



AMERICAN PUBLIC TRANSPORTATION ASSOCIATION

# PRELIMINARY PROGRAM

## 2010 TRANSIT CEOs SEMINAR

JANUARY 30 - FEBRUARY 2

HUTCHINSON ISLAND MARRIOTT, STUART, FL

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**Chief executives of APTA-member public transportation systems and their deputies** are invited to APTA's 2010 Transit CEOs Seminar, a unique professional development forum on leadership. Topics include leading change, funding, working with developers, labor relations, mobility management, safety culture, small operations, procurement, and more.

Workshops will be led by executives of the Eno Transportation Foundation, National Transit Institute, Behavioral Sciences Technology, Inc., and S3, Inc. – an executive development firm.

APTA invites you to speak at the session, 'Your Colleagues' Best Practices & New Public Transportation Programs' – an open session for sharing ideas and projects that have worked in your organization.

Tell your story.

Come share your insights and discuss your agency's advances and challenges. Enjoy networking with colleagues. Leave energized with new perspectives and innovative ideas that you can use immediately.

**Please register now for the seminar** at [www.apta.com](http://www.apta.com), Upcoming Conferences & Events. Check the NTI box on the form to register for the procurement course. We look forward to seeing you in Florida!

#### **APTA'S VISION**

Be the leading force in advancing public transportation.

#### **APTA'S MISSION**

To strengthen and improve public transportation, APTA serves and leads its diverse membership through advocacy, innovation, and information sharing.

#### **APTA'S POLICY ON DIVERSITY**

APTA recognizes the importance of diversity for conference topics and speakers and is committed to increasing the awareness of its membership on diversity issues. APTA welcomes ideas and suggestions on how to strengthen its efforts to meet these important diversity objectives.



AMERICAN PUBLIC TRANSPORTATION ASSOCIATION

# 2010 TRANSIT CEOs SEMINAR

## PRELIMINARY PROGRAM AT-A-GLANCE

Saturday Jan. 30	Sunday Jan. 31	Monday Feb. 1	Tuesday Feb. 2
<p>8 – 10 a.m. Rail Transit CEOs Subcommittee Meeting</p> <p>10 - 10:30 a.m. CEOs Brunch</p> <p>10:30 a.m. – 12:30 p.m. Bus &amp; Paratransit CEOs Committee Meeting</p> <p>10:30 a.m. – 12:30 p.m. Rail Standards Policy &amp; Planning Committee Meeting</p> <p>12:30 – 4 p.m. Registration</p> <p>1:30 – 5:30 p.m. National Transit Institute Course: Overview of Transit Procurement for Senior Leadership</p> <p>6 – 7 p.m. Welcoming Reception</p>	<p>7 a.m. – 12 p.m. Registration</p> <p>7:15 – 8:15 a.m. President's Breakfast for Newer CEOs</p> <p>7:30 – 8:30 a.m. Continental Breakfast</p> <p>8:30 – 8:45 a.m. OPENING GENERAL SESSION Welcome to APTA's Transit CEOs Seminar!</p> <p>8:45 – 10:15 a.m. GENERAL SESSION The eXpansive Leadership Method (XLM) – Part I <i>Paradox at work – leading change by managing stability</i></p> <p>10:30 – 11:45 a.m. GENERAL SESSION The eXpansive Leadership Method (XLM) – Part II <i>How eXceptional leaders achieve eXtraordinary results</i></p> <p>12 – 2 p.m. Lunch Discussion by System Size</p> <p>2:15 – 3 p.m. GENERAL SESSION Chair &amp; President's Roundtable</p> <p>3:15 – 4:30 p.m. GENERAL SESSION Telling Our Story</p>	<p>7:30 – 8:30 a.m. Continental Breakfast</p> <p>8:30 – 10 a.m. GENERAL SESSION Leading with Safety: How Leaders Influence Behavior and Create Culture – Part I</p> <p>10:15 a.m. – 12 p.m. GENERAL SESSION Leading with Safety: How Leaders Influence Behavior and Create Culture – Part II</p> <p>12 – 1:45 p.m. Lunch on your own</p> <p>1:45 – 3 p.m. GENERAL SESSION Workshop on Funding, Authorization, Stimulus, Grants</p> <p>3:15 – 4:30 p.m. GENERAL SESSION Trends in Labor Relations</p>	<p>7:30 – 8:30 a.m. Continental Breakfast</p> <p>8:30 – 10 a.m. GENERAL SESSION Your Colleagues' Best Practices &amp; New Public Transportation Programs</p> <p>10:15 a.m. – 12 p.m. CONCURRENT SESSION How to Work with Developers</p> <p>10:15 a.m. – 12 p.m. CONCURRENT SESSION Small Operations Dialogue</p> <p>12 – 2 p.m. CLOSING LUNCHEON A Mobility Management Approach for Transit's Best Future</p>

APTA reserves the exclusive right to revise the program at any time.

