



**EXECUTIVE COMMITTEE  
SPECIAL MEETING AGENDA**

TIME: **8:45 a.m.**

DATE: **Wednesday, May 12, 2021**

Pursuant to Governor Newsom's Executive Order N-29-20, (March 18, 2020), the meeting will only be conducted via video conferencing and by telephone.

**🌀 COMMITTEE MEMBERS 🌀**

Jan Harnik, City of Palm Desert – Chair  
V. Manuel Perez, County of Riverside, District 4– Vice Chair  
Bob Magee, City of Lake Elsinore – Second Vice Chair  
Ben J. Benoit, City of Wildomar – Past Chair  
Lloyd White, City of Beaumont  
Brian Berkson, City of Jurupa Valley  
Lisa Middleton, City of Palm Springs  
Matt Rahn, City of Temecula  
Karen Spiegel, County of Riverside, District 2  
Chuck Washington, County of Riverside, District 3  
Jeff Hewitt, County of Riverside, District 5

**🌀 AREAS OF RESPONSIBILITY 🌀**

Reviews and makes final decisions on personnel issues  
and office operational matters.



# **RIVERSIDE COUNTY TRANSPORTATION COMMISSION**

## **EXECUTIVE COMMITTEE SPECIAL MEETING AGENDA**

**8:45 A.M.**

**WEDNESDAY, MAY 12, 2021**

Pursuant to Governor Newsom's Executive Order N-29-20, (March 18, 2020), the meeting will only be conducted via video conferencing and by telephone. Please follow the instructions below to join the meeting remotely.

### **INSTRUCTIONS FOR ELECTRONIC PARTICIPATION**

Join Zoom Meeting

<https://rctc.zoom.us/j/88525318133>

Meeting ID: 885 2531 8133

One tap mobile

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For members of the public wishing to submit comment in connection with the Executive Committee Meeting please email written comments to the Clerk of the Board at [lmobley@rctc.org](mailto:lmobley@rctc.org) prior to May 11, 2021 at 5:00 p.m. and your comments will be made part of the official record of the proceedings. Members of the public may also make public comments through their telephone or Zoom connection when recognized by the Chair.

*In compliance with the Brown Act and Government Code Section 54957.5, agenda materials distributed 72 hours prior to the meeting, which are public records relating to open session agenda items, will be available for inspection by members of the public prior to the meeting on the Commission's website, [www.rctc.org](http://www.rctc.org).*

*In compliance with the Americans with Disabilities Act, Government Code Section 54954.2, Executive Order N-29-20, and the Federal Transit Administration Title VI, please contact the Clerk of the Board at (951) 787-7141 if special assistance is needed to participate in a Committee meeting, including accessibility and translation services. Assistance is provided free of charge. Notification of at least 48 hours prior to the meeting time will assist staff in assuring reasonable arrangements can be made to provide assistance at the meeting.*

- 1. CALL TO ORDER**
- 2. ROLL CALL**
- 3. PLEDGE OF ALLEGIANCE**

4. **PUBLIC COMMENTS** - *Under the Brown Act, the Board should not take action on or discuss matters raised during public comment portion of the agenda which are not listed on the agenda. Board members may refer such matters to staff for factual information or to be placed on the subsequent agenda for consideration. Each individual speaker is limited to speak three (3) continuous minutes or less.*
5. **ADDITIONS/REVISIONS** – *The Committee may add an item to the Agenda after making a finding that there is a need to take immediate action on the item and that the item came to the attention of the Committee subsequent to the posting of the agenda. An action adding an item to the agenda requires 2/3 vote of the Committee. If there are less than 2/3 of the Committee members present, adding an item to the agenda requires a unanimous vote. Added items will be placed for discussion at the end of the agenda.*

6. **APPROVAL OF THE MINUTES – APRIL 14, 2021**

*Page 1*

7. **FISCAL YEAR 2021/22 ORGANIZATION RECOMMENDATIONS**

*Page 4*

**Overview**

This item is for the Committee to:

- 1) Retitle Toll Program Director on range 71 to Toll Project Delivery Director on range 71 (\$16,239-\$21,923);
- 2) Retitle Toll Project Manager on range 65 to Senior Capital Project Manager on range 65 (\$14,028- \$18,938);
- 3) Reclassify Toll Operations Manager on range 63 to Toll Operations Director on range 67 (\$14,729- \$19,885);
- 4) Reclassify Project Delivery Director from range 67 to range 71 (\$16,239- \$21,923);
- 5) Reclassify two existing Capital Project Manager positions on range 53 to Senior Capital Project Manager positions on range 65 (\$14,028- \$18,938);
- 6) Approve the addition of a Senior Capital Project Manager on range 65 (\$14,028- \$18,938);
- 7) Approve the addition of a Toll Customer Service Manager on range 53 (\$10,468- \$14,132);
- 8) Approve the addition of a Toll Systems Engineer on range 45 (\$8,612- \$11,626);
- 9) Approve the addition of a Community Engagement Manager on range 51 (\$9,969- \$13,459);
- 10) Approve the FY 21/22 Salary Range table;
- 11) Approve the FY 21/22 Organization chart; and
- 12) Direct staff to include these proposed actions in the draft FY 2021/2022 operating budget for consideration by the Commission.

8. **ADJOURNMENT**

# **AGENDA ITEM 6**

## **MINUTES**



# ***RIVERSIDE COUNTY TRANSPORTATION COMMISSION***

## **MINUTES EXECUTIVE COMMITTEE MEETING**

**WEDNESDAY, APRIL 14, 2021**

### **1. CALL TO ORDER**

The meeting of the Executive Committee was called to order by Chair Jan Harnik at 9:00 a.m. via Zoom Meeting ID: 896 3167 2050. Pursuant to Governor Newsom's Executive Order N-29-20, (March 18, 2020), the meeting was conducted via video conferencing and by telephone.

### **2. ROLL CALL**

#### **Commissioners Present**

Ben Benoit  
Brian Berkson  
Jan Harnik  
Jeff Hewitt  
Bob Magee  
Lisa Middleton  
V, Manuel Perez  
Karen Spiegel  
Chuck Washington  
Lloyd White

#### **Commissioners Absent**

Matt Rahn

### **3. PLEDGE OF ALLEGIANCE**

Commissioner Lisa Middleton led the Executive Committee in a flag salute.

### **4. PUBLIC COMMENTS**

There were no public comments.

### **5. ADDITIONS/REVISIONS**

There were no additions or revisions.

### **6. APPROVAL OF THE MINUTES – MARCH 10, 2021**

**M/S/C (Berkson/Spiegel) to approve the minutes of March 10, 2021 as submitted.**

## **7. FISCAL YEAR 2021/22 ORGANIZATION RECOMMENDATIONS**

Anne Mayer, Executive Director, provided an overview of the Fiscal Year 2021/22 organization recommendations.

At this time, Commissioner Magee joined the meeting.

