



**HOUSTON METRO
PRESIDENT AND CHIEF EXECUTIVE OFFICER**

ABOUT METRO:

The Metropolitan Transit Authority of Harris County (or Houston Metro or METRO) is a public transit agency based in Houston, Texas. METRO's mission is to provide safe, clean, reliable, accessible and friendly transportation services to a diverse population. Utilizing light rail lines and an expansive bus network, METRO moves people to jobs, health care, education, recreation and more. Beyond bus and rail, its services include curb to curb shuttle service, curb to curb paratransit service and vanpool service in various communities.

METRO's service area covers over 1,300 square miles and provides transportation services to the City of Houston, major portions of unincorporated Harris County and 14 smaller, surrounding cities known as multi-cities. It serves the region's major employment centers and residential neighborhoods and is a vital partner in welcoming visitors, promoting safety and helping with natural disasters. METRO has a nine-member Board of Directors comprised of five members appointed by the City of Houston and four by Harris County and the Multi-Cities.

METRO opened for business in 1979, inheriting a company called HouTran with a bus fleet in disrepair and service that was unreliable. During the 1980s, improvements were made and the system became increasingly safe, clean and reliable. Ground was broken on METRO's first rail line in March 2001. That line remains part of what is now known as the Red Line. In 2019, Houston-area voters overwhelmingly (70%+ approval) approved the METRO Next Moving Forward Plan. It includes expansions across several types of transportation with 500 miles of travel improvements, along with investments in service and accessibility. Currently, Metro's operating budget is just over \$850 million and embarking on its largest ever capital expansion project with an estimated project value of \$7.5 billion.

Houston is the most populous city in Texas, and it is the fourth-most populous city in the United States. Since the late 19th century, Houston's economy has had a broad industrial base in energy, manufacturing, aeronautics and transportation. It has the second-most Fortune 500 headquarters of any U.S. municipality within its city limits and is recognized worldwide for its energy industry, particularly for oil and natural gas, as well as for biomedical research and aeronautics.

The City holds many large annual events showcasing Texan culture such as the Houston Livestock Show and Rodeo, Houston Auto Show and Houston Art Car Parade. Houston is also a diverse city with a large and growing international community. The City's food scene is highly regarded with many food halls and regional highlights such as Tex-Mex, Louisiana Creole, Barbecue and more. Houston has a high concentration of performance halls, museums and educational centers such as NASA's Lyndon B. Johnson Space Center. Sports are also important to the City with world class teams for every professional league and large downtown stadiums. These attractions draw many new people each year to visit or move to Houston.

SCOPE AND RESPONSIBILITIES:

The President/CEO will manage an agency that is about to embark on its largest ever capital expansion program



while continuing to remain focused on providing an excellent trip experience for its customers on a system that must stay focused on being well maintained, clean, safe, reliable and affordable.

Reporting to METRO's nine-member Board of Directors, METRO's President/CEO will be responsible for providing overall leadership, vision and direction for the organization including Operations, Administration, Communications, Engineering and Construction, Planning, Finance, Legal, Audit, Special Projects, Human Resources, Government Affairs, Innovation and Procurement. Additionally, the President/CEO serves as METRO's representative with governmental agencies, transit and professional organizations, METRO's customers and the public.

METRO's President/CEO must lead the agency and work with the Board and its employees to provide solutions that meet the needs of its riders and stakeholders. The President/CEO must become an integral part of the community and form relationships with a wide variety of stakeholders in order to achieve support in its efforts to expand the system. METRO's employees and the Board are committed to working together to provide the highest level of customer service to ensure that METRO operates one of the most efficient, customer-centric transit services in the nation.

The ideal candidate will have a proven track record of successfully managing a large, complex and diverse organization that strives to provide the highest quality of service to its riders. Additionally, this individual will have strong financial management, operations, strategic planning, public relations, community relations and governmental relations skills. Additionally, candidates will ideally have experience leading public transit agencies who have navigated large complex capital expansion projects, obtained federal funding for transit programs and identified and successfully delivered public-private partnerships for transit agencies while managing on-going operations. METRO is well positioned financially. However, given its large capital commitments, on-going state of good repair initiatives and other programs, METRO will need to identify creative funding solutions in order to provide high quality, safe, accessible and reliable services to the region.

