in a large public organization is preferred.

##### **Additional training and experience preferred:**

- Occupational Safety and Health Certification – OSHA511, 521
- Advanced Safety and Health Certificate (CSUDH)
- National Incident Management System (NIMS) courses – IS-00700a, IS-00200a, IS-00100a

#### **LICENSES AND CERTIFICATES:**

A valid Class C driver license and safe driving record is required at the time of application. A valid Class C State driver license is required at the time of appointment and must be maintained throughout employment.

#### **SPECIAL REQUIREMENTS:**

- Fluency in Spanish is preferred.
- Available for emergency duty 24 hours a day, seven days a week, including holidays.
- Must maintain strictest confidentiality.
- Must participate in professional development activities.
- Requires occasional travel.

#### **PHYSICAL AND MENTAL DEMANDS:**

The physical and mental demands described here are representative of those that must be met by employees to successfully perform the essential functions of this class. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.



# Attachment A

## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

#### **Physical Demands**

While performing the duties of this job, the employee is regularly required to sit, walk and stand; talk and hear; use hands to finger, manipulate, handle, feel or operate objects, tools or controls; reach with hands and arms; and perform repetitive movements of hands or wrists. The employee is regularly required to bend and twist at the neck, reach with hands and arms. Occasional standing, walking, overhead reaching and lifting up to 20 pounds unaided is required. Specific visual abilities required for this job include close vision, distance vision, and the ability to adjust focus.

#### **Mental Demands**

While performing the duties of this job, an employee uses written and oral communication skills; reads and interprets data, information and documents; analyzes and solves problems; uses math and mathematical reasoning; performs highly detailed work; deals with multiple concurrent tasks; and interacts with others encountered in the course of work.

#### **Work Environment:**

The employee works in a variety of environments, from an office environment where the noise level is usually quiet, to the bus yard or maintenance shop where noise levels may be high. May work out in the field when needed. May require availability to work a flexible schedule.

#### **OTHER CONDITIONS OF EMPLOYMENT:**

Must pass requisite background check.

- \*Adopted: November 2017
- \*BOD Approved: 00-00-00
- \*Revised: 00-00-00
- \*Job Family: Professional – Risk

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- PLACEHOLDER -

CONTENT OF THIS ATTACHMENT WILL BE  
DEVELOPED AT THE JANUARY 16, 2018  
PERSONNEL/HR COMMITTEE MEETING

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Santa Cruz METRO  
Total Compensation Study  
Personnel Committee

# Agenda

- About CPS HR Consulting
- Project Team
- Compensation Study Process
  - Goals & Objectives
  - Project Strategy
  - Methodologies
  - Timeline
- Questions

# Primary Contacts/Management



**Andi Bernard, Project Manager**

- Principal HR Consultant
- Email: [cbernard@cpshr.us](mailto:cbernard@cpshr.us)
- Phone: (916) 471-3325



**Jennifer Ramos, Deputy Project Manager**

- Principal HR Consultant
- Email: [jramos@cpshr.us](mailto:jramos@cpshr.us)
- Phone: (916) 471-3125
- *Project Manager of Classification Study*



**Bruce Davis**

- CPS HR Classification & Compensation Division Manager
- Email: [bdavis@cpshr.us](mailto:bdavis@cpshr.us)
- Phone: (916) 471-3382

# Project Team

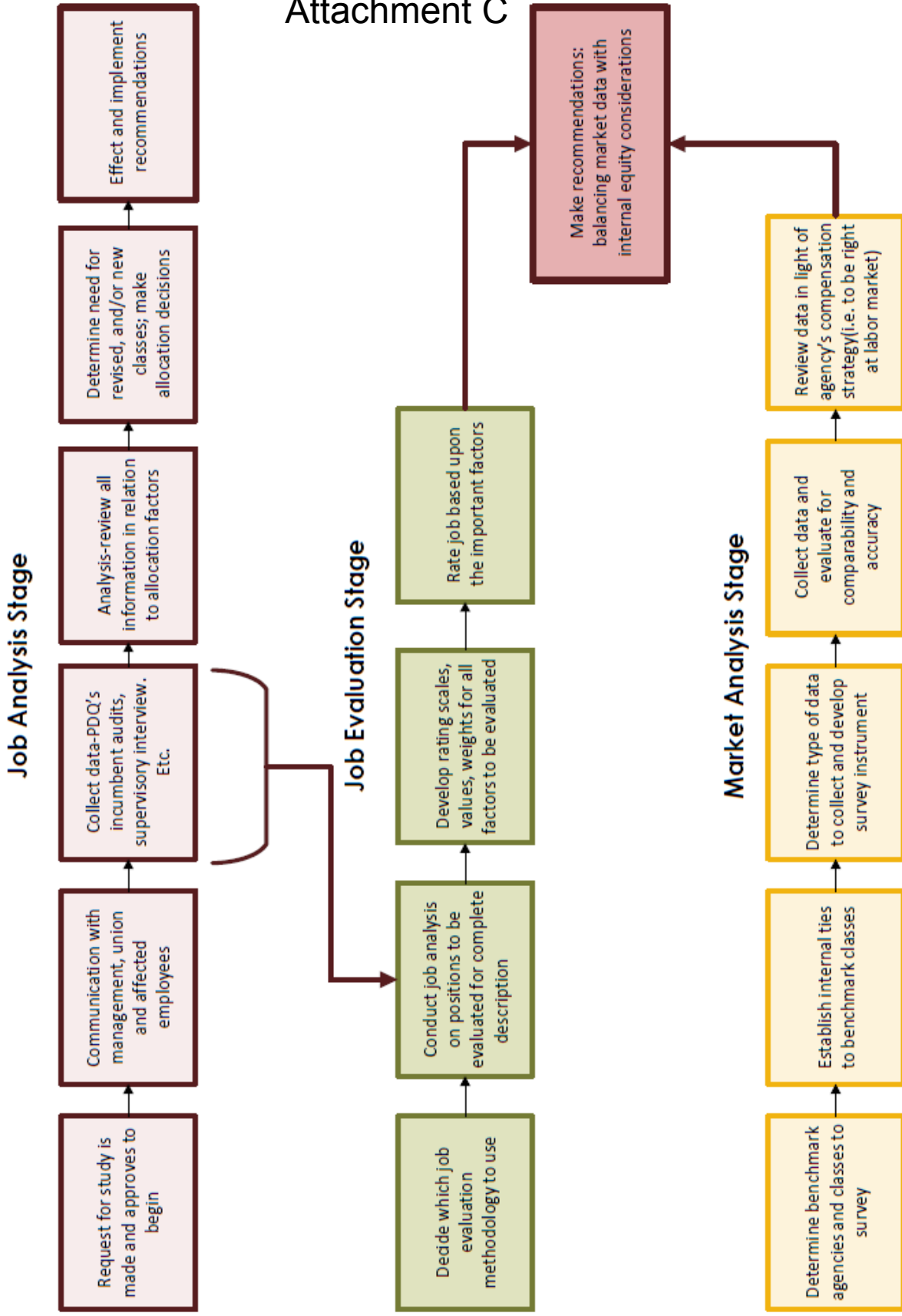
## Compensation

Alfred Bingham, Sr. HR Consultant, MBA, MEd, SPHR, SHRM-SCP  
Edie Sabia, Sr. HR Consultant  
Angela Pershnick, HR Consultant, MA

## Support

Sarah Williams

# Attachment C



# Study Goals & Objectives

## Compensation Study

Management Classes  
11 labor market agencies

Identify/research base salary and benefit trends for specific jobs within the market