Commissioner Berkson requested clarification on the proposed 4 percent merit pool increase. Ms. Mayer clarified it is not a bonus, it is an increase on base salary based on the performance evaluation, which could result in a merit increase of up to 4 percent. The Commission's 401A program is based upon the base salary, which would also see an increase as a result of a merit increase and the entire cost of the increases are included in the budget.

Commissioner Spiegel asked if this includes RCA employees or if they are separate and Ms. Mayer confirmed all employees are considered RCTC employees but noted employees who are performing duties under RCA will be paid by RCA. Ms. Mayer confirmed the RCTC Executive Board has the decision-making authority for all RCTC staff members, and an action will go before the RCA board in the way of budget allocation for the costs. Commissioner Spiegel asked if all staff members receive the full 4 percent merit increase, and Ms. Mayer stated RCTC has a highly performing team, and it is fair to state most staff members receive a minimum 2 percent with a majority falling in the 3 to 4 percent range. Commissioner Spiegel asked if evaluations are done in a timely fashion, and Ms. Mayer stated RCTC has a tracking system in place in an effort to stay current on evaluations, noting staff does not receive merit increases until the evaluations are complete.

Commissioner Hewitt expressed his support of performance-based merit increases.

Commissioner Magee asked if two separate votes can be taken to separate the RCTC and RCA staff so he can support potential increases for RCTC but not for RCA.

Commissioner Washington asked if it is possible to separate the two RCTC/RCA employee groups since they have been merged, and Ms. Mayer confirmed they cannot be separated as they are all RCTC employees.

Steve Debaun, Legal Counsel, concurred that all employees are RCTC employees, and some are assigned to service the RCA and therefore it is not possible to bifurcate.

Chair Harnik stated RCTC has acted in a very prudent fashion financially with the way they compensate their team, and she would imagine that would continue with new staff as well.



Commissioner Berkson asked for clarification regarding performance of former RCA employees based on Commissioner Magee's comments. Ms. Mayer stated there were only seven employees that transferred over to RCTC, noting several high level RCA employees retired or otherwise did not make the transition. Of the employees that made the transition, most were not in leadership or decision-making roles and many had not been at RCA for a long period of time. She noted the employees who have come over have so far been doing a very good job.

Commissioner Washington stated the employees have only been under management of RCTC since January 1, 2021, and three and a half months is not enough time to evaluate the former RCA employees. Ms. Mayer clarified evaluations are conducted on an annual basis and all new employees will not be eligible for their performance review and merit increase until their anniversary date, adding all new employees are on probation for a year.

Chair Harnik stated the reason RCTC excels is because of its leadership.

**M/S/C (Washington/Benoit) to:**

- 1) Adopt Fiscal Year 2021/22 salary ranges, which reflect a 2 percent cost of living adjustment (COLA);**
- 2) Authorize a merit pool of no more than 4 percent for performance-based increases; and**
- 3) Direct staff to include these proposed actions in the draft FY 2021/2022 operating budget for consideration by the Commission.**

**No: Magee**

## **8. ADJOURNMENT**

Chair Harnik thanked the Executive Committee for their responses to the email requesting volunteers for the Strategic Operations Planning Ad Hoc Committee. There being no other items to be considered, the Executive Committee meeting adjourned at 9:30 a.m.

Respectfully submitted,



Lisa Mobley  
Clerk of the Board



# **AGENDA ITEM 7**



<b><i>RIVERSIDE COUNTY TRANSPORTATION COMMISSION</i></b>	
<b>DATE:</b>	May 12, 2021
<b>TO:</b>	Executive Committee
<b>FROM:</b>	Pamela Velez, Human Resources Administrator
<b>THROUGH:</b>	Anne Mayer, Executive Director
<b>SUBJECT:</b>	Fiscal Year 2021/22 Organization Recommendations

**STRATEGIC ORGANIZATION PLANNING AD HOC COMMITTEE AND STAFF RECOMMENDATION:**

This item is for the Committee to:

- 1) Retitle Toll Program Director on range 71 to Toll Project Delivery Director on range 71 (\$16,239-\$21,923);
- 2) Retitle Toll Project Manager on range 65 to Senior Capital Project Manager on range 65 (\$14,028- \$18,938);
- 3) Reclassify Toll Operations Manager on range 63 to Toll Operations Director on range 67 (\$14,729- \$19,885);
- 4) Reclassify Project Delivery Director from range 67 to range 71 (\$16,239- \$21,923);
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- 6) Approve the addition of a Senior Capital Project Manager on range 65 (\$14,028- \$18,938);
- 7) Approve the addition of a Toll Customer Service Manager on range 53 (\$10,468- \$14,132);
- 8) Approve the addition of a Toll Systems Engineer on range 45 (\$8,612- \$11,626);
- 9) Approve the addition of a Community Engagement Manager on range 51 (\$9,969- \$13,459);
- 10) Approve the FY 21/22 Salary Range table;
- 11) Approve the FY 21/22 Organization chart; and
- 12) Direct staff to include these proposed actions in the draft FY 2021/2022 operating budget for consideration by the Commission.

**BACKGROUND INFORMATION:**

Each year in accordance with the Administrative Code and as a part of the budget process, the Executive Committee considers organization recommendations including but not limited to staff classifications and compensation. Budget related decisions are included in the annual budget for consideration and approval by the full Commission.

The current staffing level is 73 full time equivalents with 12 vacancies.

The Measure A Ordinance limits administrative salaries and benefits to 1 percent of Measure A revenues and Commission policy states that administrative costs, including administrative salaries and benefits, will not exceed 4 percent. These limitations have not been exceeded.

The Commission's delivery of projects and programs is primarily accomplished through the use of vendors, consultants and contractors with oversight from RCTC staff.

A Strategic Organization Planning Ad Hoc Committee was created and met in April to review and discuss organization issues such as staffing, strengths, risks and succession planning. This policy oversight provided input and direction to the Executive Director regarding the recommendations contained in this report in preparation for FY 21/22 budget approval.

### ***Evolution of the Toll Department***

The opening of the 15 Express Lanes ushers in a new era of responsibility for the Commission. RCTC's first experience on the 91 Express Lanes built upon and expanded an existing and successful facility in partnership with another public agency. The 15 Express Lanes stands on its own and presents RCTC with the task of shouldering its financial, customer service, emergency response, agency coordination and ongoing maintenance and operational requirements. Also, more projects are either underway or on the horizon including the 91 and 15 COP projects, 15/91 Express Lane Connector (ELC), 15 Northern Extension (NEXT), and the 15 Southern Extension. Additionally, the interface of the planned 241/91 Express Lanes Connector will also draw upon engineering and operations resources of the Commission's Toll Department.

Since creating the department, RCTC has taken an incremental approach to implementation of toll program staffing and resources. The incremental approach has allowed staffing to be "right-sized" as the program responsibilities have expanded particularly with the opening of both the 91 and 15 Express Lanes. In 2020, HNTB conducted a staffing assessment for the toll program to plan for the future. That future has arrived.

