GOLDEN GATE TRANSIT WORKFORCE INVESTMENT NETWORK (WIN)

Joint Labor-Management Partnership







Presented by Lisa Reed

SANTA ROSA JUNIOR COLLEGE

COLLEGE OF MARIN

Valley Transportation Authority

GOLDEN GATE BRIDGE HIGHWAY & TRANSPORTATION DISTRICT

PARTNERSHIPS

LOCAL 1575 AMALGAMATED TRANSIT UNION SAN RAFAEL, CA

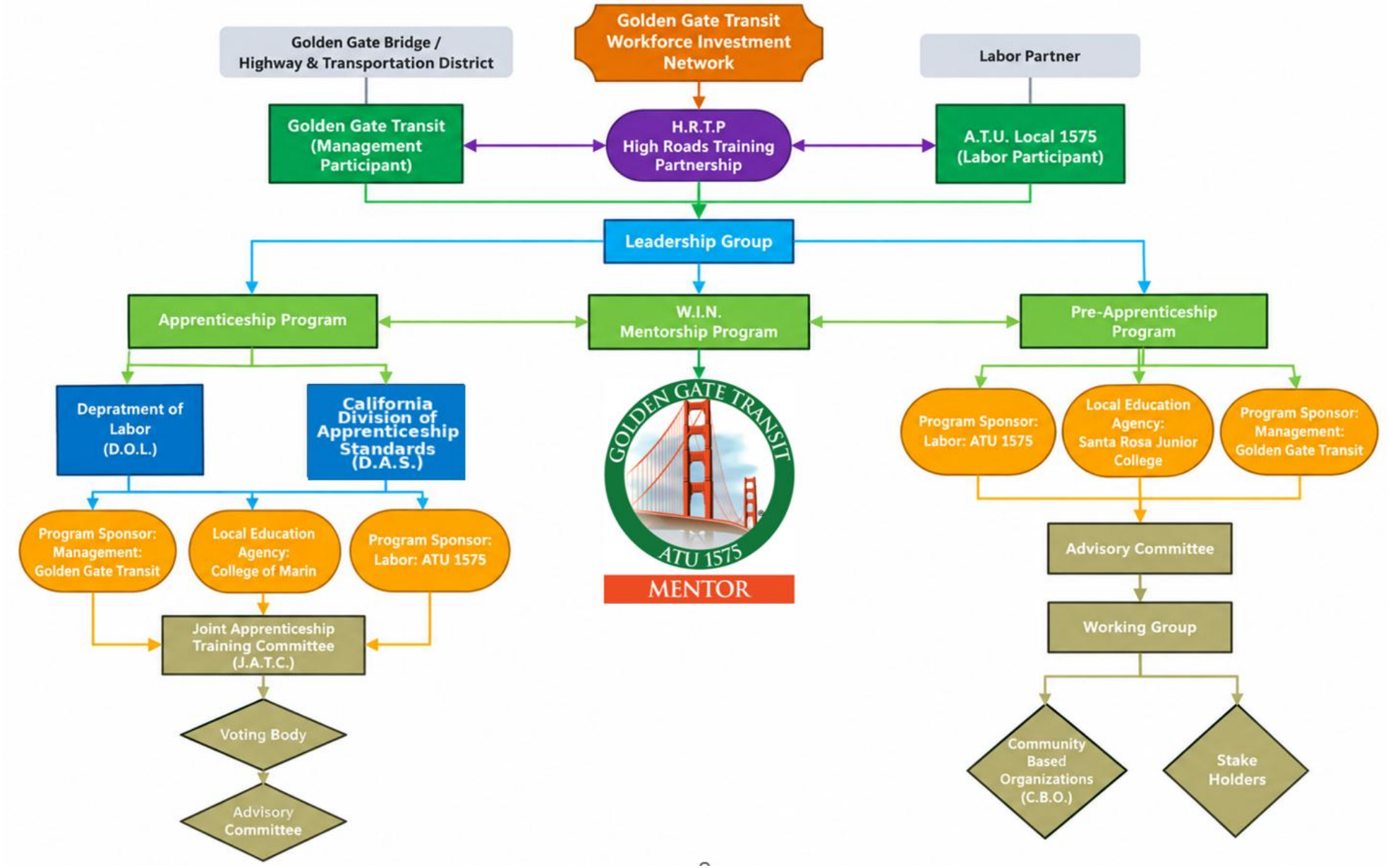
CANAL ALLIANCE

TWC TRANSIT WORKFORCE CENTER

CTW California Transit Works!

CALIFORNIA TRANSIT WORKS!

