



MEETING AGENDA

Please be advised that the VOLUSIA TRANSPORTATION PLANNING ORGANIZATION (VTPO) EXECUTIVE DIRECTOR SEARCH COMMITTEE will be meeting on:

DATE: Monday, July 23, 2012
 TIME: 1:00 p.m.
 PLACE: Volusia TPO Executive Conference Room
 2570 W. International Speedway Blvd., Suite 100
 Daytona Beach, Florida 32114

AGENDA

- I. CALL TO ORDER
- II. BUSINESS
 - A. Review and Approval of Modified Position Description (*enclosure, pages 2-3*)
 - B. Review Draft Position Advertisement (*enclosure, page 4*)
 - C. Recommend Selection of Professional Recruitment Firm (*to be sent under separate cover*)
 - D. Review and Discussion of Additional Materials (*enclosure, pages 5-26*)
- III. INFORMATION ITEMS
 - Updated Schedule of Activities (*enclosure, pages 27-28*)
- IV. ADJOURNMENT

NOTE: Individuals covered by the Americans with Disabilities Act of 1990 in need of accommodations for this public meeting should contact the Volusia TPO office, 2570 W. International Speedway Blvd., Suite 100, Daytona Beach, Florida 32114-8145; (386) 226-0422, extension 21 at least five (5) working days prior to the meeting date.

NOTE: If any person decides to appeal a decision made by the committee with respect to any matter considered at such meeting or hearing, he/she will need a record of the proceedings including all testimony and evidence upon which the appeal is to be based. To that end, such person will want to ensure that a verbatim record of the proceedings is made.

Beverly Beach
 Daytona Beach
 Daytona Beach Shores
 DeBary

DeLand
 Deltona
 Edgewater
 Flagler Beach

Holly Hill
 Lake Helen
 New Smyrna Beach
 Oak Hill

Orange City
 Ormond Beach
 Pierson
 Ponce Inlet

Port Orange
 South Daytona
 Volusia County

VOLUSIA TRANSPORTATION PLANNING ORGANIZATION

JOB DESCRIPTION: EXECUTIVE DIRECTOR

REPORTS TO: TPO Board
EXEMPT STATUS: Exempt

POSITION GENERAL SUMMARY:

The Executive Director provides leadership, oversight and direction for all operational functions of the Volusia TPO. This position reports directly to the TPO Board and is responsible for providing assistance and professional recommendations on fiscal matters including the preparation of the annual budget, policy considerations, strategic planning, local and regional transportation initiatives and legislative issues and activities. The Executive Director represents the agency at meetings, conventions, and other forums to promote and explain agency mission and objectives. This position is responsible for ensuring that the Volusia TPO maintains federal certification and provides leadership and consultation to government agencies, the business community, private organizations, the press and public to explain and resolve complex issues and to coordinate activities related to the transportation system.

ESSENTIAL POSITION FUNCTIONS:

- Provides direction to ensure the accurate and timely completion and submission of essential planning documents including the TIP, UPWP and LRTP in accordance with required deadlines.
- Directs and oversees the development, communication and advancement of program activities through interaction with advisory committees, community organizations, planning professionals, elected officials and the public.
- Provides direction and support for agenda development, determination of required materials and meeting participation for the TPO Board, Executive Committee, TCC and CAC meetings and other subcommittees and working groups as needed.
- Directs, reviews and develops project scopes of service and requests for proposals and makes work assignments to ensure effective, professional project management for planning studies, data collection efforts and other key activities of the TPO.
- Reviews and interprets official directives, legislation, rules and correspondence to determine possible changes in agency programs, policies, and procedures.
- Prepares or directs preparation and release of reports, studies and other publications relating to program trends and accomplishments.
- Provides leadership, counseling and direction to staff and ~~prepare~~conducts performance evaluations.
- Reviews and evaluates the work effort of agency staff in coordination with the Senior Transportation Planner through conversations, meetings, and reports.
- Oversees the financial activities of the organization with direct support and input from the CFO including, but not limited to, the completion of an annual budget, progress reports for agency grants and execution of grants and agreements.
- Participates in program related training, conferences and special events.
- Supports and promotes TPO activities by responding to public inquiries, attending community functions and representing the organization at various functions including, but not limited to, the MPOAC, the Central Florida MPO Alliance and the Commuter Rail TAC.
- Establishes and maintains effective working relationships among staff, contractors, board and committee members, and customers in a manner conducive to full performance and positive morale;
- Provides other organizational support as required.

(These essential functions are not to be construed as a complete statement of all duties performed. Employees will be required to perform other job related duties as required.)

MINIMUM REQUIREMENTS:

Education and Experience:

- Master's degree in Planning, Business Administration, Public Administration, Finance, or related field. At least seven years of experience in working in a MPO/TPO with at least five of those years served in a managerial capacity. An equivalent combination of education and/or experience can be substituted for the minimum qualifications.
- Must have a valid Florida Driver's License.

Knowledge, abilities and skills:

- Working knowledge of computer applications including Microsoft Word, Excel, Outlook, PowerPoint, Access, Publisher and e-mail;
- Functional understanding of traffic modeling programs such as FSUTMS/Cube Voyager and other applications used by the organization such as ArcGIS, Crystal Reports, and ADOBE Acrobat;
- Knowledge of FDOT, FHWA, and FTA standards, policies and requirements for agency planning documents;
- Knowledge of Florida's Growth Management legislation and federal and state transportation legislation;
- Knowledge of transportation and land-use issues;
- Experienced in establishing and maintaining effective working relationships among staff, contractors, committees and customers in a manner conducive to full performance and positive morale;
- Experienced in providing effective guidance and oversight to personnel, conflict resolution and organizational leadership to create a cohesive working environment;
- Ability to communicate effectively both orally and in writing;
- Ability to gather, study, and analyze data and other relevant transportation related information;
- Ability to understand, interpret, and apply procedures, principles and laws;
- Ability to direct and work through subordinates to establish policies, set priorities and render decisions in administering or managing all or part of the activities of the agency;
- Ability to speak to large groups of people and to write clearly and authoritatively;
- Ability to make judgments based on experience as well as verifiable facts and figures;
- Ability to develop long range or future projects;
- Ability to establish and maintain effective working relationships with individuals or groups of people with diverse interests.

PHYSICAL REQUIREMENTS AND ENVIRONMENTAL CONDITIONS:

- Works in an office environment.
- Light physical activities and efforts required working in an office environment.
- Moderate physical activity, supporting community events, sometimes in outdoor environments and requiring prolonged standing.

(Reasonable accommodations will be made in accordance with existing ADA requirements for otherwise qualified individuals with a disability.)

Employee Signature: _____

VTPO Chair Signature: _____

VOLUSIA TPO EXECUTIVE DIRECTOR

Salary: \$75,500 - \$110,000 DOQ, plus benefits

Closing Date: Open until filled

Initial Review: Friday, August 17, 2012 by 5:00 p.m. EST

The Volusia Transportation Planning Organization (TPO) is seeking an experienced transportation professional to serve as the Executive Director of the organization. The successful candidate will lead a staff of eight employees providing transportation planning activities along the eastern coast of Florida.

