

~ NOTICE OF MEETING ~  
**CAPITAL METROPOLITAN TRANSPORTATION AUTHORITY**  
**BOARD OF DIRECTORS MEETING**  
2910 East Fifth Street Austin, TX 78702

~ AGENDA ~

Executive Assistant/Board Liaison Gina Estrada  
512-389-7458

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Thursday, September 14, 2017

12:30 PM

Capital Metro Board Room

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**I. Public Comment:**

**II. Presentations:**

1. President/CEO Search Process

**III. Items for Future Discussion:**

**IV. Adjournment**

**ADA Compliance**

*Reasonable modifications and equal access to communications are provided upon request. Please call (512)389-7458 or email [gina.estrada@capmetro.org](mailto:gina.estrada@capmetro.org) if you need more information.*

**BOARD OF DIRECTORS:** Wade Cooper, Chair; Beverly Silas, Vice Chair; Juli Word, board secretary; Terry Mitchell; Delia Garza, Rita Jonse, Ann Kitchen and Pio Renteria. Board Liaison: Gina Estrada (512)389-7458, email [gina.estrada@capmetro.org](mailto:gina.estrada@capmetro.org) if you need more information.

The Board of Directors may go into closed session under the Texas Open Meetings Act. In accordance with Texas Government Code, Section 551.071, consultation with attorney for any legal issues, under Section 551.072 for real property issues; under Section 551.074 for personnel matters, or under Section 551.076, for deliberation regarding the deployment or implementation of security personnel or devices; arising regarding any item listed on this agenda.

**Capital Metropolitan Transportation Authority**    **MEETING DATE: 09/14/2017**  
**Board of Directors**    **(ID # 3916)**  
**President/CEO Search Process**

**TITLE:** President/CEO Search Process

Review and discussion of draft President/CEO candidate profile.

**Capital Metro Transportation Authority  
Austin, Texas  
President/Chief Executive Officer**

**SERVICE AREA AND REGION**

The Capital Metropolitan Transportation Authority (Capital Metro) is the regional public transportation leader for Central Texas. Capital Metro was created in 1985 in accordance with Chapter 451 of the Texas Transportation Code. It was established by a voter referendum on January 19, 1985, to provide mass transportation service to the greater Austin metropolitan area. The agency is funded in part by a one percent (1%) sales tax levied by its service area members.

The Central Texas region is one of the fastest growing areas in the country, and mobility and traffic congestion remain top concerns. According to the Capital Area Metropolitan Planning Organization (CAMPO) 2040 Regional Transportation Plan, total population in the six-county Central Texas region is projected to increase from 1.7 million in 2010 to more than 4.1 million in 2040. The number of area jobs is also projected to increase from 775,000 to 2.3 million by 2040.

The Capital Metro service area extends across approximately 535 square miles and includes more than 1.2 million residents. The service area includes the cities of Austin, Jonestown, Lago Vista, Leander, Manor, Point Venture, San Leanna and portions of Travis County and Williamson County. Capital Metro has been working with five cities outside of Capital Metro's service area who desire transit services but have reached the state sales tax cap and are unable to join the authority. These cities are: Round Rock, Georgetown, Buda, Pflugerville and Hutto. Capital Metro is partnering with these cities to provide transit service through interlocal agreements where the cities reimburse Capital Metro directly for the cost of service to their communities.

**CAPITAL METRO STRUCTURE, SERVICES AND PLANS**

In 2011, Texas Senate Bill 650 required Capital Metro to use a competitive bidding process to contract out for any transit services not provided directly by Capital Metro employees by September 1, 2012. The Capital Metro board elected to provide the service through private contractors, and in April 2012 contracts were approved with two private providers to operate fixed route bus and paratransit service. This ended Capital Metro's relationship with StarTran, the in-house, non-competitively bid service provider. Commuter rail service has been operated by a private provider since its inception in March 2010.

Today, 100% of all transit services continue to be operated by private contractors. The equipment and facilities are owned or leased by Capital Metro and operated by contractors. As part of this arrangement, Capital Metro's approximately 325 direct employees are responsible for the following functions: purchased transportation contract oversight; strategic planning; short- and long-range planning; service planning; capital planning; finance, budget, grants and accounting; internal audit; government relations; legal; procurement; human resources; risk management; safety and security; property and asset management; real estate, transit-oriented development; facility planning; marketing, communications, customer service, community engagement; and technology. The Capital

Metro team is a diverse, high performing and motivated group. There are approximately 1,325 contract employees who work directly for the service providers.

