



TRI DELTA TRANSIT

Eastern Contra Costa Transit Authority
801 Wilbur Avenue • Antioch, California 94509
Phone 925.754.6622 Fax 925.757.2530

Personnel Committee Meeting

Wednesday January 26, 2022

4:00pm

ECCTA Boardroom

801 Wilbur Avenue, Antioch, CA 94509

Consistent with Contra Costa County Health orders, and in accordance with California Government Code Section 54953(e) concerning teleconference meetings, this committee meeting will be held via teleconference, using the Zoom video conferencing system. The ECCTA Boardroom will not be open to the public.

- Members of the Committee can attend the meeting from a laptop or a phone or in person.
- Members of the public can attend the meeting from a laptop or a phone.

Click to join Zoom Meeting:

<https://zoom.us/j/99420999810?pwd=d0NlVDdSYjhUQWJyclJjOHdWMG1RUT09>

OR

Go to: <https://zoom.us/join>, then enter meeting ID: 994 2099 9810. Then click join. Then enter passcode: 571719

OR

Dial: 1 669 900 6833 US
Meeting ID: 994 2099 9810

FY 2021-22 Personnel Committee Members:

- Ken Gray, chair
- Shanelle Scales-Preston
- Monica Wilson
- Diane Burgis

AGENDA

1. Call to Order: Chair Ken Gray
2. Public Comment
3. CEO's Report
4. Discussion of Recruitment Process for Chief Executive Officer
(see attachment)

Staff Report to ECCTA Personnel Committee

Meeting Date: January 26, 2022

Agenda Item: Discussion of Recruitment Process for Chief Executive Officer
Agenda Item #4

Lead Staff: Jeanne Krieg, Chief Executive Officer 

Background

After earning my Bachelor of Science in Business Administration and my MBA, I pursued a career in sales and marketing. I spent 14 years in various positions with increasing responsibility, eventually becoming the national sales manager for a major publisher. My husband and I decided to start a family so I sought a position closer to our home in Oakley (I was commuting to St. Louis, Missouri). I landed a marketing job at Tri Delta Transit in January 1991. The agency – and the industry -- immediately became home. I was employee #5 at the small agency and worked hard to learn as much as I could about the agency, the communities it serves, and the industry. As I learned and grew, I took on additional responsibilities. When my predecessor left the agency suddenly in May of 1995, the ECCTA Board of Directors appointed me to the position of Interim General Manager. In September of 1995 they appointed me to the position of General Manager. In September of 2001, the Board of Directors changed my title to Chief Executive Officer.

Over the past 31 years, I have been honored to work with hard-working professionals who are focused on making Tri Delta Transit's services the best they can be. As a team, we have faced many challenges, embraced changing technology, and developed a financially healthy vibrant organization. Along the way, I have enjoyed the guidance and support from the members of the Board of Directors. I have worked with 55 individual board members over the years – some for a short time and others for several years. Without exception, each has contributed to the success of Tri Delta Transit.

Taking into consideration my age, my husband's age, my role as a grandmother to four growing boys, I made the difficult decision to retire from my position of Chief Executive Officer effective February 2023.

Personnel Committee

In April 2003, the Board of Directors decided to discontinue conducting committee meetings. At that time, there were three standing committees:

- Marketing & Operations (met monthly)
- Administration & Budget (met monthly)
- Personnel (met on an as-needed basis)

The board members determined that it was wasteful to ask each board member to discuss each agenda item twice.

The bylaws allow the Chair to call a committee meeting when necessary. Chair Gray asked that the Personnel Committee be convened to discuss options for the recruitment of ECCTA's new Chief Executive Officer. Traditionally, the members of the Personnel Committee are the current chair and the three previous chairs.

Considerations

- With the support of the Board of Directors and Tri Delta Transit staff members, I have been very active in the transit industry. My current positions include the California Transit Association Executive Committee and Small Operations Committee, the American Public Transportation Association Executive Committee and various other committees, and the Transportation Cooperative Research Program oversight board (currently serving as vice-chair). My involvement in various organizations has benefitted the agency in many ways. Additionally, I have established a vast network of transit colleagues.

- There are three main executive recruiting firms that specialize in the transit industry:
 - KL2 Connects
 - Krauthamer & Associates
 - Harris Rand Lusk

I have contacts at each of these firms so made informal inquiries about the approximate cost to recruit for ECCTA's CEO position and discovered the cost to the agency will be at least \$100,000.

- Tri Delta Transit is a well-known, highly respected, financially stable, award-winning transit agency. It would be an attractive opportunity for an individual who wants to move into a CEO role. It would also be an attractive opportunity for an individual who wants to make a "big splash" so they can move on to a bigger agency, using Tri Delta Transit as a stepping stone.
- The consequences of every decision I have made over the past 31 years have been mine to live with. While some flashier decisions COULD have been made, I have always chosen to keep the agency financially stable, protecting the employees and the service by making decisions that were sustainable.
- There are many challenges and opportunities to come and I am certain that Tri Delta Transit will continue to thrive with a person in the leadership role that will focus on the long-term health of Tri Delta Transit.

Time Frame

To assure a successful and smooth transition, the new CEO should start working with me in July. That individual will be required to get up to speed quickly, assess the staff, and recruit a Chief Operating Officer (Steve Ponte is also retiring in early 2023).

Options

- Contract with a recruiting firm, directing them to conduct a nationwide search and present candidates to the Personnel Committee or to the full Board of Directors. The full Board of Directors would make the final decision.
- Direct me to conduct a nationwide search and present the final candidates to the Personnel Committee or to the full Board of Directors. The full Board of Directors would make the final decision.

