



MEMORANDUM

TO: Citizens Advisory Committee
Santa Clara Valley Transportation Authority

FROM: Joe Pirzynski, Chairperson
Board of Directors

DATE: February 8, 2005

SUBJECT: Selection Process for a New General Manager

I have asked that you convene a Special Meeting on Wednesday February 16th at 4:30 PM. On your agenda for this Special Meeting is one item, a discussion of the CAC's input into the selection process for a new General Manager for the Valley Transportation Authority. I believe that your advice will be well received by the selection committee in our assessment of candidates and by the Board in its final decision.

In order to obtain your ideas early in the selection process and to allow the Board to move forward in a timely manner, I am looking to your discussion on February 16th to provide the Board with your views on the role of the General Manager and the priorities and emphases that are important for the new General Manager to have initially and in the future.

To assist you in preparation for the discussion, I have attached the current job description for the General Manager. I look forward to the CAC's views on this important issue.



GENERAL MANAGER

Definition

Under policy direction of the Valley Transportation Authority (VTA) Board of Directors, the General Manager plans, organizes, directs and administers all functions of the Valley Transportation Authority; and develops recommendations for action for the Board of Directors and executes decisions of the Board.

Distinguishing Characteristics

The General Manager is the chief executive officer of VTA and reports directly to the Board of Directors. This position has overall responsibility for VTA Divisions including Congestion Management and Highways, Bus and Rail Operations, Fiscal Resources, Human Resources, Marketing, Planning, and Rail Design and Construction. The General Manager has oversight and overall accountability and responsibility for VTA's capital development program. These programs include expansion of bus and rail service, construction of major transportation facilities, and planning and construction of highway and other related projects. The General Manager is also responsible for intergovernmental liaison and transit legislation and policy development.

Typical Tasks

The General Manager is accountable to the Board of Directors for the following:

- Demonstrates strong leadership skills and skill in understanding who the customer is and how to reach and serve the customer better;
 - Serves the Board of Directors in the development and implementation of strategies and initiatives to foster the continued provision of a safe and efficient public transportation system to the residents of Santa Clara County;
 - Ensures that land use planning and transportation system improvements are supportive and integrated;
 - Furthers the work of the Congestion Management Program in system use and land use planning, monitoring and conformance management and regional transportation network policy making;
 - Understands the interest of local business and industry, community, community groups, local and federal government and the general public including the media;
 - Ensures the continued safety and reliability of the system and its positive perception by the public;
 - Reviews operating results of VTA, compares them to established objectives, and takes steps to ensure that measures are taken to correct unsatisfactory results;
 - Promotes the needs of VTA to local, state and federal governments;
 - Promotes Equal Employment Opportunity and Affirmative Action programs and enforces accountability of management staff for accomplishment of EEO/Affirmative Action program goals and objectives;
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- Ensures the on-going development and implementation of a long-term county-wide transportation strategy which ensures the continuing development of an effective multi-modal transportation system;
- Oversees the adequacy and soundness of VTA's financial structure;
- Ensures the adequate programming of state and federal funds county-wide to implement its transportation plans;
- Identifies potential sources of funds;
- Imparts transportation knowledge to the Board of Directors to help facilitate its decision making process;
- Performs other related duties as required.

Employment Standards

Considerable education, and progressively responsible executive experience in a transportation related field; experience in transportation/land use planning; experience with planning, designing, and construction of transportation projects; experience in transportation management, public affairs, working with local, state and federal appointed and elected officials, which demonstrates possession and application of the following knowledge and abilities.

Knowledge of:

- Principles of administration and management;
- Laws, ordinances, rules and regulations affecting public transportation and congestion management;
- Potential sources of federal, state, and local funding for public transportation;
- Public transportation planning and operations;
- Multi-modal transportation/land use planning;
- Strategic long-term fiscal planning and cost management; creative financial methodologies; and information management systems;
- Economic, political, social, and psychological factors related to providing and use of public transportation.

Ability to:

- Implement VTA's Strategic Plan Goals;
- Recognize the need to bring transportation planning and operations together, recognizing the critical relationship between land use and transportation system improvements;
- Ensure monitoring, conformance management and regional transportation network policy making;
- Understand the ramifications of actions which affect customers, the local community, the region, and federal interests;
- Effectively communicate transportation policy and planning issues and alternatives to the Board of Directors;
- Plan, organize and direct all VTA activities;
- Supervise, select, motivate, and evaluate key personnel;



- Promote employee ownership and a positive work environment;
- Interpret and analyze fiscal, operational, and planning data, user reactions, and governmental regulations;
- Establish management objectives and plan programs to accomplish them;
- Attract and retain key individuals with a goal toward succession planning and recruitment and promotion of women and minorities;
- Represent VTA locally, regionally, and nationally;
- Effectively communicate with key VTA stakeholders;
- Strive to build consensus among the Board of Directors, staff, labor and external groups;
- Work with labor groups to resolve problems and bring about positive change;
- Work effectively and persuasively with elected officials, other agencies, the business community, organized labor, public constituencies and the press.