

**EXECUTIVE DIRECTOR – RIVER TO SEA  
TRANSPORTATION PLANNING ORGANIZATION**

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**APPLICANT REVIEW**



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# EXECUTIVE DIRECTOR

River to Sea Transportation Planning Organization (R2CTPO)

Daytona Beach, FL



EXECUTIVE  
RECRUITMENT  
PROVIDED BY





# THE COMMUNITY



The River to Sea Transportation Planning Organization (TPO), located in Daytona Beach, Florida, serves a Metropolitan Planning Area for more than 600,000 people encompassing all of Volusia County, including the cities of Daytona Beach, Daytona Beach Shores, DeBary, DeLand, Deltona, Edgewater, Holly Hill, Lake Helen, New Smyrna Beach, Orange City, Ormond Beach, Pierson, Oak Hill, Ponce Inlet, Port Orange, South Daytona, and the developed areas of eastern Flagler County, including Beverly Beach and Flagler Beach, as well as portions of the cities of Palm Coast and Bunnell. The area is about an hour's drive north of Disney World and the Kennedy Space Center, and within a few hours' drive of other major Florida communities, including Tampa, Miami, and Jacksonville.

The east coast of Central Florida with over 50 miles of Atlantic Ocean beaches is well-known as a world-class playground, with beachfront cities including Daytona Beach, Daytona Beach Shores, Ormond Beach, Ponce Inlet, and New Smyrna Beach. Not surprisingly, water sports are plentiful, but the oceanfront communities are also famous for land sports. Early automotive pioneers such as Louis Chevrolet and Henry Ford enjoyed their leisure time in the sun and found that the hard-packed sand, gentle slope, and wide expanse of our shoreline was the perfect proving ground for early auto racing. Ormond Beach is known as the "Birthplace of Speed." The racing tradition continues today at Daytona International Speedway, one of the world's finest racing facilities and the home of the world-famous Daytona 500, drawing crowds larger than the Super Bowl.

## VISION – PLAN – IMPLEMENT



### RECENT AWARDS AND RECOGNITIONS:

- 2020 - Love to Ride Florida Challenge Overall #1 Winner
- 2020 - Florida Planning & Zoning Association (FPZA) Outstanding Planning Study for Connected & Automated Vehicle (CAV) Readiness Study
- 2017 - Florida Commission for the Transportation Disadvantaged (CTD) Designated Planning Agency of the Year



# THE COMMUNITY continued

The scenic St. Johns River, famed for its bass fishing, links magnificent parks with wildlife preserves along Volusia county's western border. True southern charm and history can be found in DeLand, Volusia's county seat. This unique city features an award-winning historic downtown filled with antique shops and quaint restaurants, surrounded by stately homes and buildings.



The area has several historical attractions of interest including hunting lodge DeBary Hall, built in 1871, by prominent New York champagne importer Frederick DeBary, and is listed on the National Register of Historic Places. Other landmarks include the DeLand Naval Air Station which commemorates the activities and history of NAS DeLand between 1942 and 1946, and the Mary McLeod Bethune Home, the former home of the founder of Bethune-Cookman, which was awarded a National Historic Landmark by the National Park Service in 1975. Another major attraction is the Jackie Robinson Ballpark, featuring a museum, a minor league baseball team, and tons of history. It was the first place in Florida to allow Jackie Robinson to play in a game during 1946 Spring Training, a year before Jackie broke the color barrier in Major League baseball. The stadium changed its name to honor the event in 1989 and is currently the home of the Daytona Tortugas.

An abundance of dining and shopping opportunities exist from poolside tiki bars to gourmet waterfront restaurants. Shopping venues are plentiful and include downtown and seaside boutiques, the Volusia Mall, The Pavilion at Port Orange, Tanger Outlets, Ocean Walk Shoppes, and the all-new OneDaytona complex. An active nightlife scene offers numerous wine and piano bars, craft breweries, and jazz and blues clubs featuring live entertainment.