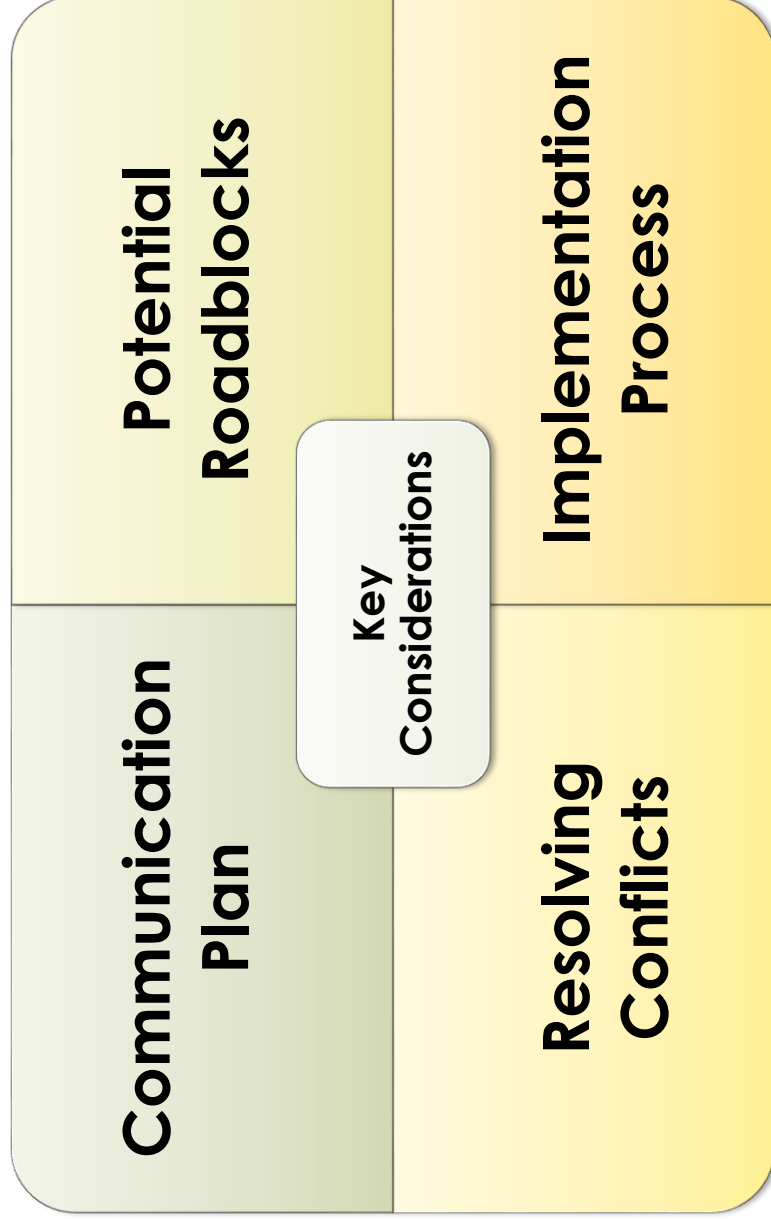
Determine salary structure that is **externally competitive** and **internally equitable**

Examine potential pay variances

Provide defensible recommendations on pay levels for jobs, in accordance with FLSA



# Project Strategy



# Compensation Study Methodologies

Benchmark  
Selection

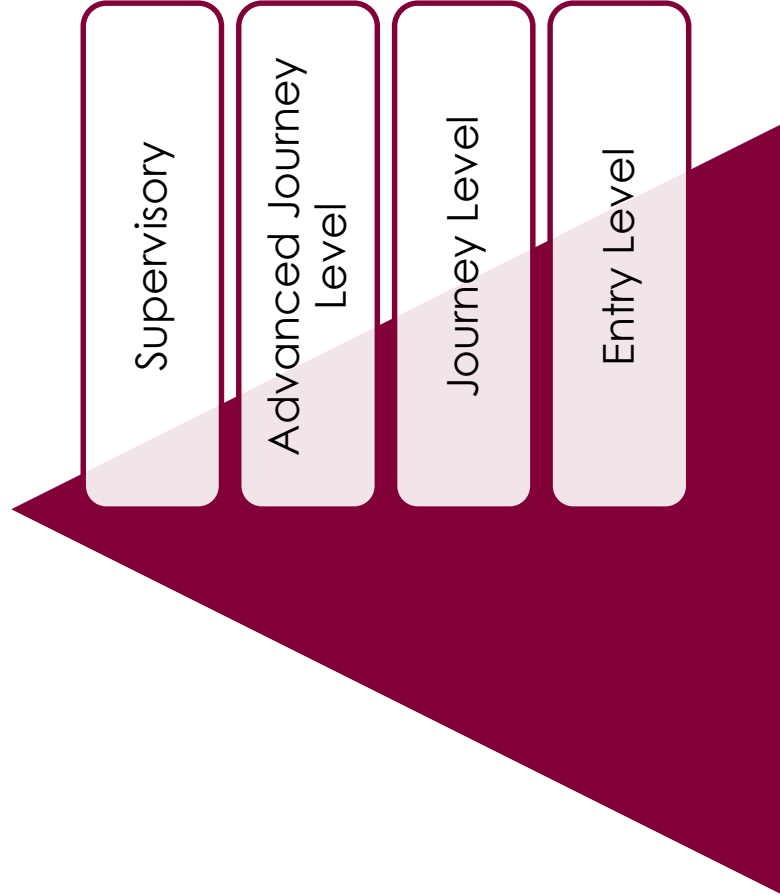
Labor  
Market

Mean vs.  
Median

Cost of  
Living vs.  
Cost of  
Wages

Attachment C  
Steps &  
Salary  
Ranges

# Benchmark Selection



# Established Labor Market Agencies

- 1. Alameda-Contra Costa Transit District
- 2. City of Santa Cruz
- 3. Central Contra Costa County Transit Authority
- 4. County of Santa Cruz
- 5. Golden Gate Transit District
- 6. Monterey-Salinas Transit District

- 7. Riverside Transit Agency
- 8. San Joaquin Regional Transit District
- 9. Santa Barbara Metropolitan Transit District
- 10. Santa Clara Valley Transportation Authority
- 11. San Mateo County Transit

## Attachment C

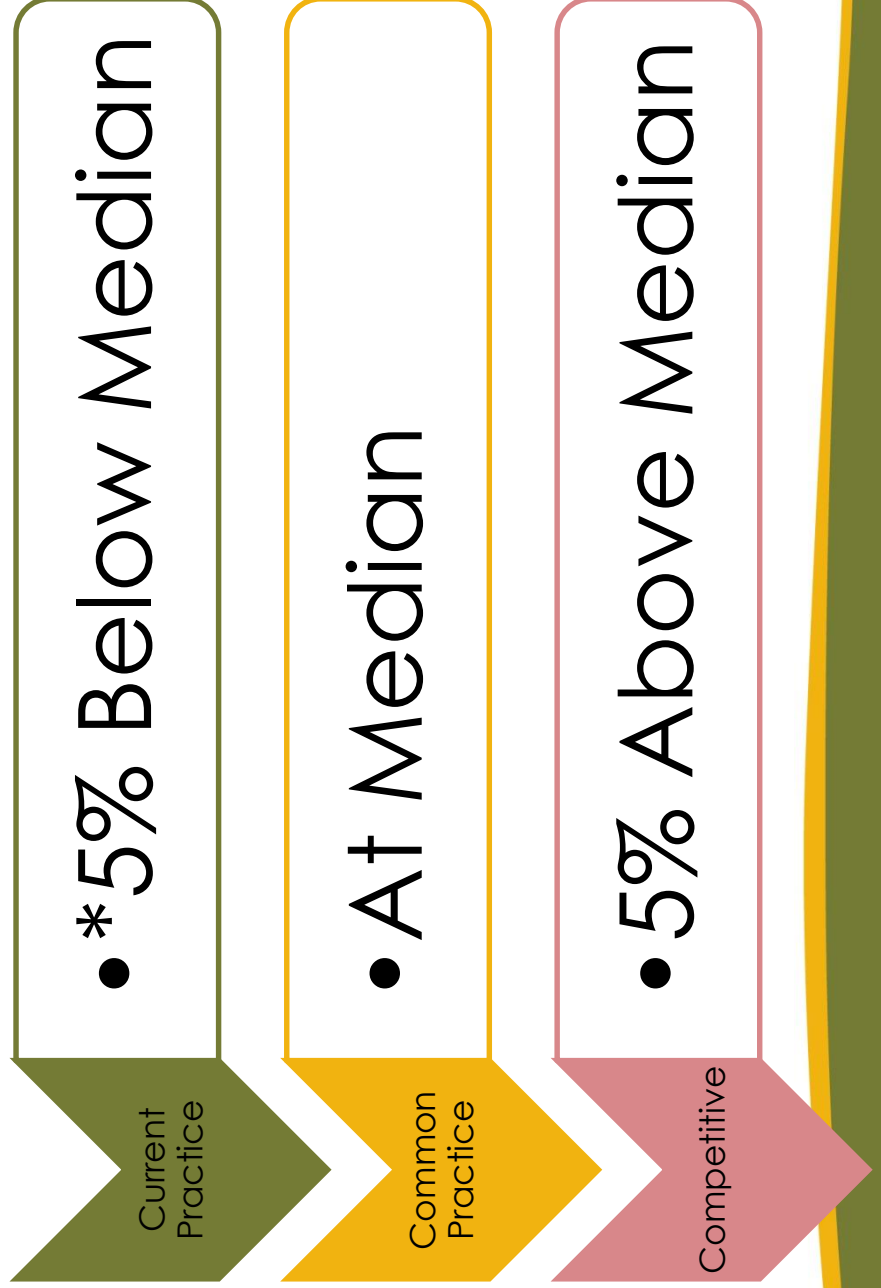
# Total Compensation Elements

<b>Base Salary</b>	<b>Benefits &amp; Premium Pay</b>
Minimum & Maximum Salary Ranges	Medical, Dental and Vision Programs
Labor Market Position (i.e., median, mean, or other percentile)	Defined-Benefit Retirement Programs and Social Security practices
Cost of Living & Cost of Wages	Cash add-ons premium pays such as: Longevity pay Bilingual Pay Special Assignment Pay Shift Differential Pay Education Incentive Pay Certification Pay Training Officer Pay Deferred compensation
Internal Equity	Paid time off practices
Private Sector Data - Economic Research Institute (ERI)	Attachment C Other employer paid/provided benefits