The Executive Director reports directly to the 19-member TPO Board and is responsible for providing assistance and professional recommendations on fiscal matters including the preparation of the annual budget, policy considerations, strategic planning, local and regional transportation initiatives and legislative issues and activities. This position represents the agency at meetings, conventions and other forums to promote and explain agency mission and objectives. ~~and a~~ Applicants must be adept at building strong professional relationships and consensus among divergent opinions.

~~Minimum~~ Preferred qualifications include a Master's degree in Planning, Business Administration, Public Administration, Finance or a related field and at least seven years of experience working in a MPO/TPO or transportation related organization with at least five of those years served in a managerial capacity. An equivalent combination of education and/or experience ~~can~~ may be substituted for the minimum qualifications.

Interested candidates can learn more about the organization and view additional information regarding this position at www.volusiatpo.org.

Resumes may be submitted by e-mail to: TDB

Executive Director
[Alameda County Transportation Commission]



EXECUTIVE DIRECTOR

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.

Executive Director

[Alameda County Transportation Commission]

- * 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.



Executive Director

[Alameda County Transportation Commission]

- * 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:

ROBERTS CONSULTING GROUP INC

PO Box 16692
Beverly Hills, CA 90209
Telephone: (818) 783-7752
Facsimile: (818) 783-6377
E-mail: robertsrcg@msn.com

*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 and www.actia2022.com.

DHR International

OPPORTUNITY PROFILE



St. Louis is the Gateway to the West and an epicenter for global commerce – “perfectly centered and remarkably connected.” Greater St. Louis is the 17th-largest of the nation’s 370 metropolitan statistical areas (MSA). One-third of the U.S. population lives within 500 miles of St. Louis.

The East West Gateway Council of Governments (EWGCOG) is a voluntary association of local governments in the eight-county St. Louis metropolitan region encompassing both Missouri and Illinois, formed in 1965 to address problems that cross jurisdictional boundaries.

The agency is governed by a 24 member Board of Directors, consisting of the area’s chief local elected officials. The agency currently employs 57 staff members. The current annual budget is \$20.9 million with about \$5.1 million devoted to operations. East-West Gateway is recognized by the federal government as the St. Louis region’s Metropolitan Planning Organization for the purpose of regional transportation planning, by the states of Illinois and Missouri as a regional planning commission, and by various federal agencies as the lead planning organization for the area.

Under the policy direction and general guidance of the Board of Directors, the **Executive Director** directs the development and implementation of East-West Gateway’s planning and decision-making activities, including multimodal transportation planning and project selection, environmental planning, regional security planning and resource allocation, and other related activities; the Council also has an extensive research capability and publishes authoritative analyses of the fiscal and economic health of the eight county metropolitan region. The agency also provides extensive technical assistance to local governments in the area through a partnership with the University of Missouri.

East-West Gateway is a highly visible organization in the St. Louis region and is widely covered in the media. The agency’s website, www.ewgateway.org is a good source of information about the agency organization and activities. **Reports available include: Overview of the Current Regional Economy; Where We Stand; Local Development Incentives Report; Great Streets Initiative; and the EWG Annual Report.**



EAST-WEST GATEWAY
COUNCIL OF GOVERNMENTS

Creating Solutions Across Jurisdictional Boundaries



DHR International

OPPORTUNITY PROFILE

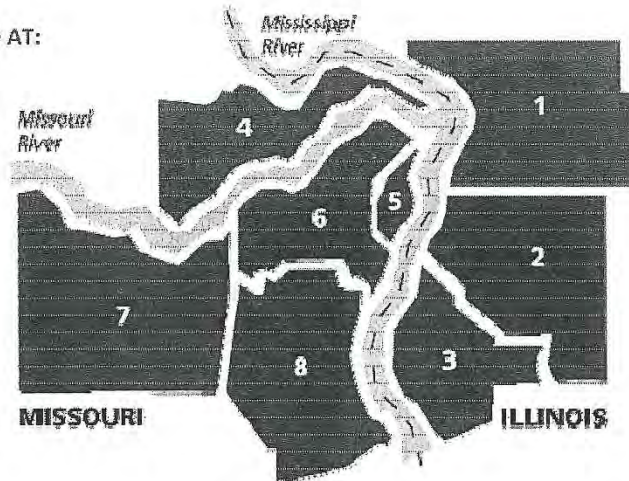
ADDITIONAL DOWNTOWN INFORMATION CAN BE FOUND AT:

St. Louis Regional Chamber & Growth Assoc.
www.stlrcga.org

St. Louis Convention & Visitors Commission
<http://www.explorestlouis.com>

St. Louis Sports Commission
<http://www.stlsports.org>

Citizens for Modern Transit
www.cmt-stl.org



ABOUT THE REGION

Spanning parts of the states of Missouri and Illinois, St. Louis is the 17th largest of the nation's 370 metropolitan statistical areas. Nearly one of every 100 Americans lives in the St. Louis metropolitan statistical area (MSA). We produce more than \$92 billion of the nation's \$10,618 billion in annual Gross Domestic Product. Clearly, what happens in St. Louis is important not only to the people and the firms residing here, but to the nation as a whole.

At the heart of the 16-county St. Louis metropolitan area is the Gateway Region, comprised of the eight counties served by East-West Gateway. These include the City of St. Louis; Jefferson, Franklin, St. Charles and St. Louis in Missouri; Madison, Monroe, and St. Clair in Illinois. Together, these major jurisdictions serve 2.48 million residents -- more than 90 percent of the population and employment base of the larger MSA.

When East-West Gateway was established in 1965, the St. Louis Metropolitan Statistical Area included only seven counties -- five in Missouri and two in Illinois. Agricultural production predominated in the region's outlying counties; with this exception, most economic activity in the region was concentrated in the City of St. Louis and growing suburbs near the urban core. Manufacturing and distribution were our principal economic strengths.

Since then, both the City of St. Louis and the Gateway Region that surrounds it have undergone remarkable change. Slightly less than 14 percent of the region's population lives in the City of St. Louis today and only 25 percent of the region's jobs are located there. The service sector has long surpassed manufacturing as the largest share of economic activity. The Region's modest overall population and employment growth is the product of continuing losses in the core, combined with nearly-explosive growth in some suburban areas.

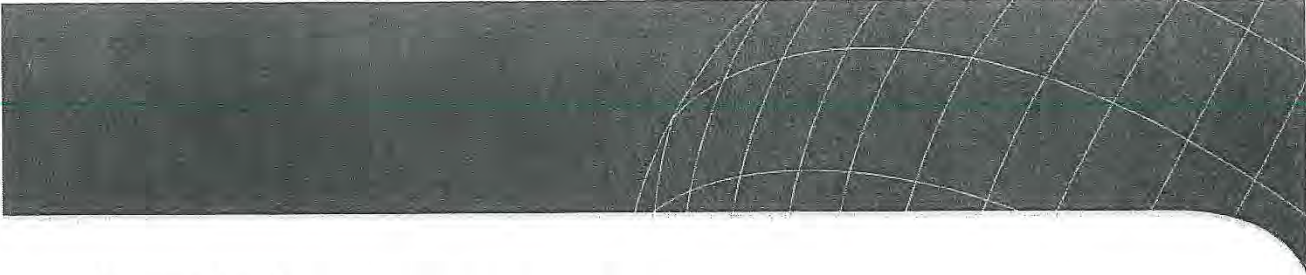
MISSOURI COUNTIES:

- 4 = St. Charles County
- 5 = City of St. Louis
- 6 = St. Louis County
- 7 = Franklin County
- 8 = Jefferson County

ILLINOIS COUNTIES:

- 1 = Madison County
- 2 = St. Clair County
- 3 = Monroe County





DHR International

OPPORTUNITY PROFILE

It is not possible to describe the region as the sum of its individual parts, of course. The present and futures of the region's core, suburban, and rural jurisdictions are intertwined. St. Louis is a dynamic metropolitan-wide economy, where firms and labor markets are linked by a complex transportation network and travel patterns that take workers and suppliers across jurisdictional boundaries many times in the course of a day. Information and computing technologies unheard-of only a few decades ago render our political geography far less restrictive than it used to be to citizens and employers, region-wide.