## NOTABLE EMPLOYERS:

- NASCAR
- Brown & Brown
- International Speedway Corporation
- Consolidated-Tomoka Land Co.
- TopBuild Corp.
- Sparton (The largest producer of sonobuoys in the world)
- Teledyne Oil and Gas, (world leader in subsea electrical and fiber optic interconnect systems for offshore oil and gas, defense, oceanographic, and telecommunication applications)
- Amazon Fulfillment Center
- B. Braun Medical Inc. (Medical/Pharmaceutical Devices)
- Trader Joe's Distribution Center
- Boston Whaler, Edgewater Power Boats & Everglades Boats
- Raydon (World leader of simulation training products and solutions)
- Medtronic (Global healthcare products company)
- Frontier Communications' Florida Contact Center



## COMMERCIAL AIRPORTS:

- Daytona Beach International Airport (DAB)
- Orlando International Airport (MCO)
- Orlando Sanford International Airport

## PRE-K-12 EDUCATION:

Volusia County Schools is the 14th largest school district in Florida, serving Volusia County's 16 cities, with more than 60,000 students. The district has 45 elementary schools, 14 middle schools, 10 high schools, several alternative schools, charter schools, and Volusia On-Line Learning virtual education program. The district offers dozens of academies in its high schools. Five high schools offer the Cambridge Advanced International Certificate of Education (AICE) Diplomas, and two high schools offer the International Baccalaureate program of study. Additional religious-affiliated private schools are available in the area.



## HIGHER EDUCATIONAL INSTITUTIONS:

- Embry-Riddle Aeronautical University
- Stetson University
- Bethune-Cookman University
- Daytona State College
- University of Central Florida
- Palmer College of Chiropractic
- Keiser University
- Nova Southeastern University

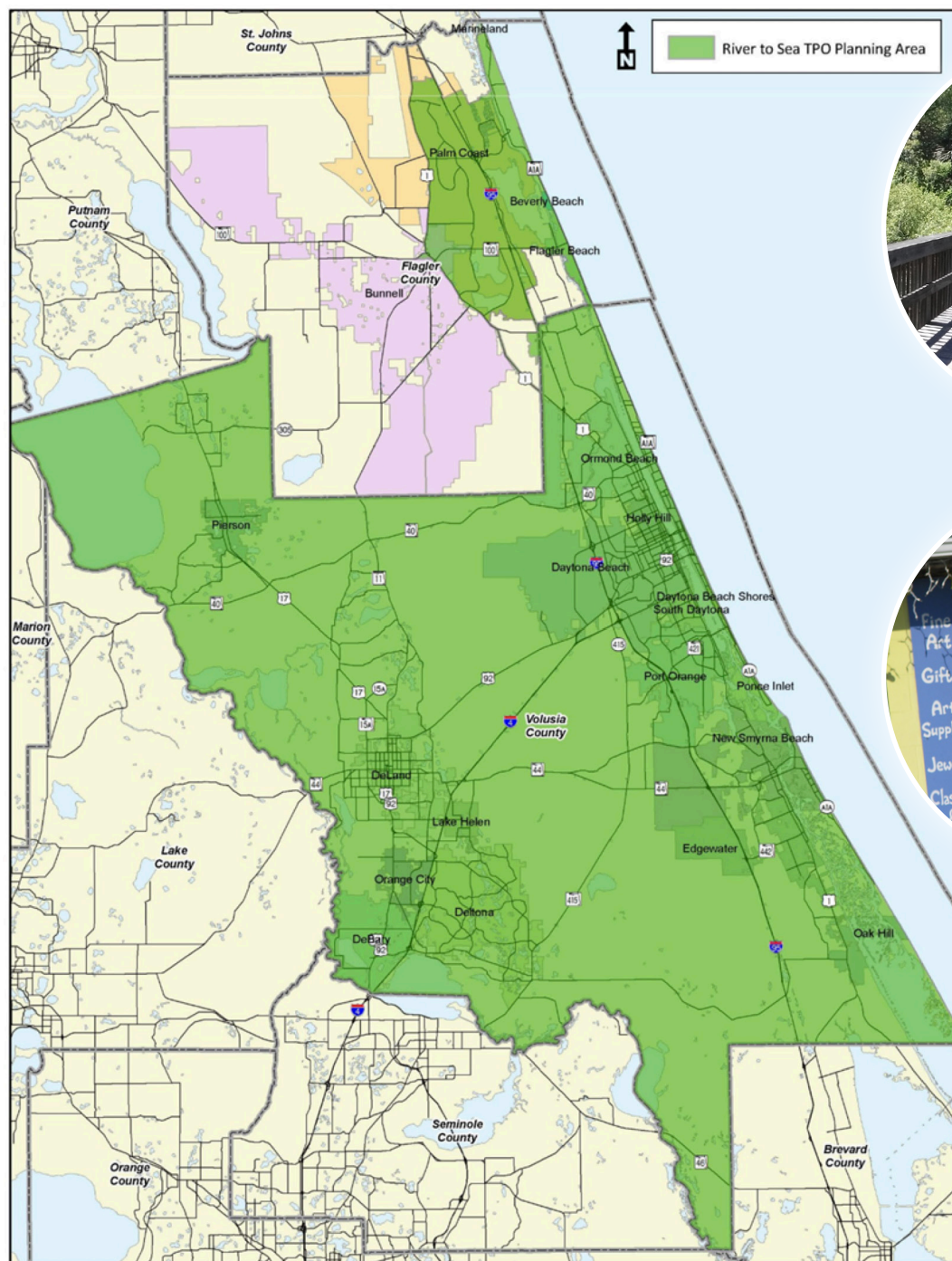
## HEALTHCARE:

- Halifax Health
- Advent Health
- Florida Health Care Plans



# ABOUT THE ORGANIZATION

The River to Sea Transportation Planning Organization (TPO) is the entity responsible for carrying out the urban transportation planning and programming process for the designated Metropolitan Planning Area (MPA) pursuant to the requirements of the Federal Highway Act of 1962, as amended, and subsequent laws and in accordance with the provisions of 23 U.S.C. Section 134 and designated by the Governor of Florida, under Section 339.175 of the Florida Statutes, to develop transportation plans and programs for the designated MPA.



# ABOUT THE ORGANIZATION continued



The River to Sea TPO Board is comprised of elected officials from the member local governments served by the organization. Various agencies including major transportation service providers, airports, mass transit, and the Florida Department of Transportation (FDOT) are key stakeholders who also provide input in the TPO's planning efforts. There are 19 voting Members on the TPO Board, consisting of five Board Members from Volusia County, one Board member from Flagler County, the 12 largest cities within the Planning Area each have one Board Member, with the remaining eight small cities included in the planning area grouped together and provided with one rotating voting Board Member. Additionally, there are five non-voting members and the Florida Department of Transportation District 5 Liaison who serves as a non-voting advisor.

The TPO Board is responsible for the development of goals and objectives and approves the strategic direction for the transportation planning process as well as the review and adoption of changes in transportation planning concepts. Other specific responsibilities include:

- Review and approval of the Unified Planning Work Program (UPWP)
- Review and adoption of the Transportation Improvement Program (TIP) including project priorities
- Review and adoption of the Long-Range Transportation Plan (LRTP) and its revisions
- Ensuring the efficient and effective use of the Federal Highway Administration (FHWA) Section 112 and the Federal Transit Administration (FTA) Section 5305 planning funds
- Liaison representative between various governmental units in the study area to obtain optimum cooperation of all governmental units in implementing various elements of the plan
- Ensuring citizen participation in the transportation planning process through a proactive policy that includes approval of a public participation plan
- The appointment and review of the TPO Executive Director
- Review and approval of the annual TPO operating budget and any organizational personnel policies and procedures for TPO staff



The TPO serves as the primary forum in which member local governments and citizens voice concerns, identify priorities, and plan for transportation improvements for all modes of transportation, including roadway, public transit, and bicycle and pedestrian facilities. Seaports and airports are also considered in the TPO activities, with detailed planning for these modes typically handled by their respective authorities. The TPO provides a format for cooperative decision-making by officials of affected local governmental entities with input from citizens and stakeholder groups. These plans serve as the framework for making transportation investment decisions in Volusia and Flagler Counties. Public participation is a key component of transportation planning and one of the core functions of the River to Sea TPO.



