

THE KALAMAZOO COUNTY TRANSPORTATION AUTHORITY

Invites your interest in the position of:

EXECUTIVE DIRECTOR



ABOUT KALAMAZOO COUNTY

Kalamazoo County is located on the banks of the Kalamazoo River in the southwestern part of Michigan's lower peninsula. It covers 576 square miles and has a year 2010 census population of more than 250,000. The County is well-served by major transportation routes including Interstate 94, U.S. Highway 131 and state highways M-43 and M-96. Kalamazoo is a 2.5-hour drive or a 30-minute flight from Chicago and Detroit. Battle Creek, Grand Rapids and Lake Michigan are within an hour's drive. Indianapolis, Cleveland and Milwaukee can be reached by highway in four hours and Toronto is just a 6.5-hour drive away. Kalamazoo-Battle Creek International Airport offers one-stop commercial passenger and air freight services to major international destinations. Amtrak provides service from Kalamazoo to Chicago, Detroit, Pontiac, Port Huron and Toronto. Greyhound and Indian Trails bus lines serve the area. The Kalamazoo County Transportation Authority, through contract with Kalamazoo Metro Transit, provides line haul and demand/response transportation services to Kalamazoo County residents.

Kalamazoo County's urban core is comprised of the bordering cities of Kalamazoo and Portage. Like larger metropolitan areas, the community is a compilation of smaller neighborhoods that have developed their own unique personalities over time. Kalamazoo County offers a variety of such neighborhoods, each with its own eclectic mix of shopping, working and living space. Nearly 13,000 people live within a one mile radius of the urban core, many in historic neighborhoods featuring beautifully restored housing. Others enjoy modern loft living in condominiums.

The County offers residents highly attractive living choices from active city life to relaxed rural life. Kalamazoo's downtown is vibrant and sets an inviting stage for quality dining, unique shops and galleries, and live entertainment. Portage serves as the main commercial shopping hub for the region and offers a variety of parks, green spaces and trailways. There are fifteen townships within the County. Kalamazoo County has lakes within its boundaries as well as other outdoor recreation, festivals and a variety of other world-class attractions. Lake Michigan is within 30 miles of Kalamazoo County.

Kalamazoo County is a major southwest Michigan business, education, commerce and government hub. Education is a real priority there. Kalamazoo is home to both the 25,000 student Western Michigan University and Kalamazoo College. Western Michigan University is ranked among the nation's top 100 universities.

This community's long standing commitment to innovation and entrepreneurship has fostered the creation of the world-renowned **Kalamazoo Promise** college scholarship program; the Southwest Michigan Innovation Center, a life science accelerator that has launched more than three dozen start-ups; the Michigan Medical Device Accelerator; the \$65 million Southwest Michigan First Life Science Fund, the nation's largest community-based venture fund and First Angels, an angel network providing seed money to young entrepreneurs

The **Kalamazoo Promise** college scholarship program is the first program ever to provide up to 100 percent funding for college tuition for any high school graduate in a public school district. The program, funded anonymously by local philanthropists, provides to students who graduate from Kalamazoo Public Schools up to four (4) years of tuition and mandatory fees for post-secondary education.

Southwest Michigan prides itself as a community famous for its many "firsts" and innovative manufacturing processes. Checker Cabs, Parchment Paper, Upjohn's Pharmaceutical Pill, Shakespeare Rod & Reel, Gibson Guitars and Stryker's Turning Bed Frame were once "Made in Kalamazoo."

Benefiting by its strategic location midway between Chicago and Detroit, southwest Michigan has a 150-year history of leadership in the fields of life science and advanced manufacturing. It is home to Stryker Corporation, Pfizer, Parker Hannifin Hydraulics, Perrigo, Whirlpool, Kellogg and scores of other highly successful companies.

In contrast to other parts of Michigan, Kalamazoo County has experienced a favorable local economic environment for a number of years.

The region has a diversified employment base which provides strength to the local economy. In the last several years, the unemployment rate has reported more positive results than the state or the national rates.