The Gateway Region has extremely promising assets. We are home to several of the nation's premiere colleges and universities, the foundation of research and knowledge essential to innovation and growth in this global economy. We enjoy a central location with easy access by air, rail, auto, and telecommunications technology to both coasts and our North American neighbors. We have a citizenry who are unabashedly proud of their local communities – we rank near the top in “sense of community” among major metros. Our cost of living is low; our housing is quite affordable to the average family; and we tax at a lower rate than any other metropolitan area around.

We also have considerable challenges. With each decennial Census since 1980, we find that more people are leaving the St. Louis region than moving in. We rank very low among competing metropolitan areas in job growth and in new business starts. We have not attracted the new immigrants that other metros have done in recent decades, and our demographic profile is much less diverse than that of regions that are growing. Economic and racial disparities create chasms within the regional family. Our governmental structure is second in the nation in terms of fragmentation.

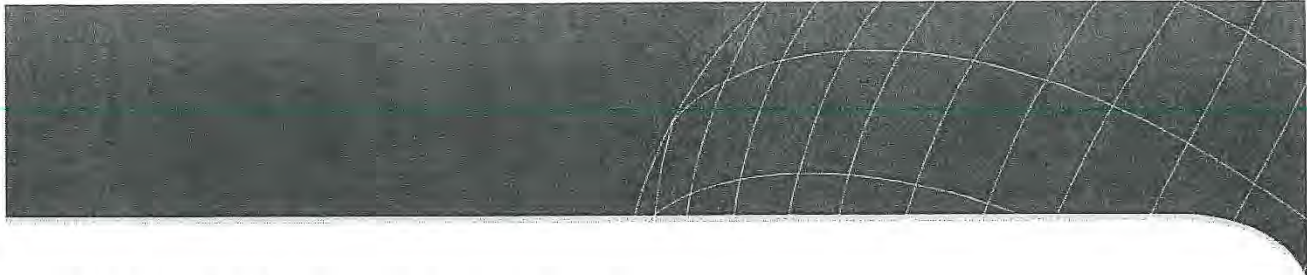
East-West Gateway analysts forecast continuing slow population growth for the region as a whole during the next 20 years, with some level of continuing decline in the core and expansion in the outlying counties. Will this be adequate for the metropolitan area to maintain our position as a national center for population and employment? Will this growth happen in such a way as to preserve and enhance the sense of community that residents value? What will be the physical, fiscal, and governmental infrastructure needed to support future goals? Will we be able to afford it? These are some of the questions that come before the Board and committees of East-West Gateway.

LEADERSHIP AND ORGANIZATIONAL PROFILE

East-West Gateway Council of Governments (EWGCOG) has an opening for an Executive Director. This position reports directly to the Board of Directors.

The Executive Director is responsible for managing the multidisciplinary staff, both providing technical direction and administrative oversight. The position requires knowledge of current regional planning practice and issues, understanding of state and federal planning and capital grant programs, and knowledge of government operations and legislation. In addition, the Executive Director represents the agency before the media, the public, and legislative bodies. The Director should possess strong communication skills, both oral and written. The successful candidate must work in a variety of settings – urban, suburban and rural; public and private-sector; and be comfortable working with high-level elected and appointed leaders at the local, state and federal level.





DHR International

OPPORTUNITY PROFILE

The position requires specific knowledge of transportation, environmental and homeland security funding mechanisms and policies; land use and environmental practices, intergovernmental relationships and contracts, metropolitan planning and programming practices and procedures, relevant legislation, and applied research techniques.

This position requires considerable exercise of personal initiative and independent judgment. The Director must possess outstanding management, administration, budgeting, organization and communication skills and ability to maintain effective working relationships among a broad and diverse group of federal, state and local governmental officials and regional stakeholders.

ORGANIZATIONAL DUTIES AND RESPONSIBILITIES

Note: The listed duties are only illustrative and are not intended to describe every function that may be performed by this job. The omission of specific statements does not preclude management from assigning specific duties not listed if such duties are a logical assignment to the position.

KEY RESPONSIBILITIES:

- Direct and manage staff of 55-60 professionals in carrying out complex and varied planning activities.
- Direct the development of regional transportation policies, plans and programs (the Metropolitan Transportation Plan, the Transportation Improvement Program, Air Quality Conformity Analyses and the Unified Planning Work Program).
- Direct the development of regional security plans and programs (the Urban Area Homeland Security Strategy and related programs and plans).
- Provide leadership in developing appropriate agency responses to emerging regional trends and issues, including crafting research approaches and public policy agendas.
- Advise the Board of Directors, the Executive Advisory Committee and other Council members, on planning and programming matters.
- Review, modify and approve draft and final reports, policies, programs and plans produced by East-West Gateway staff and consultants.
- Draft, negotiate and execute contracts with state and federal agencies and consultants.
- Represent East-West Gateway on various federal, state and regional committees, as needed or desired to complete and foster program goals.
- Represent East-West Gateway at public events, professional associations, hearings and citizen forums; make presentations to civic groups, governmental advisory commissions and boards, appear on radio/television public interest programs, and other forums as required.
- Respond to inquiries from the media, elected officials, area planners and the general public.



OPPORTUNITY PROFILE

SKILLS AND ABILITIES:

- Knowledge of principles of public administration, including personnel, budgeting, strategic planning and organization.
- Comprehensive knowledge of issues affecting metropolitan regions.
- Knowledge of principles and practices of regional planning and policy development.
- Comprehensive knowledge of applicable laws, rules and regulations.
- Ability to effectively communicate complex technical information, orally and in writing, to elected officials, staff, and the public at large.
- Ability to establish and maintain cooperative working relationships with a diverse array of regional agencies and institutions, local governments and individual stakeholders including elected/appointed officials and their staffs, members of the business community, the public safety community and the general public.
- Willingness to attend work related events evenings and weekends.