Dress code: Business casual



# 2010 TRANSIT CEOs SEMINAR

## PRELIMINARY PROGRAM

**Saturday, January 30**

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8 – 10 a.m.

### **Rail Transit CEOs Subcommittee Meeting**

**Chair, Patrick A. Nowakowski**, executive director, Dulles Rail Project, Metropolitan Washington Airports Authority, Vienna, VA

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10 – 10:30 a.m.

### **CEOs Brunch**

You are invited to join your colleagues for a Saturday morning brunch.

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10:30 a.m. – 12:30 p.m.

### **Bus & Paratransit CEOs Committee Meeting**

**Chair, Stephanie Negriff**, director, Santa Monica's Big Blue Bus, Santa Monica, CA

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10:30 a.m. – 12:30 p.m.

### **Rail Standards Policy & Planning Committee Meeting**

**Chair William R. Mooney Sr.**, chief operating officer, Chicago Transit Authority, Chicago, IL

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12:30 – 4 p.m.

### **Registration**

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1:30 – 5:30 p.m.

#### **NATIONAL TRANSIT INSTITUTE COURSE**

### **Overview of Transit Procurement for Senior Leadership**

This seminar offers a better understanding of the rationale, functions, and process of third-party contracting for FTA grantees. It provides an overview of major elements of an acceptable procurement program. Topics will highlight competence and training, teaming and partnering, supporting advance planning of procurements, and adhering to pre-established procedures. The seminar will focus on the principles of procurement, the procurement process, roles and responsibilities, policy and practices, and the transit agency organization. While there is no additional fee for this NTI seminar, registration is requested on the APTA Transit CEOs Seminar registration form at [www.apta.com](http://www.apta.com) or [www.ntionline.com](http://www.ntionline.com). CEUs: 0.3.

#### **Presenters:**

**James "Jim" Harper, Jr.**, director, Office of Acquisition Management and Procurement, Federal Transit Administration, Washington, DC

**Paul J. Larrousse**, director, National Transit Institute in the Edward J. Bloustein School of Planning and Public Policy at Rutgers University

## Saturday, January 30 *Continued*

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6 – 7 p.m.

### Welcoming Reception

Enjoy the congenial company of your colleagues in a relaxed setting.

## Sunday, January 31

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7 a.m. – 12 p.m.

### Registration

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7:15 – 8:15 a.m.

### President's Breakfast for Newer CEOs

*Meet your colleagues and learn more about APTA resources on tap.*

If you began your position as chief executive in the past year, you are invited to attend this breakfast session about your new responsibilities and available APTA resources to help advance your organization.

**Host:**

**William Millar**, president, APTA

**Facilitator:**

**David Armijo**, chief executive officer, Hillsborough Area Regional Transit Authority, Tampa, FL

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7:30 – 8:30 a.m.

### Continental Breakfast

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**Today's Presiding Officer:**

**Michael J. Scanlon**, first vice chair, APTA; general manager/chief executive officer, San Mateo County Transit District; and executive director, Caltrain, San Carlos, CA

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8:30 – 8:45 a.m.

**OPENING GENERAL SESSION**

### Welcome to APTA's Transit CEOs Seminar!

*Come hear what is in store for the seminar.*

As APTA's Transit CEOs Seminar officially begins, join your colleagues for an overview of experiences that will be offered.

**Welcoming Remarks:**

**Mattie P. "M.P." Carter**, chair, APTA, and commissioner, Memphis Area Transit Authority, Memphis, TN

**William Millar**, president, APTA

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8:45 – 10:15 a.m.

**GENERAL SESSION**

**The eXpansive Leadership Method (XLM) – Part I**  
*Paradox at work – leading change by managing stability*

Gaining buy-in to change initiatives, whether small or large, can be one of the more difficult issues that CEOs face. Attend this interactive session to learn how building a platform of stability will help your employees embrace any change. The session will also help you identify other core paradoxical issues stretching your organization, as well as how to map, measure, and manage them.

**Presenter:**

**Dave Jensen**, Senior lecturer, executive education, Emory University School of Business, and president, S3, Inc., Los Angeles, CA



Dave Jensen combines his practical and academic experience to coach executives and provide consulting, and training for clients such as SamTrans in San Mateo County, CA, the City of Los Angeles, County of San Diego, and the Federal Reserve Bank. Dave will stretch your thinking with humorous stories based on lessons learned on his journey from driving a bus in college through today. He is a monthly columnist for *Advance Magazine*. Find out more and download articles at [davejensenonleadership.com](http://davejensenonleadership.com).

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10:30 – 11:45 a.m.