A copy of the analysis is attached for reference. RCTC management team concurs with the analysis that additional resources are needed. The toll program is a customer service and operations-based program with complex technology systems requiring expertise. The toll facilities are assets which generate significant revenue. The combination of responsibilities along with the need for additional projects, supports the need for additional staff. This will ensure the program is managed by an experienced, highly competent, lean core staff supported by other RCTC staff and consultant/contractor support.

The recent retirement of the Toll Program Director will have a significant impact on the toll program and the entire RCTC organization. Given the ongoing growth and evolution of the Commission's toll responsibilities, a new structure is recommended. This restructure will not require the backfill of that vacant position and instead focuses on resourcing the organization at various levels. Staff recommends the toll program be reorganized into two separate divisions, Operations and Project Delivery. The current managers of those respective divisions will be

reclassified to the Director level in recognition of the increased responsibility and authority undertaken with staff aligned in the restructured organization according to responsibilities.

Staff strongly recommends the addition of two positions – a Toll Systems Engineer and a Toll Customer Service Manager – to the organization. Staff additionally recommends the addition of a new Senior Capital Project Manager as highlighted below to advance the projects previously mentioned.

### ***The Ongoing Importance of In-House Engineering Resources***

As discussed previously with this committee, it is very difficult to recruit for and fill project manager positions. Demand for professionals in this field is very high particularly in Southern California. Competing with private sector salaries makes it particularly challenging. Although the Commission works closely with and relies on private sector engineering firms, there will always be a need for in-house staff to lead, guide and manage a variety of projects. These engineering positions are critical to RCTC's successful delivery of its projects.

RCTC currently has two project delivery project manager classifications, Toll Project Manager and Capital Project Manager. The primary difference between the positions is the level of complexity and significance of the projects involved in addition to the requirement for a higher level of experience and expertise required for the Toll Project Manager. Staff recommends the creation of a project manager series which will result in depth and breadth of experience and expertise within the organization. and will require extensive experience and a California Civil Engineering License. This classification can be used consistently in both the Toll and Project Delivery divisions and will allow greater flexibility in assigning workload across the organization.

It is recommended that the restructured organization include four Senior Capital Project Manager positions (two in Project Delivery and two in the Toll Department) and three Capital Project Manager positions as shown on the attached organization chart. This structure will require the reclassification of the Project Delivery Director, two existing Capital Project Manager positions, and retitling of the existing Toll Project Manager position. This action results in the creation of one new position – a Senior Capital Project Manager in the Toll Department.

### ***External Affairs: Community Engagement***

The Strategic Organization Ad Hoc Committee discussed and recommended the creation of a new position to focus on the increasing importance of community coordination. Complex projects, local and regional policy issues and implementation of new statutory/policy requirements at the state and federal level all dictate enhanced engagement. It is recommended to add a Community Engagement Manager position in the External Affairs department to focus on enhanced engagement with local agencies, tribal governments, community groups and stakeholders. Key focus areas would include:

- Support of the Executive Director, Deputy Executive Directors, and External Affairs Director in addressing difficult, complex, and politically sensitive issues.
- RCTC lead on equity and fairness practice with a particularly focus on rural, low income and disadvantaged communities.
- Support tribal government coordination and engagement in projects, programs, and policy issues.
- Liaison with stakeholders to elevate voice of Riverside County residents and communities in Sacramento and Washington DC policy and legislative discussions.
- Support member agencies implementation of RCTC and RCA initiatives.
- Coordinate with regional partners and stakeholders on community issues of interregional significance.

### ***Additional Organizational Changes in the Future***

A Classification and Compensation Study has been initiated as a component of the WRC-RCA Managing Agency Agreement. This study will evaluate the impact of the assumption of those responsibilities on a segment of the RCTC organization and job descriptions. The study will also perform a limited salary comparison study to ensure that the new and impacted positions are appropriately designated within the RCTC salary structure. This study is expected to take 4 to 6 months and results will be brought to this committee for review upon completion. No changes are being proposed at this time

### ***Summary***

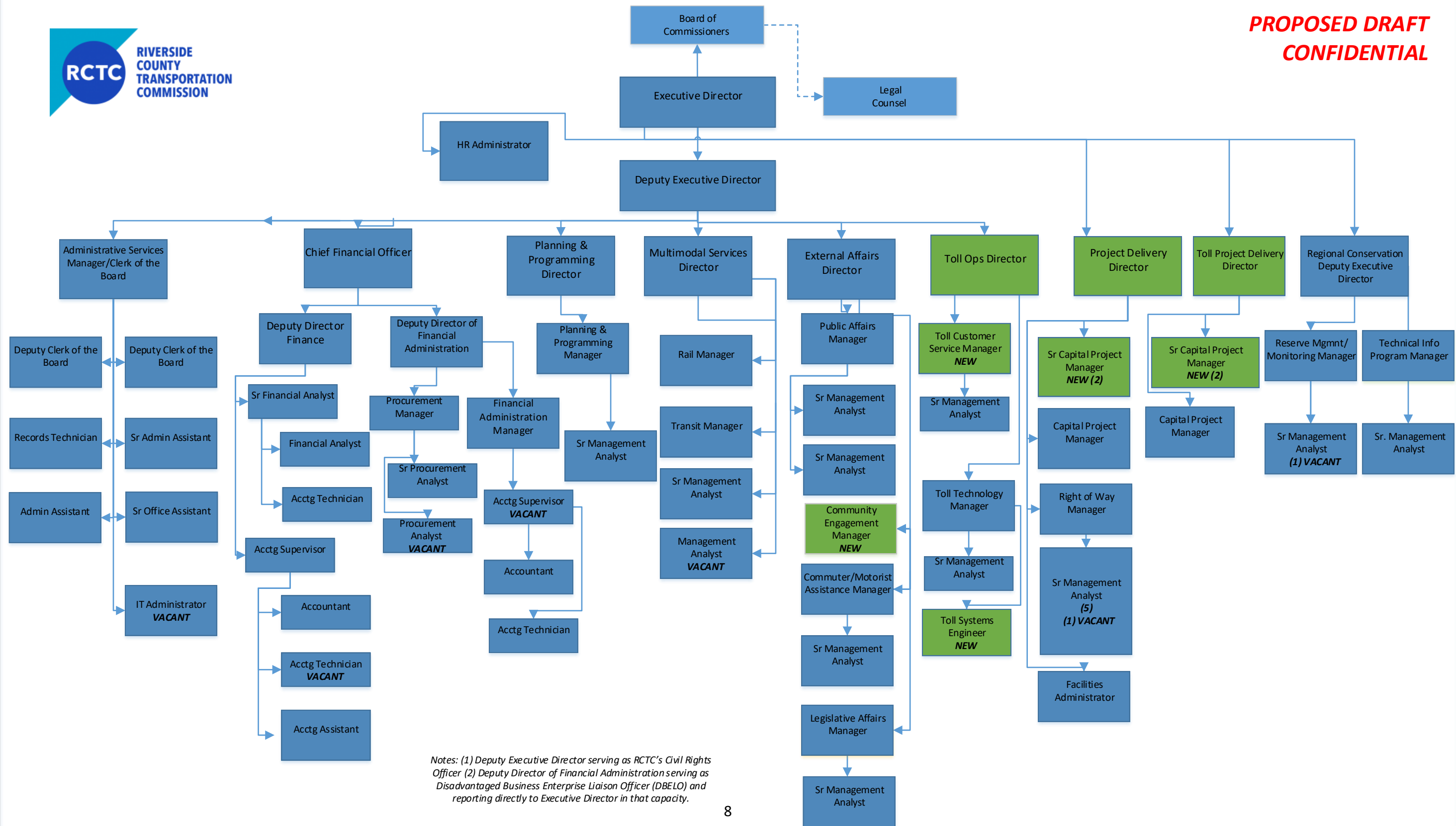
Recommended organization and position changes are in response to the start of 15 Express Lane operations and the retirement of a key RCTC management position. It also creates depth within the organization consistent with succession planning efforts.