**6C.11**

# Board Discussion

## Setting Pay Ranges



# Compensation Study Data Reporting Example

Housing Specialist II (Occupancy Specialist II)

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Longevity Pay	Deferred Comp	Retirement Pickup	Cafeteria Plan	Health	Dental	Vision	Other Health	Retirement	Social Sec/Medicare	Monthly Total Compensation
CLIENT AGENCY	Housing Specialist II (Occupancy Specialist II)	\$3,101	\$4,158		\$83			\$1,078				\$1,265	\$60	\$6,644
Comparable Agency 1	Housing Specialist II	\$4,498	\$5,467					\$2,096	\$56			\$1,442	\$79	\$9,140
Comparable Agency 2	Housing Specialist	\$4,353	\$5,835				\$1,285					\$1,263	\$85	\$8,467
Comparable Agency 3	Section Eight Advisor	\$3,949	\$5,418				\$1,200					\$1,085	\$414	\$8,117
Comparable Agency 4	Housing Specialist II	\$4,111	\$5,515					\$1,573	\$90			\$1,417	\$80	\$8,675
Comparable Agency 5	Program Specialist II	\$3,351	\$4,751		\$143		\$900					\$951	\$69	\$6,813
Comparable Agency 6	Housing Specialist II	\$3,487	\$5,496				\$880					\$1,019	\$420	\$7,815
Comparable Agency 7	Housing Services Specialist	\$3,642	\$4,735					\$1,414	\$43	\$5		\$847	\$362	\$7,407
Comparable Agency 8	Housing Specialist I	\$3,248	\$3,991				\$1,129					\$1,156	\$305	\$6,581

Base Salary Median	\$5,443
Base Salary Mean	\$5,151
% Above or Below Median	-30.89%
% Above or Below Mean	-23.88%

Total Compensation Median	\$7,966
Total Compensation Mean	\$7,877
% Above or Below Median	-19.89%
% Above or Below Mean	-18.55%

# Compensation Study Components

## Final Deliverables

### Compensation Products

- Draft Report summarizing study
- Salary recommendations for management classifications
- CPS HR Project Manager will meet with key stakeholders to discuss report and finalize recommendations

### Final Products & Services

- Final Compensation Reports for SC Metro to review, approve, and implement
- Presentation of findings and recommendations, including written and oral reports, at various meetings, including Executive Management and Board meetings
- Support and follow-up to resolve any outstanding issues

6C.14



Attachment C



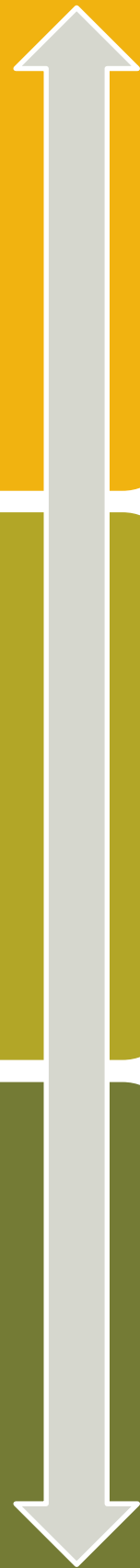
**Recruit**



**Retain**



**Reward**



# Questions?

**6C.16**

***Thank you.***



**DATE:** January 16, 2018  
**TO:** Board of Directors  
**FROM:** Alex Clifford, CEO/General Manager  
**SUBJECT: RECOMMENDATION TO APPROVE REVISIONS TO THE BYLAWS OF THE SANTA CRUZ METROPOLITAN TRANSIT DISTRICT'S BOARD OF DIRECTORS**

## **I. RECOMMENDED ACTION**

**That the Board of Directors Accept the Proposed Revisions to its Bylaws as recommended by the Personnel/HR Standing Committee**

## **II. SUMMARY**

- Santa Cruz Metropolitan Transit District (METRO) Board of Directors' Bylaws were last revised on February 13, 2015.
- The Bylaws approved and adopted on February 13, 2015 now contain inconsistencies with current practice, along with inconsistencies with the provisions of Metro's enabling legislation, which require updating and/or clarification.
- On June 23, 2017, the Board requested METRO's Personnel/HR Standing Committee review its Bylaws and return with recommendations for consideration and approval.

## **III. DISCUSSION/BACKGROUND**

Revisions to METRO's Bylaws were last approved and adopted on February 13, 2015.

As a result of various Board actions taken since 2015, inconsistencies now occur throughout the Bylaws as written today. Example of inconsistencies include updating staff position titles and updating Board meeting schedules.

There are also some inconsistencies with the provisions of Metro's enabling legislation, which need to be updated to comply with law.

Finally, there are new provisions that provide a more detailed approval and cost reimbursement process with regard to Director travel related to conducting Metro business.

At the June 23, 2017 METRO Board Meeting, the Board referred the review and revision of the METRO Bylaws to the Personnel/HR Standing Committee.

Staff and General Counsel undertook a comprehensive review of the Bylaws and made revisions as herein described. The recommended revisions were initially presented to the Personnel/HR Committee on September 22, 2017.

**IV. FINANCIAL CONSIDERATIONS/IMPACT**

None.

**V. ALTERNATIVES CONSIDERED**

The Board could reject these updates to its Bylaws; but, staff does not recommend this action.

**VI. ATTACHMENTS**

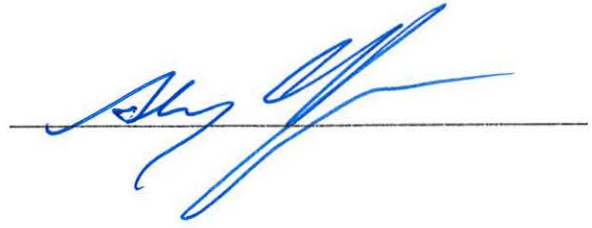
**Attachment A:** METRO Admin Code, Title I, Administration, Chapter 2, Bylaws

**Attachment B:** Resolution Adopting revisions to Title 1, Chapter 2 of the Santa Cruz Metropolitan Transit District Administrative Code

Prepared by: Gina Pye, Executive Assistant

**VII. APPROVALS:**

Alex Clifford, CEO/General Manager



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# Attachment A

## SANTA CRUZ METROPOLITAN TRANSIT DISTRICT

### ADMINISTRATIVE CODE

#### TITLE I – ADMINISTRATION

##### CHAPTER 2

##### BYLAWS

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<b>Article IV</b>	<b>Emergency Meetings</b>
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<b>Article XIV</b>	<b>Committees and Appointments</b>
<b>Article XV</b>	<b>Official Bulletin Board</b>
<b>Article XVI</b>	<b>Other Offices</b>

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# Attachment A

## Article I Regular Meetings

### §1.2.101 Regular Meetings; Time

- A. Regular meetings (generally televised) of the Santa Cruz Metropolitan Transit District (METRO) Board of Directors shall be held on the fourth Friday of each month. The Board of Directors may establish the time for the commencement and duration of its meetings as necessary through Board action.
- B. No regular meetings will be scheduled during the month of July.
- C. If a regular meeting falls within 5 working days of a recognized METRO holiday, i.e., Thanksgiving, Christmas or New Year's Day, the Board of Directors shall reschedule the meeting to a more convenient date. The regular meeting schedule shall be published for the upcoming year and approved by the Board of Directors prior to the start of the New Year. This schedule shall include the date, location and commencement time for each regular meeting of the Board of Directors and shall be posted on METRO's website, and METRO's official Bulletin Board throughout the year.
- D. In order to ensure a full 30 days public review of the proposed annual budget, the May Board meeting may be scheduled earlier than the fourth Friday of the month.
- E. Notwithstanding the above, the Board may take action to change the date and location of any Board meeting as long as the public is provided reasonable notice of the change via the METRO's website and METRO's official Bulletin Board, located at the Administrative Office of the Santa Cruz Metropolitan Transit District.
- F. Board Standing Committees and Ad Hoc Committees
  - i. Board Standing Committees and Ad Hoc Committee meetings will be scheduled when most convenient to the members of the Committee
  - ii. Board Directors are encouraged to block their calendar for the second Friday of every month to help facilitate a meeting time for Standing and Ad Hoc Committee meetings.

