

**Executive Director**  
[Alameda County Transportation Commission]



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**Alameda County Transportation Commission**  
(Oakland, CA)

ROBERTS CONSULTING GROUP INC



# Executive Director

## [Alameda County Transportation Commission]

### THE AREA

Alameda County is the geographic center of the San Francisco Bay Area, located across the Bay from the San Francisco peninsula, which stretches from the Golden Gate Bridge south to Silicon Valley. Alameda County encompasses 738 square miles of land and has a population in excess of 1.4 million people, making it the second most populated county in the Bay Area after Santa Clara County. The County is bounded on the west by the San Francisco Bay. The crest of the East Bay Hills forms part of the northeastern boundary, and reaches into the center of the County, and the inland region, known as the Tri-Valley, is home to two major national labs, Lawrence Livermore and Sandia Labs. There are 14 incorporated cities in the County: Alameda, Albany, Berkeley, Dublin, Emeryville, Fremont, Hayward, Livermore, Newark, Oakland, Piedmont, Pleasanton, San Leandro and Union City. Oakland is the County seat and is known as one of the most ethnically diverse cities in the United States.

Transportation plays a major role in Alameda County. The Port of Oakland is one of the five largest container ports in North America and one of the top 20 worldwide. The Port controls over 19 miles of shoreline and owns and operates the Oakland International Airport. There are six interstate highways that pass through the County (80, 238, 580, 680, 880 and 980), as well as nine state routes. While 20 percent of the Bay Area's population lives in Alameda County, nearly 40 percent of the region's freeway congestion occurs within the County. Mass transit is provided by a number of agencies, the largest of which are AC Transit and BART. AC Transit is the local bus system in western Alameda County and west Contra Costa County, with additional service across three bridges from Alameda County to downtown San Francisco, San Mateo and Palo Alto. BART is the commuter rail system centered on northwest Oakland, primarily serving commuters to downtown San Francisco and downtown Oakland. Other mass transit providers include: ACE train (commuter rail), Capitol Corridor (commuter rail), WHEELS (bus system), Union City Transit (local bus service), Emery-Go-Round (free bus service), Alameda/Oakland Ferry and Harbor Bay Ferry, San Joaquin (Amtrak route), VTA (commuter service) and Dumbarton Express. Para-transit services are provided by each of the cities and a consortium of AC Transit and BART. Walking and bicycling facilities are supported by an array of sidewalks, on-street and trails networks, including large portions of the Bay Trail and the Iron Horse Trail in Alameda County.

### THE ORGANIZATION

The merger of the Alameda County Congestion Management Agency (ACCMA) and the Alameda County Transportation Improvement Authority (ACTIA) will form a new joint powers authority – the Alameda County Transportation Commission (ACTC). ACTC is anticipated to be created in July 2010, with its operations being carried out by ACTIA and ACCMA staff under the direction of the ACTC Executive Director until the staff are fully merged sometime in the first quarter of 2011. This merger will allow for better coordination of transportation planning and programming within the County, as well as position Alameda County jurisdictions and transit agencies to better compete for limited state and federal transportation dollars.

ACCMA is a joint powers authority among Alameda County, its 14 cities, and AC Transit and BART, the two largest transit operators in the County. The agency's purpose is to manage congestion through the coordination of transportation planning and funding programs within Alameda County and adjacent counties. As the agency ultimately responsible for congestion management in the County, ACCMA plans, funds and implements projects and programs for highway and transit expansion, local road improvements, transit maintenance, and bicycle and pedestrian facility improvements. Their FY 2009/10 operating budget is about \$5.4 million, with an overall annual budget of \$69.7 million and a staff of 25 employees. ACCMA currently operates under an 18-member Board, representing the 17 member jurisdictions and agencies.

ACTIA administers the current half-cent sales tax dedicated to the implementation of a defined set of transportation projects and programs in Alameda County. An earlier sales tax measure, passed in 1986 and known as Measure B, created the Alameda County Transportation Authority (ACTA). Although ACTA's sales tax is no longer collected, ACTA is still responsible for the completion (expected in 2012) of certain capital projects in the amended 1986 Expenditure Plan, with ACTIA providing staff and services. The second sales tax measure, also called Measure B, was passed in 2000 to deliver a new set of transportation programs, projects and services to Alameda County; this sales tax expires in 2022. Sixty percent of the 2000 Measure B net revenue is allocated to five separate transportation programs as pass-throughs and grants for maintenance and improvements to transportation services and facilities. Forty percent of the funds are allocated to capital projects. The FY 2009/10 operating budget of ACTIA is about \$4.5 million, with an overall annual budget of \$142.6 million and a staff of nine employees. ACTA is governed by an independent nine-member Board, including the five members of the Alameda County Board of Supervisors, three representatives appointed by the Alameda County Mayor's Conference and one representative designated by the Mayor of Oakland. ACTIA is governed by an 11-member Board with the same representation as ACTA, plus two additional appointments from the Mayor's Conference. All ACTA and ACTIA Board members are elected officials in Alameda County.

