



RECRUITMENT PROFILE

DIRECTOR OF CHARLOTTESVILLE TRANSIT CITY OF CHARLOTTESVILLE, VIRGINIA

This Recruitment Profile outlines factors of qualifications and experience identified as necessary and desirable for Candidates for the Director of Charlottesville Transit position to possess and provides background information on the community and City of Charlottesville.

Importantly, this Profile will be used as a guide in the recruitment process, providing 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 Director of Charlottesville Transit position are to be directed to either Assistant City Manager Leslie Beauregard at 434-970-3105, beauregard@charlottesville.org, or Galloway Beck, Human Resources Director, at 434-970-3492, beck@charlottesville.org.

COMMUNITY BACKGROUND



The City of Charlottesville is located in West Central Virginia, approximately 100 miles southwest of Washington, D.C. and 70 miles northwest of Richmond, Virginia. Situated within the upper Piedmont Plateau at the foothills of the Blue Ridge Mountains and at the headwaters of the Rivanna River, Charlottesville was established as a town in 1762 by the Virginia General Assembly and was incorporated as an independent city in 1888. As a result of eight annexations, the most recent of which was in 1968, the City is 10.4 square miles.

Charlottesville serves as the economic, cultural, and educational center of a multi-county region. In 1981, the United States Census Bureau recognized the Charlottesville area as a Standard Metropolitan Statistical Area (SMSA). The SMSA includes the City of Charlottesville and the counties of Albemarle, Fluvanna, Greene, and Nelson. In 2017, the population of the City was estimated to be approximately 49,000 and the Charlottesville SMSA population of over 200,000.

Charlottesville was the home of two U.S. Presidents, Thomas Jefferson and James Monroe. During their terms as Governor of Virginia, they lived in Charlottesville and traveled to and from Richmond. The University of Virginia, founded by Jefferson and one of the original Public Ivies, straddles the city's southwestern border. Monticello is three miles southeast of the city and is, along with the University of Virginia, a UNESCO World Heritage Site, attracting thousands of tourists every year.

The City has ample health care resources. The University of Virginia's Health Sciences Center provides world renowned medical research, health care, and training. Martha Jefferson Hospital has a well-regarded comprehensive women's health center, oncology center, and a strong community focus.

Whether you are looking for an outdoor adventure such as hiking, biking, paddling, and camping, or you prefer fine dining, shopping or the arts, the unique and picturesque experience of Charlottesville is sure to win you over. Its scenic beauty, brick-lined Downtown Mall, and wine choices from 30+ local orchards and vineyards in the region are bonuses to a charming yet innovative community. Popular annual events include the Dogwood Festival, First Night Virginia, the Virginia Film Festival, the Virginia Festival of the Book, the Tom Tom Founders Festival, the Festival of Cultures, the African-American Cultural Arts Festival, among many others that occur throughout the year. The City has received many notable awards and recognitions and is consistently at the top of everyone's "best lists" including the "Best Place to Live in America" and "Best Small Cities in the U.S."



CITY GOVERNMENT



The City of Charlottesville voters elect a five-member Council to serve at-large as the City's legislative and governing body. Members serve staggered four-year terms, and they select one Councilor to serve as Mayor and one as Vice-Mayor for two years. Municipal elections are held in November in odd-numbered years. The Mayor presides over meetings, calls special meetings, and serves as the ceremonial head of government.

The City Council appoints the City Manager, Director of Finance, City Assessor, Clerk of Council and members of major policy-making Boards and Commissions. Council makes policy in the areas of city planning and finances, human services, public safety and justice, public utilities, and transportation.

The City is a full-service city with approximately 994 full-time staff, and FY 2019-20 General Fund operating budget of \$188.8 million, and an FY 2019-20 Capital Improvement Plan budget

of \$35.4 million. The FY 2019-20 budget reflects the continued delivery of high-quality governmental service that citizens, businesses, and visitors rely upon daily within the constraints of the current economy. As an independent City, Charlottesville does not have the same boundaries as nor is subject to taxation by any county and is not liable for any county debt. The City is financially stable and has a AAA bond rating.

DEPARTMENT OF TRANSPORTATION

The City of Charlottesville operates the Charlottesville Area Transit (CAT), having acquired the bus company from the Yellow Transit Company owned by J.T. Graves in 1975 and subsidizing its operations by annual appropriations. Formerly named Charlottesville Transit Service, or CTS, the service became known as Charlottesville Area Transit (CAT) in 2010. In 2018, the system provided more than 2 million trips for passengers.