### §1.2.102 Regular Meetings; Place

- A. The Regular monthly meeting(s) of the Board of Directors may occur at any of the following venues, except when the Board of Directors' regular meeting schedule sets forth a different location:



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- i. Capitola City Council Chambers, 420 Capitola Avenue, Capitola, CA 95010
  - ii. Santa Cruz City Council Chambers, 809 Center Street, Santa Cruz, CA 95060
  - iii. Scotts Valley City Council Chambers, One Civic Center Drive, Scotts Valley, CA 95066
  - iv. Watsonville City Council Chambers, 475 Main Street, Watsonville, CA 95076
  - v. Santa Cruz METRO Administrative Offices, 110 Vernon Street, Santa Cruz, CA 95060
- B. If, by reason of fire, flood, earthquake or other emergency, it shall be unsafe to meet in the place designated above, the meeting shall be held for the duration of the emergency or unsafe condition at the place designated by the Chair of the Board of Directors in a notice to the local media that have requested notice in writing, by the most rapid means of communication available at the time. A notification advising the public of the changed meeting location during the emergency or unsafe condition shall be posted on the door of the regular meeting room by the CEO/General Manager, unless circumstances prevent her/him from doing so.
- C. The Board of Directors shall not conduct any meeting in any facility that prohibits the admittance of any person, or persons, on the basis of race, religious creed, color, national origin, ancestry, sex, gender, pregnancy or related medical condition, age, marital status, medical condition (cancer related or genetic characteristics), sexual orientation, veteran status, or which is inaccessible to persons with physical or mental disabilities, or where members of the public may not be present without making a payment or purchase.

## **§1.2.103 Regular Meetings; Open to the Public**

- A. Regular Board Meetings and Board Standing Committee meetings shall be open and public and all persons shall be permitted to attend except as otherwise allowed by law or when a closed session is authorized pursuant to applicable state law and properly noticed in accordance therewith.
- B. A Spanish-bilingual interpreter shall be present and available for translations at the Regular Board Meeting.

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## **§1.2.104 Closed Sessions: State Reasons and Legal Authority; Scope of Coverage; Notice; Reporting Out**

- A. Prior to holding any closed session, the Board of Directors shall disclose, in an open meeting, the item or items to be discussed in the closed session. The disclosures may take the form of a reference to the item or items as they are listed by number or letter on the agenda. In the closed session, the Board of Directors may consider only those matters covered in its statement. Nothing in this section shall require or authorize a disclosure of information prohibited by state or federal law.
- B. After any closed session, the Board of Directors shall convene into open session prior to adjournment and General Counsel shall make any disclosures required by state law of action taken in the closed session.

## **Article II Agenda**

### **§1.2.201 Agenda; Notification and Posting**

- A. The CEO/General Manager is responsible for coordinating with the staff to develop all Board materials associated with Board reports, communications, resolutions, or other matters timely such that the Board receives all such Board meeting materials in advance of the Board meeting or Standing Committee meeting. If there is a delay in providing the a Board item at the same time as the meeting agenda is posted, the CEO/General Manager will ensure that the posted agenda includes the proper reference to the missing item(s), thereby meeting the Brown Act posting requirements, and he/she will make best efforts to deliver the final copy of the missing item(s) to the Board in advance of the Board meeting.
- B. The Chair, in consultation with the CEO/General Manager, shall assist in arranging the Regular Board meeting agenda items in order of action and discussion versus consent. The final agenda shall be provided electronically and/or by a link contained in an email to each member of the Board and to the District General Counsel at least 72 hours preceding the Regular Board meeting. The agenda shall be posted on the Official Bulletin Board for the public at the Administrative Office of the Santa Cruz Metropolitan Transit District and the METRO website at least 72 hours preceding each Regular Board meeting and Standing Committee meeting. A record of this posting, including the time and place of posting, will be maintained by the Executive Assistant to the CEO/General Manager.
- C. The agenda shall contain a brief description of each item of business to be transacted or discussed at the meeting, including items to be discussed in

# Attachment A

closed session. The description will be reasonably calculated to inform the public of the general nature of the subject matter of the item so that the public may seek further information on items of interest. The description will focus on the substance of the matter rather than the contemplated action. The agenda shall specify the time and location of the regular meeting and shall be posted in a location that is freely accessible to members of the public.

- D. Copies of the agenda shall be mailed to any individual or entity that has requested it. The Full Agenda Packet, which includes all attachments associated with the agenda items, will be made available online at METRO's website, [www.scmttd.com](http://www.scmttd.com). Individuals and entities can voluntarily subscribe or unsubscribe to receive automated email notification when METRO's agendas and agenda packets are available online at <http://www.scmttd.com/en/riders-guide/stay-connected/subscriber-alerts>.
- E. Timely posting of the agenda and agenda materials on the METRO website is not required when the METRO servers are down or not functioning properly or when matters outside METRO's control interfere or prevent such website posting to occur. The agenda and agenda materials will be posted once the technical difficulties are resolved.

## **§1.2.202 Agenda; Public Input**

Every agenda for regular open meetings shall provide an opportunity for members of the public to directly address the Board of Directors on any item of interest to the public, and before or during the Board's consideration item, that is within the subject matter jurisdiction of METRO, provided that no action shall be taken on any item not appearing on the agenda unless the board complies with Section 1.2.203 below.

## **§1.2.203 Agenda; Action Taken Not on Agenda**

- A. No action or discussion shall be taken on any item not appearing on the posted agenda except that members of the Board of Directors present at the meeting or METRO staff may briefly respond to statements made or questions posed by persons exercising their public testimony rights. In addition, on their own initiative, or in response to questions posed by the public, Directors or METRO staff may ask a question for clarification, make a brief announcement, or make a brief report on his or her own activities. Furthermore, a Director or the Board itself may, subject to METRO's rules and regulations, provide a reference to staff or other resources for factual information; request the CEO/General Manager to report back to the body at a subsequent meeting concerning any matter; take action to direct the CEO/General Manager to place a matter of business on a future agenda; or direct the CEO/General Manager to respond in writing to the public member.

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- B. Notwithstanding subdivision (A) above, the Board of Directors may take action on items of business not appearing on the posted agenda under any of the conditions stated below. Prior to discussing any item pursuant to this section, the Chair of the Board of Directors shall publicly identify the item.
- i. Upon a determination by a majority vote of the Board of Directors that an emergency situation exists, as defined in Section 4.01(b) herein;
  - ii. Upon a determination by a two-thirds vote of the Directors present at the meeting, or, if less than two-thirds of the members present at the meeting, a unanimous vote of those members present, that there is a need to take immediate action and that the need for action came to the attention of METRO subsequent to the agenda being posted; or
  - iii. The item was posted pursuant to a prior meeting of the Board of Directors occurring not more than five calendar days prior to the date action is taken on the item, and at the prior meeting the item was continued to the meeting at which action is being taken.

## **§1.2.204 Agenda; Other Distributed Writings**

- A. Agendas and any other writings when distributed to all or a majority of all, the members of the Board of Directors by any person in connection with a matter subject to discussion or consideration at a public meeting are public records and shall be made available without delay unless the writing is exempt from disclosure pursuant to the California Public Records Act.
- B. Writings that are public records, as set forth above, and which are distributed during an open meeting shall be made available for public inspection at the meeting if prepared by METRO or a Director or after the meeting if prepared by some other person.