ACTC will have the following functions and responsibilities:

- \* All of the current functions and responsibilities of ACCMA, ACTIA and ACTA.
- \* Prepare, adopt, revise, amend, administer and implement the Congestion Management Program for Alameda County.
- \* Develop, adopt and update the Alameda Countywide Transportation Plan.
- \* Coordinate transportation planning, conduct transportation programming within Alameda County for all transportation funding programs, and coordinate with contiguous counties and other Bay Area counties.
- \* Coordinate the Countywide input to: 1) the California Clean Air Act and Transportation Control Measures of the Metropolitan Transportation Commission (MTC) and the Bay Area Air Quality Management District; 2) the California Transportation Commission (CTC) and Caltrans for funding programs; 3) MTC guidelines for County Transportation Plans; 4) MTC's Regional Transportation Plan; 5) MTC's Regional Transportation Improvement Program and the CTC's State Transportation Improvement Program; and 6) Sustainable Communities Strategic Plans in the cities in Alameda County, the County and the region.
- \* Prepare, adopt, update and administer the federal surface transportation program, the federal congestion mitigation and air quality program, and other federal funding programs as appropriate, or any successor federal funding programs.
- \* Prepare, adopt, update and administer the Alameda County element of the State Transportation Improvement Program.
- \* Act as the Alameda County Program Manager for the regional Transportation Fund for Clean Air program.
- \* Prepare, adopt, update and administer all other new or existing regional and state transportation funding programs and programs regarding global warming and land use as appropriate and/or as delegated to ACTC.
- \* Develop, construct, operate and maintain the Alameda County Express Lane system.
- \* Design, acquire environmental clearance, and construct transportation and related projects.
- \* Collect and administer any Vehicle Registration Fee approved by the voters to be collected by a countywide transportation planning agency in Alameda County.
- \* Levy and collect fees and charges, including administrative and operating costs, as provided in the Joint Powers Agreement or by law, against all entities to which the law applies, both signatory and non-signatory to the Agreement.
- \* Seek state and federal funding to pay for the cost of preparing, adopting, amending, administering and implementing the Congestion Management Plan, transportation projects and programs in Alameda County and other duties described in the Agreement.

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- \* As appropriate, prepare a new Transportation Expenditure Plan for a potential new or extended or expanded sales tax to be submitted to the voters for approval.
- \* Other functions and responsibilities that are: 1) consistent with the purpose, objectives, functions and responsibilities described in the Agreement; 2) imposed by state or federal law; or 3) added by amendments to the Agreement.

The Executive Director will report to a new 22-member Commission Board representing Alameda County, the 14 cities located in the County, BART and AC Transit, and will serve under contract to the new Board. The 34 employees of ACTIA and ACCMA are expected to be transitioned to the Commission, with the exception of three positions which are proposed to be merged into single positions at various times during the formation of the Commission – the Executive Director, Finance Director, and Clerk of the Board – and subject to any reorganization recommended by the Executive Director. ACTA will be terminated, with ACTC assuming its assets, liabilities and obligations; ACTIA and ACCMA will continue for a limited period of time until certain statutes are amended to recognize the new Agency. The ACTIA and ACCMA Boards will be revised so that they have the same membership as the ACTC Board.

### KEY CHALLENGES AND OPPORTUNITIES

Key challenges and opportunities facing the Executive Director include:

- \* Leading an organization immersed in a range of strategic and important transportation planning, capital improvement and funding initiatives.
- \* Building a united organization from two agencies that have been working separately, although collaboratively, for almost 20 years. This will include:
  - Selecting and implementing an organizational structure for the new agency.
  - Selecting senior staff members to lead the various functions.
  - Blending the staff of the two existing agencies into a productive and collaborative team.
  - Establishing an organizational culture that builds on the strengths of both agencies as leaders in the Bay Area in transportation planning, capital project delivery, public outreach and innovative strategic initiatives.
- \* Establishing a process to reconcile differences in policies and procedures, salary levels and benefits between the two current agencies.
- \* Establishing and communicating a cohesive Commission mission and strategic focus.
- \* Building a financial structure and developing a long-term sustainable budget to support new policy initiatives (such as climate action change), as well as continued aggressive implementation of the capital projects.
- \* Overseeing planning for the half-cent sales tax reauthorization process, which will be well underway.