These changes include restructuring existing employees and assignments as well as the addition of 4 new positions for a total of 77 FTEs. It is estimated that the cost of these organization changes is approximately \$1,250,000. These changes will have negligible impact on Measure A statutory and policy administrative and salary caps. It is projected that the total Measure A cost of salaries and benefits for FY 21/22 will be .71 percent of Measure A revenues, which is below the 1 percent statutory cap. Total administrative costs, including salaries and benefits, will remain below the Commission policy cap of 4 percent at 1.92 percent.

### **Attachments:**

- 1) FY 2021/22 Proposed Organization Chart
- 2) FY 2021/22 Proposed Salary Ranges
- 3) Toll Program Staffing Assessment Analysis Report







<b>Riverside County Transportation Commission</b> <b>Salary Range by Class Title</b> <b>FY21/22 - Effective July 1, 2021</b>					
<b>Salary Range</b>	<b>Class Title</b>	<b>Rate Type</b>	<b>Range Minimum (1)</b>	<b>Control Point (1)</b>	<b>Range Maximum (1)</b>
33	Accountant	Monthly	\$6,426	\$7,887	\$8,676
17	Accounting Assistant	Monthly	\$4,350	\$5,338	\$5,872
44	Accounting Supervisor	Monthly	\$8,402	\$10,311	\$11,343
25	Accounting Technician	Monthly	\$5,287	\$6,489	\$7,137
17	Administrative Assistant	Monthly	\$4,350	\$5,338	\$5,872
51	Administrative Services Manager/Clerk of the Board	Monthly	\$9,969	\$12,235	\$13,459
53	Capital Projects Manager	Monthly	\$10,468	\$12,847	\$14,132
67	Chief Financial Officer	Monthly	\$14,729	\$18,077	\$19,885
45	Clerk of the Board	Monthly	\$8,612	\$10,569	\$11,626
51	Community Engagement Manager	Monthly	\$9,969	\$12,235	\$13,459
51	Commuter/Motorist Assistance Manager	Monthly	\$9,969	\$12,235	\$13,459
32	Deputy Clerk of the Board	Monthly	\$6,270	\$7,695	\$8,464
57	Deputy Director of Finance	Monthly	\$11,541	\$14,164	\$15,580
57	Deputy Director of Financial Administration	Monthly	\$11,541	\$14,164	\$15,580
75	Deputy Executive Director	Monthly	\$17,904	\$21,973	\$24,170
83	Executive Director	Monthly	\$21,762	\$26,708	\$29,379
63	External Affairs Director	Monthly	\$13,360	\$16,396	\$18,036
45	Facilities Administrator	Monthly	\$8,612	\$10,569	\$11,626
53	Financial Administration Manager	Monthly	\$10,468	\$12,847	\$14,132
35	Financial Analyst	Monthly	\$6,748	\$8,281	\$9,109
51	Goods Movement Manager	Monthly	\$9,969	\$12,235	\$13,459
45	Human Resources Administrator	Monthly	\$8,612	\$10,569	\$11,626
45	IT Administrator	Monthly	\$8,612	\$10,569	\$11,626
51	Legislative Affairs Manager	Monthly	\$9,969	\$12,235	\$13,459
35	Management Analyst	Monthly	\$6,748	\$8,281	\$9,109
63	Multimodal Services Director	Monthly	\$13,360	\$16,396	\$18,036
63	Planning and Programming Director	Monthly	\$13,360	\$16,396	\$18,036
51	Planning and Programming Manager	Monthly	\$9,969	\$12,235	\$13,459
36	Procurement Analyst	Monthly	\$6,912	\$8,483	\$9,332
53	Procurement Manager	Monthly	\$10,468	\$12,847	\$14,132
71	Project Delivery Director	Monthly	\$16,239	\$19,930	\$21,923
51	Public Affairs Manager	Monthly	\$9,969	\$12,235	\$13,459
51	Rail Manager	Monthly	\$9,969	\$12,235	\$13,459
17	Records Technician	Monthly	\$4,350	\$5,338	\$5,872
67	Regional Conservation Deputy Executive Director	Monthly	\$14,729	\$18,077	\$19,885
53	Reserve Management/Monitoring Manager	Monthly	\$10,468	\$12,847	\$14,132
53	Right of Way Manager	Monthly	\$10,468	\$12,847	\$14,132
25	Senior Administrative Assistant	Monthly	\$5,287	\$6,489	\$7,137
65	Senior Capital Project Manager	Monthly	\$14,028	\$17,216	\$18,938
43	Senior Financial Analyst	Monthly	\$8,202	\$10,066	\$11,073
43	Senior Management Analyst	Monthly	\$8,202	\$10,066	\$11,073
13	Senior Office Assistant	Monthly	\$3,945	\$4,842	\$5,326
43	Senior Procurement Analyst	Monthly	\$8,202	\$10,066	\$11,073
45	Technical Information Program Manager	Monthly	\$8,612	\$10,569	\$11,626
67	Toll Operations Director	Monthly	\$14,729	\$18,077	\$19,885
53	Toll Customer Service Manager	Monthly	\$10,468	\$12,847	\$14,132
71	Toll Project Delivery Director	Monthly	\$16,239	\$19,930	\$21,923
45	Toll Systems Engineer	Monthly	\$8,612	\$10,569	\$11,626
53	Toll Technology Manager	Monthly	\$10,468	\$12,847	\$14,132
51	Transit Manager	Monthly	\$9,969	\$12,235	\$13,459

