



Memorandum

AGENDA ITEM 3

DATE: December 9, 2019

TO: Personnel Committee: Commissioners Peskin (Chair), Mandelman (Vice Chair) and Ronen

FROM: Cynthia Fong - Deputy Director for Finance and Administration

SUBJECT: 12/17/19 Personnel Committee Meeting: Recommend Adoption of a Rail Program Manger Job Classification and Revised Organization Chart

RECOMMENDATION Information Action

- Recommend adoption of a new Rail Program Manager job position.
- Recommend adoption of a revised Organization Chart

SUMMARY

The Transportation Authority last approved revisions to agency job classifications and the Organization Chart in December 2018, with the changes retaining the number of approved full time equivalent (FTE) positions at 46. These changes were intended to help provide succession pathways, to attract and retain high quality staff, and to better manage our work load. We are recommending adoption of one new job classification for a Rail Program Manager (Attachment 1) and adopting the revised Organization Chart (Attachment 2), which would add one new position, increasing the agency total to 47 FTE. The Rail Program Manager position would report to the Deputy Director for Capital Projects, and is in response to the Board’s need for the agency to cultivate in-house rail expertise and perform additional oversight on regional rail development and delivery capacity. The job description was developed with assistance from Krauthamer & Associates, an executive search firm that recently filled executive level positions for BART and LA Metro.

- Fund Allocation
- Fund Programming
- Policy/Legislation
- Plan/Study
- Capital Project Oversight/Delivery
- Budget/Finance
- Contract/Agreement
- Other: New job position



BACKGROUND

In December 2018 through Resolution 19-33, the Board approved a staff reorganization plan to update all job positions and reclassify six job positions to meet existing workload management needs and provided growth pathways for staff to progress within the agency. That plan kept the agency at 46 full-time equivalent positions (FTEs) and the level of positions generally more senior, reflecting the needs of our work program.

In October 2018, at the request of the Board, staff convened a multi-disciplinary expert peer review panel to assess the current and alternative governance, management, oversight, finance and project delivery of the Caltrain Downtown Rail Extension (DTX) project. This direction stemmed from the Board's recognition of the significance of the project and the desire to ensure its success.

In November 2019, the Board accepted the Peer Review Panel's Final Report on Governance, Oversight, Management and Project Delivery and directed staff to move forward with plans to help the TJPA re-position and re-set the project, working in collaboration with and drawing upon the expertise of stakeholder agencies such as the Transportation Authority in funding and major infrastructure project delivery to ensure proper oversight of this major investments

DISCUSSION

The purpose of this memorandum is to present a proposed new job position for the agency, a Rail Program Manager in the Capital Projects Division in response to the Board's need for the agency to cultivate in-house rail expertise and perform additional oversight on regional rail development and delivery capacity.

As we have been implementing the organizational structure changes over the past year, we have continued to pay close attention to workload management needs, striving to address them through a combination of the agency's staffing plan, as well as changes to our business processes and practices. Based on these considerations, along with new goals and responsibilities as outlined above, we are seeking to a new job position to proactively manage, oversee and coordinate project development efforts on numerous rail projects and programs funded by and/or affecting San Francisco planning and delivery of a related suite of rail projects. After a short transition period, the intent is that this new position would enable us to reduce our reliance on our on-call engineering team for rail project management oversight.

This position will support the planning and delivery of a high priority program of regional rail projects including the Downtown Extension project and related rail planning and development efforts at including the Pennsylvania Avenue Extension, Caltrain's service vision, 4th and King Railyards, and 22nd Street Station Study; coordinate other planned rail extension efforts affecting San Francisco led by either BART, California High Speed Rail (CHSR) and/or Capital Corridor; and conduct project delivery oversight of rail projects including Muni LRVs, the Caltrain Electrification project, and SFMTA's Central Subway project. While this position will primarily work on the Downtown Extension project and project



delivery coordination and oversight of rail projects, their responsibilities will also be matrixed to support Transportation Authority operations and budgeted accordingly. If approved, we would immediately begin recruitment for this new position. The proposed organizational chart amendment shown in Attachment 2 reflects the addition of one new FTE position, raising the agency's total staff from 46 to 47 FTEs.

ALTERNATIVES

1. Recommend adoption of a new Rail Manager job classification, as requested.
2. Recommend adoption of a new Rail Manager job classification, with modifications.
3. Defer action, pending additional information or further staff analysis.

FINANCIAL IMPACT

The proposed job position is estimated to increase personnel costs up to a maximum of \$68,905 and represent three months of expenditures in the current fiscal year and up to a maximum of \$275,620 in subsequent fiscal years. The position would be funded by a combination of state and federal grants and Prop K appropriations.

CAC POSITION

None. The CAC does not take positions on personnel matters.