Charlottesville Area Transit (CAT) is the primary public transportation provider for the Charlottesville, Virginia region, providing municipal bus service to the City of Charlottesville and portions of the surrounding county of Albemarle. The City of Charlottesville works in partnership with Albemarle County and the University of Virginia to fund these services. Under a pre-paid arrangement with the University of Virginia, UVA IDs are accepted as fare on all buses. CAT also operates the Free Trolley, connecting the University and Downtown, and staffs the Downtown Transit Station, offering information to area travelers, restrooms, and a comfortable place between bus trips. In FY 20 the adopted budget for CAT is \$8,162,173. In addition to local funds and passenger fares, CAT operating expenses are covered by Federal and State grants.

The Department also contracts with the Charlottesville City Schools for Pupil Transportation. Pupil Transportation consists of 29 FTE's and provides student transportation services to and from the City schools and several alternative education sites, activity transportation service, and field trip transportation service under contract to the Charlottesville City Schools. The Pupil Transportation fleet consists of thirty nine school buses. To maintain a safe and reliable fleet, school buses are replaced after twelve years. Six school buses in the fleet are equipped with wheelchair lifts for students with special needs. The City and City Schools are discussing the possible transfer for operation and management of the Pupil Transportation division to the City Schools within the next year.

Capital Improvement Program (CIP)

Bus and bus-related purchases, including passenger shelters and benches at bus stops, are funded by a City contribution in the Capital Improvement Program (CIP) to secure Federal and State grants. In FY2020, the Federal share of capital purchases is projected to be 80 percent, the City share 16 percent, and the State share 4 percent. For FY2020, the City will be adding \$21k in local dollars to the transit capital account providing Charlottesville Area Transit approximately \$919k to use for the purchase of replacement buses and other transit related capital purchases.

Other Area Service Providers

The area is additionally serviced by the University of Virginia via the University Transit Service (UTS), by JAUNT Paratransit Service and by Greyhound. UVA provides bus service on behalf of its students, faculty and staff through UTS, which is funded through student activity fees and its fares, are not collected on-board the buses. The general public is also permitted to ride “fare-free” through a reciprocal agreement with CAT.