Essential duties and responsibilities of METRO's President/CEO include:

MANAGEMENT LEADERSHIP:

- Manage a multi-modal, complex, customer-centric, quasi-governmental organization with an emphasis on safety, security, accessibility, affordability, equity and on-time performance.
- Foster, instill, promote and maintain a customer-centric culture that embraces diversity, multiculturalism, inclusion, equity and equality at all levels of the organization.
- Work closely and collaboratively with the Board to develop goals for METRO's team to implement.
- Develop strategic goals, objectives, policies and operating plans and direct the day-to-day operations of METRO in accordance with established Board policy and applicable laws.
- Oversee, review, evaluate and direct METRO's policies and procedures and make recommended changes as needed to ensure ongoing effective execution on these initiatives.
- Focus on maximizing the ROI on METRO's assets including real estate to develop transit-oriented development projects in collaboration with the private entities through public-private partnerships.
- Develop, review and submit to the Board an annual budget.
- Ensure that adequate plans for the future development and growth of METRO's services are prepared and participate in their preparation; periodically present such plans for general review and approval by the Board of Directors as required by applicable laws and Board policy.



- Analyze operating results of METRO and its principal components relative to established objectives and ensure that appropriate steps are taken to correct unsatisfactory conditions.
- Ensure the adequacy and soundness of METRO's financial structure; review projections of METRO's operating and capital grant requirements; negotiate and and/or otherwise arrange for outside financing that may be indicated. At specified intervals, present proposed operating and capital expenditures budgets for review and approval by the Board of Directors.
- Provide excellent customer service to METRO's internal and external customers.
- Work with community partners to improve safety, reduce crime, homelessness and drug use on transit.
- Oversee and manage a large and complex budget including an operating and capital budget.
- Identify additional sources of revenue and funding for operations and future capital programs.
- Make data driven decisions for opportunities for cost reduction and increased efficiencies without compromising service or employee satisfaction through various financing options including public private partnerships.
- Promote and develop innovative and equitable solutions to first- and last-mile challenges.
- Remain current on new industry trends, methods and technology by attendance at seminars, meetings and membership in industry, technical, professional associations and similar groups.
- Promote a safety awareness culture and follow safety procedures in an effort to reduce or eliminate accidents.

INTERNAL RELATIONSHIPS:

- Provide primary managerial direction and perform personnel administrative functions of direct report staff, enhancing productivity of staff and ensuring that necessary department outcomes are achieved.
- Hire, mentor/develop, evaluate, coach/counsel, and when necessary, terminate personnel according to established policies, procedures and guidelines including Equal Employment Opportunity/Affirmative Action ("EEO/AA") program goals and objectives.
- Establish and maintain healthy working relationships and treat all employees (represented and non-represented) fairly and foster an open, collaborative, positive, professional and safe work environment.
- Ensure strong and positive communication and working relationships throughout the organization.
- Oversee the safety and METRO police departments to ensure the highest level of safety and security for METRO's customers and employees.
- Encourage, empower and challenge METRO's team to think "outside the box" and offer rider-centric solutions that are innovative, effective, efficient and properly respond to rider needs.
- Provide leadership to encourage employees to take initiative and develop within the organization.
- Ensure the adequacy and proper utilization of the services provided by staff units and resolve conflicts arising between operating groups, staff units and other elements.
- Plan for the development of personnel resources within METRO and maintain programs which will encourage successful future management.
- Take action to promote and advance METRO's EEO/AA program goals and objectives, Disadvantaged Business Enterprise and Americans with Disabilities Act plans. Ensure that METRO's hiring programs and work environment remains fair, equal and non-discriminatory.

EXTERNAL RELATIONSHIPS:

- Be present, visible and engaged in the community in order to build trusting partnerships throughout the region.



