

Santa Cruz County Regional Transportation Commission
RTC Autonomy Work Plan and Timeline
PART 1: Human Resource and Employee Relations Tasks
Approved: 11/10/05 Updated: 3/16/06

OBJECTIVES	ACTION STEPS/SPECIFIC TASKS	TIMING	COMPLETED	
1 Adopt human resource policies and procedures	1.1	Assemble sample copies of human resource policies and procedures from local public agencies and similar-sized RTPAs.	8/05	✓
	1.2	Draft human resource policies and procedures	1/06	✓
	1.3	Notify the County that the RTC Executive Director (and/or Ellen Aldridge) will meet and confer with labor representatives on RTC human resource policy matters that are within the scope of representation and that will take effect on October 1, 2006.	12/05	✓
	1.4	Document review by legal counsel, County and RTC staff and consultants (including informal input from RTC employees)	2/06 to 3/06	
	1.5	B&A Committee initial review of policies.	4/06	
	1.6	Meet and confer with SEIU Local 415 and the Mid Management Association on human resource policy matters that are within the scope of representation.	4/06 to 5/06	
	1.7	B&A final review/RTC approval of policies.	6/06 to 8/06	
	1.8	Incorporate policies into RTC Policy Manual and finalize procedures and forms to implement policies.	9/06	
2 Adopt Job Classifications, Descriptions, and Organizational Chart	2.1	Review existing job classifications, descriptions, and organizational chart and update to reflect RTC as employer and designate positions responsible for human resource and administrative functions.	3/06 to 4/06	
	2.2	Develop recommendations.	5/06	
	2.3	B&A Committee initial review.	6/06	
	2.4	Notify labor organizations regarding proposed updated job classifications, descriptions, and organizational chart.	7/06	
	2.5	B&A final review/RTC approval.	8/06 to 9/06	
	2.6	Staff implementation.	10/1/06	
3 Adopt Employee Benefit Programs and Purchase Plans	3.1	Identify current employee benefit packages for county employees (following the outcome of current negotiations with labor organizations).	After negotiations	
	3.2	Through the union, survey employees as to alternative benefits that may be desired including interest in State Disability Insurance.	3/06	
	3.3	Through an employee benefit broker and County staff, identify and analyze costs and advantages of medical plan options including CalPERS and plans available through the County or other insurance pools.	3/06 to 4/06	

OBJECTIVES	ACTION STEPS/SPECIFIC TASKS	TIMING	COMPLETED
	3.4 Through an employee benefit broker <u>and County staff</u> , identify and analyze costs and advantages of options for ancillary benefits such as dental, vision, employee assistance, short and long term disability and life (and supplemental life) insurance.	3/06 to 4/06	
	3.5 Develop recommendations.	5/06	
	3.6 B&A Committee initial review.	6/06	
	3.7 Meet and confer with SEIU Local 415 and Mid Mgmt Assn.	7/06	
	3.8 B&A final review/RTC approval.	8/06 to 9/06	
	3.9 Purchase benefit plans and enroll employees.	9/06	
	3.10 Implement benefit delivery.	10/1/06	
4 Establish Membership in CalPERS Retirement Program	4.1 Prepare and submit membership application for membership and actuarial studies using the same benefit formula as the County (2% at 55 modified) <u>and providing the same optional benefits.</u>	6/05	✓
	4.2 Report results of CalPERS actuarial valuation studies to B&A Committee <u>and the County.</u>	3/06 to 4/06	
	4.3 Liaison with CalPERS to provide any additional data or scenarios to be <u>considered.</u>	3/06 to 4/06	
	4.4 Develop recommendations regarding membership in CalPERS.	3/06 to 4/06	
	4.5 B&A Committee initial review.	4/06	
	4.6 B&A final review/RTC approval.	5/06	
	4.7 Coordinate with County and CalPERS to ensure correct balances are recorded for employee accounts at date of RTC autonomy.	6/06 to 8/06	
	4.8 Enter into agreement with CalPERS and enroll employees in retirement plan effective October 1, 2006.	9/06	
	4.9 Establish payroll procedures to deduct contributions and transmit payments to CalPERS.	9/06	