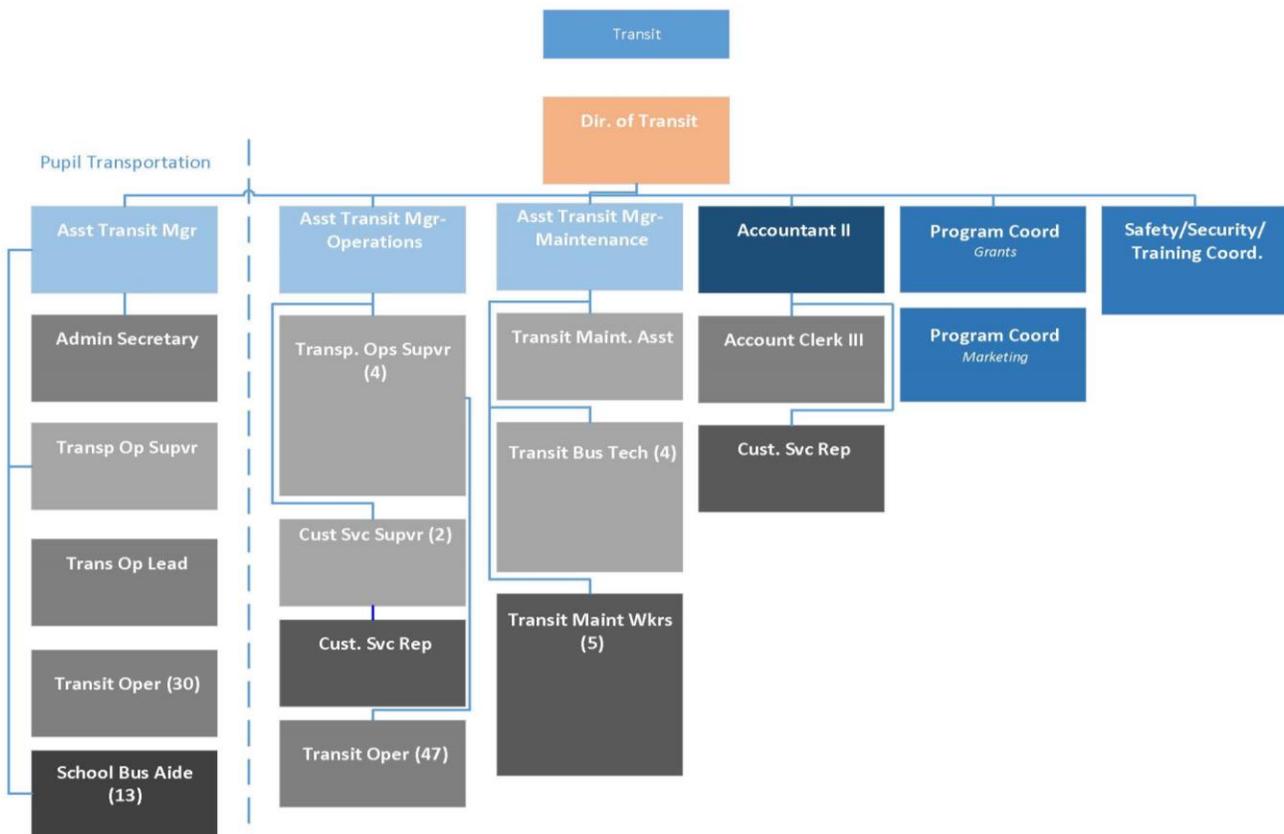
CAT Facilities

CAT currently operates from two main facilities; the Downtown Transit Station (DTS) and the Administration, Maintenance and Operations Base, which opened in 2010. High levels of planning went into developing the sites and both facilities obtained the U.S. Green Building Council’s LEED (Leadership in Energy and Environmental Design) certification. The DTS obtained LEED-Gold status in 2008. This accomplishment was the first public building in the Commonwealth to receive this level and it is anticipated that the maintenance facility will also receive this level.

Transit Strategic Plan (TSP)

Starting on or around July 2020, the Transit Director will play a principal role in developing the system’s first Transit Strategic Plan (TSP), as legislated by the Virginia General Assembly in 2018, requiring that transit agencies operating in urban areas develop such a plan. This will replace the Transit Development Plan that had previously been mandated. Information about the TSP and legislation can be found on the Department of Rail and Public Transportation Website at <http://www.drpt.virginia.gov/transit/merit-statewide-public-transportation-capital-grants-and-operating-assistance/>.

CURRENT ORGANIZATIONAL STRUCTURE FOR THE DEPARTMENT



DIRECTOR OF CHARLOTTESVILLE TRANSIT

The Director of Charlottesville Transit is appointed by the City Manager and serves as a senior member of the City Manager's leadership team. The Director is responsible for the management of Charlottesville Area Transit (CAT) and Charlottesville City Schools Pupil Transportation, via a contract between the City and Schools, including all departmental functions, programs, budget and activities. This is to include the operation, maintenance and service planning for fixed routes for CAT and Pupil Transportation and in close collaboration with regional partners in para-transit services. This position oversees the planning and operations of the municipal transit services and works in close collaboration with regional partners, such as Albemarle County, the University of Virginia and JAUNT Paratransit Services, and plays a pivotal role in the planning functions, enhancing and expanding transportation infrastructure in the region. Other duties include establishing critical relationships with elected officials, changes to improve departmental effectiveness, and budget preparation; leading professional staff and managing the operations of the department; partnering with local, regional, state and federal agencies on transportation related matters; and ensuring customer satisfaction. Starting on or around July 2020, the Transit Director will play a principal role in developing the system's first Transit Strategic Plan (TSP), as legislated by the Virginia General Assembly in 2018, requiring that transit agencies operating in urban areas develop such a plan. This will replace the Transit Development Plan that had previously been mandated. The Director of Transit will drive the departmental strategy, building and developing the Transit organization, processes and procedures to support the City's overall strategic goals.

CANDIDATE QUALIFICATION CRITERIA

The following factors of education, experience, management style, and personal traits have been identified as "ideal" attributes for Candidates to possess in order to function effectively in the Director of Charlottesville Transit position.