(NOTE: I spoke with General Counsel Ben Stock who says either approach is acceptable. He also indicated that, if the Board of Directors opts to hire an executive recruiter, ECCTA is not required to publish an RFP.)

Requested Discussion

The committee's recommendation will be included in the staff report for discussion by the full Board of Directors during the February meeting.

Attached:

- Chief Executive Officer job description
- Proposed job announcement

Chief Executive Officer

January 2022

DESCRIPTION:

Under direction of the Board of Directors:

- Manage the activities of the Eastern Contra Costa Transit Authority
- Exercise responsibility for all staff work in support of the Board of Director's functions
- Conduct studies and prepare reports and recommendations
- Present information and advice to the Board of Directors
- Act as Secretary to the Board of Directors and attend all meetings
- Direct and evaluate the work of staff and consultants
- Represent the Board of Directors before public and private bodies
- Perform related duties as required by the Board of Directors

MINIMUM QUALIFICATIONS:

Education:

Completion of Bachelor's Degree or equivalent in an appropriate discipline such as transportation planning, urban and regional planning, public administration, business administration or a closely related field. Master's Degree desired. The agency may choose to accept substitution of experience for some portion of the education requirement.

Experience:

At least five years of increasingly responsible experience in transit operations, planning, research or marketing. A significant portion of the experience must have been in a supervisory or management role.

Knowledge:

- Management principles and techniques
- Planning principles and techniques
- Finance and budget principles and techniques
- Federal and state grant laws and regulations
- Funding sources
- Grant application procedures
- Public transportation regulations
- Public transportation operations and maintenance
- Program development
- Principles of contract management

Skills:

- Effective, influential, and persuasive verbal and written communication
- Analytical aptitude

Chief Executive Officer

January 2022

(continued)

- Plan and manage work within time and budget limitations
- Lead and motivate staff
- Work effectively with contractors
- Relate effectively to the public
- Analyze problems, identify creative alternative solutions, project consequences of proposed actions, and implement recommendations in support of agency goals
- Engage the Board of Directors in the policy-making functions of the operation

EXAMPLES OF DUTIES:

- Direct research and production of studies for purposes of assessing community transit needs.
- Direct the preparation of short- and long-range plans and programs designed to meet these needs.
- Formulate recommendations affecting transit service policies.
- Develop supporting information and data to substantiate recommendations for policies, programs and plans.
- Direct the preparation of annual operating and capital improvement budgets.
- Develop information concerning alternative state and federal funding sources.
- Direct the preparation and submittal of grant applications.
- Direct submission of Federal Transit Administration and other governmentally required reports such as NTD, DBE, Title VI, and EEO.
- Ensure compliance with local, regional, state, and federal environmental regulations, including program development and reporting.
- Develop, direct, and implement programs and services for the disabled, senior, and minority populations ensuring compliance with civil rights regulations including the Americans with Disabilities Act, Title VI, etc.
- Ensure compliance with all clean air requirements.
- Negotiate, administrate, and evaluate transit service contracts.
- Monitor and evaluate transit services. Develop recommendations to improve quality and productivity.
- Keep informed about legislation, laws, and regulations that affect ECCTA and public transportation.
- Represent ECCTA in contacts with other operators, the Metropolitan Transportation Commission, and the Contra Costa Transportation Authority.
- Represent ECCTA in the communities served by ECCTA.
- Work to increase coordination of fares, schedules, and operating policies with other operators in the Bay Area.
- Direct and evaluate the work of staff and consultants.
- Direct employee evaluation, hiring, and disciplinary actions.
- Develop committee and Board of Director agenda packages. Attend all committee and Board of Director meetings.
- Assume other responsibilities as assigned by the Board of Directors.



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JOB ANNOUNCEMENT

Eastern Contra Costa Transit Authority, also known as Tri Delta Transit, is seeking a full-time Chief Executive Officer to lead the organization

The successful candidate must have at least five years of increasingly responsible experience in transit operations, planning, research, or marketing. A significant portion of the experience must have been in a supervisory or management role. Completion of Bachelor's Degree or equivalent in an appropriate discipline such as transportation planning, urban and regional planning, public administration, business administration or a closely related field. A Master's Degree is desired. The agency may choose to accept substitution of experience for some portion of the education requirement.

The Agency

Eastern Contra Costa Transit Authority (ECCTA) was formed in 1976 as a Joint Powers Agency (JPA) under the provisions of the California Joint Exercise of Powers Act by the cities of Antioch, Brentwood, Pittsburg, and the County of Contra Costa. After Oakley became a city in 1999, the JPA was restated to admit the City of Oakley as a member of ECCTA.

ECCTA is governed by an eleven-member Board of Directors composed of two appointed representatives from each of the JPA member jurisdictions and a single member-at-large selected by the other ten board members on a biennial basis.

The FY22 operations budget is \$27.6 million and the capital budget is \$15.4 million. There are 37 direct employees in the maintenance and administrative departments and 180 contracted employees in the operations department.

ECCTA provides fixed route, paratransit, NEMT, and microtransit bus service. Fifteen fixed routes are operated Monday – Friday and five routes are operated on weekends and holidays.

The Community

Eastern Contra Costa County is located approximately 40 miles east of San Francisco, California. ECCTA's service area is 225 square miles with a population of 315,000.

Compensation

A comprehensive benefit package that includes medical, dental, vision, life insurance, long term disability insurance, and deferred compensation is provided. The starting salary is \$200,000 +/- commensurate with knowledge, skills, and experience.