- Build partnerships and work effectively and persuasively with elected officials, local, state and federal agencies (including the Federal Transit Administration and Federal Railroad Administration), the business community, organized labor, faith-based community, disabled community, public constituencies, education and health leaders, the media and other stakeholders.
- Develop and maintain a strong working relationship with TXDOT and local and state organizations and utilities to improve outcomes of existing and future service.
- Respond with sensitivity to the concerns and interests of a culturally, politically and socio-economically diverse community and work force.
- Preserve METRO's strong standing within the American Public Transportation Association ("APTA") and leverage APTA as needed to further promote METRO's interests.
- Implement solutions that strive to meet the needs and expectations of various stakeholders even when those needs may be in conflict with each other.
- Continue to advocate and present ideas for expanded regional service beyond the current service territory.
- Promote and encourage opportunities to attract choice riders to utilize METRO's services to increase ridership.
- Meet with and listen to choice and dependent riders, as well as front line employees to obtain input and feedback on changes and improvements that can be considered by management to ensure that METRO is delivering high quality rider-centric transit services.
- Promote METRO, its offerings and benefits to the community in order to maintain existing ridership and attract new riders.
- Use technology and other means of communication to promote METRO and keep riders and stakeholders abreast of any service changes, disruptions or new service offerings.

BOARD OF DIRECTORS INTERACTION:

- Develop a strong working relationship with METRO's nine-member Board, including keeping the Board informed of all pertinent information that is both positive and negative and maintaining effective two-way communication.
- Work closely with the Board and its subcommittees on all matters relating to METRO's operations and capital programs.
- Be ready and prepared to answer tough questions and find commonalities amongst a divergent group of interests in order to find a clear path forward.
- Prepare a variety of documents and reports for Board review such as, but not limited to, cash flows, activity reports, status reports, on-time performance reports, state of good repair and capital programs reports, budgets, resource allocation and trend analyses.
- Assist and advise the Board in its policy and planning responsibilities to help generate short- and long-term transit objectives and keep the Board abreast of progress in implementing these objectives.
- Implement Board policy via actionable management plans and provide strategic direction to senior management that will enable the effective execution of these plans.
- Engage, collaborate and partner with Board members to advocate on behalf of METRO with elected officials at local, state and national levels to ensure that METRO continues to demonstrate its commitment to quality service, expansion of service, increased mobility, regional economic growth and sustainable development.
- Work with the Board to establish annual goals identifying the Board's priorities within the annual work plan.



PERSONAL ATTRIBUTES:

- Proven leadership skills which include being:
 - A unifier, integrator and team builder;
 - A problem solver and visionary;
 - A mentor and motivator; and
 - A creator of productive partnerships with appropriate parties.
- Highly professional, mature, honest, trusting, approachable and personable individual.
- A consensus builder who treats all employees with respect.
- Treat all employees fairly and equally, welcome all ideas and team collaboration and a positive internal culture of unity and solidarity.
- Excellent interpersonal communication, presentation and writing skills.
- High energy level, sense of urgency with maturity, integrity and ethics above reproach.
- Intelligent, persuasive, creative, visionary strength to solve complex problems.
- Strong financial management skills.
- Ability to think “outside the box” and adapt to address new and unforeseen challenges.
- Strategic manager and leader with excellent team building, problem solving and conflict resolution skills.
- Executive leader who embraces diversity, equity, equality, multi-culturalism and inclusion.
- Verifiable track record of developing and maintaining strong relationships with riders, elected officials and other stakeholders.
- Demonstrated ability to unify an organization and its employees during complicated and uncertain times.
- Innovator who will find solutions to customer needs that are economical, sustainable and equitable.
- Proven ability to leverage technology, improve rider service, increase operational efficiencies, achieve bottom-line results and reduce bureaucracy and waste.

REQUIRED EDUCATION AND EXPERIENCE:

The successful candidate will have a minimum of fifteen (15) years of progressively responsible general management experience in a public transit agency including a minimum of ten (10) years directing senior-level staff involved with daily operations and administration functions. Candidates with similar experience in a private or public organization will also be considered. A Bachelor’s degree from an accredited college or university is required and an advanced degree in management or other professional certification is highly desired. An equivalent combination of related education and experience may be substituted for these stated minimums qualifications excluding High School Diploma, GED, Licenses or Certifications.

TO APPLY:

For more information or to submit a cover letter and resume, please contact Gregg A. Moser at gmoser@kapartners.com.