Through private service providers, Capital Metro operates fixed-route bus service, modified bus rapid transit, commuter rail service, paratransit service and vanpools with a fleet of 373 MetroBuses, 55 MetroRapid vehicles, 10 diesel electric commuter trains, 231 vanpools and 171 paratransit vehicles. Annual ridership is approximately 30.5 million. Capital Metro also owns a 154-mile freight rail line and receives revenue from the freight carrier that uses the line.

The FY18 operating budget is approximately \$262 million and the FY18 capital budget is approximately \$157 million. Capital Metro is governed by an eight-member board of directors. Three board members are appointed by the Capital Area Metropolitan Planning Organization (CAMPO), with one appointee required to have a finance background, one a business background and one is required to be an elected official. Travis and Williamson counties have one appointee each; the small cities have one appointee; and the city of Austin has two appointees with one required to be an elected official.

The agency recently completed a five-year service plan update (Connections 2025) and is in phase two of developing a high capacity transit plan (Project Connect). More details on the agency and plans may be obtained by visiting the Capital Metro website at [CapMetro.org](http://CapMetro.org).

#### **SCOPE AND RESPONSIBILITIES**

The next CEO will need to serve as an engaging, capable, energetic and supportive manager to Capital Metro's employees while also securing key external relationships in order to develop, build and obtain diverse public and stakeholder support so that transit is well positioned to address the fast pace of growth in the region. This will require the ability and presence to engage the community at all levels, articulate Capital Metro's vision, earn respect and forge partnerships in areas such as new and existing public and private infrastructure, development, land use and public policy. Ensuring transit is an integral part of local land use and transportation plans such as the Austin Metropolitan Area Transportation Plan and the ongoing revision of the city of Austin's Land Development Code (CodeNEXT) is critical.

Additionally, it is imperative to Capital Metro's success that the next CEO continue to ensure that Capital Metro not only maintains its existing funding, but identifies, seeks and secures new and creative funding sources to ensure the agency's viability.

The President/Chief Executive Officer is responsible for shaping and leading the Authority's strategic long-term vision as well as overseeing contractors who provide the daily operations of Capital Metro's bus and commuter rail service, special services including paratransit and ridesharing. The new President/CEO will have strong business and financial management skills to ensure cost-effective operation and growth. This individual will have outstanding abilities to interact with the board, employees, the community, stakeholders and elected officials.

The board of directors and staff are dedicated to working together to ensure the continued success of Capital Metro as it strives to provide the highest quality of service possible with an emphasis on identifying and implementing solutions to address traffic congestion and ridership. The ideal candidate will have demonstrated background, skills and abilities as grouped in the following areas:

#### **GENERAL MANAGEMENT**

- A visionary who is forward thinking and willing to take calculated risks.

- Have demonstrated success managing and providing executive-level guidance to a highly educated, experienced and technical workforce, thereby empowering management to implement and execute their departmental business plans in alignment with the strategic plan.
- Have extensive experience planning and implementing new projects, programs and initiatives to build a more effective, sustainable and sound organization.
- Be experienced in ensuring effective cost-control measures and key performance metrics are in place at all levels of the organization.
- Be experienced in developing and implementing metrics used to evaluate individual and company performance, budgets, cost effectiveness and return on investments to improve operational performance and financial management.
- Have a strong financial orientation and be able to recognize inefficiencies and areas of potential cost reduction.
- Have a demonstrated track record of success during varying economic and business cycles.
- Maintain and update the long-range financial plan and high capacity transit plan to ensure that programs, projects and budgets are financially sustainable for the long term.
- Have the ability to responsibly manage agency assets in order to optimize the utilization of grant allocations, farebox revenue and sales tax revenue.
- Have experience creating additional or new sustainable revenue streams including public-private partnerships, grants and innovative financing for business operations and planned growth.
- Have the ability to think outside the box and recognize that transit is transforming rapidly, emerging technology has transformed mobility, and that transit needs to embrace these changes and adopt alternatives to remain relevant.
- Ensure implementation of the service plan update recommendations with a major focus on increasing ridership.
- Experience developing and managing light rail and commuter rail services that are safe, reliable and efficient.
- Provide strategic vision for developing innovative programs to address transportation needs in less dense areas where traditional transit services are not effective.
- Have a proven record of successfully managing and implementing complex capital projects to include scope, schedule and budget.
- Have the ability to push the agency to become more technologically advanced and lead the continued development and implementation of the technology strategic plan.
- Have the ability to direct the agency to develop and maintain an effective marketing plan to support the planning process, promote and increase ridership and maintain Capital Metro's image.
- Have the ability to build a brand and negotiate on behalf of the organization.