# ABOUT THE ORGANIZATION continued

The Board has established an Executive Committee and four Standing Policy Committees which focus and provide input to the Board on their respective policy and program areas.:

- **Executive Committee:** Consists of the Chairperson, immediate Past Chairperson, 1st Vice-Chairperson/Treasurer, 2nd Vice Chairperson/Secretary, and three TPO Board members appointed by the TPO Chairperson to serve a one-year term which is empowered to meet separately to establish the TPO Board agenda.
- **Technical Coordinating Committee (TCC):** Each unit of local government appoints a person from their respective organization to assist in the decision-making process. Members are appointed based on the experience and technical ability needed to carry out the transportation planning activities of the TPO. TCC members work with TPO staff to develop and review plans and documents and act in an advisory capacity, making recommendations to the TPO Board.
- **Citizens Advisory Committee (CAC):** A citizen representative is appointed by each TPO Board Member from their respective jurisdiction to assist in the decision-making process. Members are not required to have a background in transportation but rather are appointed to represent the general citizenry and provide input to the transportation planning activities of the TPO. CAC members work with TPO staff to develop and review plans and documents and act in an advisory capacity, making recommendations to the TPO Board.



- **Bicycle and Pedestrian Advisory Committee (BPAC):** Members of the BPAC are appointed by each Board Member from their respective jurisdiction to assist in the decision-making process for matters of bicycle and pedestrian planning and safety. Members are not required to have a background in transportation, but rather are appointed to represent the general citizenry and provide input to the transportation planning activities of the TPO. BPAC members work with TPO staff to develop and review plans and documents and act in an advisory capacity, making recommendations to the TPO Board.
- **Transportation Disadvantaged Local Coordinating Board (TDLCB):** The voting membership of the TDLCB is established by Florida Statute to ensure representation of agencies serving transportation-disadvantaged populations. Appointments are approved by the TPO Board. The TDLCB identifies local service needs and provides information, advice, and direction to the Community Transportation Coordinator (CTC) on the coordination of services to be provided to the transportation-disadvantaged.



# ABOUT THE POSITION

The Executive Director reports directly to the TPO Governing Board, and between meetings, to the TPO Executive Committee and/or Chair, providing leadership, oversight, and direction for all operational functions of the River to Sea TPO. The Director is responsible for the coordination and collaboration with partner agencies, including:

- Florida Department of Transportation (FDOT)
- Florida Metropolitan Planning Organization Advisory Council (MPOAC)
- Central Florida MPO Alliance
- East Central Florida Regional Planning Council
- Federal Highway Administration
- Federal Transit Administration
- Local agencies such as Volusia County, Flagler County, the Volusia County School Board, the Flagler County School Board, and the municipalities located within the jurisdiction of the TPO in Volusia and Flagler Counties



The Executive Director is also responsible for providing assistance and professional recommendations on fiscal matters including the preparation of the TPO's annual budget, policy considerations, strategic planning, local and regional transportation initiatives, and legislative issues and activities. Other responsibilities include the direction and support for agenda development and preparation of associated materials, and meeting participation with the TPO Governing Board, Executive Committee, TCC, CAC, BPAC, and TDLCB meetings and other subcommittees and working groups as needed.