OBJECTIVES	ACTION STEPS/SPECIFIC TASKS		TIMING	COMPLETED
5 Determine participation in Social Security	5.1	Identify costs and advantages of participating in the Social Security system (in addition to CalPERS retirement, as is now done for County employees) and benefit options if RTC employees elect not to enroll in Social Security.	4/06	
	5.2	Through the unions, informally poll employees regarding their interest in participating in Social Security. Use survey results to determine whether employees are likely to officially vote to enroll in Social Security if <u>other/better benefits could be offered instead</u> .	5/06	
	5.3	Once CalPERS membership is established, take steps to conduct an official employee election regarding participation in Social Security.	After 10/1/06	
	5.4	Analyze informal survey and formal election results and develop recommendations.	5/06	
	5.5	B&A Committee initial review.	6/06	
	5.6	B&A final review/RTC approval.	8/06 to 9/06	
	5.7	Implement Social Security (or alternate benefits) along with necessary enrollment, payroll deductions and procedures.	Effective 10/1/06	
6 Establish deferred compensation program	6.1	Identify options for deferred comp programs (including possibility of continued participation in County program) and terms of transferring/rolling over existing employee deferred comp accounts from <u>the County program</u> .	3/06	
	6.2	Through the unions, survey employees regarding their preference for various deferred comp options.	4/06	
	6.3	Develop staff recommendations.	5/06	
	6.4	B&A Committee review.	6/06	
	6.5	B&A final review/RTC approval.	8/06 to 9/06	
	6.6	Implement deferred comp program along with the necessary enrollments, payroll deductions and procedures effective October 1, 2006	9/06	
7 Establish workers compensation program.	7.1	Work with County staff to assemble required application data including 10 <u>years of workers comp loss and payroll history.</u>	2/06	✓
	7.2	Draft RTC Illness and Injury Prevention Program (which is required with <u>WC application.</u>)	1/06	✓
	7.3	Solicit quotations for workers comp insurance coverage through available <u>public agency insurance pools.</u>	2/06 & 3/06	✓
	7.4	Develop recommendations.	3/06	
	7.5	B&A Committee initial review.	4/06	

OBJECTIVES	ACTION STEPS/SPECIFIC TASKS		TIMING	COMPLETED
	7.6	B&A final review/RTC approval.	8/06 to 9/06	
	7.7	Purchase and implement workers comp policy.	9/06	
8 Implement personnel record keeping system.	8.1	Identify requirements for personnel filing system (including the type of records to be kept, confidentiality and security, electronic and manual record-keeping). Review sample formats used by other public agencies	4/06 to 5/06	
	8.2	Determine if RTC computer storage and security requirements are sufficient for this new function and enhance if needed.	6/06	
	8.3	In cooperation with County Personnel, verify personnel records for RTC employees. Integrate RTC personnel files with historical information from County records to establish official personnel files.	7/06 to 8/06	
	8.4	Establish separate, confidential files for storing medical information regarding employees.	8/06 to 9/06	
9 Adopt other HR-Related Policies and Programs	9.1	Identify requirements and draft policies and procedures for EEO compliance and employee diversity documentation and reporting.	1/06	✓
	9.2	Identify requirements regarding sexual harassment and draft policies and training program.	1/06	✓
	9.3	Identify requirements and draft policies and procedures to comply with the Hatch Act for permitted and prohibited political activities.	1/06	✓
	9.4	Identify requirements and draft policies for Illness & Injury Prevention, Safety and Emergency Preparedness Program.	1/06	✓
	9.5	Identify requirements and create new employee orientation and training program.	7/06 to 9/06	
	9.6	Document review by legal counsel, County and RTC staff and consultants	3/06	
	9.7	Develop recommendations.	4/06	
	9.8	B&A Committee initial review.	4/06	
	9.9	B&A final review/RTC approval.	6/06 to 8/06	
	9.10	Incorporate policies into RTC Policy Manual and implement.	9/06	
10 Employee Relations and Negotiations/ Union Representation	10.1	Coordinate with County on all communications with County employee bargaining representatives Local 415 SEIU and Mid-Management Association	8/05 to 9/06	