QUALIFICATIONS:

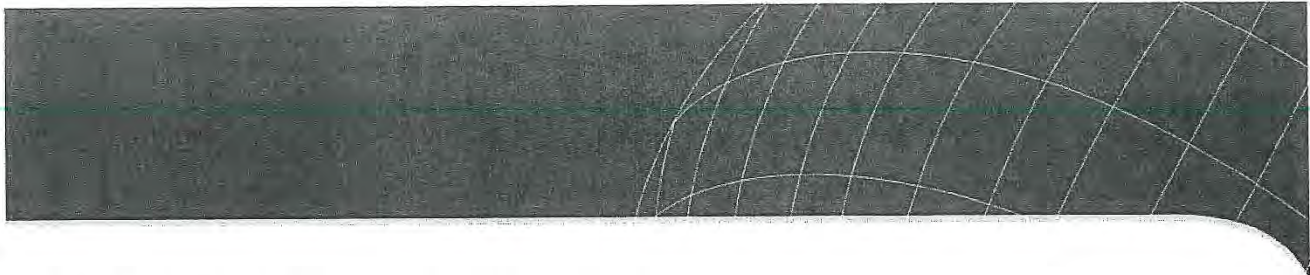
- **EDUCATION** - The ideal candidate will have graduated from an accredited four-year college or university, with major course work or a strong background in public administration, regional planning, engineering, law, management, business administration, or other related field.
- **EXPERIENCE** - Related professional experience with progressively increasing administrative responsibility in a senior management position is required. An advanced degree may substitute for one year of experience. The demonstrated ability to supervise and manage a professional staff in a team environment; to manage finance, budgeting and planning; and to work cooperatively, courteously, and effectively with government agencies, private companies, and the public, is required for this position.

LEADERSHIP COMPETENCIES:

The candidate should possess the following Leadership Competencies:

- **Managing People and Performance** –Manages people to help them achieve full potential and to attain exceptional individual and team performance.
- **Leading and Directing** – Inspires and leads through clear vision and directions, organizing and enabling resources and making critical decisions.
- **Managing and Leveraging Relationships** – Invests in relationships to successfully influence and build shared goals and achieve optimal organizational solutions and results.
- **Communication and Presenting** – Shares ideas and information across diverse audiences and entities to drive organizational performance and effectiveness.
- **Strategic Thinking** – Attuned to changing dynamics facing the organization; leverages sharp organizational acumen to develop opportunities and strategies for organizational success.
- **Analyzing and Deciding/Problem Solving** – Makes sound rational decisions by thoroughly analyzing all aspects of a problem or issue.
- **Planning and Organizing** – Plans and organizes detailed course of action that ensures successful accomplishment of organizational initiatives and objectives.





DHR International

OPPORTUNITY PROFILE

- **Executing for Results** – Drives performance through expert management and execution of organizational plans and activities.
- **Fostering Innovation and Change** – Embraces and promotes innovation and change as a way to enhance personal, team and organizational effectiveness.
- **Maintaining Self Awareness and Impact** – Maintains objectivity about own self; manages impact of self on others, and actively learns from experience to maximize positive impact.
- **Achievement Focus** – Strive to reach challenging work and career goals.
- **Adapting to Change and Stress** – Adapts and responds well to change; manages pressure effectively and copes well with setbacks.
- **Upholding Standards** – Consistently adheres to and upholds clear professional and ethical standards that complement those of the organization.

COMPENSATION:

The salary for this position will be based on the background and experience of the selected candidate.
The Council has an excellent benefit package.

APPLICATIONS:

Nominations and applications, along with a complete resume and four references should be sent to:

Jacob Sullivan

Associate

DHR International

(412) 261-1492 Ext 11

jsullivan@dhrinternational.com

David P. Smith

Executive Vice President and

Economic Development Practice Leader

DHR International

dsmith@dhrinternational.com

APPLICATION DEADLINE: IMMEDIATE OR UNTIL THE POSITION IS FILLED.

Created: October 30, 2009

Approved: October 30, 2009





DVRPC

**DELAWARE
VALLEY
REGIONAL
PLANNING
COMMISSION**

RECRUITMENT PROFILE

EXECUTIVE DIRECTOR

This Recruitment Profile provides background information on the Delaware Valley Regional Planning Commission (DVRPC) and outlines factors of qualification and experience identified as desirable for Candidates for the Executive Director position. The Profile was prepared following discussions and interviews with the Executive Committee of the Commission and key Staff, as well as from a review of written materials relevant to DVRPC and the Executive Director position.

Importantly, this Profile will be used as a guide in the recruitment process, providing specific criteria by which applications will be screened and individuals selected for final interview and appointment consideration.

All inquiries relating to the recruitment and selection process for the Executive Director position are to be directed to the attention of DVRPC's recruitment Consultant:

Robert Beezat, President
The PAR Group – Paul A. Reaume, Ltd.
100 N. Waukegan Road, Suite 211
Lake Bluff, Illinois 60044
TEL: 847/234-0005
FAX: 847/234-8309
www.pargroupltd.com

Submit résumés to: resume@pargroupltd.com

Delaware Valley Regional Planning Commission...Creating Tomorrow Today

The Delaware Valley Regional Planning Commission (DVRPC) has served the Greater Philadelphia, Camden, Trenton area for more than 40 years and it is the federally-designated metropolitan planning organization for the region which works to foster regional cooperation in a nine-county, two-state area. Representatives from city, county, and state agencies work together to address key issues, including transportation, land use, environmental protection, information sharing, and economic development.

The nine-county Philadelphia metropolitan area is the fifth largest in the country, comprised of approximately 4,000 square miles and more than 5.8 million residents. Other important facts about the history and current state of the region are as follows:

- Philadelphia was founded by William Penn in 1682 and laid out in a simple grid pattern, making it the first "planned city" in North America.
- Philadelphia has the nation's largest concentration of people who walk to work.
- Nineteen Fortune 500 companies and 37 Fortune 1000 companies are headquartered in the region.
- One in five physicians in the United States has received training in a Greater Philadelphia medical school or hospital.
- Greater Philadelphia offers three times the national average of engineers, architects, scientists, and computer professionals.
- Eighty percent of the world's largest pharmaceutical companies are headquartered within 50 miles of Philadelphia.

- Over 80 colleges and universities are located in the region.
- Over 11 million people visit the region each year.
- The Port of Philadelphia, run by the Philadelphia Regional Port Authority, is the oldest operating port in the nation.
- The Delaware Valley is the home of many “firsts,” including the first:

- Public Library
- Public Bank
- Stock Exchange
- Art School
- Zoo
- Volunteer Fire Department
- University in America
- Mint
- Art Museum
- Municipal Water System

Mission Statement

Established in 1965, the Delaware Valley Regional Planning Commission provides comprehensive, coordinated planning for the orderly growth and development of the bi-state region. This region includes Bucks, Chester, Delaware, Montgomery and Philadelphia counties in Pennsylvania; and Burlington, Camden, Gloucester and Mercer in New Jersey. As an inter-state, intercounty, and intercity agency, DVRPC advises on regional policy and capital funding issues concerning transportation, economic development, the environment, and land use.

DVRPC's mission is to proactively shape a comprehensive vision for the region's future growth. We will do so by providing technical assistance and services; conducting high priority studies that respond to the requests and demands of member states and local governments; fostering cooperation among various constituencies to forge a consensus on diverse regional issues; determining and meeting the needs of the private sector; and continuing public outreach efforts that promote two-way communication and enhance public awareness of regional issues and DVRPC.