### THE POSITION

The Executive Director serves as the chief executive officer of the Commission, accountable to the Board and responsible for enforcement of all Commission, local, state and federal codes, ordinances and

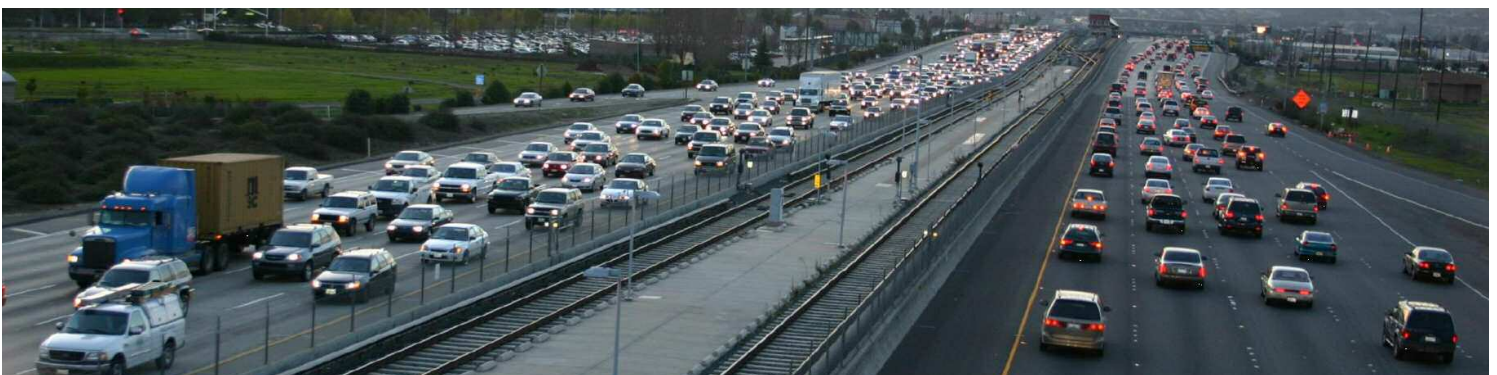
regulations; the conduct of all financial activities; and the efficient and economical performance of the Commission's operations.

Receives administrative and general policy direction from the Board. The work provides for a wide variety of independent decision-making, within all legal and general policy and regulatory guidelines. Exercises general direction and supervision over all Commission staff through subordinate levels of management and supervision.

Under policy direction, plans, organizes and provides administrative direction and oversight for all Commission functions and activities; provides policy recommendations guidance and program evaluation to the Board and management staff; encourages and facilitates provision of services to Commission stakeholders; fosters cooperative working relationships with State and local intergovernmental and regulatory agencies, and various public and private groups; and performs related work as required.

Examples of essential functions include:

- \* Plans, organizes and administers all planning, programs, operations and services of the Commission, including administrative, engineering, environmental, transportation, inspection, construction services and congestion management; coordinates and evaluates the work of the Commission in accordance with applicable laws, codes and regulations, and adopted policies and objectives of the Board.
- \* Directs and coordinates the development and implementation of goals, objectives and programs for the Board and the Commission; develops administrative policies, procedures and work standards to ensure that the goals and objectives are met and that programs provide mandated services in an effective, efficient and economical manner.
- \* Oversees the preparation of the annual budget for the Commission; authorizes directly or through staff, budget transfers, expenditures and purchases; provides information regarding the Commission's financial condition and needs to the Board.
- \* Advises the Board on issues, programs and financial status; prepares and recommends long- and short-term plans for Commission service provision and funding; and directs the development of specific proposals for action regarding current and future Commission needs.
- \* Represents the Commission and the Board in meetings with governmental agencies, community groups, and various business, professional, educational, regulatory and legislative organizations.
- \* Provides for the investigation and resolution of complaints regarding the administration of and services provided by the Commission.
- \* Provides for contract services and agreements; ensures proper performance of obligations to the Commission; has responsibility for enforcement of all Commission, local, state and federal codes, ordinances and regulations.
- \* Oversees the selection, training, professional development, and work evaluation of Commission staff; oversees the implementation of effective employee relations programs; provides policy guidance and interpretation to staff; serves as the hearing officer for grievances and discipline hearings.
- \* Directs the preparation of and prepares a variety of correspondence, reports, policies, procedures and other written materials.



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- \* Ensures that the Board is kept informed of Commission functions, activities and financial status, and of legal, social and economic issues affecting Commission activities.
- \* Monitors changes in laws, regulations and technology that may affect Commission operations; implements policy and procedural changes as required.
- \* Responds to the most complex, difficult and sensitive public inquiries and complaints and assists with resolutions and alternative recommendations.
- \* Performs other duties as assigned.