WIN PARTNERSHIP ORGANIZATIONAL STRUCTURE



MENTORSHIP FOUNDATION

Bus Operator Mentorship is the Foundation for the Pipeline

The mentorship model came first and created the trust, structure, and operational knowledge needed to support apprentices and pre-apprentices.

Development Path

1. **2015 CBA**
   GGT and ATU Local 1575 finalize agreement initiating WIN.
2. **2016 CTW facilitation**
   Operators, labor, and management identify program priorities.
3. **Mentor program launched**
   Modeled after VTA / ATU Local 265 Joint Workforce Investment program.
4. **Ongoing first-year support**
   Mentors support participants from pre-apprenticeship/apprenticeship into early operator service.

MENTOR OPERATING MODEL

- Operators apply to serve as mentors; interest is high even though the role is volunteer-based.
- Mentors are selected by Apprenticeship Coordinator and labor/management representatives using agreed criteria.
- Mentors focus on soft skills, field adjustment, and the challenge of driving routes independently.
- Confidential monthly meetings allow mentors to coordinate and check in with one another.

MENTORSHIP IN PRACTICE

10	~3	1st
active mentors	mentees each	year support

The mentorship program is the bridge between formal training and the lived realities of operator service.

Why it matters: Mentorship is not an add-on; it is the continuity mechanism that keeps pre-apprentices and apprentices connected after classroom milestones.

Source: Transit Workforce Center case study: Golen Gate Transit & ATU Local 1575.

REGISTERED BUS OPERATOR APPRENTICESHIP & PRE-APPRENTICESHIP PROGRAMS

GOLDEN GATE
BUS COACH OPERATOR
APPRENTICSHIP PROGRAM
(GGAP)

CALIFORNIA DAS APPROVED
FEDERAL DOL APPROVED

SONOMA-MARIN
BUS OPERATOR
PRE-APPRENTICESHIP
PROGRAM

CALIFORNIA DAS APPROVED

GOLDEN GATE BRIDGE HIGHWAY & TRANSPORTATION DISTRICT

LOCAL 1575 AMALGAMATED TRANSIT UNION SAN RAFAEL, CA

DIVISION OF APPRENTICESHIP STANDARDS
DAS
STATE OF CALIFORNIA
DEPARTMENT OF INDUSTRIAL RELATIONS

DEPARTMENT OF LABOR · UNITED STATES OF AMERICA

COLLEGE OF MARIN
SRJC

PRE-APPRENTICESHIP PIPELINE

Sonoma–Marin Bus Operator Pre-Apprenticeship Program

An upstream recruitment and readiness program designed to build a stronger pool of applicants before they enter the Golden Gate Transit hiring and apprenticeship pathway.

WHY IT WAS CREATED

Established as a recruitment bridge

1. **Labor-market need**
   District candidate pools had diminished across classifications, including bus operators.
2. **Regional partnership**
   SRJC Adult Education, GGT, and ATU Local 1575 partnered to prepare future transit professionals.
3. **Direct pathway**
   Public-facing program is the first in the nation bus operator pre-apprenticeship program that links directly to an apprenticeship afterward.
4. **Readiness focus**
   Helps candidates prepare for the application, testing, workplace expectations, and customer-service environment.

HOW IT IS DESIGNED

12-week noncredit workforce sequence

Coursework is built around the skills candidates need before formal operator training begins.

766.1	Soft skills + workplace communication	**12 hrs**
766.2	Professionalism + problem solving	**12 hrs**
766.3	Customer service + conflict resolution	**12 hrs**
766.7	Workplace writing: emails, memos, reports	**18 hrs**
766.5	Practicum: observe + reflect on job environment	**32 hrs**

86 **total student learning hours across the SRJC Adult Education noncredit sequence**

HOW IT RUNS

Candidate path into GGT

1. **Apply**
   Current public program: Spring 2027 applications open; deadline Oct. 31.
2. **Qualify**
   Work authorization; driver's license held at least 3 years; Class C acceptable; HS/GED/HiSET or GGT skills test.
3. **Prepare**
   Free 12-week program: workplace readiness, customer service, communication, writing, and practicum.
4. **Transition**
   Participation does not guarantee employment but increases opportunity to receive a job offer.

Source: GGBHTD March 2022 recruitment program Board item; Sonoma County Adult Education BPAP page/flyer; SRJC Adult Education course outlines.

PRE-APPRENTICESHIP

Pre-Apprenticeship Was Designed to Reduce Barriers Before Formal Hiring

The pre-apprenticeship program was established as a targeted response to recruitment data: too many applicants were falling out before interview and hire.

67% did not / could not complete application

40% of completed applications passed written skills test

~16% of applicants ultimately hired as operators

WHAT CHANGED

- Requirements waived / alternative competency evaluation through SRJC.
- Driving experience reduced from 7 years to 3 years; minimum age lowered to 19.
- Moving violations reviewed case-by-case rather than treated as an automatic screen-out.