SUPPLEMENTAL MATERIALS

- Attachment 1 - Rail Program Manager Job Description
- Attachment 2 - Proposed Change to Organizational Chart



Job Description

CAPITAL PROJECTS DIVISION

Rail Program Manager

The San Francisco County Transportation Authority's is the sub-regional transportation planning and programming agency for San Francisco County. Our mission is to make travel safer, healthier, and easier for all. We plan, fund, and deliver local and regional projects to improve travel choices for residents, commuters, and visitors throughout the city.

SUMMARY

The Rail Program Manager manages, oversees or coordinates project development efforts on numerous rail projects and programs funded by and/or affecting San Francisco. These include:

- Supporting planning and delivery of a high priority program of regional rail projects including the Transbay Joint Powers Authority (TJPA) Downtown Extension project and related rail planning and development efforts at including the Pennsylvania Avenue Extension, Caltrain's service vision, 4th and King Railyards, and 22nd Street Station Study;
- Coordinating other planned rail extension efforts affecting San Francisco led by either BART, California High Speed Rail and/or Capital Corridor; and
- Conducting project delivery oversight of rail projects including Muni Light Rail Vehicles, the Caltrain Electrification project and SFMTA's Central Subway project.

Reports to: Deputy Director for Capital Projects

Exemption Status: Full-Time, Exempt

ESSENTIAL DUTIES AND RESPONSIBILITIES

- Facilitates interagency coordination and communication between key stakeholders, including: the TJPA; local, state and regional transit operators and transportation agencies; the City and County of San Francisco; funding partners and other stakeholders.
- Plans, directs, and supports capital project development efforts in order to ensure timely and cost-effective delivery of the numerous rail projects/programs affecting San Francisco including the Downtown Extension project, working in collaboration with the TJPA, and select Transportation Authority programs and funding initiatives.
- Provides project delivery support to project sponsors and manages contract engineering and design personnel engaged in large rail capital project and select programs support and development, and in project delivery support activities.
- Coordinates with federal, state, and local agencies during project funding conceptualization, design, and implementation, and ensures compliance with any pertinent administrative requirements.
- Engages and interacts with internal and external stakeholders including Transportation Authority employees and employees from other regional agencies, private entities, as well as, federal, state and local government officials and residents, businesses, engineers, contractors and consultants.

- Directs the preparation and maintenance of project schedules, budgets, and quality control objectives and procedures.
- Supervises, develops, and evaluates professional and subordinate staff and counsels and disciplines staff.
- Continually provide cost reviews and projections and assists with positioning the project to successfully secure funding.
- Directs the preparation of and reviews grants, contracts, memorandums, and correspondence.
- Prepares Board memoranda and Transportation Authority correspondence, and presents before management, the Transportation Authority Board, other external agencies, and the public.

SUPERVISORY RESPONSIBILITIES: May supervise external consultant teams or staff.

MINIMUM QUALIFICATIONS: To perform this job successfully, an individual must be able to perform each essential duty satisfactorily.

Training and Experience: Completion of a bachelor's degree in Transportation Planning, Civil, Transportation Engineering or related field. Seven (7) years of progressively responsible experience in transportation project and program management required, including at least three (3) years of demonstrated staff management experience as well as planning and delivering urban rail megaprojects. An equivalent combination of education and experience is acceptable.

Knowledge: Advanced knowledge of principles, practices, and techniques of project and program management for capital projects, specifically rail; standard cost estimation and value engineering techniques; standard transportation planning principles and methods; consultant contract preparation and oversight of consultant contracts for professional services; regulatory requirements and guidelines associated with obligation and expenditure of local, regional, state and federal transportation funds for capital projects; database management techniques; and proficiency with standard computer spreadsheet, word processing and presentation software.

Skills and Abilities: Ability to implement an effective capital project and program monitoring plan to ensure timely and cost-effective project delivery; familiarity with project scheduling applications; ability to analyze and interpret data pertaining to capital planning issues using appropriate methods and statistical techniques; ability to work and communicate with contractors, consultants, engineers, planners, and other internal and external stakeholders; summarize and present data and prepare written reports and recommendations; speak effectively and write clearly and concisely.

Physical Demands and Work Environment: The physical demands and work environment are characteristic of modern office work and include moderate noise (examples: business office with computers and printers, light traffic), and are representative of those an employee encounters while performing the essential functions of this job. Ability to travel on occasion.

The above is intended to describe the general content of and requirements for the performance of this job. It is not to be construed as an exhaustive statement of duties, responsibilities or physical requirements. Nothing in this job description restricts management's right to assign or reassign duties and responsibilities to this job at any time. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

**Annual Compensation Range: \$160,000-\$225,000.....Adopted Mo, Date, Yr
Resolution xx-xx**

Proposed Agency Structure 47 STAFF POSITIONS



**San Francisco
County Transportation
Authority**

Revised December 9, 2019