## **Article III Special Meetings**

### **§1.2.301 Special Meetings; Notice and Purpose**

- A. A special meeting may be called at any time by the Chair or by a majority of the members of the Board of Directors, by delivering written notice to each member of the Board of Directors, and to each local newspaper of general circulation, radio or television station requesting notice in writing. The notice shall be delivered personally or by any other means at least 24 hours in advance of the meeting. The call and written notice shall specify the time and place of the special meeting and the business to be transacted and discussed.

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- B. No other business shall be considered at the special meeting. The call and notice shall be posted at least 24 hours prior to the special meeting on the Official Bulletin Board for the public at the Administrative Office of the Santa Cruz Metropolitan Transit District and on METRO's website.
- C. Every notice for a special meeting at which action is proposed to be taken on an item shall provide an opportunity for members of the public to directly address the Board of Directors concerning any item that has been described in the notice for the meeting before or during consideration of that item.
- D. Notice shall be required pursuant to this section regardless of whether any action is taken at the special meeting.

## Article IV Emergency Meetings

### §1.2.401 Emergency Meetings; Notice and Purpose

- A. In the case of an emergency situation involving matters upon which prompt action is necessary due to the disruption or threatened disruption of public facilities, the Board of Directors may hold an emergency open meeting without complying with either the 24-hour notice requirement or the 24-hour posting requirement or both of the notice and posting requirements of a special meeting.
- B. For purposes of this section, "emergency situation" means any of the following:
  - i. An Emergency means a work stoppage, crippling disaster or other activity, which severely impairs public health, safety, or both, as determined by a majority of the members of the Board of Directors.
  - ii. A dire emergency means a crippling disaster, mass destruction, terrorist act, or threatened terrorist activity that poses peril so immediate and significant that requiring the Board of Directors to provide one-hour notice before holding an emergency meeting may endanger the public health, safety, or both, as determined by a majority of the members of the Board of Directors.
- C. Although no notice to the public is required, each local newspaper of general circulation and radio or television station which has requested notice of special meetings shall be notified by the presiding Chair of the Board of Directors, or designee thereof, one hour prior to the emergency meeting by telephone or in the case of a dire emergency, at or near the time that the Chair or designee notifies the directors of the emergency meeting. The notice shall be given by telephone and email and all telephone numbers and email

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addresses provided in the most recent request of such newspaper or station for notification of special meetings shall be exhausted. In the event that telephone services are not functioning, the notice requirements of this section shall be deemed waived, and the Chair or designee thereof, shall notify those newspapers, radio stations, or television stations of the fact of the holding of the emergency meeting, the purpose of the meeting and any action taken at the meeting as soon after the meeting as possible.

## **§1.2.402 Emergency Meetings; Open to Public**

Emergency meetings are always open meetings regardless of the subject matter except that if agreed to by a two-third vote of the Directors present or if less than two-thirds of the Directors are present, by a unanimous vote of those present, the Board of Directors may hold a closed session with the Attorney General, District Attorney, District General Counsel, Sheriff or Chief of Police or their respective deputies, or a security consultant or a security operation manager on matters posing a threat to the security of public buildings, a threat to the security of essential public services, or a threat to the public's right of access to public service or public facilities.

## **§1.2.403 Emergency Meetings; Requirements**

All special meetings requirements, as prescribed in Section 1.2.3.01 herein, shall be applicable to a meeting called pursuant to this section, with the exception of the 24-hour notice requirement.

## **§1.2.404 Emergency Meetings; Minutes**

The minutes of a meeting called pursuant to this section will be made available at the next Regular Board meeting. A list of persons who the presiding chair of the Board of Directors, or its designee notified or attempted to notify will be made available upon request.

## **Article V Directors**

## **§1.2.501 The Board of Directors**

In accordance with Public Utilities Code section 98100 et seq. METRO shall be governed by a Board of Directors of eleven members because such membership is necessary to insure adequate representation to all the areas in the County of Santa Cruz.

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## **§1.2.502 Appointment**

In accordance with Public Utilities Code section 98100 et seq. the membership of the Board of Directors shall be composed of one member appointed by each City Council of Santa Cruz, Capitola, Scotts Valley, Watsonville and any other incorporated area of the District to represent the incorporated area and one member appointed by the Board of Supervisors of the County of Santa Cruz to represent the unincorporated area. Other appointments shall be made in accordance with the proportionate population within the District. The apportionment shall be based upon the population distribution within the District and the Board shall reapportion its membership whenever any part of the District is excluded or new territory is added or unincorporated territory within the District incorporates and as a result of the exclusion, annexation, or incorporation, representation on the Board no longer reflects the population distribution within the District. The Board shall also reapportion whenever the County election official advises the Board that the latest official census indicates a need for reapportionment.

In addition to the membership appointed as provided in the preceding paragraph, the Board of Directors may appoint Ex-Officio Directors to its Board upon an affirmative vote of the majority of its members.

## **§1.2.503 Qualifying Appointees to Board; Area residence**

The appointees to the Board shall have been residents of the area encompassed by the District for at least 30 days prior to their appointment and they shall also be residents of the City whose City Council appointed them, or a resident of the County if appointed by the Board of Supervisors.

## **§1.2.504 Term of Office**

- A. The term of office for each Director shall be four years.
  - i. If the appointee of any legislative body is one of its own members, the appointee may serve only as long as the appointee is a member of the legislative body.
- B. An appointment to fill a vacancy on the Board or an appointment made after the expiration of the preceding term shall be for the unexpired portion of the term and reappointment will require an action by the appointee's legislative body.
- C. The failure of a Board member to attend three consecutive meetings of the Board without good cause shall create a vacancy in the office of the Board member.

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- D. When a vacancy is created, or a Board Director's term expires, the CEO/General Manager's Executive Assistant will contact the appointee's legislative body and request that it take action on a new appointment or reappointment. The appointee cannot be sworn-in until such time as the Executive Assistant receives a properly executed Resolution of appointment from the appointee's legislative body.

## **§1.2.505 Directors' Code of Ethics**

- A. A Directors' Code of Ethics is attached as Exhibit A to these Bylaws and shall serve as a guideline for the Directors in the work that they perform on behalf of METRO.
- B. All Board of Directors are required to complete a two-hour ethics training every two years, as required by Government Code section 53234, and are responsible for submitting a certificate of completion to the CEO/General Manager's Executive Assistant.

## **§1.2.506 Director Reimbursement**

- A. Each Director shall be reimbursed their actual and necessary business expenses, for performance of official METRO duties. However, in lieu of this reimbursement for attendance at the meetings set forth below, each Director may receive a per diem of fifty dollars (\$50), but not to exceed a combined total of four meetings in any one calendar month, plus reasonable expenses as may be authorized by the Board:
  - i. Attendance at Regular meetings of the Board of Directors;
  - ii. Attendance at meetings, as a District Committee member of a Board Standing Committee, Ad Hoc Committee, or member of a committee appointed by the Chair of the Board or the Board itself;
  - iii. Attendance at Advisory Committee meetings, as a METRO Director;
  - iv. Participation at required educational and training meetings or seminars;
  - v. Attendance at meetings, as a METRO Director, of the American Public Transit Association (APTA); and
  - vi. Attendance at meetings, as a METRO Director, of the California Transit Association (CTA);
  - vii. Attendance at meetings to meet with state and federal elected officials in Sacramento and Washington, D.C.



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- viii. Relative to APTA, CTA, Sacramento and Washington, D.C. meetings, travel days, in addition to meeting days, qualify for \$50/day per diem.
- B. The Board Chair shall make recommendations for the full Board to consider relative to Board of Directors' travel to APTA, CTA, Sacramento and Washington, D.C.
- C. Reimbursement for travel will either be based upon actual receipts, with tips not exceeding 15%, or by per diem, as identified in the GSA website.
- i. The Per Diem Method is established annually by the General Services Administration (GSA) and reflects an all-inclusive fixed-rate of reimbursement for food, beverages, taxes and tips on meals by destination city. Itemized receipts are not required for reimbursement under the Per Diem Method. Both travel days (first and last days of travel) will be prorated.
  - ii. The Board Director may opt for the Per Diem Method only if the business destination city is listed on the GSA website.
  - iii. Once the Per Diem method is chosen, the Authorized Travel Planner (ATP) will perform the appropriate Per Diem calculation for the Travel Event.
  - iv. Under the Per Diem Method, both travel days (first and last days of travel) will be prorated at 75%, as noted in the "First & Last Day of Travel" table of the M&IE website [www.gsa.gov/mie](http://www.gsa.gov/mie)
  - v. A standard meal Per Diem for each day of the Travel Event may be claimed for most major cities in the United States. Certain areas are designated high cost areas, qualifying for higher standard meal allowances.
  - vi. A table of the federal government's Meals & Incidental Expenses (M&IE) Per Diem rate is available on the GSA website at [www.gsa.gov/perdiem](http://www.gsa.gov/perdiem). The M&IE table reflecting the breakdown of the M&IE expense by breakfast, lunch, dinner and incidentals is available at [www.gsa.gov/mie](http://www.gsa.gov/mie). The ATP will print a copy of both tables and attached them to the Board Director's Travel Authorization form and the Travel Expense form.
  - vii. The "IE" in M&IE represents the "Incidental Expenses" portion of the established Per Diem. However, METRO is not including Incidental Expenses Per Diem at this time as a qualifying reimbursement and the ATP will subtract this amount from the city's M&IE rate.