Education and Experience

- Any combination of education and experience equivalent to a Bachelor's degree from an accredited university or college in transportation management, transportation planning, public administration, organizational leadership or closely related field.
- At least eight to ten years of increasingly responsible experience managing or supervising transit operations, programs, and services, including four years of supervisory, budgetary, and management responsibilities; preferably in a municipal or public sector environment.
- Requires the possession of a valid driver's license and CDL issued by the Commonwealth of Virginia by employment start date.
- Master's degree preferred.

Demonstrated Skills

- Comprehensive knowledge of the principles and practices of public transportation and automotive repair facility management; comprehensive knowledge of the hazards and safety precautions of large scale operations; comprehensive knowledge of the laws and regulations pertaining to public transportation; general knowledge of the principles, practices and philosophies of urban planning; ability to plan and supervise market survey

studies and prepare promotional programs; ability to establish and maintain effective working relationships with other City officials, other public officials and representatives, employees and the general public; ability to communicate technical ideas effectively both orally and in writing; ability to work in effective collaboration with others to develop and support staff; ability to prepare and present financial reports; ability to prepare and maintain complex financial records; ability to prepare and monitor an operational budget.

Duties and Responsibilities

- Plans and/or oversees regularly-scheduled transit and school bus operations and route scheduling;
- Represents CAT by attending City Council meetings, work sessions, retreats, neighborhood meetings, and local and regional boards and commissions; preparing agenda items and/or reviewing agenda items prepared for City Council meetings, various boards and commissions involving transit issues;
- Represents the City on the Regional Transit Partnership (RTP), an advisory board established that provides recommendations to the City, County, UVA and other stakeholders; via a new Memorandum of Understanding between the City and Albemarle County, the Transit Director provides the RTP with advisory direction and with regular reports on various topics such as the budget, operations, service requests, grant requests, long range planning and capital planning, to name a few.
- Researches and secures federal and state sources for available funding assistance; oversees and/or prepares grant applications and reporting requirements;
- Develops and maintains relationships with regional, State and Federal partners;
- Oversees the preparation of financial and related records and reports; submits to appropriate higher authority;
- Prepares contracts and resolutions pertaining to transit operations for City Manager and City Council disposition;
- Receives community development and comprehensive planning proposals and activities in the area and estimates future transportation requirements;
- Designs and implements customer satisfaction surveys, marketing campaigns, information and promotion programs;
- Prepares capital purchasing information and collaborates with the procurement department to process bus purchases and infrastructure for public use;
- Prepares and develops annual departmental operating budgets; develops and prioritizes capital improvement program project requests; ensure the proper monitoring and reporting of budget revenues and expenses;
- Oversees the purchasing of equipment; reviews third party contracts and purchase requisitions for compliance with DOT program;
- Receives, processes and resolves citizen service requests and complaints concerning transportation matters;
- Serves on a variety of special boards and committees involving transit issues;
- Develops and implements long-range plans for transit operations including regional emphasis, using equity lens, balancing routes based on coverage with ridership;
- Oversees supervision and management of CAT employees by ensuring that annual performance appraisals and coaching and mentoring sessions are performed for all

employees, review work progress of Transportation operational units with unit/division managers, provide general guidance which ensure that the departments' divisions meet established work plan goals, objectives and timelines; ensures the availability of training and professional development programs;

- Provides excellent customer service by developing, maintaining and monitoring customer service standards for all departmental work units; ensure that responses to citizens, internal and external customers are timely, complete, accurate and in accordance with ordinances, regulations and policies;
- Oversees Departmental policies and procedures, supporting and implementing changes as appropriate;
- Serves as a member of the Executive Leadership Team participating in the formulation of strategic initiatives and advising on the decision-making at the leadership level;
- Performs related duties as assigned.

Management Style/Personal Traits

Candidates for the position must be dynamic visionary managers who have developed skills in growth- oriented and high performing organizations. Should have worked in organizations where delegation of authority, participative management concepts and strong customer service ethics prevail. The strongest commitment to establishing a high performance organization and creating a strong customer service orientation must be demonstrated. Candidates must have a sensitivity and appreciation of both political and public process while displaying a willingness to meet with community leaders, residents, and interest groups in an honest and constructive manner. The Director must be open to change and innovation and be able to encourage and motivate staff toward achievement of collectively agreed upon goals. The Director must be able to make poised presentations in a clear and credible manner before diverse audiences. Flexibility and the ability to respond to ongoing pressures and deadlines are imperatives. The selected candidate will have a strong commitment to promoting diversity and equality of opportunity in the workplace, as well as showing commitment to the employees, citizens of Charlottesville, and the surrounding region.