**GENERAL SESSION**

**The eXpansive Leadership Method (XLM) – Part II**  
*How eXceptional leaders achieve eXtraordinary results*

While Part I focused on paradoxical issues affecting your organization, Part II is about you. How often do your decisions involve competing priorities, contradictory demands, or conflicting stake-holders? Do you feel pressure to: meet short-term objectives *and* plan for long-term goals...? get more done with fewer resources *and* coach or mentor team members...? increase motivation *and* hold employees accountable...? In today's challenging environment, CEOs and their teams experience "paradoxical tensions" – issues pulling in opposite directions. Join this session to discuss managing contradictory demands by eXpanding your leadership capacity. Learn how to apply the eXpansive Leadership Method (XLM), a new, evidence-based tool (based on studies with over 170,000 leaders) to meet your goals and challenges.

**Presenter:**

**Dave Jensen**, Senior lecturer, executive education, Emory University School of Business, and president, S3, Inc., Los Angeles, CA

12 – 2 p.m.

**Lunch Discussion by System Size**

*Exchanges with colleagues from organizations similar in size*

Take your buffet lunch into a breakout room and join in small-group discussions. Enjoy this free exchange of ideas on topics of your choice.

**Small Systems, 100 or fewer buses**

**Facilitators:**

**Jeanne Krieg**, chair, APTA Small Operations Committee, and CEO, Eastern Contra Costa Transit Authority, Antioch, CA

**Hugh A. Mose**, immediate past vice chair-small operations, APTA, and general manager, Centre Area Transportation Authority, State College, PA

**Medium Systems, 101-500 buses**

**Facilitator:**

**Marilyn Shazor**, chief executive officer, Southwest Ohio Regional Transit Authority/Metro, Cincinnati, OH

**Large, 500+ Buses, and Multimodal Systems**

**Facilitator:**

**Beverly A. Scott, Ph.D.**, immediate past chair, APTA, and general manager/CEO, Metropolitan Atlanta Rapid Transit Authority, Atlanta, GA

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2:15 – 3 p.m.

**GENERAL SESSION**

**Chair and President's Roundtable**

*Hear about APTA's initiatives and work on "The Hill."*

Join APTA's chair and president for a discussion on authorization of the federal surface transportation legislation, climate change legislation, and key APTA initiatives including workforce development.

**Presenters:**

**Mattie P. "M.P." Carter**, chair, APTA, and commissioner, Memphis Area Transit Authority, Memphis, TN

**William Millar**, president, APTA

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3:15 – 4:30 p.m.

**GENERAL SESSION**

**Telling Our Story**

*Bringing the benefits of public transportation to life*

Public transportation has such a compelling narrative and we are finding new and better ways to tell our story to our various audiences. Communicating the benefits of public transportation to individuals and communities, and advocating for increased public transit investment are the responsibilities of us all. This session will highlight ideas and best practices, including using social media, to help you to tell and sell the public transportation story.

7:30 – 8:30 a.m.

## Continental Breakfast

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### Today's Presiding Officer:

**Joyce Eleanor**, vice chair-bus and paratransit operations, APTA, and chief executive officer, Community Transit, Snohomish County, WA

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8:30 a.m. – 12 p.m.

## Leading with Safety:

### How Leaders Influence Behavior and Create Culture

*Learn more about reaching all of your employees.*

Senior leaders understand their key roles in creating a culture of safety and responsibility in their organizations. In our already safe transportation industry, what are the key things to do now? What behaviors, beliefs, attitudes, and decisions will effect a culture of safety? How is such a culture measured and how do front-line leaders become the champions for the safety culture improvement effort? What support and parameters come from federal agencies? In this workshop, you'll hear from representatives of the Federal Railroad Administration, the Federal Transit Administration, APTA, and Behavioral Science Technology. Learn more about how to impact behavior; the leader's effect on culture; and the effect of culture, behavioral reliability, and organizational factors on safety performance.

### Moderator:

**Joseph J. Giulietti**, vice chair-commuter & intercity rail, APTA; co-chair, APTA Procurement Steering Committee; and executive director, South Florida Regional Transportation Authority, Pompano Beach, FL

### Panelists:

**Jo E. Strang**, associate administrator for railroad safety/chief safety officer, Federal Railroad Administration, Washington, DC

**Michael Flanigon**, director, Office of Safety, Federal Transit Administration, Washington, DC

**William P. Grizard**, director-safety, APTA

### Workshop Introduction:

**Carmen Bianco**, executive consultant, Behavioral Science Technology (BST), Ojai, CA

### Presenters and Facilitators:

**Thomas R. Krause, Ph.D.**, chairman and co-founder, BST, Ojai, CA

**Jim Spigener**, vice president, BST, Ojai, CA

**Tom Krause** is the author of books including *Leading with Safety*, *The Behavior-Based Safety Process*, and *Taking the Lead in Patient Safety: How Healthcare Leaders Influence Behavior and Create Culture*.