(1) Salary Ranges may be adjusted, as approved, by the Commission

Revised as of XX/XX/XXXX and adopted by the Commission as of XX/XX/XXXX





# Toll Program Staffing Assessment Analysis and Recommendations

# Overview

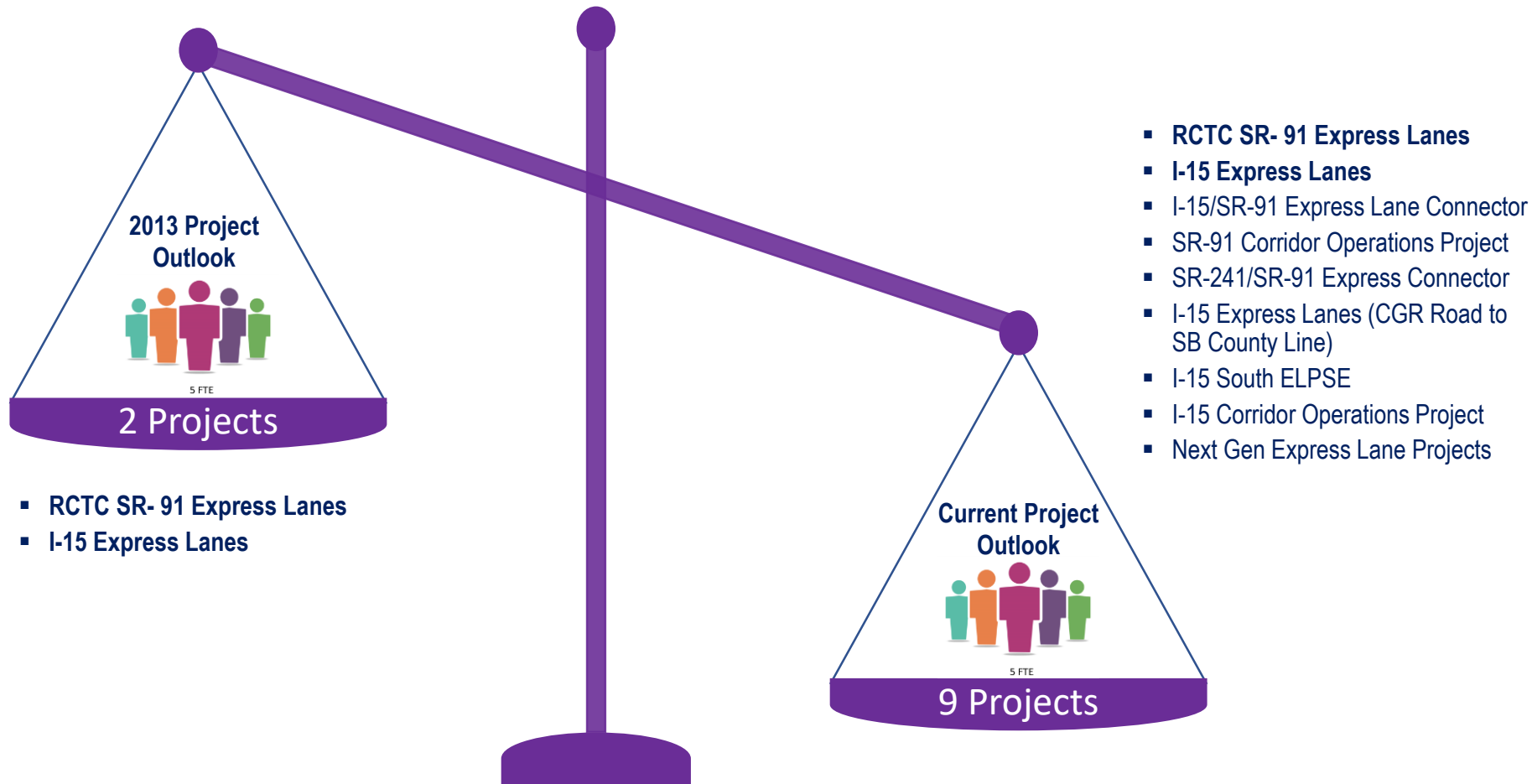
The RCTC Toll Program has evolved significantly since the previous Implementation Roadmap was completed in 2013. Specifically, the RCTC Toll Program operations team is concurrently operating the 91 Express Lanes; overseeing construction, system development implementation, and start-up activities for the I-15 Express Lanes; and planning and developing the I-15/SR-91 Express Lanes Connector, I-15 South Express Lanes, SR-241/SR-91 Express Connector, I-15 North Express Lanes extension and other future freeway improvement and express lane projects. These activities are taxing (and will continue to tax) the current staff's ability to keep up with the need.

Between August and October 2020, HNTB interviewed RCTC staff regarding the Toll Program, conducted an industry review, and analyzed the following RCTC documents:

- Previous study documents
- Current RCTC Organization Chart
- Current Toll Program Organization Chart
- Job descriptions for Toll Program positions
- RCTC CIP and project schedules
- Resumes for current Toll Program operations staff
- Timesheets and utilization information
- Budget narratives

**This presentation provides Toll Program staffing recommendations based on the abovementioned activities.**

# Context - Increased Workload



Critical Issue – The 2013 staffing plan of 5 FTEs (not including capital projects staff) was adequate for two projects, but in the current project outlook it is not feasible for 5 FTEs to manage delivery of the nine projects and future express lane operations that will result from these projects. Additional staff is necessary to handle the additional workload.



# Current Functional Organization Chart





# Toll Program Reporting & Support Structure



# Toll Operations Activities

- General Program Management Support
- Project Planning, Funding, Contracting, Design, Delivery and Implementation Support
- Policy Development/Recommendation
- Toll Systems/Services Contracting/Procurement
- **Toll Operations (toll collection, toll vendor management, O&M, on-road services, TOC, Caltrans TMC, etc. coordination)**
- **Tolling and ITS Technology (procurement, technology and operational strategic planning, interoperability)**
- **Customer Service Center and Violation Processing Operations**
- **Customer Communications**
- **Performance Monitoring and Reporting**
- **Roadway and Toll Building Maintenance**
- CTOC and Regional Representation
- Toll Industry Representation
- Traffic and Revenue Studies
- **Research & Development**
- **Data Management, Analysis, Modeling**
- Toll Legislative Advocacy /Lobbying Support