HOW IT RUNS

- 3-course, 12-week online certificate program through Santa Rosa Junior College.
- Weekly 3-hour online meetings focused on writing, customer service, and communication.
- Three on-site GGT shadow days expose participants to operations and operator work.

Entry Requirement Shift

Direct Hire	Pre-Apprenticeship
HS diploma + skills tests	Alternative competency evaluation through SRJC
7 years driving; age 23+	3 years driving; age 19+
Moving violation limit	Case-by-case review

The model reframed eligibility as readiness-building, not just screening.

Support model

HR supports interview and job search readiness, applications are completed on-site, final-day informal interviews create a direct transition, and Canal Alliance provides wrap-around support.

Source: Transit Workforce Center case study: Golden Gate Transit & ATU Local 1575.

BOAP BACKGROUND

How the Bus Operator Apprenticeship Program Was Established

The program was built as a regional workforce partnership—funded through a state apprenticeship grant, structured by formal MOU, and registered through apprenticeship standards.

State CAI Grant

$500K CCCCO funding
for regional operator pipeline

Partnership MOU

COM + GGBHTD
with ATU & SRJC involvement

Registered Model

DAS/DOL apprenticeship
+ employer-based certificate

Operating Structure

JATC, instructors, mentors,
reporting, quarterly review

WHY IT WAS CREATED

- Address a significant regional bus operator workforce shortage.
- Create a prepared applicant pipeline tied to family-sustaining wages and career pathways.
- Support access for low-income and minority communities in Marin and Sonoma counties.

WHO DOES WHAT

- College of Marin serves as the local educational agency and converts District training into credit-bearing curriculum.
- GGBHTD remains the formal employer for apprentices and instructors and delivers the operator training model.
- ATU Local 1575 and partners participate through apprenticeship steering / training committee structures.

PROGRAM GOVERNANCE

- Application-based enrollment through Golden Gate Transit; not open to general public enrollment.
- Joint Apprenticeship Training Committee supports delivery, refinement, and long-term sustainability.
- Quarterly coordination and data review create a design → implement → evaluate → refine cycle.

Source: COM–GGBHTD CAI Grant MOU and current BOAP implementation materials.

BOAP OPERATING MODEL

How the Program Is Designed and Run Day-to-Day

BOAP is not only classroom instruction; it is a controlled employment, college enrollment, apprenticeship, mentorship, and compliance workflow.

Apprentice Pathway

The key issue for decision-makers: every participant must move through both employment and college/apprenticeship onboarding before instruction and credit can be fully captured.

1	**Recruit / Screen**	GGT hiring pipeline; pre-apprentices receive priority consideration.
2	**Onboard**	COM ID, CCCApply, DAS/DOL steps, employment agreements.
3	**Classroom + RSI**	COM curriculum using District training modules and instructors.
4	**Paid Practice**	Student training, line training, occupational work experience.
5	**Full OJT**	Paid on-the-job hours toward 2,000-hour completion.
6	**Completion**	Committee recommendation and state certificate completion.

Training Requirements – 2,000 Hours

288+	450	1,262
RSI hours per year	**Occupational work experience**	**On the Job Training**

How the 2,000 hours are built



288+ RSI 450 OWE 1,262 paid OJT

- GGBHTD instructors teach COM-approved courses using District operational content.
- Mentors and mentor leads support first-year employees and reinforce transition to regular service.
- 440-hour Probationary Period

Program Operations

ACTIVE ISSUE TO MANAGE

- Enrollment bottleneck: CCCApply / COM ID steps are complex and have delayed capturing apprentices into COM records.
- Process correction: complete COM / DAS / DOL onboarding before instruction begins, with defined roster deadlines.

SUCCESS MEASURES

- Target: 25 apprentices annually.
- Retention and completion targets: 80% retention, 90% completion success.
- Ongoing reporting, program records, and quarterly partner meetings keep the model auditable and adjustable.

Source: COM–GGBHTD CAI Grant MOU; College of Marin implementation guide regarding COM ID / CCCApply workflow.