The overall cost of living in Kalamazoo County is nearly 12% below the national average. Housing costs are about 27% below the national average.

Kalamazoo has two major healthcare facilities, Bronson and Borgess. Both have received numerous awards in the healthcare industry.

KCTA MISSION

"To plan and provide Public Transportation throughout Kalamazoo County."

KCTA VISION

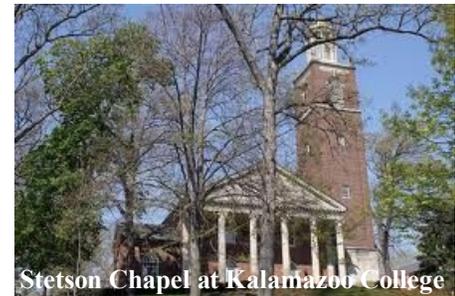
- To provide safe, affordable, convenient, accessible service to all citizens.
- To be a key element in improving the community and the lives of its citizens.
- To enhance economic development.
- To provide connectivity to other transportation options.



ADA Para Transit Van



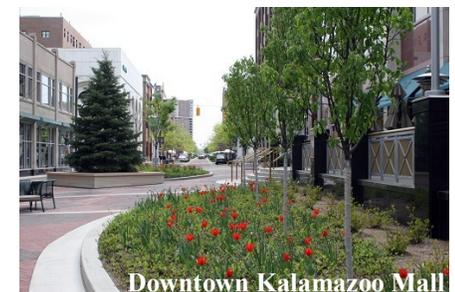
Celery Flats in Portage



Stetson Chapel at Kalamazoo College



Western Michigan University Campus



Downtown Kalamazoo Mall



Bronson Park Fountain in Kalamazoo

ABOUT THE KALAMAZOO COUNTY TRANSPORTATION AUTHORITY

The Kalamazoo County Transportation Authority (KCTA) was created by the Kalamazoo County Board of Commissioners in late 2005. It is governed by a nine-member volunteer board appointed by the County Board of Commissioners. The long term goal for the KCTA is to integrate the public transportation services into a County wide system. The KCTA's initial challenge was to secure funding to stabilize the County-operated Care-A-Van demand response bus service. This was achieved by the successful passage of a two-year County wide millage in the fall of 2006.

In Kalamazoo County, public transportation services are governed, operated and funded by a cooperative arrangement between the KCTA, the City of Kalamazoo and the Kalamazoo Transit Authority Board utilizing available local, state and federal funds. Public and private resources are used to operate the system.

Following the passage of the 2006 millage, the KCTA Board turned its attention to the transition, working with Kalamazoo County government, the City of Kalamazoo, the City of Portage, governmental units throughout Kalamazoo County, the Kalamazoo Area Transportation Study (KATS), and the Michigan Department of Transportation (MDOT) to ensure that all administrative, programmatic and political details were addressed.

The KCTA was formed under Public Act 196 of 1986, a state law governing the establishment of County wide and multi-jurisdictional authorities. A requirement of P.A. 196 is that only one millage rate can be assessed within the Authority's boundaries. In 2008, the KCTA placed a question on the ballot County wide asking for a single millage rate for all residents in the County. This single rate millage combined the KCTA's 2006 millage and the one-year millage levied in the City of Kalamazoo by the City's Transportation Authority Board. The single millage rate was defeated in the 2008 November election leaving the KCTA and the City of Kalamazoo without the needed local funding to operate the bus system. Two millage rates would be required to gain public support. Therefore, in May of 2009, the KCTA set a .4 mil levy County wide that covered the local share of demand response service, fixed route service outside the City of Kalamazoo, and new fixed route service in the City of Portage. The City of Kalamazoo, in turn, sought a .6 mil levy in the City to cover local share for the fixed route service within the City. Both millages were successful.

Since then the KCTA Board has moved aggressively with a multi-faceted effort toward establishing a single County wide transportation system. A major result of this effort occurred this year when the State of Michigan passed special legislation allowing the County Board of Commissioners to create a second P.A. 196 comprised of the same members of the county wide authority.