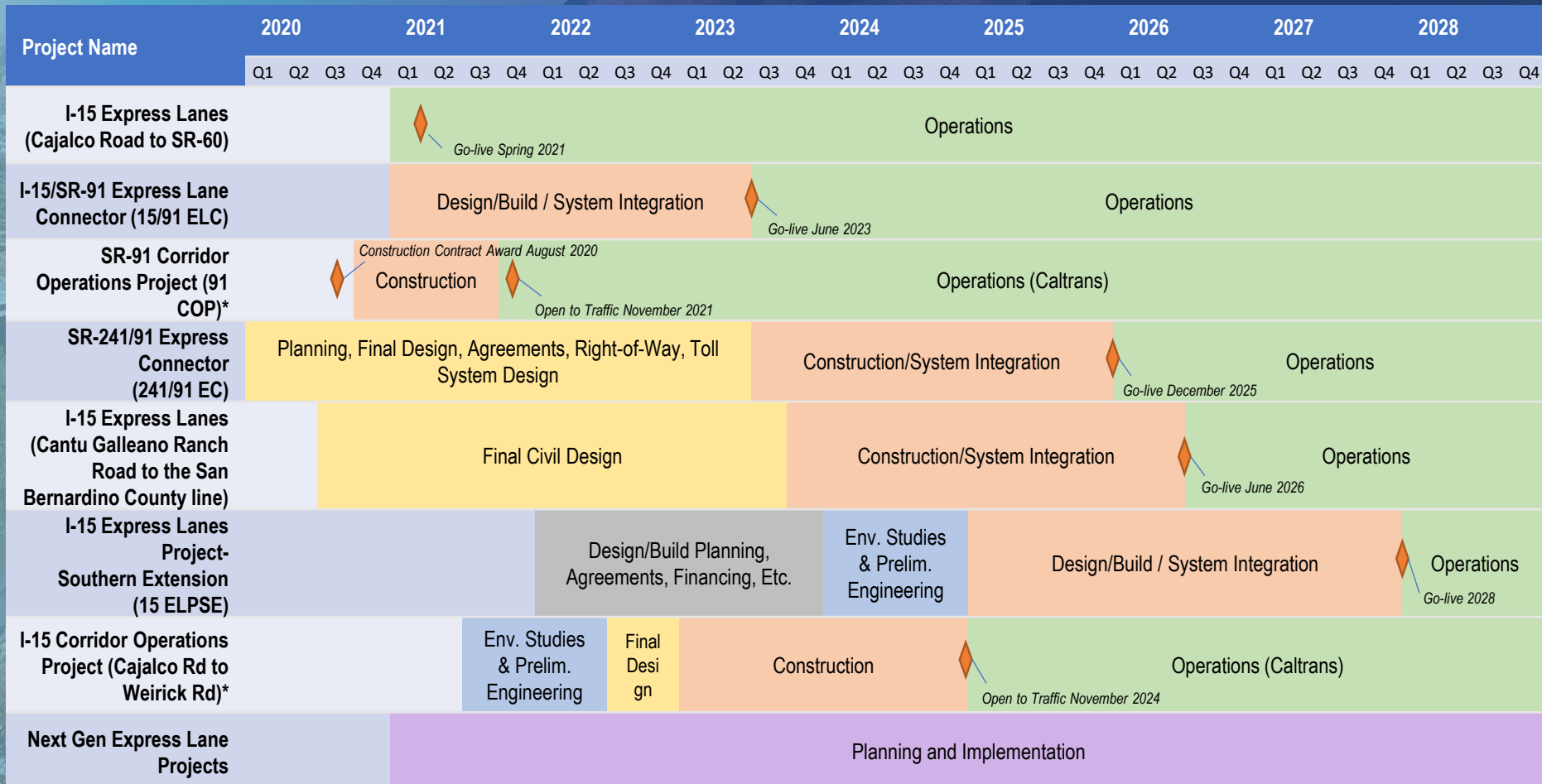
Critical Issue – The Toll Operations Team must have sufficient resources to adequately support program management, daily operations and project development needs. This is currently not the case. Project delivery activities are taking precedence. Activities that will expand with I-15 and/or are currently under resourced are indicated in **bold type**.

# Internal Toll Program Support

- Project Planning/Funding
- Contracting/Procurement
- General Administration (document management, HR)
- **Marketing (express lane facility promotions, account growth, marketing partners, branding, etc.)**
- **Public Relations/Public Outreach (communication of project developments, construction status, etc.)**
- Toll Legislative Advocacy /Lobbying
- **Stakeholder Relations/External Affairs**
- **Legal Support (violations, litigation, etc.)**
- **Risk Management**
- **Information Technology Infrastructure/Support**
- **Finance (budgeting, accounting, reporting, capital financing, debt service, covenant compliance, lender relations, etc.)**
- Board and Elected Official Relations
- **Internal Audit and Compliance**

Critical Issue – There must be clear understanding of Toll Program support duties and responsibilities and a process in place to ensure the necessary level of effort is made available to support Toll Operations. Activities that will increase/demand more attention once I-15 Express Lanes open are shown in **bold type**.

# Projects Schedule



Project planning and delivery support by Toll Operations will need to continue at the current or expanded rate at least through the end of the decade.

\* NOTE: Non-express lane projects will be operated by Caltrans.

# Observations – Toll Program Staff

- The current Toll Program organization structure works well, and the team is high-performing.
- There is a lot of confidence in the current Toll Program team, but they are stretched very thin. There is simply too much to do. Current staff are working 50-60+ hours per week and report difficulty keeping up with work demands.
- There is little redundancy/cross training or career path opportunities among the Toll Program team.
- There is concern regarding the potential for burnout and as a result, the consequences of attrition. Succession planning is an RCTC-wide issue.
- There is lack of bandwidth to keep up with emerging trends/technologies, R&D, operations-related risk management, QA/QC, data warehouse/management/modeling and other PMO activities.
- With I-15 opening in Spring 2021, there will need to be additional support of an expanded Toll Program, particularly dedicated to roadway and CSC operations and performance monitoring.
- Additional connector and express lanes projects are moving forward. This will continue to require considerable participation by current Toll Operations staff. Having dedicated or semi-dedicated staff for project delivery and operations would be helpful.

# Observations – Toll Program Support

- Consultant help (Parsons, Bechtel, HNTB) has been invaluable and will continue to be needed/expanded.
- Toll Operations could benefit from more clarity and a more formal process regarding support from other RCTC departments.
- There is potential need for the existing Finance support to be more dedicated to the Toll Program.
- Will need additional IT support for ROC and building maintenance/landlord oversight.
- Additional marketing support will be needed with I-15 coming online. Internal and external communications will need to ramp up pre/post I-15 opening.

# Operations Will Increase with I-15

- Expanded Customer Service and Violation Processing Operations
- Monitor and reply to escalated customer disputes or inquiries
- Monitor CSC Operations and Collections Performance
- Monitor lane and BOS Vendor, System Performance and Transaction Reconciliation
- Monitor Roadway Operations & Maintenance Performance
- Support Incident Response
- Manage Caltrans, CHP, FSP Agreements and Services
- Increased Financial Reporting
- Coordinate Marketing Strategy/Program
- Data Analytics and Reporting

# Guiding Principles

As RCTC considers future Toll Operations resourcing decisions, HNTB recommends RCTC consider the following guiding principles:

- The RCTC Toll Program will continue to be managed by an experienced, highly-competent, lean core staff, supported by internal RCTC support staff (dedicated and “as needed”) and consultant/contractor support. Consultant/contractor support may be on a project or ongoing staff augmentation basis.
- A key to excellent, long-term staff performance and retention is to provide an environment where Toll Operations staff are not fragmented, can focus on the work at hand, have opportunities to learn, grow, promote and expand their industry professional knowledge/skills and industry presence, and have the consultant and organizational support to do excellent work.