Hiring Accelerated After COVID; Retention Is a Watch Item

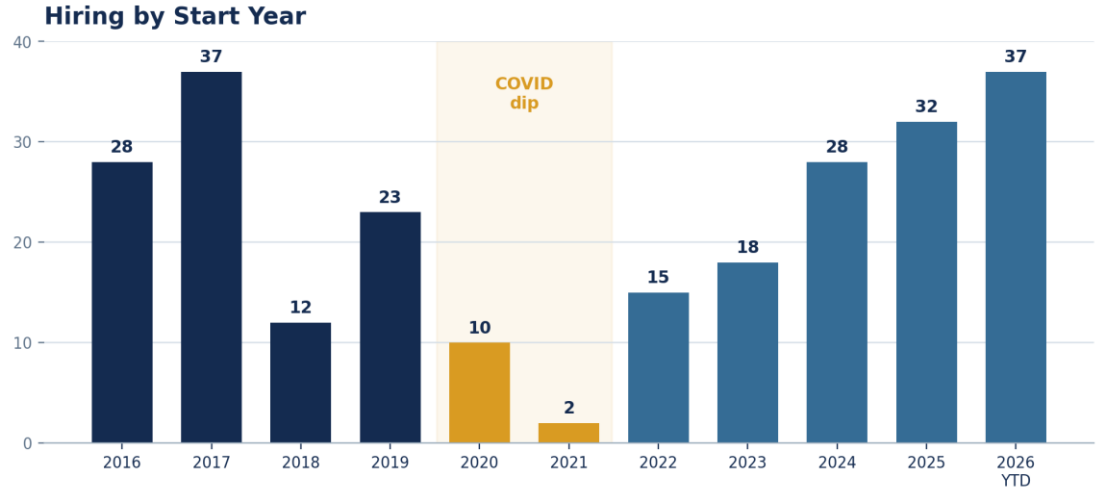
Recruitment counts include all hires; anniversary retention excludes operators who did not pass student training.

PERIODS ANALYZED

- **BEFORE APPRENTICESHIP PROGRAMS** — Hire dates Jan. 1, 2016–Dec. 31, 2021
- **COVID HIRING DIP** — 2020–2021 Only 12 hires
- **SINCE APPRENTICESHIP PROGRAMS** — Hire dates Jan. 1, 2022–Oct. 12, 2026

Recruitment Recovery

All bus operator hires, including training-phase exits



Retention Comparison

This is not a retention-improvement story yet; since-program cohorts are lower at each measured anniversary.

BEFORE	SINCE	AVG. HIRING/YEAR
112 hires	130 hires	18.7 → 27.2

Anniversary Retention

Cohort	1-Year	2-Year	3-Year
Before	82.4%	78.4%	73.5%
Since	76.2%	69.6%	56.7%

Hiring accelerated after the COVID-era dip during the apprenticeship-program period; retention remains an area for improvement.

Source: Bus Operator Hire and Separation Report (2010–2026). Recruitment counts include all operators hired Jan. 1, 2016 forward. Retention excludes termination reason “NO PASS STUDENT TRAINING.” Before = Jan. 1, 2016–Dec. 31, 2021; Since = Jan. 1, 2022–Oct. 12, 2026.

RECRUITMENT & RETENTION

How Separation Reasons Changed Before vs. Since Apprenticeship Programs

This comparison groups termination reasons so the audience can see how the separation story changed across the two periods.

Before Apprenticeship Programs

Hires from Jan. 1, 2016 through Dec. 31, 2021

Voluntary and miscellaneous exits made up most separations before 2022.

HIRES	SEPARATIONS	ACTIVE TODAY
112	69	43

10 — Training-phase exits
14% of separations — No pass Student Bus Driver Training

31 — Voluntary separations
45% of separations — Personal reasons, new job, moved, declined

20 — Involuntary performance / policy
29% of separations — Probation, misconduct/policy, abandonment, performance

8 — Other / external
12% of separations — Medical separation, reduction in force, death

Before 2022, voluntary exits were the largest separation bucket (31 of 69).

Since Apprenticeship Programs

Hires from Jan. 1, 2022 through Oct. 12, 2026

Since 2022, separations are more concentrated in training and early-job hurdles.

HIRES	SEPARATIONS	ACTIVE TODAY
130	41	89

11 — Training-phase exits
No pass Student Bus Driver Training
27% of separations

14 — Voluntary separations
Personal reasons, new job, moved, declined
34% of separations

16 — Involuntary performance / policy
Probation, misconduct/policy, abandonment, performance, docs
39% of separations

0 — Other / external
Medical separation, reduction in force, death
0% of separations

Since 2022, involuntary exits is the largest separation bucket (16 of 41)

Source: Bus Operator Hire and Separation Report (2010–2026). Includes all operators hired Jan. 1, 2016 through Oct. 12, 2026. This slide includes training-related exits for transparency.



PIPELINE OF SUCCESS

Marcel Sicaja

1. Pre-Apprentice
2. Apprentice
3. Promoted to Trimmer



Troy Thornton

1. Mentor
2. Transportation Field Supervisor



Brandon Colindres

1. Son of Marcel Sicaja
2. Pre-Apprentice
3. Apprentice
4. New Bus Operator