OBJECTIVES	ACTION STEPS/SPECIFIC TASKS	TIMING	COMPLETED
	10.2 Notify labor organizations of the RTC's intention to establish itself as an autonomous governmental entity by October 1, 2006. (Notify again of new target date when approved.)	1/06	✓
	10.3 Notify County management that the RTC Executive Director (and/or her designee Ellen Aldridge) will serve as the liaison and meet and confer with labor organizations on all employee relations matters and agreements pertaining to employees of the RTC, including adoption of RTC human resource policies, that will take effect on July October 1, 2006, or upon autonomy.	1/06	✓
	10.4 Analyze communities of interest for the purposes of determining bargaining unit(s) and prepare draft Employee/Employer Relations Policy.	1/06	✓
	10.5 Adopt Employee/Employer Relations Resolution after consulting with labor organizations.	4/06 to 5/06	
	10.6 Report on options for the MOU/bargaining process.	4/06	
	10.7 Prepare for collective bargaining.	5/06	
	10.8 Provide direction to RTC management and negotiator on labor negotiations.	6/06	
	10.9 Negotiate Memorandum of Understanding (MOU) with SEIU on behalf of RTC employees.	7/06 to 8/06	
	10.1 Draft recommended salary schedule.	7/06 to 8/06	
	10.11 RTC approval of MOU and adoption of salary schedule.	9/06	
	10.12 Employee ratification of MOU.	9/06	
	10.13 Staff implementation of MOU.	10/1/06	
	11 Transfer County employees to RTC	11.1 County notifies employees that employment ends September 30, 2006.	9/06
11.2 RTC notifies employees that employment begins October 1, 2006.		9/06	
11.3 CalPERS and other employee benefits begin with RTC as employer.		10/1/06	

OBJECTIVES	ACTION STEPS/SPECIFIC TASKS	TIMING	COMPLETED
------------	-----------------------------	--------	-----------

**RTC Autonomy Work Plan and Timeline
PART 2: Administrative, Fiscal and Legal Tasks**

OBJECTIVES	ACTION STEPS/SPECIFIC TASKS	TIMING	COMPLETED
12 Establish RTC Administrative Policies and Procedures	12.1 Assemble sample policies and procedures from local public agencies and RTPAs.		✓
	12.2 Draft policies and procedures including for accounting, investments, purchasing, credit card policies, contracting for services, official travel, reporting of accidents, disposition of surplus property, records retention, telecommuting, media guidelines, paper reduction and electronic communication	8/05 to 4/06	
	12.3 Document review by legal counsel, County and RTC staff and consultants	4/06	
	12.4 B&A Committee initial review of policies.	5/06	
	12.5 Meet and confer with SEIU Local 415 and the Mid Management Association on policy matters that are within the scope of representation.	6/06	
	12.6 B&A final review/RTC approval of policies.	8/06 to 9/06	
	12.7 Incorporate policies into RTC Policy Manual and finalize procedures and forms to implement policies.	9/06	
	13 Secure transition and post-transition legal services for the RTC	13.1 For pre-separation issues, use County Counsel for legal services and secure backup counsel in the event there is a conflict of interest on specific issues involving the County of Santa Cruz.	To 12/1/06
13.2 Arrange for continuation of County Counsel services after separation		After 10/1/06	
13.3 B&A Committee initial review.		8/06	
13.4 B&A final review/RTC approval.		9/06	
13.5 Staff implementation.		10/1/06	
14 Secure insurance coverages		14.1 Determine insurance coverages needed for protection against liability, property damage (including automobile), fraud, directors and officers liability, errors and omissions and other possible issues.	3/06
	14.2 Identify potential vendors and insurance pools and prepare and submit applications for coverage.	4/06 to 5/06	
	14.3 Develop recommendations.	5/06	
	14.4 B&A Committee initial review.	6/06	
	14.5 B&A final review/RTC approval.	8/06	
	14.6 Purchase coverages and secure policy documents.	8/06 to 9/06	