**Jim Spigener** is an executive coach (and former union steward) who has helped senior leaders in hundreds of companies worldwide to measurably improve their organization's safety performance.

12 – 1:45 p.m.

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**Lunch on your Own**

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1:45 – 3 p.m.

**GENERAL SESSION**

**Workshop on Funding, Stimulus, and Grants**

*Job One: Increasing your resources, improving your options*

Funding is a Number One job for the transit agency's top executive. How do CEOs find out about available federal grants and programs? Do funding opportunities exist beyond the FTA? What is everybody doing with their stimulus money? Will there be another stimulus package? What are the prospects for a new, long-term authorization bill? Come talk about one of the most important aspects of your work.

**Facilitator:**

**J. Barry Barker**, vice chair-government affairs, APTA, and executive director, Transit Authority of River City, Louisville, KY

**Resource Facilitators:**

**William L. Volk**, chair, APTA Legislative Committee, and managing director, Champaign-Urbana Mass Transit District, Urbana, IL

**Robert L. Healy**, vice president, government affairs, APTA

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3:15 – 4:30 p.m.

**GENERAL SESSION**

**Trends in Labor Relations**

*Management report of transit industry issues and settlements*

Attend this session to hear an analysis from leading industry consultants about the past year's labor activities; judgments; and issues in negotiations such as wages, health insurance, and cost of living.

**Presenters:**

**Gregory S. Dash**, president, John A. Dash & Associates, Havertown, PA

**Thomas P. Hock, Esq.**, chief financial officer, Professional Transit Management Ltd, Cincinnati, OH



7:30 – 8:30 a.m.

### Continental Breakfast

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**Today's Presiding Officer:**

**Gary C. Thomas**, vice chair-rail transit, APTA, and president/executive director, Dallas Area Rapid Transit, Dallas, TX

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8:30 – 10 a.m.

GENERAL SESSION

### **Your Colleagues' Best Practices & New Public Transportation Programs**

*New ideas to help your organization's peak performance*

This session features presentations by CEOs about successful and innovative initiatives to help spark ideas and open new doors. Join this open session to share ideas and projects that have worked in your organization.

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10:15 a.m. – 12 p.m.

CONCURRENT SESSION

### **How to Work with Developers**

*Ways that PPPs are successful for both parties*

Public transit can be a powerful catalyst for creating livable and sustainable communities. But creating transit-oriented and joint development projects can be challenging in these tougher economic times. Hear from CEOs who understand the value of public-private partnerships and work with developers to foster livable, walkable communities and increased ridership for their system.

**Moderator:**

**Gary C. Thomas**, vice chair-rail transit, APTA, and president/executive director, Dallas Area Rapid Transit, Dallas, TX

**Presenters:**

**Joseph A. Calabrese**, chief executive officer, and general manager/secretary-treasurer, Greater Cleveland Regional Transportation Authority, Cleveland, OH

**Joni Earl**, chief executive officer, Sound Transit, Seattle, WA

**Patrick Nowakowski**, executive director, Dulles Rail Project, Metropolitan Washington Airports Authority, Vienna, VA

10:15 a.m. – 12 p.m.

**CONCURRENT SESSION**

**Small Operations Dialogue**

*Issues specific to executives of systems with 100 or fewer vehicles in use at peak periods*

The small operations committee leadership has crafted this session to explore subjects suggested by the committee members such as building relationships with community leaders, politicians and the business community; managing the relationship with the board; and building a support network for the CEO/general manager. This will be an opportunity for great conversation among your peers.

**Moderator:**

**Peter Varga**, vice chair-small operations, APTA, and CEO, Interurban Transit Partnership, Grand Rapids, MI

**Presenter:**

**Stephen D. Van Beek, Ph.D.**, president, and CEO, Eno Transportation Foundation, Washington, DC

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12 – 2 p.m.

**CLOSING LUNCHEON**

**A Mobility Management Approach for  
Transit's Best Future**

*An interactive discussion on how truly multi-modal decision-making can create a greener transportation outlook*

In APTA's TransitVision 2050, public transportation agencies would serve as full service mobility managers – a vital transformation. Join your peers for an analysis of the trends that are transforming our industry and discuss the role of transit agencies in 'big picture' thinking about planning and operating the transportation systems of the future.

**Presenter:**

**Nathaniel P. Ford Sr.**, secretary/treasurer, APTA, and executive director/CEO, San Francisco Municipal Transportation Agency, San Francisco, CA

**Facilitator:**

**Stephen D. Van Beek, Ph.D.**, president, and CEO, Eno Transportation Foundation, Washington, DC

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