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viii. A day's Per Diem rate shall be reduced proportionately using the M&IE table for complimentary meals, meals paid by others and meals included in the conference, seminar or training package fees.

- D. All lodging and airline flights will be booked by the ATP. The ATP will make best efforts to pre-pay the Board Director's lodging. In such a case where that is not possible, the Board Member will pay for their lodging and upon check-out they will be responsible for obtaining a Folio reflecting the room expenses. Upon their return, the Board Director will submit the Folio to the ATP for lodging reimbursement.
- E. A Director may receive a travel advance, when approved by either the Board Chair or the Vice-Chair, up to \$100.00 per each full day of travel or attendance at any of the events listed in section (a) above. Upon their return, the Board Director is responsible for returning any unused travel advance and for reconciling the difference with qualifying receipts. A reduced advance may be permitted for partial days, as determined by the Board Chair or Vice-Chair.
- F. The Board of Directors in a public meeting shall approve all expenses that do not fall within the reimbursable rates set forth in Exhibit B before the expense is incurred

## **§1.2.507 Reimbursement Process and Expense Report Form**

- A. The CEO/General Manager shall designate a staff member (the Authorized Travel Planner (ATP)) to schedule all conferences, lodging accommodations and transportation (including the scheduling of a METRO vehicle for in-state travel) for a Director and will obtain the best rate available at the time of booking. In no event shall the lodging costs exceed the maximum group rate published by the conference or activity sponsor provided that lodging at the group rate is available to the Director at the time of booking. If the group rate is not available, the ATP shall use comparable lodging that is consistent with those rates.
- B. With the exception of attendance at meetings/events within Metro's service area, Directors will be reimbursed for the use of their personal vehicle when performing METRO business. The reimbursement rate will be at the most current published IRS rate. However, reimbursement for the use of a personal vehicle will not be authorized when such reimbursement exceeds the cost of travel by airline.
- C. The ATP shall provide each Director with an Expense Report form that the Director will complete for reimbursement of the actual and necessary qualifying expenses incurred on behalf of METRO in the performance of official duties. The expense reports shall document qualifying expenses.

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Directors shall submit expense reports within a reasonable time after incurring the expense but in no event later than four weeks after the expense has been incurred. The actual receipts documenting each expense shall accompany all reports. The Chair or Vice-Chair of the Board shall review the reports and insure compliance. Under no circumstances shall expenses be paid or reimbursed to a Director that are not allowed; including, any expenditures for alcohol, personal items, spouses, friends, or others not specifically authorized by this policy to incur reimbursable expenses. Directors shall provide brief reports about the meetings attended at the expense of METRO at the next regular meeting of the Board of Directors.

- D. All documents related to reimbursable agency expenditures are public record subject to disclosure under the California Public Records Act.

## **§1.2.508 Directing the Work of Santa Cruz METRO Staff Members**

All requests to utilize the staff of Santa Cruz METRO shall be coordinated by and approved by the CEO/General Manager. In no event shall a Board Director assign work directly to a Santa Cruz METRO staff member without the approval of the CEO/General Manager.

## **Article VI Presiding Officers**

### **§1.2.601 Election**

- A. The Directors shall at a regular meeting in either January or February, as determined by the Board Chair, nominate members of the Board of Directors to serve as the Chair and as Vice-Chair. Nominations may be received until final selections occur. The Board of Directors shall, at its regular meeting in either February or March (generally televised) of each year, vote to choose one of its members to serve as Chair and one of its members to serve as Vice-Chair, to serve for the balance of the calendar year or until the selection of their successors. The officer election shall be agendaized at the February or March meeting immediately following roll call and shall not be paired with any other item.
- B. Should the office of the Chair become vacant during the calendar year, the Vice-Chair shall assume the office of Chair. Should the office of Vice-Chair become vacant, the nomination and selection of Vice-Chair shall be agendaized and acted upon by the Board of Directors.
- C. In the event of a vacancy of both the Chair and Vice-Chair positions, a nomination and vote shall be agendaized for the next Regular Board meeting for the Board of Directors to nominate and make final selections.

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## **§1.2.602 Chair to Preside**

The Chair shall preside at all meetings of the Board of Directors. In the absence of the Chair, the meetings of the Board of Directors shall be presided by the Vice Chair. The Chair, or if presiding, the Vice Chair shall have authority:

- A. to determine the order of business under the rules of the Board of Directors;
- B. to enforce the rules of the Board of Directors; and
- C. to preserve order at all meetings and to remove or cause the removal of any person from any meeting of the Board of Directors for disorderly conduct.

## **§1.2.603 Absence of Chair**

If the Chair is absent or unable to act, the Vice-Chair shall serve until the Chair returns or is able to act. The Vice-Chair has all of the powers and duties of the Chair while acting as Chair. In the absence of both the Chair and the Vice-Chair, the Directors shall nominate and elect a director to serve as chair pro tempore during such absences.

## **Article VII Conduct of Meeting**

## **§1.2.701 Call to Order**

The Chair, or such other Director as may be presiding, shall at the hour appointed for the meeting, immediately call the Board of Directors to order when a quorum is present. The Chair shall preserve strict decorum at all meetings. She/he shall state every question coming before the Board of Directors, call for the vote, announce the decisions of the Board of Directors, and decide all questions of order, subject, however, to an appeal to the Board of Directors, in which a majority vote of the Board of Directors shall govern and conclusively determine such question of order.

## **§1.2.702 Rights of Chair**

The Chair, or such other member of the Board as may be presiding, may second and debate, subject only to such limitation of debates as are by these rules imposed on all members; the Chair shall not be deprived of any of the rights and privileges of a Director by reason of holding the position of Chair.

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## **§1.2.703 Rules of Debate**

- A. Every Director desiring to speak shall address the Chair, and upon recognition by the presiding officer, shall be confined to the question under debate, avoiding all references to personalities and indecorous language.
- B. A Director, once recognized, shall not be interrupted when speaking unless it is to call her/him to order. If a Director, while speaking, is called to order, she/he shall cease speaking until the question of order is determined and, if in order, she/he shall be permitted to proceed.
- C. A Director may request, through the presiding officer, the privilege of having an abstract of her/his statement on any subject under consideration by the Board of Directors entered into the minutes. If the Board of Directors consents thereto, such statement shall be entered; provided, however, that any Director, without the Board's consent, shall have the right to have the reasons for her/his dissent from, or protest against, any action of the Board of Directors entered into the minutes.
- D. The CEO/General Manager may be directed by the Chair, with the consent of the Board, to enter in the minutes a synopsis of the discussion of any question coming properly before the Board of Directors.

## **§1.2.704 Rules of Procedure**

Rules of Procedure, which are attached hereto as Exhibit C and incorporated herein by reference, shall be followed by the Board of Directors. A complete copy of the Bylaws shall be included in each Director's Board packet and made available for members of the public at Board of Directors' meetings.

## **§1.2.705 Disruption of Meeting; Clearing Room**

In the event that any meeting is willfully interrupted by an individual, a group or groups of persons so as to render the orderly conduct of such meeting unfeasible and order cannot be restored by the removal of individual(s) who are willfully interrupting the meeting, the members of the Board of Directors conducting the meeting may order the meeting room cleared and continue in session. Only matters appearing on the agenda may be considered in such a session. Representatives of the press or other news media, except those participating in the disturbance, shall be allowed to attend any session held pursuant to this section. In order to readmit individuals who were not disruptive, the following procedure shall be used:

- A. When a meeting is disrupted to the point that it cannot be continued, the Chair shall order those persons causing the disruption to leave the meeting.