# Guiding Principles

- It is important that all RCTC internal support function responsibilities are understood and that the level of effort is agreed upon and monitored by the Toll Program and each department that supports the program. Where the internal RCTC support is full-time or near full-time, The Toll Program should have input into support staff work programs and performance reviews. RCTC might consider conducting an annual internal support responsibility review/analysis to ensure clear understanding of activity ownership and responsibilities.
- RCTC should consider using consultants/contractors versus RCTC staff:
  - when the level of effort required is short term, irregular, or doesn't otherwise support in-house staffing
  - To establish a program/activity first, then transition to in-house
  - if RCTC does not have or is unable to hire in-house expertise
  - if they provide specialized services or products/technologies
  - if RCTC desires the flexibility to modify hours, assignments, etc. more easily than with RCTC employees
  - when it makes better financial sense

# How Are Others Organized/Staffed?

- There is no cookie cutter approach. Agency sizes, positions and titles vary, based on history, size and organizational profile. For example, OCTA and SANDAG have continued their operations staffing approach from that of their previous P3 owners.
- Most agencies have separate operations and technology oversight staff and considerable consultant support. Some have ITS/mobility technology and services consolidated with tolling.
- Outside of California, many toll/express lanes (e.g., WSDOT, NCTA, NTTA, FTE, Colorado HPTE, CTRMA) are under the state DOT or are standalone entities.
- SANDAG performs most toll/express lanes operations functions in-house, including IT/technology support and CSC operations and uses consultant support for toll technology and services procurement support. Toll Operations is under the Capital Programs and Regional Services Department.
- OCTA recently made Express Lanes a separate department with a General Manager. OCTA has a small Express Lanes staff (3 FTE) and relies heavily on its full-service operations contractor, Cofiroute and internal OCTA support for operations. OCTA uses consultant services for toll technology delivery. Project planning and delivery are handled by the Planning and Capital Programs departments.

# How Are Others Organized/Staffed?

- SBCTA has express lanes capital projects and operations under one department – Project Delivery and Toll Operations. Early planning (e.g., PSR) is led by Planning with close coordination with the Project Delivery and Toll Operations Department.
- TCA has capital project planning and delivery in separate departments than toll operations.
- LA Metro has express lanes planning and toll operations under the Congestion Reduction Program and non-technology project delivery under its Highway Project Delivery Program.
- MTC/BATA splits capital project planning and delivery, technology and express lane operations between three different departments reporting to the Deputy Executive Director.
- Golden Gate Bridge splits Operations and Technology between two Electronic Toll Collection Revenue Managers, who report to the Budget and Electronic Revenue Director
- Toll/express lane staff titles for various levels and positions vary greatly between organizations, ranging from traditional Director, Senior Manager, Manager, Supervisor, Specialist to titles such as Senior Transportation Planner, Director of Regional Transportation Technology Programs, Director, Field Operations and Asset Management, Toll Operations Administrator, Chief Technology Officer, Business Operations Program Manager, IS Project Manager and other titles.

# Toll Program Staffing – Option 1

## Toll Program Director (1 FTE)

- Toll Program Leadership
- Direct Capital Projects and Toll Program Operations
- Responsible for Budget, Finance & Funding, Legal, Risk Management, Internal RCTC Support, etc.
- Lead CTOC, Industry and Regional Participation
- “Face” of RCTC Toll Program

## Capital Projects (2 FTE)

- Program Management (PMO)
- Project Planning & Delivery

## Toll Operations Manager (1 FTE)

- Manage Toll Program Planning, Budget, Business Rules, Operations, Customer Service, and Systems/Technology
- Support Project Delivery & Construction Managers
- Represent RCTC at CTOC, Industry and Regional Participation
- Supervise Toll Technology and Facilities Manager, Toll Operations Lead and Sr. Analyst

## Highlights

- **Toll Technology and Facilities Manager (note title change) reports to Toll Operations Manager**
- Increases RCTC Toll Operations staff from four to six FTE
- Levels out workload
- Provides dedicated support for capital projects
- Increases day-to-day operations and technology focus
- Provides for cross training and career ladders
- Lead positions or analysts could be in-house or consultant
- Option - Toll Operations Manager. Possible re-title to Deputy Toll Program Director or Chief, Express Lanes Operations. This would allow for Manager or Deputy Manager titles for proposed Toll Operations Lead.

## Toll Operations Lead (1 FTE) & Sr. Analyst (1 FTE)

- Roadway Operations & Maintenance Agreements, Operations and Performance (KPIs)
- Toll Enforcement
- Incident Management
- Freeway Service Patrol Beat(s)
- Customer Service Center Performance (KPIs)
- CSC Issue Escalation Oversight/Performance Monitoring
- Violation Processing
- Collections
- Communications & Marketing Support
- CTOC, Industry and Regional Participation
- Operations R&D

## Toll Technology and Facilities Manager (1 FTE)

- Support Capital Projects Team Planning, Development and Deployment of Toll and ITS Systems (80%)
- Oversee Toll/ITS/Mobility Technology and Facilities Management activities
- CTOC Technical Committee
- Supervise Toll Technology Lead and Sr. Analyst

## Toll Technology and Facilities Lead (1 FTE) & Sr. Analyst (1 FTE)

- Day to Day Toll/ITS/Mobility Technology and Facilities Management
- Support Planning, Development and Deployment of Toll and ITS Systems
- Systems/Technology/IT Contracts Management
- Toll System Operations and Maintenance
- Performance monitoring, analytics and modeling
- Toll/ITS/Mobility Technology R&D
- Intellectual Property, Source Code, Escrow/Protection, etc.
- Asset Management/Lifecycle Planning
- Coordinate with RCTC IT

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Consultant Support (As Needed – Bechtel, Parsons, HNTB )

# Toll Program Staffing – Option 2

## Toll Program Director (1 FTE)

- Toll Program Leadership
- Direct Capital Projects and Toll Program Operations
- Responsible for Budget, Finance & Funding, Legal, Risk Management, Internal RCTC Support, etc.
- Lead CTOC, Industry and Regional Participation
- “Face” of RCTC Toll Program

## Capital Projects (2 FTE)

- Program Management (PMO)
- Project Planning & Delivery

## Toll Operations Manager (1 FTE)

- Manage Toll Operations Planning, Budget, Business Rules, Operations, Customer Service, Systems/Technology and Facilities
- Support Capital Projects Project Delivery & Construction Managers (50%)
- Represent RCTC at CTOC, Industry and Regional Participation
- Supervise Toll Operations Lead and Sr. Analyst