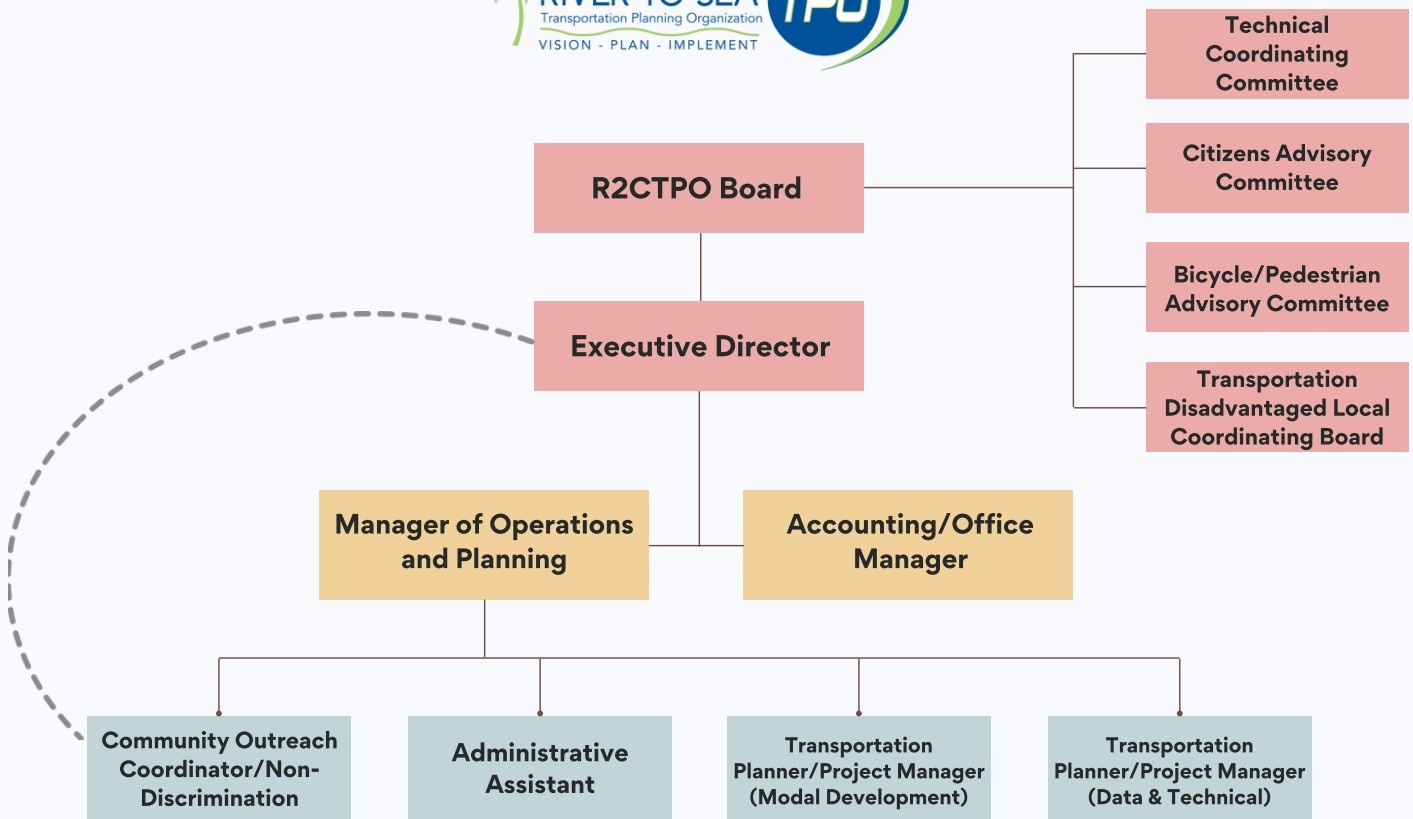
# ABOUT THE POSITION continued



This position ensures that the TPO maintains federal certification and provides leadership and consultation to government agencies, the business community, private organizations, the media, and the public to explain and resolve complex issues and coordinate activities related to the transportation system. Serving as the face of the organization, the Director assists in creating and directing policy decisions that affect transportation in East Central Florida. The Executive Director also supervises and provides overall direction to all TPO employees. The River to Sea TPO is supported with an annual budget of approximately \$1.8 million, with revenues derived from federal, state, and local funds.