#### **INTERNAL RELATIONSHIPS**

- Be a proactive leader who encourages, mentors and motivates employees and teams to think critically, strategically and creatively while developing solutions to problems.
- Provide leadership to ensure successful succession and employee development plans across all functions of the agency.

- Empower senior management and employees to lead their departments and function effectively and efficiently.
- Manage the human resources to assure responsiveness to the public while maintaining high productivity for the taxpayers.
- Ensure the maintenance of healthy employee working relationships.
- Maintain competitive employee benefits program and work to creatively implement programs that recruit and retain valuable employees.
- Be an effective leader who is approachable and open-minded, and who encourages employees and teams to challenge ideas in order to develop the most effective solutions.
- Possess strong management and team building skills and excellent problem solving and conflict resolution skills.

#### **EXTERNAL RELATIONSHIPS**

- Be experienced in working effectively and persuasively with elected officials; local, state and federal agencies; the business community; public constituencies; the press; community leaders; local advocates; and other stakeholders.
- Have the ability to proactively work in a variety of community settings to maintain Capital Metro's credibility and enhance its public image.
- Be comfortable with maintaining a high public profile to develop solid relationships; educating various constituencies on Capital Metro's value, successes and progress; and raising the profile of the agency.
- Maintain ongoing effective communication with governmental agencies and elected officials (local, state and federal) to assure maximum cooperation and to achieve the best possible transportation system for the region.
- Ability to bring community leaders together to discuss transit challenges across the community and build consensus to address these challenges through a regional transportation solution.

#### **BOARD INTERACTION**

- Develop a strong working relationship with the eight-member board of directors, including effective two-way communication and transparency on all issues.
- Assist the board in its policy-making duties; furnish information to include options and potential consequences; enable the board and its committees to make informed decisions.
- Implement board policy via actionable management plans and provide direction to senior management that will enable the effective execution of these plans.
- Assist and advise the board in its short- and long-term planning responsibilities.

#### **THE CANDIDATE SHOULD POSSESS THE ATTRIBUTES AS GROUPED IN THE FOLLOWING AREAS:**

##### **PERSONAL ATTRIBUTES AND INTERPERSONAL SKILLS**

- Highly professional, mature, honest, fair, transparent, trusting and personable individual with high energy level and integrity.
- An executive who values inclusion and equity.

- An accessible, charismatic and approachable CEO.
- Excellent interpersonal communication, presentation and writing skills
- Professional and executive presence to stand on behalf of the organization as the leader and champion of the agency and transit in general.
- Results-oriented individual with a dedication to accuracy, quality, cost effectiveness and on-time delivery and an appropriate sense of urgency.
- Intelligent, persuasive, and creative manager who has the ability to solve problems and provide realistic solutions.
- A financially savvy leader who is able to ensure the long-term sustainability of the organization through the support of the long-range plan and identification of alternative means of funding.
- An executive who is willing and capable of listening and understanding the organization and the community and their needs when making strategic changes.
- Strategic leader, open-minded communicator and critical thinker who looks at challenges as opportunities for innovation.
- Executive with exceptional professional judgment who can take appropriate risks and leverage resources to lead the agency through its next phase of growth.
- Individual with a proven ability to effectively build alliances, communicate with, listen to, interact and work with the board, senior management, business partners, elected officials, the community, stakeholders, regulatory agencies and customers.
- Capable of holding themselves, their team and all staff accountable for any decisions made or actions taken.
- Verifiable track record of identifying, negotiating and solving complex and challenging issues.
- Demonstrated ability to unify boards, teams, communities and people to address complex issues.

**EXPERIENCE REQUIRED:**

The successful candidate will have a minimum of 10 years' executive management experience with a major transit agency or another public or private entity of comparable nature, complexity and size to Capital Metro. A bachelor's degree in transportation, transportation management, engineering, business management or equivalent is required. An equivalent combination of education and experience consistent with the required qualifications will also be considered.

**For additional information or to submit a resume, please contact Gregg A. Moser at [gmoser@krauthamerinc.com](mailto:gmoser@krauthamerinc.com).**