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- B. If those causing the disruption fail or refuse to leave the meeting, the Chair shall recess the meeting, order the meeting room cleared and summon law enforcement.
- C. Upon the arrival of law enforcement, the Chair shall reconvene the meeting.
- D. METRO Staff shall be directed to readmit those members of the public who did not engage in the disorderly conduct on an individual and intermittent basis.
- E. If the meeting is again disrupted, the Chair shall cause the meeting room to be cleared and the meeting will continue with only the press in attendance if they have not engaged in any disruption.

## **Article VIII Quorum**

### **§1.2.801 Transaction of Business; Quorum**

A majority of the voting members of the Board of Directors shall constitute a quorum for the transaction of business.

## **Article IX Adjournment/Continuances**

### **§1.2.901 Adjournment of Meeting**

- A. The Board of Directors may adjourn any regular, adjourned regular, special or adjourned special meeting to a time and place specified in the order of adjournment.
- B. Less than a quorum may adjourn any meeting.
- C. In the absence of all Directors from any meeting, the CEO/General Manager may declare the meeting adjourned to a stated day and hour. If she/he does, she/he shall then cause written notice of the adjournment to be given in the same manner as provided for Special Meetings set forth herein.
- D. A copy of the order or notice of adjournment shall be conspicuously posted on or near the door of the place where the regularly adjourned regular, special, or adjourned special meeting was held within 24 hours after the time of adjournment.
- E. When a regular or adjourned regular meeting is adjourned as provided herein, the resulting adjourned meeting is a regular meeting for all purposes.

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- F. When an order of adjournment of any meeting fails to state the hour that the adjourned meeting is to be held, it shall be held at the hour specified for regular meetings of the Board of Directors.
- G. Any hearing being held, or noticed or ordered to be held, by the Board of Directors at any meeting may by order or notice of continuance be continued or recontinued to any subsequent meeting of the Board of Directors in the same manner and to the same extent set forth above for the adjournment of meetings; provided that, if the hearing is continued to a time less than 24 hours after the time specified in the order or notice of hearing, a copy of the order or notice of continuance of hearing shall be posted immediately following the meeting at which the order or declaration of continuance was adopted or made.

## Article X Minutes

### §1.2.1001 Minute Book Record of Open Sessions

- A. The CEO/General Manager, or her/his designee, shall attend all open meetings of the Board of Directors and record and maintain a full and true record of all of the proceedings of the Board of Directors in books that shall bear appropriate titles and be devoted to such purpose.
- B. Unless the reading of the minutes of a Board of Directors meeting is requested by the Board of Directors by a majority vote, such minutes may be approved without reading if the CEO/General Manager has previously furnished each member with a synopsis thereof.
- C. Minutes of Board and Board Committee meetings shall be Action Minutes, not Verbatim Minutes.

### §1.2.1002 Protests and Dissents by Directors Entered in Minutes

Any Director shall have the right to have the reasons for the Director's dissent from, or protest against any action of the Board entered in the minutes.

## Article XI Public's Role In Meetings/Public Hearings

### §1.2.1101 Public Addressing the Board

- A. The Chair of the Board of Directors may, depending on the circumstances, limit the total amount of time allocated for public testimony on particular issues and/or for each individual speaker, which is limited to three minutes. The Chair may reduce the allocated time per speaker when he/she

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determines shorter time allotments are appropriate. However, any restrictions placed on public testimony shall be reasonable and not an effort to suppress expression merely because of the content of the speaker's view.

- B. All remarks shall be addressed to the Board of Directors as a body and not to any member thereof. No person, other than the Chair and the person having the floor, shall be permitted to enter into any discussion, either directly or through a member of the Board, without permission of the Chair. Additionally, any person may submit written materials to the Board of Directors for its consideration.

## **§1.2.1102 Public Hearings**

- A. A public hearing will be held before the Board of Directors when required by federal, state, or local laws or regulations or when it is asked to take action on any of the following projects:
  - i. A change in 25% or more to the service mileage of any route.
  - ii. A change in METRO fares.
  - iii. Adoption of a Resolution authorizing application for federal funds, state or local funds when such public hearing is required by the funding source.
  - iv. Adoption of any action taken relating to the adoption of any plan, environmental document, property acquisition, resolution, condemnation resolution or other action relating to a project or property where such public hearing is required by state, federal or local law.
  - v. Adoption of the Annual Budget.
  - vi. Adoption of the Short Range Transit Plan.
  - vii. Adoption of an Ordinance.
- B. A METRO Regulation shall set forth the specific procedures to be followed in setting up a public hearing.

## **Article XII Resolutions, Ordinances and Motions**

### **§1.2.1201 Acts of Board**

The acts of the Board of Directors shall be expressed by Motion, Resolution or Ordinance. No Ordinance, Resolution or Motion shall have any validity or effect



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unless passed by the affirmative votes of a majority of the voting Directors. The Board of Directors shall not take action by secret ballot, whether preliminary or final in an open or closed session.

## **§1.2.1202 Resolution**

- A. No resolution shall be adopted by the Board unless it is presented before the Board in writing or read aloud. Where copies of the resolution have been presented to each Director, the reading of the resolution is automatically waived unless a Director specifically requests that it be read.
- B. A Resolution can be passed through a unanimous voice vote of all those present. However, if a dissent is registered, then a roll call vote shall be taken.

## **§1.2.1203 Ordinance**

- A. No ordinance shall be passed until a public hearing has been held on it, which hearing shall be advertised in a newspaper of general circulation or posted in at least three public places at least 15 days prior to the hearing. No ordinance shall be adopted by the Board of Directors on the day of introduction. Ordinances must be adopted by a roll call vote.
- B. All ordinances shall be printed after passage, and maintained in METRO Administrative Offices.
- C. The enacting clause of all ordinances shall be as follows:  
  
***"Be it enacted by the Board of Directors of the Santa Cruz Metropolitan Transit District:..."***
- D. All ordinances shall be signed by the Chair of the Board or Vice-Chair and attested by the CEO/General Manager.

### **Article XIII Method of Voting**

## **§1.2.1301 Voice Vote**

Unless a roll call vote is specifically requested by a Director, all matters, except the voting on Ordinances, shall be decided by voice vote. All actions of the Board of Directors shall be approved by affirmative vote of a minimum of six voting members of the Board of Directors unless otherwise specifically required.

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## **§1.2.1302 Silence Recorded as Affirmative Vote**

A member's silence shall be recorded as an affirmative vote.

## **§1.2.1303 Duty to Vote**

Each Director has a duty to vote when present at a meeting on matters coming before the Board of Directors or a Board Committee unless he/she has notified the Board of Directors of a legal conflict of interest in accordance with California state law. If a conflict of interest is disclosed, the Director shall adhere to all California legal requirements.

## **Article XIV Committees And Appointments**

### **§1.2.1401 Creation of Committees**

- A. The Board of Directors may establish committees for a stated purpose. If required by California Law, committees and their members shall comply with the Ralph M. Brown Open Meeting Act (Brown Act). Committees are required to comply with these Rules and Regulations. The CEO/General Manager shall provide adequate staffing to assist the committees in doing their work.
- B. Directors who are not committee members may attend committee meetings as long as they attend only as observers when a majority of the Board of Directors is in attendance at the committee meeting. Appointees to committees serve at the pleasure of the Board of Directors, except that no appointee will be removed from office for an illegal reason including the exercise of his/her right to speak about matters of public concern.
- C. The committees shall include the following:
  - i. Working committees or subcommittees (Standing Committees) of the Board of Directors analyze, review, and make recommendations to the Board of Directors on items to be presented to the full Board. The Chair of the Board shall appoint members of the Board to such committees or subcommittees. If a vacancy occurs, the Board Chair shall appoint a Director to fill the vacancy. Minutes shall be taken at each committee meeting and shall be prepared and distributed to the Directors at least two days prior to the regular Board meeting.
  - ii. The Board Chair may from time to time create advisory committees (Ad Hoc Committees) that shall be charged with giving advice to the Board of Directors regarding an issue relevant to METRO's business. Appointments to advisory committees may be made by the Chair, or

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the Board of Directors. Directors, employees or members of the public may sit on an advisory committee. Advisory committees shall not be Brown Act bodies.

- iii. The Metro Advisory Committee (MAC) is a citizen advisory committee of the Santa Cruz Metropolitan Transit District. Its purpose is to provide a citizen forum (through the MAC) in which the METRO Board and CEO/General Manager can delegate topics for discussion, and assign other duties, and in which recommendations can be formulated and communicated to the Board of Directors. The MAC may also address issues that MAC members or the public raise with respect to the services provided by Santa Cruz METRO. MAC shall be composed of no greater than seven (7) members appointed by the Board of Directors. All MAC members shall serve for a term of four (4) years and will serve at the pleasure of the Board of Directors. The Board of Directors shall approve bylaws to be followed by MAC.