The Executive Director is responsible for the hiring and oversight of all TPO employees, which include:

- Manager of Operations & Planning
- Accounting/Office Manager
- Transportation Planner/Project Manager (Modal Development)
- Transportation Planner/Project Manager (Data & Technical)
- Community Outreach Coordinator/Title VI Coordinator
- Administrative Assistant



# OPPORTUNITIES & CHALLENGES



- **Financial Management & Maximizing Project Grant Opportunities:** The Executive Director should have experience in the development and management of the organization's annual budget, which involves various state and local funding and associated operating and project grants. Accordingly, grant administration and compliance experience will be critical for the incoming Director. Additionally, the Director will be asked to help communities identify potential grant funding in support of TPO and member community projects and priorities.
- **Intergovernmental Relations:** The core of the TPO's mission involves developing and maintaining strong relationships with the various local governments and their representatives within the Metropolitan Planning Area, as well as the Florida Department of Transportation, area stakeholders, the public, and the media. The successor Executive Director should have a demonstrated track record of outstanding intergovernmental relation skills and the ability to effectively assist the diverse TPO Board of Directors in carrying out the planning and coordination of various transportation studies, work plans, projects, and priorities across Volusia and portions of Flagler Counties.
- **Legislative Monitoring & Bill Tracking:** The Executive Director will be called upon to assist member communities in tracking transportation-related legislation and project funding bills in support of key initiatives in the TPO's Unified Planning Work Program (UPWP), Transportation Improvement Program (TIP), Long Range Transportation Plan (LRTP), and other projects.
- **Growth Management:** The TPO's Metropolitan Planning Area is experiencing tremendous growth, calling for creative approaches for both aging transportation infrastructure as well as multi-modal growth management strategies to ensure that transportation systems continue to meet both current and future needs as desired by member communities and their respective constituents.



# IDEAL CANDIDATE



The River to Sea Transportation Planning Organization seeks an experienced Executive Director who is passionate about progressive planning principles and has the keen ability to develop long-range plans and future projects. Ideal candidates will have demonstrated knowledge of Growth Management practices and legislation; federal and state transportation legislation, and DOT, FHWA, and FTA standards, policies, and requirements. The incoming Executive Director should be well-versed in transportation and land use issues and be able to gather, study, and analyze data and other relevant transportation-related information. The successful candidate will have a functional understanding of traffic modeling programs such as FSUTMS/Cube Voyager and other applications used by the TPO, DOT, FHWA, or FTA, including ArcGIS, Crystal Reports, and ADOBE Acrobat.

The Board desires an Executive Director who is approachable, has an outgoing personality, and is politically savvy. The ability to establish and maintain effective working relationships with the Board of Directors, local government planning and administrative officials, outside agencies, stakeholders, contractors, committees, and individuals and groups with diverse backgrounds and interests is essential. The incoming Executive Director should be highly skilled in initiating, managing, and prioritizing multiple and complex tasks and projects under time and budget constraints. The person most suited for this position can work under pressure and in stressful situations with a high level of accuracy and be able to diplomatically mediate, moderate, and resolve conflicts. As a subject matter expert on transportation-related matters, the new Executive Director will be able to deftly communicate and present technical information effectively, visually, orally, and in writing to a wide variety of audiences and be comfortable serving as a spokesperson in public forums and with the media.

The chosen candidate will serve as a mentor to employees and be experienced in providing effective guidance and oversight to personnel and organizational leadership to create a cohesive working environment. The successor Executive Director will have the ability to direct and work through subordinates to establish policies, set priorities, resolve conflicts, and render decisions in administering or managing all or part of the activities of the TPO.