Governance

All activities of the Commission are directed by an 18-member Board which establishes regional policy, defines committee duties, and adopts the annual work program. The Board also appoints the Executive Director upon the recommendation of the 10-member Executive Committee. The Executive Committee oversees general operations and fiscal matters. Members of the Board are the following:

- Pennsylvania Governor's Office
- New Jersey Governor's Office
- Pennsylvania Department of Transportation
- New Jersey Department of Transportation
- Pennsylvania Governor's Office of Policy and Planning
- New Jersey Department of Community Affairs
- City of Chester
- City of Philadelphia
- Bucks County
- Chester County
- Delaware County
- Montgomery County
- City of Camden
- City of Trenton
- Burlington County
- Camden County
- Gloucester County
- Mercer County

In addition to the above voting members, the DVRPC is also comprised of the following fifteen (15) non-voting Member organizations:

State and Regional

- Southeastern PA Transportation Authority (SEPTA)
- NJ Transit Corporation (NJT)
- Delaware River Port Authority (DRPA)
- Port Authority Transit Corporation (PATCO)
- PA Department of Environmental Protection
- NJ Department of Environmental Protection
- PA Department of Community & Economic Development
- NJ Office of Smart Growth
- Regional Citizens Committee

Federal

- US DOT, FHWA (PA Division)
- US DOT, FHWA (NJ Division)
- US Environmental Protection Agency (Region III)
- US Environmental Protection Agency (Region II)
- US Department of Housing and Urban Development (Region III)
- Federal Transit Administration (Region III)

In addition to the voting and non-voting Board Members listed above, the DVRPC has twelve on-going Committees which advise the Board on a broad range of transportation and planning topics. The Committees

provide stakeholders throughout the region the opportunity to participate in developing and implementing plans and programs to benefit the region.

Staffing and Finances

The DVRPC has a staff of 108 full-time equivalent positions. The staffing complement includes a broad range of professional and technical positions as well as administrative support personnel. A functional organization chart is part of this Profile and sets forth the broad range of tasks and assignments carried out by the staff as determined by the Executive Director.

The FY2006 Budget is \$21.2 million. The fiscal year runs from July 1 through June 30. Revenue by funding source for the current fiscal year is as follows: PENNDOT/USDOT: \$9.9 million (47%); NJDOT/USDOT: \$6.3 million (29%); FAA: \$0.3 million (2%) and PA/NJ Local Governments: \$1.7 million (8%); Other: \$3.0 million (14%)

Additional information regarding the Delaware Valley Regional Planning Commission and the area in general can be found at the Commission's website and related links: www.dvrpc.org.

Plans and Programs

The Fiscal Year 2006 Planning Work Program for the Delaware Valley Regional Planning Commission incorporates the planning programs and support activities of DVRPC and its member governments within the nine-county DVRPC region for the period July 1, 2005 through June 30, 2006. It is based on a longer three-year planning effort. The three-year program is developed annually to reflect the region's short-range planning needs.

The DVRPC's long-range plan is entitled *DESTINATION 2030*. It was adopted by the DVRPC Board in June, 2005. A key aspect of the Year 2030 Plan is the concept of Centers. By focusing development within and around existing and emerging centers, more of the region's open space and natural features can be preserved, sprawl development can be curtailed, and a greater sense of community identity can be created. The Plan focuses on the following eight policy issues: economy; environment; transportation facilities; transportation operations; transportation finance; urban revitalization; growth management; and equity and opportunity. As part of the development of *Destination 2030*, DVRPC has been reaching out to the public and numerous stakeholders to help craft a new vision for the region.



DVRPC Offices

Detailed information regarding the FY 2006 Planning Work Program and a draft of the FY 2007 Planning Work Program can be found at the following website: <http://www.dvrpc.org/about/workprogram.htm>. Information about the 25-year plan can also be found at the DVRPC's website listed above.

The elements of the 2006 Work Program capture the essence of the scope of plans and programs led and conducted by the DVRPC.

- **Facilitate Regional Coordination:** Serve as the Regional Forum for a broad range of current and future issues; facilitate public participation; conduct regional and federal policy analysis.
- **Invest in Infrastructure:** Competitive Congestion Mitigation and Air Quality (CMAQ) program; Transportation Enhancements (TE) program; New Jersey Scoping; Transportation Improvement Program (TIP).
- **Strengthen Communities:** Transportation and Community Development Initiative (TCDI) program; Smart Commute; Older Suburbs; Philadelphia Neighborhood Plans.



- **Increase Mobility:** Transit Check (transit voucher program with employers); Mobility Alternatives program; Regional Car Sharing; Bicycle and Pedestrian programs.
- **Limit Sprawl:** Municipal Outreach and Education; Suburban Land Density Strategies; Inventory of Potential Transit-Oriented Development (TOD) Sites.
- **Reduce Congestion:** Congestion Management System; Corridor Studies; Accident Mitigation Program.
- **Grow the Economy:** Quality of Place Promotion; Employment Centers; Team PA; Year 2030 Employment Forecasts.
- **Enhance Accessibility:** Access to Jobs and Environmental Justice; Increasing Intermodal Access to Transit; Goods Movement Program; Affordable Housing.
- **Protect the Environment:** Ozone Action; Tri-County Water Quality Management; Coastal Zone Program; Greenways and Open Space.
- **Analyze and Share Information:** Regional On-Line Information Network; Information System for Transportation Planning; Census 2000 Data; Regional GIS Coordination.

ISSUES AND CHALLENGES

While continuing current and on-going programs as set forth in the current and proposed Work Programs and long-range plans referenced above, the DVRPC expects

to address a number of important issues and challenges in the next several years. Some issues relate to broad policy matters. Some are more specific to particular internal operational, organizational and management matters. The Commissioners are seeking an experienced, professional Executive Director to assist them in analyzing and evaluating these and other issues, and implementing programs which will best serve the region. The following issues and challenges are not listed in order of priority or importance but are set forth to give candidates a sense of the type and scope of issues which the Commission will be addressing. The list is not to be considered as exhaustive, nor should the statements be interpreted as endorsing any particular course of action.

- Continue to raise revenue from existing agencies and organizations and look to broaden the base of funding.
- As new funding and programs are achieved, find ways to increase the local matching funds for the new programs.
- Provide programs and services that meet the needs of member governments, save them money, and take advantage of multi-jurisdictional economic strength and economies of scale.
- Find ways to meld the vision of the Commission with the financial resources available to it now and in the future; leverage the financial coordination role of the DVRPC.
- Look at ways to work with the Board to prudently broaden the Mission of the DVRPC into other program areas which cut across jurisdictional lines and affect the entire region, i.e., aging, homeland security, emergency management, social services, etc.
- Maintain the open, trusting environment that members and staff now enjoy and which contributes to cooperative efforts to achieve Commission goals.
- Mesh the DVRPC vision with that of local cities and counties.
- Work with other RPCs (New York, Northern New Jersey, Wilmington) to make the broader region one of the best areas in the world in which to live, work, and raise a family.
- Raise the profile and public's awareness of DVRPC's programs, goals, and positive impacts on the Region.
- Extend the DVRPC family to include business groups, the Congressional delegation, and other regional organizations in a more formalized and regularized manner.
- Continue to develop the economic development component of the Commission; coordinate economic

development with existing private, not-for-profit, and public organizations.