## **§1.2.1402 Appointment to Santa Cruz County Regional Transportation Commission**

- A. The Board of Directors shall each year in either January or February, as determined by the Board Chair, nominate three representatives and three alternates (in order of priority) to the Santa Cruz County Regional Transportation Commission (SCCRTC) who must be members of the Board of Directors. The Board Chair shall also submit nominations of three representatives at the meeting in either January or February. At that meeting, the Chair shall entertain other nominations for SCCRTC representatives and alternates from the Directors. Nominations may be received until final selections occur. Thereafter at the meeting in either February or March, the Board of Directors shall vote on the nominations via a motion and a second. To be appointed, a nomination shall receive at least six affirmative votes. A Director may move a slate of three representatives or a slate of three alternates for appointment.
- B. The Board of Directors may provide its SCCRTC representatives with guidance on issues coming before the Commission to assist the director/commissioner in serving the best interests of METRO.

### **Article XV**

#### **Official Bulletin Board**

## **§1.2.1501 Posting of Notices**

- A. For purposes of posting official notices of the Board of Directors, notices of public hearings, and any other official papers of the Santa Cruz Metropolitan Transit District where posting is required by the law, the Official Bulletin

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Board of METRO shall be the bulletin board at the entrance of METRO Administrative Office located at 110 Vernon Street, Santa Cruz, California 95060. Should the Board of Directors hold a public hearing at any location other than its regular place of meeting, then, in addition to the posting of the notice on the Official Bulletin Board above listed, posting shall also be made upon or near the door of the place of meeting and on METRO's website.

- B. All Standing Committees created by the Board of Directors are required to post any and all official notices including those notices required by law at the official bulletin board at METRO's Administrative office entrance. Additionally, METRO staff may also post notices on the bulletin board(s) at the transit centers below:
- i. Bart Cavallaro Transit Center, 246 Kings Village Road, Scotts Valley, CA 95066
  - ii. Capitola Transit Center, 1855 41<sup>st</sup> Avenue, Capitola, CA 95010
  - iii. Pacific Station, 920 Pacific Avenue, Santa Cruz, CA 95060;
  - iv. Watsonville Transit Center, 475 Rodriguez Street, Watsonville, CA 95076.

## Article XVI Other Offices

### §1.2.1601 CEO/General Manager; Powers and Duties

In addition to the powers, duties and obligations of the CEO/General Manager, as set forth above; those powers and duties identified in the CEO/General Manager's contract; and the applicable Public Utilities Code pertaining to the Santa Cruz Metropolitan Transit District, the powers and duties of the CEO/General Manager shall include the following:

- A. To have charge, subject to the policy direction and control of the Board of Directors, of the acquisition, construction, maintenance, and operation of the facilities of METRO.
- B. To have charge, subject to the policy direction and control of the Board of Directors, of the administration of the business affairs of METRO.
- C. To insure that all ordinances of METRO are enforced.
- D. To administer the personnel system and collective bargaining agreements adopted by the Board of Directors and, except for officers appointed by the Board, to appoint, discipline or remove all officers and employees subject to

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the rules and regulations adopted by the Board, and the applicable provisions of any adopted collective bargaining agreement.

- E. To prepare and submit or cause to be prepared and submitted to the Board of Directors within 90 days after the end of each fiscal year a complete report (unaudited) of the finances and the administrative activities of METRO for the preceding year, and the financial status of METRO on the last day thereof.
- F. To keep the Board of Directors advised as to the needs of METRO.
- G. To formulate and present to the Board of Directors all plans and specifications for the construction of the works of METRO and the means to finance them.
- H. To cause to be installed and maintained a system of auditing and accounting which shall completely and at all times show the financial condition of METRO.
- I. Attend meetings of the Board of Directors as directed by the Board, and act as Secretary to the Board.
- J. To perform such other and additional duties as the Board may require.

## **§1.2.1602 CEO/General Manager; Qualifications and Experience**

The CEO/General Manager shall be chosen on the basis of his/her qualifications with special reference to his/her actual experience in or knowledge of accepted practices and respect to the duties of his/her office as herein above set forth.

## **§1.2.1603 CEO/General Manager; Pro Tempore Appointments**

The Board of Directors may appoint a CEO/General Manager pro tempore during any absence or disability of the CEO/General Manager.

## **§1.2.1604 CEO/General Manager; Resident Requirement**

The CEO/General Manager need not be a resident of this State at the time of his/her appointment, however he/she shall establish a California residency within 30 days of the commencement of his or her duties with the Transit District.

## **§1.2.1605 District General Counsel; Appointment, Powers and Duties**

The District General Counsel shall be admitted to the practice of law in all courts of this State. The District General Counsel has a direct reporting relationship to the Board and a matrix reporting relationship to the CEO/General Manager who will oversee the District General Counsel's day-to-day business activities. The District General Counsel shall have the power and be required to:

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- A. Represent and advise, if authorized and directed by the Board of Directors, the Board of Directors and all METRO officers, committees or departments in all matters pertaining to their office.
- B. Represent and appear, if authorized and directed by the Board of Directors, for METRO and any officer or employee, in any and all actions and proceedings in which METRO or any officer or employee, in or by reason of their official capacity, is concerned or is a party; however, the Board of Directors shall have control of all legal business and proceedings and may employ other attorneys to take charge of any litigation or matter, or to assist the District General Counsel therein.
- C. Attend all meetings of the Board of Directors as directed by the Board of Directors and give legal advice or opinions in writing whenever requested to do so by the Board of Directors, or by any of the committees or officers of METRO.
- D. Review all contracts to be made by METRO and provide the Board of Directors, its officers and staff with legal advice regarding same.
- E. Review any and all proposed ordinances or resolutions for METRO and amendments thereto.
- F. Perform such other acts relating to the office as the Board of Directors shall require; and
- G. On vacating the office, surrender all books, papers, files, and documents pertaining to METRO's affairs.

## **§1.2.1606 Disclaimer**

Unless Bylaw provisions set forth herein are required pursuant to METRO's enabling legislation or other applicable law (i.e., the Brown Act), the METRO Board of Directors may waive any provision herein. Waiver may occur in one or more ways, including but not limited to, by action or by motion by a majority of the voting Directors.

# Attachment B



## **BEFORE THE BOARD OF DIRECTORS OF THE SANTA CRUZ METROPOLITAN TRANSIT DISTRICT**

Resolution No.  
On the Motion of Director:  
Duly Seconded by Director:  
The Following Resolution is Adopted:

### **A RESOLUTION ADOPTING REVISIONS TO TITLE 1, CHAPTER 2 OF THE SANTA CRUZ METROPOLITAN TRANSIT DISTRICT ADMINISTRATIVE CODE**

**WHEREAS**, the Santa Cruz Metropolitan Transit District was created pursuant to the "Santa Cruz Metropolitan Transit District Act of 1967" as codified in Public Utilities Code sections 98000 et. seq; and

**WHEREAS**, the Board of Directors of the Santa Cruz Metropolitan District may take all actions necessary for the proper administration of the affairs of the district; and

**WHEREAS**, the Board of Directors pursuant to its authority established an Administrative Code for the proper administration of the District, which Code incorporated the Bylaws of the Board of Directors as Title I, Chapter 2; and

**WHEREAS**, the Board of Directors desires to adopt revisions to its Bylaws.

**NOW THEREFORE, BE IT RESOLVED** by the Santa Cruz Metropolitan Transit District as follows:

Revisions to Title I, Chapter 2 of the Administrative Code of Santa Cruz Metropolitan Transit District are hereby adopted by the Board of Directors as set forth in Exhibit A to this Resolution.

# Attachment B

Resolution # \_\_\_\_\_

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**PASSED AND ADOPTED** by the Board of Directors of the Santa Cruz Metropolitan Transit District on January 26, 2018, by the following vote:

AYES: DIRECTORS –

NOES: DIRECTORS –

ABSTAIN: DIRECTORS –

ABSENT: DIRECTORS –

\_\_\_\_\_  
JIMMY DUTRA  
Chairperson

ATTEST:

\_\_\_\_\_  
ALEX CLIFFORD  
CEO/General Manager

APPROVED AS TO FORM:

\_\_\_\_\_  
JULIE SHERMAN  
General Counsel