## Toll Technology and Facilities Manager (1 FTE)

- Support Capital Projects Team Planning, Development and Deployment of Toll and ITS Systems (80%)
- Oversee Toll/ITS/Mobility Technology and Facilities Management Activities
- CTOC Technical Committee
- Supervise Toll Technology Lead and Sr. Analyst

## Highlights

- **Toll Technology and Facilities Manager (note title change) reports to Toll Program Director, rather than Toll Operations Manager**
- **Reduces Toll Operations Manager oversight workload**
- **Increases Toll Technology and Facilities Manager supervisory responsibilities**
- Increases RCTC Toll Operations staff from four to six FTE
- Levels out workload
- Provides dedicated support for capital projects
- Increases day-to-day operations and technology focus
- Provides for cross training and career ladders
- Lead positions or analysts could be in-house or consultant

## Toll Operations Lead (1 FTE) & Sr. Analyst (1 FTE)

- Roadway Operations & Maintenance Agreements, Operations and Performance (KPIs)
- Toll Enforcement
- Incident Management
- Freeway Service Patrol Beat(s)
- Customer Service Center Oversight/Performance Monitoring (KPIs)
- CSC Issue Escalation
- Violation Processing
- Collections
- Communications & Marketing Support
- CTOC, Industry and Regional Participation
- Operations R&D

## Toll Technology and Facilities Lead (1 FTE) & Sr. Analyst (1 FTE)

- Day to Day Toll/ITS/Mobility Technology and Facilities Management
- Support Planning, Development and Deployment of Toll and ITS Systems
- Systems/Technology/IT Contracts Management
- Toll System Operations and Maintenance
- Performance Monitoring, Analytics and Modeling
- Toll/ITS/Mobility Technology R&D
- Intellectual Property, Source Code, Escrow/Protection, etc.
- Asset Management/Lifecycle Planning
- Coordinate with RCTC IT

Consultant Support (As Needed – Bechtel, Parsons, HNTB )



# Recommendations – Toll Program Staffing

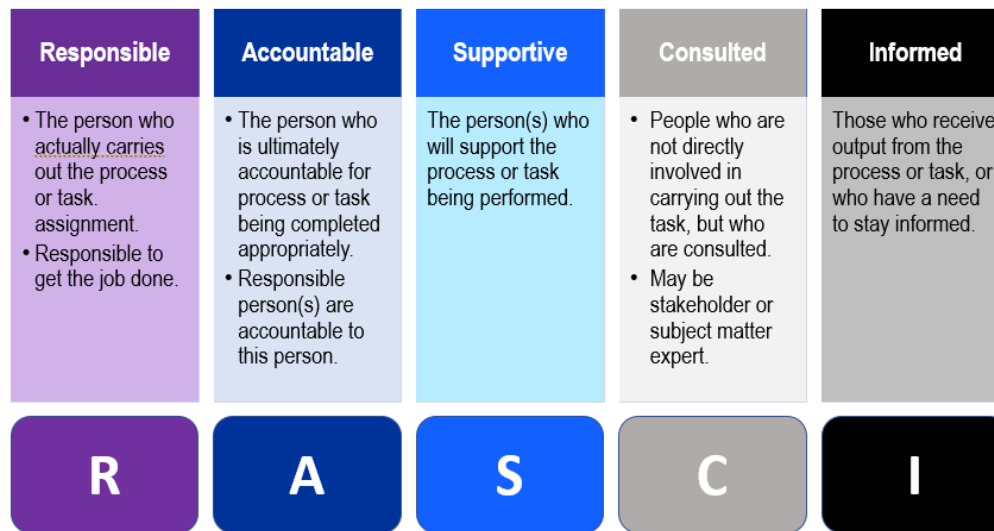
- **Toll Program Director (1 FTE)** – No change
- **Capital Projects (2 FTEs)** – No change
- **Dedicated Finance support (1.33 FTE)** – No change
- **Current Toll Operations Manager position (1 FTE)** – Ideally 50% focus on capital projects and 50% focus on day-to-day operations. Responsible for Toll Operations and Technology and Facilities (Option 1) or only Toll Operations (Option 2).
- Add an experienced **Toll Operations Lead (1 FTE)** - 100% focuses on smooth day-to-day roadway operations, (including Caltrans, CHP, FSP, etc. contracts and incident management), CSC operations (CSC vendor oversight, issue escalation, etc.), and performance reporting.
- **Current Toll Technology Manager (1 FTE)** - Ideally focuses 80% on capital project planning/delivery and 20% on day-to-day operations. Reports to Toll Operations Manager under Option 1. Under Option 2, reports to Toll Program Director. Supervises new Toll Technology and Facilities Lead (1 FTE) and Sr. Analyst (1 FTE).
- Add an experienced **Toll Technology and Facilities Lead** – 100% focus on toll system contractor management and system performance (roadside and BOS/CSC), roadway/facilities maintenance contractor management, and Toll Program asset management. Also responsible for technology R&D activities, CTOC technical committee, etc.

NOTE: “Lead” titles are placeholders. Recruiting the best talent and providing career path opportunities to grow may require consideration of revisions to position titles. It is recommended that before moving forward, RCTC conduct an industry survey regarding titles and an internal classification review to establish the appropriate classification/titles. Lead and/or Sr. Analyst positions could be in-house or consultant(s). New hires could be staggered based on need and/or use of consultants.

# Recommendations – Toll Program Support

## Internal RCTC and Consultant Support

- Identify and communicate increased needs for internal RCTC and consultant support with opening of I-15 Express Lanes. These include among others, increased Finance, IT and Marketing/Communications support.
- Develop and execute an action plan to have the needed levels of consultant support in place as soon as practical.
- Develop and execute an action plan to have clarity and commitment on the needed levels of internal support in place as soon as practical. Consider RASCI analysis exercise and written performance agreements.



# Implementation Roadmap Option 1\*

Roadmap Tasks	2020		2021					
	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Continue consultant support to for 91 Express Lanes and to open/operate I-15 Express Lanes								
Update/gain clarity on internal RCTC support and consultant responsibilities and expectations								
Executive approval of new staffing plan								
Prepare/update job descriptions, compensation analysis and recruitment plan								
Present/gain approval from Commission to fill positions at mid-year budget review								
Recruit, fill, and train new positions								

\* Assumes mid-year budget review approval to move forward and that new positions are RCTC staff. Time frame is shortened if filled by consultant staff.



# Implementation Roadmap Option 2\*

Roadmap Tasks	2020		2021											
	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Continue consultant support to for 91 Express Lanes and to open/operate I-15 Express Lanes														
Update/gain clarity on internal RCTC support and consultant responsibilities and expectations														
Executive approval of new staffing plan														
Prepare/update job descriptions, compensation analysis and recruitment plan														
Present/gain approval from Commission to fill positions at annual budget review														
Recruit, fill, and train new positions														

\* Assumes FY 21/22 budget review cycle/approval to move forward and that new positions are RCTC staff. Time frame is shortened if filled by consultant staff.