COMPENSATION and BENEFITS

The starting salary will be between \$85,675.20 and \$150,000 annually, dependent on education and experience level of the candidate. The City offers an outstanding program of employee benefits, including the option of participation in a Defined Benefits or Defined Contribution Retirement Plan. The opportunity to live and work in one of the most dynamic, challenging and culturally rich communities in the United States is an added benefit for the successful person. Relocation assistance will be available.

- **Medical Benefit** - Medical insurance is available through Aetna. Employees can choose from 3 options. Employee premium costs are based on plan selection. Spouse and dependent coverage is available but the cost of the premium is not subsidized. Coverage is effective on the first of the month following date of hire. Plan options and costs are determined each fiscal year and are subject to change.
- **Dental Insurance** is provided through Delta Dental at no cost for employee only coverage. Spouse and dependent coverage is available but not subsidized.

- **Life Insurance:** The City provides basic term life insurance in an amount equal to two times your annual salary. The City pays the premium. You may also purchase additional life insurance.
- **Cancer/Accident/Disability Insurance** is available for purchase.
- **Vacation and sick leave** are accrued on a monthly basis. Vacation accrual is based on length of service. City executives have a beginning accrual rate of 3 weeks per year of service. Accrual is on a per pay period basis. All employees accrue 4.62 hours of sick leave per pay period. In addition you will have immediate access to 20 hours of discretionary leave that you can use for any purpose. Employees who leave employment with the City in good standing are eligible to receive compensation for any unused vacation time up to the maximum accrual limit. There is no cash compensation for unused sick leave. However, employees participating in the City's defined benefit retirement plan can convert a percentage of their unused sick leave for additional service credit.
- **Holidays:** City employees receive 11 paid holidays per calendar year.
- **Subsidized membership at local health fitness facilities.** The City pays up to \$29.50 per month towards the cost of club membership at participating health and fitness facilities.
- **Flexible Spending Accounts** for health, dependent care, and transportation/parking expenses.
- **Educational Assistance:** The City currently will pay up to \$1,200 per fiscal year towards undergraduate, or up to \$2,000 towards graduate level courses, for courses taken at approved institutions that qualify as career development. Funds are approved at the beginning of the fiscal year.
- **Retirement Plan Options:** You may choose one of two retirement plan options offered by the City: Defined Benefit or Defined Contribution. The Defined Benefit Plan pays a monthly benefit for life at retirement based on your years of credited service and your average compensation while you are working at the City. Employees contribute 5% of base salary to this plan. With the Defined Contribution Plan, an account is established on your behalf and your account grows through contributions from the City and earnings from investments you select. The defined benefit requires 5 years of service to vest. Vesting in the Defined Contribution plan is immediate. The City makes contributions to both plans. The current contribution rate to the Defined Contribution plan for executives is 23.93 % as of July 1, 2019. The contribution rate is subject to review and may be changed.
- **Long Term Disability:** The City provides long term disability insurance at no cost. If unable to work due to illness or injury, the plan replaces 60% of your basic monthly earnings up to a maximum of \$6,000 per month. There is a 90-day elimination period.
- **A Deferred Compensation Plan (457):** Participation is voluntary. The employee on a pre-tax basis makes all contributions. ICMA is the administrator for the City's plan.
- **Employee Assistance Program.** The program is confidential and available to employees and family members at no cost.

APPLICATION and SELECTION PROCESS

Applications for the position must be completed online at: www.charlottesville.org/jobs. Resumes will not be accepted in lieu of an online application. The application closing date is June 7, 2019 at 5pm EST. Please also submit with your online application a cover letter, résumé, with complete salary history and five (5) professional references.

Following the closing date, applications will be screened based on the criteria as described in this profile. Candidates with relevant qualifications will be contacted to schedule preliminary interviews which will be followed by background inquiries to include reference checks. Those candidates deemed best qualified will be advanced to the next stage of the process. A final interview process will be held in Charlottesville.

The City of Charlottesville is an Equal Opportunity Employer and Values Diversity at all Levels of its Workforce.