## EDUCATION & EXPERIENCE

This position requires a bachelor's degree in public administration, planning, urban studies, business administration, political science, or closely related field; supplemented by seven or more years of experience in the field of planning with a Metropolitan Planning Organization, the U.S. Department of Transportation, a state Department of Transportation, a local government, or working with a private sector planning firm. At least five of those years should include serving in a managerial position. An equivalent combination

of education and/or experience may be substituted for the minimum qualifications at the discretion of the TPO. While not required, a master's degree in planning, business administration, public administration, finance, or related field is preferred.

# COMPENSATION & BENEFITS



The annual salary range for this position is \$120,000 - \$160,000, depending upon qualifications and experience. The Executive Director position will include a full range of traditional municipal benefits including Florida Retirement System (FRS) pension, paid time off, and holiday leave, medical, vision, and dental insurance, and other associated benefits. Residency within the River to Sea TPO Metropolitan Planning Area is desired.

## APPLICATION PROCESS

Please apply online

For more information on this position contact:

**Doug Thomas, Executive Vice President, SGR**

[DouglasThomas@GovernmentResource.com](mailto:DouglasThomas@GovernmentResource.com)

863-860-9314

The River to Sea Transportation Planning Organization is an Equal Opportunity Employer and values diversity in its workforce. Applicants selected as finalists for this position will be subject to a comprehensive background check.



## CONFIDENTIALITY

Pursuant to Florida law, all applications are a public record once submitted and available for disclosure upon receipt of a public records request.

## RESOURCES

**River to Sea TPO**

[www.r2ctpo.org/](http://www.r2ctpo.org/)

**Team Volusia**

[www.teamvolusiaedc.com/about-volusia/](http://www.teamvolusiaedc.com/about-volusia/)



**RIVER TO SEA**  
Transportation Planning Organization  
VISION - PLAN - IMPLEMENT





**TAB 1**

December 27, 2021

**FROM:**

Mr. Chad Parasa, PE, PTOE  
550 W Central Ave, # 717, Wichita, KS 67203

**RE: Executive Director for the River to Sea Transportation Planning Organization**

Dear Hiring Committee,

I am very interested in the position of the 'Executive Director of the River to Sea Transportation Planning Organization'.

Education: My graduate degree from University of Oklahoma had provided solid foundation in traffic engineering and transportation planning. My graduate degree in Mathematics taught me how to analyze complex problems such as traffic shifts, and balance between congestion pricing & demand.

Experience:

- Presently as the Executive Director of WAMPO (Wichita Area Metropolitan Planning Organization), I directly report to 5 elected officials for the Counties and Cities. I seek approvals on action items from 23 board members, who are elected officials for the Counties and Cities within the WAMPO geographic area.
- In the past 25 years as well as presently, I have a proven leadership record by working in collaboration with DOT staff, staff of cities and counties, as well as public representatives.
- I direct my staff towards innovative methods of transportation planning. I am passionate about learning and keeping abreast of emerging technologies, such as autonomous & connected vehicle technologies.
- My transportation planning experience started in 1995, after my graduate school during 1992 to 1995. About 25 years of transportation planning and traffic engineering experience taught me how to implement various solutions to variety of transportation issues.
- I had lead various studies and plans that are high profile and controversial at times, I lead with transparency during most critical times.
- My daily functions currently involve knowledge of principles of transportation program development and management, including the relationship between Federal, State, and regional and local transportation planning activities
- My daily functions currently involve knowledge in the principles and practices of budget preparation and administration, as well as development of Work Program
- I direct and supervise my staff so that staff is motivated with types of tasks they perform, and "evaluate to motivate" is my motto.
- My patience, friendliness, respectfulness, and political neutrality helps me to effectively serve our elected officials and appointed board members, and I travel with an aptitude to develop and maintain relationships with multiple governmental jurisdictions.

I would be greatly thankful to you for an interview opportunity, I am super excited for this position to lead River to Sea Transportation Planning Organization.

