



**DATE:** April 23, 2020

**TO:** Transportation Authority of Marin Board of Commissioners

**FROM:** Anne Richman, Executive Director *Anne Richman*  
Dan Cherrier, Principal Project Delivery Manager

**SUBJECT:** Approve Retention Bonus Contract Amendment for the Crossing Guard Contract (Action), Agenda Item 8

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### RECOMMENDATION

The TAM Board approve the retention bonus for the program and authorize the Executive Director to execute Addendum 2 of contract C-FY19-03 with All City Management Services (ACMS) to make a one-time payment of \$1,700 for each Marin crossing guard and supervisor that meet certain criteria.

### BACKGROUND

The TAM Crossing Guard Program currently serves 106 locations, with six of these locations paid for by various school districts through interagency agreements. Three additional locations are paid for through a direct contract by the school district with ACMS. Therefore, ACMS provides guards at 109 locations throughout Marin County. To ensure all locations can be covered at any time, ACMS has employed up to eleven additional guards as alternates to cover absences due to various leave and resignations. Typically, most if not all of the alternate guards are required to work each day. Additionally, there are five supervisors assigned to directly manage all the guards.

In order to ensure that Marin has a well-managed Crossing Guard Program with qualified/reliable guards, ACMS invests considerable time and resources to recruit and train the crossing guards. Each guard must receive a background check, be issued equipment, as well as receive classroom and on the job training before he/she is allowed to work independently. Due to the unfortunate COVID-19 event and closure of schools in early March, ACMS had to release all guards and advised them to claim unemployment benefits once the schools were closed. Historically, crossing guard contractors have struggled to return to full service levels after the summer break due to the fact that many guards have to find other jobs during the summer and subsequently decide not to return to their previous guard positions. With the prolonged unemployment period due to COVID-19, staff believes the turnover rate of the Program will significantly increase and therefore make it difficult for ACMS to provide adequate staffing levels should schools reopen in the Fall.

### DISCUSSION/ANALYSIS

To address the potential guard shortage issue, staff has been working with ACMS and also consulted County Counsel on potential options to reduce the turnover rate of the guards and ensure smoother operation of the

Program once schools are back in session. It was decided during the discussion with ACMS staff that TAM could offer a one-time retention bonus to all Marin guards and supervisors on the ACMS payroll as of March 6, which is the last full pay period before school closures occurred, to attract them to return once schools are back in session. All guards and supervisors employed as of March 6 are eligible for the retention bonus if they return to work once the schools are back in session and work twice for six hours in any two-week invoice cycle before the end of calendar year 2020. This includes guards paid for by school districts by either a direct ACMS contract or a reimbursement agreement with TAM.

The amount of the bonus is proposed to be \$1,700, with ACMS to retain \$300 of the \$1,700 to cover payroll taxes and related administrative costs, and the remaining \$1,400 to be paid directly to the crossing guard or supervisor. For reference, \$1,400 is approximately the difference between what a guard would receive in normal unemployment insurance and normal earnings for the time period of March 16 to the end of the school year. However, the amount is provided to the guards/supervisors as a retention bonus with specific requirements. In the unfortunate event that schools remain closed as of September 15, the payment will be issued at that time. This would be a lump sum payment for all 125 guards and supervisors that ACMS still has reliable addresses for, in order to forward the \$1,400. Staff feel this is justified due to the exemplary job many of our guards do on a daily basis protecting Marin children, and due to the desire to retain guards even with an uncertain timeframe.

#### **FISCAL CONSIDERATION**

Assuming the payments are made after school resumes in the Fall, the amount paid would be approximately \$100,000 to \$130,000 based on expected normal crossing guard staff turnover rate, though the amount could be up to \$212,000 if every guard and supervisor returned. On the other hand, over \$600,000 is expected to be saved due to the school closures for the remainder of the Spring semester. An additional \$100,000 will be saved if summer school does not take place.

#### **NEXT STEPS**

Upon TAM Board approval, staff will execute Amendment 2 of the ACMS contact. This will allow ACMS management to continue to distribute the news of the upcoming \$1,400 retention bonus (guard and supervisor portion) as soon as possible. Staff hope this one-time retention bonus will encourage many of the guards to restart their employment with ACMS once the schools are back in normal operation so the Program will experience minimum interruption.

#### **ATTACHMENTS**

None