OBJECTIVES	ACTION STEPS/SPECIFIC TASKS		TIMING	COMPLETED
15 Arrange for Transportation Services	15.1	Research options for service and maintenance of the RTC's vehicles and options for replacing use of the County's automobile pool services including purchasing of a vehicle through the State buying pool and/or renting vehicles. Consider replacement of the RTC's CNG van with a vehicle that better meets current needs.	4/06	
	15.2	Develop recommendations.	5/06	
	15.3	B&A Committee initial review.	6/06	
	15.4	B&A final review/RTC approval.	8/06 to 9/06	
	15.5	Purchase or contract as needed.	9/06	
16 Secure storage space	16.1	Research options for renting a small commercially available storage unit to replace the services of the County warehouse.	7/06	
	16.2	Rent storage unit.	7/06	
	16.3	Move inventory from County warehouse to new storage facility.	8/06 to 9/06	
17 Establish New Mailing System	17.1	Develop and implement in-house mail procedures, purchase mailing materials and equipment and reduce use of courier services.		✓
	17.2	Train staff and implement new systems and procedures.		✓
	17.3	Communicate to County departments new RTC addresses and mailing information.		✓
18 Negotiate MOUs With County as Needed	18.1	Draft amendment to current MOU or new agreements between the County and the RTC as needed to address transition issues and post-transition services.	As needed	
	18.2	Develop recommendations.	As needed	
	18.3	B&A Committee initial review.	As needed	
	18.4	B&A final review/RTC approval.	As needed	
	18.5	Execute and implement agreements.	10/1/06	
19 Confirm Agreements for Funds Management	19.1	Discuss options and legal mandates with County Treasurer-Tax Collector and Auditor-Controller regarding funds management.	6/05	✓
	19.2	Confirm arrangements with County Treasurer and Auditor Controller to maintain and manage funds (Local Transportation Funds/TDA and Others).	3/06	
	19.3	Develop recommendations.	4/06	
	19.4	B&A Committee initial review.	5/06	
	19.5	B&A final review/RTC approval.	6/06	
	19.6	Contract with County Treasurer-Tax Collector and Auditor-Controller as a special district for services.	9/06	
	19.7	Staff implementation.	10/1/06	

OBJECTIVES	ACTION STEPS/SPECIFIC TASKS		TIMING	COMPLETED
20 Establish Systems for Claims Procedures and Payments	20.1	Develop in-house procedures to vouch for RTC expenses and coordinate to have claims paid through the Auditor-Controller's office like other special districts.	4/06 - 5/06	
	20.2	Develop recommendations with input from Auditor-Controller and RTC fiscal staff.	4/06 to 5/06	
	20.3	B&A Committee initial review.	5/06	
	20.4	B&A final review/RTC approval.	6/06	
	20.5	Incorporate policies into RTC Policy Manual and finalize procedures and forms to implement policies.	7/06 to 9/06	
21 Establish Purchasing System	21.1	Develop purchasing procedures and controls including for use of credit cards and petty cash.	4/06 to 5/06	
	21.2	Develop recommendations with input from Auditor-Controller and RTC fiscal staff.	4/06 to 5/06	
	21.3	B&A Committee initial review.	5/06	
	21.4	B&A final review/RTC approval.	6/06	
	21.5	Incorporate policies into RTC Policy Manual and finalize procedures and forms to implement policies. Staff testing and implementation.	7/06 to 9/06	
22 Establish Payroll System	22.1	Obtain federal and state employer tax ID's for the RTC and register the RTC with Secretary of State.	8/06	
	22.2	Contract with the County Auditor-Controller's office for payroll services as is done by other special districts.	3/06	
	22.3	Develop in-house procedures to vouch for RTC payroll.	4/06	
	22.4	B&A Committee initial review.	5/06	
	22.5	B&A final review/RTC approval.	6/06	
	22.6	Incorporate policies into RTC Policy Manual and finalize procedures and forms to implement policies. Staff testing and implementation.	7/06 to 9/06	
23 Establish Credit Card Account	23.1	Research CalCard and other commercial credit card services.	4/06	
	23.2	Draft policies and procedures for use of an RTC credit card.	5/06	
	23.3	Make recommendations on policies and procedures and which card to apply for.	5/06	
	23.4	B&A Committee initial review.	6/06	
	23.5	B&A final review/RTC approval.	8/06	
	23.6	Apply for cards and establish accounts.	8/06	
	23.7	Incorporate policies into RTC Policy Manual and finalize procedures and forms to implement policies. Staff implementation.	10/1/06	
24 Updates Cost Estimates	24.1	Provide updated costs to the B&A Committee.	4/06	
	24.2	Update costs on ongoing basis as information becomes available.	As available	