- Evaluate and utilize electronic communications and data processing technologies and processes to further achievement of DVRPC goals and programs.
- Evaluate the organizational structure and make changes as necessary to ensure maximum effectiveness of personnel skills to achieve Commission goals and objectives now and in the future.
- Look at the possibility of a New Jersey office, particularly if the DVRPC takes on new regional programs and related staff in the years ahead.

EXECUTIVE DIRECTOR DUTIES AND RESPONSIBILITIES

The Executive Director is appointed by the Commission upon the recommendation of the Executive Committee and serves at the pleasure of the Commission. In summary, the Executive Director has the following primary duties and responsibilities:

- Serves as chief administrative officer of the Commission.
- Appoints and removes the Staff of the Commission.
- Proposes and administers an annual budget.
- Submits to the Commission, annually, or more often if required, a status report on the operation of the Commission.
- Administers the formulation of long-range agency objectives and policies for Board approval.
- Directs the conduct of all Commission programs including, but not limited to, public information activities, administrative services, technical studies, and EEO/Affirmative Action Program.
- Performs other duties and may exercise other powers that the Commission or Executive Committee may delegate.

CANDIDATE QUALIFICATION CRITERIA

The following factors of education, experience, management style, and personal traits are considered *ideal* qualification attributes for DVRPC's next Executive Director. The Executive Director will need to possess a background of experience and skills necessary to provide a balance of strong leadership with a collaborative approach to working with elected and appointed officials of cities, counties, townships, and state and federal agencies and legislators. In addition, the ability to work effectively with the business community and a wide variety of organizations and institutions is critical. Pre-

vious regional planning commission and/or COG executive experience is important. Salary for the position will be \$165,000 +/-, negotiable, depending upon experience and qualifications.

Education and Experience

Possession of a baccalaureate degree is required; an advanced degree(s) in planning, public policy, management, political science, public administration, engineering or related fields is highly desirable.

Have a minimum of ten years of progressively responsible, executive-level administrative management experience, preferably in a regional organization which has successfully dealt with regional issues and programs.

Have direct supervisory and management experience of subordinate personnel, preferably in an organization similar in size and scope as the DVRPC.

Have sufficient experience, maturity, self-confidence, and strength of professional convictions to assertively, yet prudently, provide professional insights, counsel, and leadership to DVRPC Commission, Committees, and Staff.

Have knowledge of metropolitan area local government structures, processes, and operations, as well as being familiar with legislative and regulatory processes of state and federal government agencies.

Have the experience and ability to interact successfully and positively in an open, participatory climate,



working effectively with diverse groups represented by elected officials, staff, business, citizens, institutions, and intergovernmental agencies.

Have the ability to identify and propose solutions for regional issues affecting the growth and development of a rural/suburban/urban metropolitan area and provide staff direction for analysis and development of policy recommendations for consideration of the DVRPC.

Have successful negotiation and conflict resolution experience and skills.

Have familiarity with GIS information technology and computer systems as they may be utilized in support of DVRPC's mission and services.

Have knowledge of transportation, modeling, demographic projections, land use, and environmental planning and be familiar with various "smart"/sustainable growth philosophies and strategies.

Be knowledgeable about "cutting edge" innovations relating to regionalism which have been successfully advocated and implemented in other regions of the country.

Have experience developing strategic plans which anticipate future opportunities, issues, and concerns, assisting in development of annual and longer range implementation plans and direction for the organization and the ability to provide a sense of direction to a complex, multi-interest organization.

Have financial management experience, including responsibility for preparing and administering financial plans and budgets and providing appropriate and timely analyses of financial matters to the Governing Board.

Have successful experience with a proven record of positive public relations and media interaction, and together with Board leadership, be comfortable being a primary spokesperson for RPC.

Be capable of supervising the preparation of comprehensive, concise reports and recommendations; be able to translate technical data into "layman's language."

Have sufficient experience to evaluate the DVRPC's

organizational structure, staffing, activities, and operations, ensuring that the organization is properly staffed to carry out policies and plans for the current and foreseeable future.

Have experience and established contacts involving obtaining grants and funds from the state and federal government, corporate or private sources; also, have experience in the selection of technical consultants, and in the negotiation and administration of consulting contracts.

Management Style & Personal Traits

Have a high level of commitment to regional planning and programs and a high level of energy to lead an organization that has a significant impact on a region.

Be entrepreneurial; be able to develop, sell, and deliver customer-based services and products.

Have tremendous vision and be able to translate that vision into practical programs.

Possess "philosophical integrity" which is reflected in making professional recommendations yet being aware of the political environment in which policy and program decisions are made.

Be an outgoing, enthusiastic leader who can quickly earn respect and credibility inside and outside the organization, possessing particular ability to instill confidence and a positive image of the DVRPC and its activities, programs, and services; be capable of increasing the visibility and relevance of DVRPC throughout the region.

Be an articulate and an effective communicator, orally and in writing; someone who is comfortable listening to and talking with a wide spectrum of people and actively seeks a broad range of input from Commissioners, Staff, and other stakeholders.

Be a prudent risk-taker, enthusiastically exploring new ideas and ways of doing things within the Mission of the DVRPC, while maintaining close communication with the Governing Board regarding such ventures.

Have a flexible, facilitative, and open management style and the ability to function effectively in a demand-

ing professional work environment; be willing to devote considerable time to "outside" and "after hours" meetings, events, and activities.

Be accessible to regional community leadership and citizenry, as well as personally initiating "out of the office" contacts throughout the region and interaction with county, city, village, and town officials and personnel.

Be capable of attracting, developing, motivating, and retaining highly qualified professional staff and teams, following a strong team management approach in organizational problem-solving, services delivery and administration of organizational programs, activities and services in a demanding work environment.

Be personally and assertively supportive of affirmative action and equal opportunity, encouraging efforts that increase upward mobility among staff and increase opportunities for minorities and women in DVRPC employment.

Be a role model to Staff, leading by example.

Be a skilled negotiator, one who can represent DVRPC well with all constituencies and contacts, developing alliances and partnerships with other organizations.



Be personally sensitive to and supportive of environmental justice and quality of life concerns and issues.

Have a demonstrated record of unquestioned integrity and trustworthiness.

Be committed to a reasonable tenure with DVRPC.

Have a sense of humor.

PROFESSIONAL ANNOUNCEMENT

The following, or similar, text has been released for insertion in appropriate professional publications and internet sites.