Public Transportation Services in Kalamazoo County is currently comprised of:

- **Metro Transit Fixed Route Service:** Metro Transit is the fixed-route bus service with 21 regularly scheduled routes operating on 30- and 60-minute frequencies depending on the route and the time of day. The fleet has three sizes of buses all of which operate on ultra-low sulfur bio-diesel fuel.
- **Metro County Connect Demand/Response Service:** This service, created in November of 2009, merged the former MetroVan and Care-A-Van programs.

Metro County Connect provides County wide demand response service including ADA mandated Para Transit service within the urbanized areas.

- **Community Service Vans:** Community organizations, with the help of volunteer drivers, utilize vans, free of charge, to transport riders to appointments and activities.

ISSUES AND OPPORTUNITIES

- Kalamazoo County residents have expressed strong endorsement for a single Countywide integrated public transportation system capable of providing a flexible set of services tailored to the specific needs of (and revenues generated by) different parts of the County.
- KCTA needs to maintain sufficient voter trust and confidence to pass periodic millage rate elections - the next scheduled for May of 2012.
- The KCTA was created in 2005 with the goal to integrate all public transportation services into a County wide system.
- Currently, a portion of the fixed route service is covered by the KCTA contract with the City. Demand/response service is provided by a private vendor under contract with Kalamazoo Metro Transit.
- There is a close working relationship between the Kalamazoo City and the Kalamazoo County political and administrative leadership concerning County wide transportation.
- Legislation was recently signed into law by Michigan's governor which allows for KCTA to have two separate millage rates thus enabling the merger of the now separate Kalamazoo City and Kalamazoo County transit operations into one legal entity (KCTA). KCTA has also acquired *Grant Recipient Status* establishing KCTA as a legally authorized recipient for state and federal transportation funds. This allows the KCTA to *effectively* have two separate millage rates.
- The *Kalamazoo Metro Transit* system, including its rolling stock is in good physical and financial condition. Metro Transit has 121 employees, operates a fleet of 89 vehicles and functions on a current budget of \$15M.
- Kalamazoo County's existing transit system is highly regarded by community leaders and system users.
- Kalamazoo Metro Transit is in the process of completing construction of its expanded and modern new headquarters facility which is adjacent to Kalamazoo's downtown *Transportation Center*.
- Metro Transit's current capital investment program includes the acquisition and installation of a cutting-edge Intelligent Transportation System (ITS). Plans for the ITS include enhanced security, electronic fare box, talking bus and global positioning technology.



Historic Train Station in Kalamazoo

In 2010 a clear path was established for the transfer of the public transportation system to the KCTA by 2013.

The challenge for the KCTA in 2011 will be to recruit and hire a strategic leader for the system and to enhance the governance capacity of the KCTA to assume that responsibility.

ABOUT THE POSITION OF EXECUTIVE DIRECTOR

EXECUTIVE DIRECTOR KALAMAZOO COUNTY TRANSPORTATION AUTHORITY KALAMAZOO COUNTY, MICHIGAN

Job Title: Executive Director

Reports To: Kalamazoo County Transportation Authority Board of Directors.

Summary: The Executive Director is the chief executive and operating officer of the Kalamazoo KCTA and is responsible for all aspects of planning, financing, administration and operation of KCTA's public transit services. The Executive Director shall serve as the KCTA's representative with governmental units, agencies and transit organizations at the local, state, and federal levels. Duties of the Executive Director are to be performed within broad, general policies and plans established by the KCTA Board. The Executive Director has overall responsibility for the organization of subordinate staff including the recruitment, hiring, promotion, development, discipline, evaluation, and delegation of responsibility.

