

ALAMEDA-CONTRA COSTA TRANSIT DISTRICT



STAFF REPORT

MEETING DATE: 10/22/2025

Staff Report No. 25-505

TO: AC Transit Board of Directors
FROM: Salvador Llamas, General Manager/Chief Executive Officer
SUBJECT: New Classifications

ACTION ITEM

AGENDA PLANNING REQUEST:

RECOMMENDED ACTION(S):

Consider the adoption of Resolution No. 25-038 approving the following new classifications: Assistant General Manager/Chief Executive Officer, and the Director of Training and Workforce Development.

Staff Contact:
James Arcellana, Executive Director of Human Resources

STRATEGIC IMPORTANCE:

Goal - High-Performing Workforce
Initiative - Employee Recruitment, Training and Retention

Classification specifications serve as a foundation for recruitment and retention strategies, workforce development, and compensation determination.

BUDGETARY/FISCAL IMPACT:

There is no additional fiscal impact associated with creating these classifications. Should the General Manager/CEO elect to recruit using these classifications, current, vacant, budgeted executive and/or director-level positions within the Board-adopted FY 2025-26 budget will be repurposed, ensuring any hiring remains cost-neutral and maintains the approved headcount of 2,190 FTEs at the District.

BACKGROUND/RATIONALE:

Staff recommends the creation of two new, unrepresented classifications: Assistant General Manager/CEO and Director of Training and Workforce Development. These classifications represent Phase I of the General Manager/CEO's broader organizational vision and structure to strengthen leadership capacity, enhance operational effectiveness, align the organization with strategic priorities, and support workforce development across the District. This first phase focuses on establishing these two critical classifications, with additional phases to be brought to the Board for consideration in the future. The establishment of these classifications addresses organizational needs by creating clear career advancement opportunities, aligning with industry standards, and supporting succession planning and workforce initiatives set by the General Manager/CEO.

Assistant General Manager/CEO

The Assistant General Manager/CEO classification strengthens the District's executive leadership structure by establishing a clear second-in-command to the General Manager/CEO. The role provides continuity of leadership, ensures consistent implementation of Board policies and strategic priorities across all departments, and supports long-term organizational stability. In addition, the Assistant General Manager/CEO enhances cross-departmental coordination, advances strategic initiatives, and positions the District to meet emerging challenges and opportunities in a rapidly evolving transit environment. This classification reflects the General Manager/CEO's organizational vision to reinforce executive leadership capacity, ensure continuity of operations District-wide, and provide direct accountability for the alignment and performance of the executive leadership team.

Staff recommends assigning the Assistant General Manager/CEO classification to a salary range of \$272,000 to \$340,000. This range is informed by an external market survey, which included regional transit agencies, and reflects a balance between market data, internal alignment with existing executive compensation, and current fiscal considerations. The salary range provides appropriate separation from Chief-level roles while maintaining a differential below the General Manager/CEO. For reference, a career path chart illustrating where the Assistant General Manager/CEO classification sits within the District's management structure is included as an attachment.

Director of Training and Workforce Development

This new classification provides District-wide leadership for training, workforce readiness, and talent development initiatives. The scope of work is consistent with industry peers and reflects the District's commitment to high-profile, strategic workforce initiatives. Responsibilities include oversight of training for all employee groups-including maintenance staff, transit operators, and professional/administrative personnel-as well as the design and implementation of workforce development programs. The role also manages federal requirements and state apprenticeships, leads the industry recognized Zero Emission Bus (ZEB) University, and partners with staff to secure grant funding (currently exceeding \$20 million) in support of facility modernization and workforce readiness.

The classification is designed to capture the qualifications, knowledge, skills, and abilities necessary to meet current organizational needs while aligning with industry standards. By strengthening internal training capacity, developing District-wide workforce programs, and expanding partnerships, this classification enhances organizational readiness, supports regulatory compliance, and reinforces the District's credibility and effectiveness in external engagements. It reflects the General Manager/CEO's strategic commitment to District-wide workforce modernization, employee advancement and professional development initiatives.

Within the Training and Education classification series, the manager level classification will be retained to provide a clear career pathway leading to the Director of Training and Workforce Development. Human Resources will continue to refine the series to ensure it remains logical and accessible, while the immediate priority is to establish a leadership classification capable of developing the vision for the department and the District as a whole. A Training and Education Career Ladder is included as an attachment to this report.

It is recommended that this classification be assigned to Unrepresented Salary Plan Grade 14, consistent with other District director-level classifications. This assignment is supported by an external market survey and an internal equity review, confirming that the range is competitive with peer agencies and appropriately aligned

with the responsibilities and scope of director-level roles within the District.

ADVANTAGES/DISADVANTAGES:

The adoption of these classifications will advance the General Manager/CEO's phased organizational vision by strengthening executive leadership capacity and establishing District-wide oversight of training and workforce development. These classifications also align with industry standards, support succession planning, and provide clear pathways for organizational growth.

There are no identified disadvantages associated with the recommended actions.

ALTERNATIVES ANALYSIS:

The alternative approach is to continue using the existing classifications and current organizational structure. This approach is not recommended, as the current classifications do not adequately address the organizational needs identified by the General Manager/CEO, nor would it support succession planning, strengthen leadership capacity, or advance workforce development initiatives.

PRIOR RELEVANT BOARD ACTION/POLICIES:

None.

ATTACHMENTS:

1. Resolution No. 25-038 and related Exhibits
2. Career Path - Leadership Classifications
3. Career Path - Operations Training and Education Classifications

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