EXECUTIVE DIRECTOR

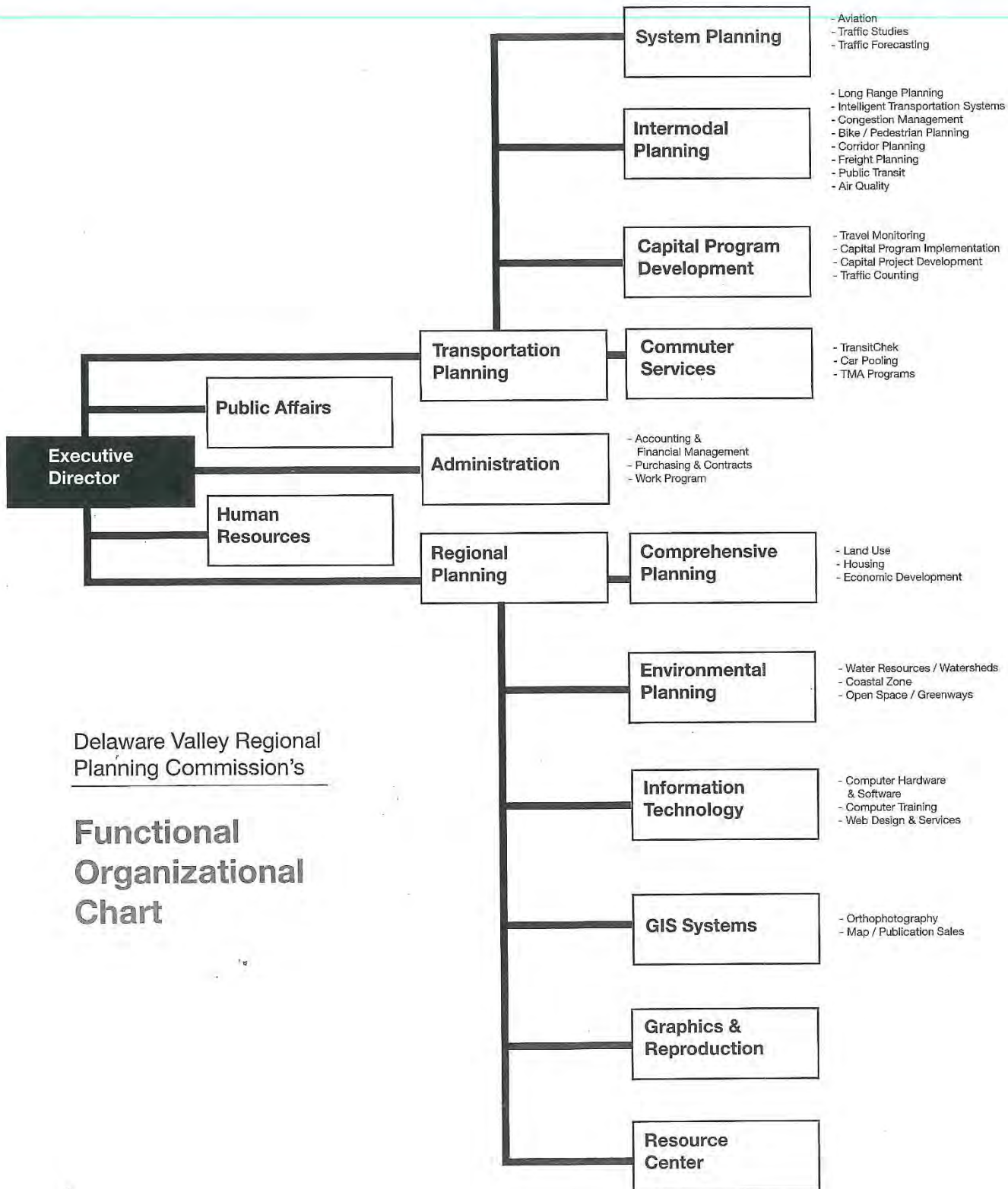
Delaware Valley Regional Planning Commission (DVRPC), a nine-county bi-state Agency headquartered in Philadelphia, Pennsylvania, seeks Executive Director to lead 108 FTE organization with \$21.2 million annual budget to serve an 18-Member Board composed of state, county, and municipal government representatives from New Jersey and Pennsylvania and serving a population of 5.4 million. Current Director retiring after 25+ years of service as Director and 35+ years with the Agency. Strong executive-level manager and administrator with an advanced degree and at least 10 years of progressively responsible experience in the management of a planning or development program in private or public agency required. Knowledge of transportation, land use, environmental protection, and economic development highly important. Ability to manage and implement multiple complex projects/programs and services with delivery in timely manner through seasoned and capable technical staff critical. Excellent oral/written communications, public presentation and interpersonal skills required. Outgoing, energetic, creative, and entrepreneurial style important. Salary \$165,000+/-, depending upon qualifications and experience; excellent benefits. Apply directly to the Commission's Recruitment Consultant: The PAR Group, 100 N. Waukegan Rd., Ste. 211, Lake Bluff, IL 60044. TEL: 847/234-0005; FAX: 847/234-8309; Email: resume@pargroupltd.com. Website: www.pargroupltd.com. DVRPC is an Equal Opportunity Employer.



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Delaware Valley Regional
Planning Commission's

Functional Organizational Chart



**SOUTHERN
CALIFORNIA
ASSOCIATION OF
GOVERNMENTS**

INVITES YOUR
INTEREST IN
THE POSITION OF

**DEPUTY
EXECUTIVE
DIRECTOR**



**BOB MURRAY
& ASSOCIATES**
EXPERTS IN EXECUTIVE SEARCH

DEPUTY EXECUTIVE DIRECTOR

The Southern California Association of Governments (SCAG) is the largest Metropolitan Planning Organization (MPO) and Council of Governments (COG) in the nation. The agency was formed more than 40 years ago when 56 cities and six Southern California counties joined together to fulfill federal inter-governmental planning mandates, including managing a “continuing, cooperative and comprehensive” regional transportation planning process. The SCAG region includes Imperial, Los Angeles, Orange, Riverside, San Bernardino and Ventura counties, and 189 cities covering 38,000 square miles. While the geographical boundaries of the region have remained the same, the social and institutional landscape has changed substantially. Fueling these dramatic regional changes has been a doubling of the population to nearly 20 million people since SCAG’s formation.

Today, the SCAG region has grown to represent the 11th largest economy in the world. It includes five county transportation commissions, five regional air quality management districts, 14 sub-regional councils of governments, many new cities, and several more transit operators. Member agencies include two Tribal Governments and 172 of the 189 cities in the region. As a result, the state and federal governments over the years have expanded SCAG’s original mission by assigning additional regional policy setting responsibilities in the areas of transportation, air quality, housing, water quality, and solid waste disposal planning, among others. Mr. Hasan Ikhata was appointed Executive Director in January 2008 and provides executive leadership and guidance to the organization and works closely with the Executive/Administration Committee and the Regional Council (RC).

Decision-making occurs through SCAG’s Regional Council, a government body composed of more than 80 city and county elected officials and transportation commissioners. The agency also works in close partnership with its federal and state funding partners, the Federal Highway Administration,

The Southern California Association of Governments (SCAG) is the largest Metropolitan Planning Organization (MPO) and Council of Governments (COG) in the nation.

Federal Transit Administration, Federal Aviation Administration, California Department of Transportation, as well as with 14 sub-regional COGs that represent SCAG’s member cities and counties. SCAG is known to be a “window to the world” due to its responsibilities for planning for regional aviation, traffic congestion and air quality, population growth, housing and the movement of goods.

SCAG headquarters is located in bustling downtown Los Angeles in the former, beautifully refurbished, Barker Brothers Furniture Building (818 West 7th Street). For interested candidates, the downtown area offers many housing options as a result of the recent focus on revitalizing the urban core. Additionally, the general area is also known for its cultural venues, sports centers, the LA Live Entertainment complex, garment and jewelry district, high-rise buildings, shopping, tourist attractions, fine restaurants, zoos, and museums. There are also four architecturally acclaimed theater complexes, including the new Walt Disney Concert Hall. Los Angeles is home to such professional sports organizations as the L.A. Lakers, Dodgers, Clippers, Sparks, and the Kings. SCAG is easily accessible by Metrolink train, underground Metro and bus. The 7th Street underground Metro stops across the street from SCAG headquarters.