OBJECTIVES	ACTION STEPS/SPECIFIC TASKS	TIMING	COMPLETED
------------	-----------------------------	--------	-----------

[\\Rtcserv\Shared\AUTONOMY\Work Plans\integrated-workplan3-16-06.xls](#)

RESOURCES
Staff
Staff/Aldridge/Add'l
Staff/Aldridge
Staff/Aldridge
Staff/Aldridge
Staff/Aldridge (see 1.3)
Staff/Aldridge
Staff
Staff/Aldridge/Add'l Staff Needed
Staff/Aldridge
Staff/Aldridge
Staff/Aldridge (see 10.3)
Staff/Aldridge
Staff
Staff
Staff/SEIU/Mid Mgmt Assn
Staff/Aldridge/Add'l Staff Needed

RESOURCES
Staff/Aldridge/Add'l Staff Needed
Staff/Aldridge/Add'l
Staff/Aldridge
Staff/Aldridge
Staff/Aldridge
Staff
Staff
Staff
Staff
Staff
Staff/Aldridge
Staff/Aldridge
Staff/Aldridge
Staff/County Personnel
Staff
Staff/Payroll Processor
Staff/Aldridge/Add'l Staff Needed/
Staff/SEIU/Mid Mgmt Assn
Staff/CalPERS
Staff/Aldridge
Staff/Aldridge
Staff/Aldridge

RESOURCES
Staff
Staff/Add'l Staff Needed
Staff/Aldridge/SEIU/Mid Mgmt Assn
Staff/Aldridge
Staff/Aldridge
Staff/Aldridge
Staff
Staff/County Risk Management
Staff/Add'l Staff Needed
Staff/Brokers
Staff
Staff
Staff
Staff
Staff/Aldridge/Add'l Staff Needed
Staff/Technical Contractor- BizFu
Staff/County Personnel/Add'l Staff Needed
Staff/Aldridge
Staff/Aldridge

RESOURCES
Staff/Aldridge
Staff/Aldridge
Staff/Aldridge
Staff/Aldridge
Counsel/RTC & County
Staff/Aldridge
Staff/Aldridge
Staff/Aldridge
Staff
Staff/County
Staff
Staff/Aldridge
Staff/Aldridge
Staff/County
Aldridge/Staff
Staff/Aldridge
RTC/ED/Aldridge
Staff/Aldridge/SEIU
Staff/Aldridge
Staff/Aldridge
SEIU
Staff

RESOURCES
Staff/County
Staff
Staff/County

RESOURCES
Staff/Add'l Staff Needed
Staff/consultants/ Auditor/Add'l Staff Needed
Staff/consultants/ counsel
Staff/consultants/
Staff/Aldridge (see 10.3)
Staff/Aldridge
Staff
Staff
Staff
Staff
Staff/Broker/Add'l Staff
Staff/Broker/Add'l Staff Needed
Staff

RESOURCES
Staff
Staff
Staff
Staff/Add'l Staff
Staff
Staff
Staff
Staff
Staff
Staff
Staff
Staff
Staff
Staff
Staff
RTC & County Staff
RTC & County Staff
RTC & County Staff
Staff
Staff
RTC & County Staff
Staff/Add'l Staff
Needed/Treasurer/Au
Staff/Add'l Staff
Needed/Treasurer/Au
ditor
Staff
Staff
Staff

RESOURCES
Staff/Add'l
Staff/Treasurer/Audit
Staff
Staff
Staff/Auditor
Staff/Auditor
Staff/Auditor
Staff/Auditor
Staff/Auditor
Staff/Auditor
Staff/Auditor
Staff/Auditor
Staff/Auditor
Staff
Staff/Auditor
Staff/Auditor
Staff
Staff
Staff
Staff
Staff/Auditor
Staff/Auditor
Staff
Staff
Staff

RESOURCES
Staff
Staff