### THE CANDIDATE

#### Education and Experience

Any combination of training and experience that would provide the required knowledge, skills and abilities is qualifying. A typical way to obtain the required qualifications would be: 1) the equivalent of graduation from a four-year college or university, with major coursework in civil or transportation engineering, transportation planning, public or business administration, public policy, finance or a related field; and 2) ten years of executive/senior management or administrative experience in a municipal or public agency setting.

Desire five years or more of executive level transportation management experience in at least two of the following areas: transportation planning, programming, project delivery, or finance. This person should have extensive experience in federal, state, regional and local legislative processes, with demonstrated results in influencing staff decisions.

The selected candidate should possess, or be able to obtain by time of appointment, a valid California Driver's License.

Candidates from all geographic areas will be considered, although California experience would be preferred.

Creating a newly merged agency will require significant focus and continuity over a period of years. Therefore, it will be important that whoever is selected for the position be committed to the agency for at least several years.

#### Knowledge, Skills and Abilities

The selected candidate should have excellent interpersonal and communication skills, as well as knowledge of:

- \* Federal, State of California, regional and local government transportation and general funding resources, policies and procedures.
- \* Financial management, including principles and practices of public agency budget development, administration and accountability; investments; debt financing and related areas.
- \* Sustainability and climate change legislation (SB 375 and AB 32) and implications for regional transportation agencies.
- \* Administrative principles and practices, including goal setting; program development; implementation; and evaluation and supervision of staff, either directly or through subordinate levels of supervision.
- \* Principles, practices and procedures of public administration, congestion management, and transportation systems planning and improvements.
- \* Functions, services and funding sources of a public agency.
- \* Applicable federal, state and local laws, rules, regulations, ordinances and organizational policies and procedures.
- \* Current social, political and economic trends affecting the provision of Commission services.
- \* Modern office practices, methods, and computer equipment and applications related to the work.

In addition, he/she should be able to:

- \* Build consensus among disparate interests and partner with other agencies and the community in support of strategic initiatives and objectives.
- \* Communicate clearly, succinctly and effectively, both orally and in writing.
- \* Identify, recruit, retain and motivate effective and successful staff.

- \* Plan, administer, coordinate, review and evaluate the functions, activities and staff of the Commission.
- \* Work cooperatively with, provide highly complex and responsible staff support to, and implement the policies of the Board.
- \* Develop and implement goals, objectives, policies, procedures, work standards and internal controls.
- \* Oversee all Commission financial activities, including administering investments, the development and implementation of the budget, and the control of all expenditures and purchases.
- \* Interpret, apply, explain and ensure compliance with applicable federal, state and local laws, rules, regulations, policies and procedures.
- \* Conduct effective negotiations and effectively represent the Commission in meetings with governmental agencies, community groups, and various business, professional, educational, regulatory, and legislative organizations, and the media.
- \* Direct the preparation of and prepare clear and concise reports, correspondence, policies, procedures and other written materials.
- \* Analyze problems, identify alternative solutions, project consequences of proposed actions, and implement recommendations in support of goals.
- \* Use sound independent judgment within broad legal, policy and procedural guidelines.

#### Management Style and Personal Traits

The individual selected for this position will need to recognize the value of the current respective agencies, organizations and staff; be a mentor; and fit in to the current organizational cultures and with the Board. He/She should be highly principled, ethical and trustworthy, and set the best example in all actions and words. In addition, this person should create an environment in which people excel, be a catalyst for change while helping others adapt, and demonstrate a strong desire to make a difference. ACTC is seeking someone who is entrepreneurial, highly creative, considers new ideas, and is willing to embrace the unexpected and the resulting possibilities.

The new Executive Director should also be fiscally responsible, able to make tough decisions, hold people accountable for their performance, and be sensitive to cues concerning potential issues or problems. Finally, this person should be able to recognize when he/she is wrong and have the courage to admit it, as well as accept responsibility for his/her performance and the results.

### COMPENSATION

The salary for this position is highly competitive, with hiring dependent upon the qualifications and experience of the selected candidate. The specific benefits are in the process of being determined, as the two organizations being merged have different plans. However, benefits will likely include: vacation, holidays, sick leave and other types of leave; health, dental and vision care; life insurance; long-term care and long-term disability coverage; retirement and retiree health care; optional pre-tax savings accounts; tuition assistance; transit subsidy; and an automobile allowance or use of an automobile.

### HOW TO APPLY

Send resumes by **June 28, 2010** to:

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*An Equal Opportunity/ADA Employer  
Female, Minority and Disabled Candidates are Encouraged to Apply*

Additional information about ACCMA and ACTA/ACTIA can be found on their respective websites at [www.accma.ca.gov](http://www.accma.ca.gov) and [www.actia2022.com](http://www.actia2022.com).