Mr. Hasan Ikhata has served as the Executive Director of SCAG since January 2008. Mr. Ikhata is leading



a significant transformation in the values and culture of the organization. SCAG is now more than ever a Board driven organization. A problem solving attitude permeates the organization characterized by a desire to assist member organizations. A strategic plan supported by a business plan has been developed and adopted. Under the new organization structure there will be three major groups: Planning and Regional Services, Policy Strategy and Legislation, and Administrative Services.



THE POSITION

The Deputy Executive Director is responsible for managing and overseeing the activities and operations of three departments, Regional and Comprehensive Planning; Planning Methods, Assessment and Compliance; and Regional, Government and Public Affairs. Each department has three divisions. The functional areas include transportation planning, goods movement, transportation finance, comprehensive planning, growth forecasting, data/GIS, environmental planning and EIR's, transportation and activity based modeling, housing needs assessment, Assembly Bill 32/ Senate Bill 375, air quality and conformity, member outreach, Regional Council support and public affairs. The primary focus of this position will be ensuring departmental coordination and the effectiveness of all programs that impact the membership, communicating plans and programs externally with 84 Regional Council members as well as representing the agency.

The Department has a staff of 70 and an operating budget of \$34.9 million.

THE IDEAL CANDIDATE

The ideal candidate will be an effective manager and leader who is focused on serving the needs of SCAG's members. The Deputy will encourage optimization of program products and services. The candidate's vision should be creative and innovative while possessing a regional view of planning and policy issues. The new Deputy Executive Director should possess the

ability to build collaborative relationships with SCAG's members and stakeholders as well as consensus regarding policy issues.

The Deputy Executive Director will be asked to take a critical look at the organization and develop recommendations for optimizing the functions and internal communication and coordination. The new Deputy Executive Director will ultimately be responsible for creating a shared vision among staff holding staff accountable.

Candidates should possess a Bachelor's degree in urban planning, public administration, business administration or a related field and ten years of responsible transportation planning and policy experience including five years of management experience. A Master's degree in a related area is preferred.

The candidate's vision should be creative and innovative while possessing a regional view of planning and policy issues.

THE COMPENSATION

The salary for the position is open depending on qualifications and experience. SCAG offers its employees attractive benefits including:

Lifetime Retiree Medical: Upon meeting the vesting requirements and retirement from SCAG, lifetime medical coverage will be provided

to the employee with a monthly subsidy paid by SCAG provided all CalPERS conditions are met. The current monthly subsidy is \$550 per month.

Insurance Coverage: Employees may choose from two HMO and two PPO CalPERS health plans, two dental plans and a vision plan. SCAG contributes \$800/month towards insurance premiums with the cost difference paid out in cash. Life insurance in the amount of \$150,000 is provided by SCAG. Short-term and long-term disability insurance plans are provided by SCAG.

Retirement: Employees become members of the Public Employees' Retirement System (PERS) 2% at 55 plan. **SCAG pays the employee's 7% contribution.** Match available on 457 deferred compensation plans.

Holidays: A total of 13 paid holidays – 9 designated and 4 floating are provided annually.

Vacation and Sick Leave.

Health and Dependent Care Reimbursement Account: A tax-exempt savings plan is offered to pay eligible expenses associated with parking expenses, health, and dependent care.

Rideshare/Transportation Incentive Program: SCAG provides a monthly subsidy towards bus, vanpool or Metrolink pass, \$35 per month for ridesharing. In order to receive this benefit, employees must utilize one of the listed options at least 13 days per month.

Flexible Time/Modified Work Week: Employees may work a modified 9-80 work schedule, with every other Friday off. SCAG offers a flexible work schedule to allow employees some flexibility on daily work hours.

Car and Parking Allowance Provided



TO APPLY

If you are interested in this outstanding opportunity, please visit our website at:

www.bobmurrayassoc.com

to apply online.

Filing Deadline: Initial review of resumes will occur on December 7, 2009. Candidates are encouraged to apply as soon as possible, however, resumes will be considered until such time as the position is filled.

Following the closing date, resumes will be screened according to the qualifications outlined above. The most qualified candidates will be invited to personal interviews. A select group of candidates will be asked to provide references once it is anticipated that they may be recommended as finalists. References will be contacted only following candidate approval. Finalist interviews will be held with SCAG. Candidates will be advised of the status of the recruitment following selection of the Deputy Executive Director.

If you have any questions, please do not hesitate to call Mr. Bob Murray at:

(916) 784-9080



Executive Director Search – Activities (updated 7-17-12)

Primary Activity	Questions / Matters to Address	Additional Details	Status
Establish Search Committee	Who comprises the Search Committee?	Previous search included Executive Committee and TCC Chair. Board agreed search committee includes the Executive Committee.	Completed May 22, 2012
Establish / Outline a Process	Develop project budget.		Completed June 26, 2012
	Should we include advisors? If so, for what activities?	Palm Coast, Deltona & Volusia County expressed interest. Committee also discussed Peer TPO Director, FDOT, Standing Committee Chairs	TBD
	Review materials	<ul style="list-style-type: none"> • Job advertisement • Project schedule • Salary range • Position Description 	<ul style="list-style-type: none"> • Under review • Ongoing • Completed (7-9-12) • Under Review
Determine need for professional assistance	What activities can be accomplished by staff and what is better handled by a specialist?	<ul style="list-style-type: none"> • Screening Applications • Prescreening candidates • Developing questions and overseeing interviews • Background checks • Employment verification and recommendations • Employment Contract 	Ongoing: awaiting quotes from consultants
Advertising the position	Which publications/sites are suitable for advertising?	<ul style="list-style-type: none"> • AMPO – 1st Month Free, \$20/mo. • NARC – No cost • APA – 4 weeks \$250 (2 weeks \$150) • Local Newspapers • Establish a deadline for responses • Open until filled or deadline for 	
	What info should be posted on our website?	Position Profile	TBD
Interviews	Format?	Questions, exercises, personality assessment	TBD
	Involvement?	Advisors	TBD
Contract Negotiation	Who takes the lead for this?	Contract review	TBD

Tentative Schedule

(Proposed 7-17-12)

Initial Meeting with Consultant	Monday, August 6 th (regularly scheduled meeting date)
Post Job Ads	Tuesday, August 7 th
Update to TPO Board	Tuesday, August 28 th
Deadline for Resumes	Tuesday September 4 th (4 weeks)
Review for Qualifications	September 5 th – 7 th (ID top candidates)
Search Committee Meeting	Monday September 10 th
Pre-screen Candidates	September 11 th -14 th (references, employment history, questions)
Update TPO Board	Tuesday September 25 th
Search Committee Meeting	Monday October 1 st (regularly scheduled meeting date) (narrow to final candidates)
Interviews	October 8 th – 11 st
Search Committee Meeting	October 12 th (post interview discussion - only if necessary)
Recommend to TPO Board	Tuesday October 23 rd
Negotiate Contract	Early November