Essential Duties and Responsibilities:

- Is responsible for providing leadership and vision for a successful and efficient County wide public transit system.
- Is responsible for building and maintaining strong working relationships with political and opinion leaders in the County and among the transit system's stakeholders.
- Oversees the transition of the system from the City of Kalamazoo to the KCTA.
- Oversees and monitors performance of the transit system operation on an ongoing basis relative to established performance objectives and the adopted budget, and institutes necessary programs and actions to maintain high service quality.
- Oversees and monitors performance of the KCTA's administrative functions and institutes necessary programs and actions to improve efficiency and quality of work being performed.
- Implements short and long-range plans for public transportation developed in collaboration with the KCTA Board.
- Develops, analyzes and reports performance indicators to measure overall system performance against established standards.
- Prepares an annual operating budget and any budget amendments for Board review and approval and administers all KCTA services and activities within the budget adopted by the Board.
- Develops and administers the service plan, including established service priorities, and reports periodically to the Board on the status of service relative to the service plan and the adopted budget.
- Oversees and maintains all required planning documents, including preparing capital improvement plans, and presents such plans for Board review and approval when necessary.
- Oversees and administers all capital, operating, demonstration, planning and other government grants available to the KCTA in a manner which complies with requirements and ensures timely grant approvals and program implementation.
- Administers all Purchase of Service Agreements in which the KCTA may be involved and ensures that all aspects of the agreements are complied with in a timely and effective manner.
- Establishes, modifies and maintains the organizational structure that best assures that the KCTA effectively accomplishes its mission.
- Oversees the recruitment, hiring, career development and organizational structure of the subordinate staff. Conducts periodic evaluations, establishes appropriate salary levels and recommends career training programs where necessary.

- Administers personnel matters for all employees consistent with the appropriate personnel procedures manual and collective bargaining agreement. Oversees the KCTA's Affirmative Action Program and Disadvantaged Business Enterprise Program and reports to the Board periodically on the status of those programs.
- Represents the KCTA at meetings with governmental units, elected bodies, various planning and coordination groups, associations, study committees and professional societies for the advancement of public transit at the local, state, and federal levels.
- Oversees the maintenance and security of the KCTA's capital assets including land, structures, and equipment.
- Oversees the annual marketing plan and implements the plan consistent with the marketing goals and approved budget.
- Prepares the Board and Committee agendas and approves the preparation and distribution of supporting materials for Board meetings.
- Attends all Board and Committee meetings and Executive Sessions and assists Board Chair with the preparation of the Board Agenda and distribution of supporting materials for Board meetings.
- Performs other duties and assumes additional responsibilities as may be determined appropriate by the Board or as may be required by law for the ongoing functioning of the KCTA.

Supervisory Responsibilities:

The Executive Director has overall responsibility for the organization and carries out supervisory responsibilities in accordance with the organization's policies and applicable laws. This position directly supervises the Deputy Director and the Administrative Assistant.

Required Skills and Ability:

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The components listed below are representative of the knowledge, skill, and/or ability required.

- Demonstrated ability to build strong working relationships with community leaders and stakeholders.
- Ability to direct, plan, coordinate, lead and motivate.
- Oral and written communication ability; excellent command of the English language.
- Developed interpersonal skills to deal with a variety of personalities.
- Ability to memorize and attend to detail.
- Budgeting.
- Negotiation skills.
- Maintain strict confidentiality.
- Read and carry out complicated written instructions and interpret technical data.
- Analytical/problem solving ability.
- Ability to work on multiple concurrent tasks, with frequent interruption.
- Work under frequent stress.

Education and/or Experience:

B.A. or B.S. Degree, preferably in Business Administration, Public Administration, Urban Planning or related field. Masters Degree preferred.

Minimum of five years of management experience in the transit industry (or significant management experience).

Demonstrated ability to communicate effectively with a policy board, elected officials, news media, and the general public at all levels of an organization.



Welcoming Fountain in Downtown Kalamazoo

COMPENSATION & HOW TO APPLY

Salary and Conditions of Employment:

Salary will be commensurate with background, experience, and ability as determined by the KCTA. Employment in the position is at the pleasure of the Board and is maintained through a mutually negotiated employment agreement.

To Apply:

Please send your cover letter and resume, with present salary, by *October 3, 2011* to:

Robert E. Slavin, President

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