Thank you for your time and consideration. Best Regards,

Chad Parasa, Executive Director, WAMPO  
614-570-8716 cell, [Chad.Parasa@gmail.com](mailto:Chad.Parasa@gmail.com)



# Chad (Chandra) S. Parasa, P.E., PTOE

## Objective:

Seeking the position of 'Executive Director of River to Sea Transportation Planning Organization'

### Contact info:

550 W Central Ave, # 717  
Wichita, KS 67203  
Cell: 614/570-8716  
Chad.Parasa@gmail.com

## Education:

M.S., CIVIL ENGINEERING (TRANSPORTATION ENGINEERING, MAJOR) 1992-1995 <i>University of Oklahoma Norman, OK</i>
M.S., MATHEMATICS MAY 2002-DEC 2003 <i>Fairfield University Fairfield, CT</i>
B.S., CIVIL ENGINEERING 1985-1989, <i>India</i>

## Employment:

### EXECUTIVE DIRECTOR OF WICHITA AREA MPO

Wichita Area Metropolitan Planning Organization –WAMPO [www.wampo.org](http://www.wampo.org)

SEPTEMBER 2019-PRESENT

Wichita, Kansas

- Lead the MPO in Transportation Planning. Lead the development of MTP (Metropolitan Transportation Plan). Develop TIP (Transportation Improvement Program). Develop budget and tasks to run the operations of MPO, by documenting UPWP (Unified Planning Work Program). Lead a diverse team of transportation and regional planning professionals.
- Lead staff in planning, financing, budgeting and administering programs and projects for the WAMPO.
- Work in a multi-functional transportation agency and coordinate department activities with other core functions, including, public transportation, roadway funding, traffic management and regional planning.
- Ensure timely development of transportation studies, plans and programs as required for a Metropolitan Planning Organization.
- Coordinate and foster collaboration amongst a myriad of private and public sector stakeholders at local, state and federal levels.
- Identify and pursue federal funding and other grant opportunities.
- Monitor Traffic Patterns and shifts, monitor congestion levels.
- Lead committees setting goals and direction for 'Safety & Health Committee', 'Active Transportation Committee' and 'Freight Committee'. Project Manager for ongoing studies, 'Emerging Technologies with respect to Transportation', 'Regional Freight Study', and 'Active Transportation Plan'. Manage transportation planning activities for federally mandated MPO (Metropolitan Planning Organization). Direct transportation studies. Responsible for technical oversight of transportation planning, engineering. Supervise travel demand modeling and GIS sections. Develop regional performance metrics. Develop projects prioritization methodology.

### ASSISTANT DIRECTOR OF TRANSPORTATION AND DATA

Lehigh Valley Planning Commission – LVPC –MPO [www.LVPC.org](http://www.LVPC.org)

JANUARY 2018- SEPTEMBER 2019

Allentown, Pennsylvania

- Lead Transportation Planning and GIS departments. Lead technical support for all studies and plans. Project Manager for ongoing studies, the 'Interchange Justification Study', 'Regional Freight Study', and 'Walk-Bike Plan'. Manage transportation planning activities for federally mandated MPO (Metropolitan Planning Organization). Guide Scenario planning initiatives for the 'Regional Comprehensive Plan'. Manage MPO's TIP (Transportation Improvement Program), LRTP (Long Range Transportation Plan). Assist in developing UPWP (Unified Planning Work Program). Direct transportation studies. Responsible for technical oversight of transportation planning, engineering. Supervise travel demand modeling and GIS sections. Responsible for supervising AQ (Air Quality) conformity analysis and EJ (Environmental Justice) analysis. Develop regional performance metrics. Develop projects prioritization methodology.

**SENIOR TRANSPORTATION PLANNER/ MULTI MODAL**

*Pasco County & Manatee County*

**NOVEMBER 2016-DECEMBER 2017**

*New Port Richey, Florida*

- Lead and provide policy guidance for planning and zoning. Responsible for managing travel demand forecasting section. Lead and provide technical guidance in transportation studies. Manage Mobility Fee project, transportation impact fee projects. Advise, guide consulting firms & developers with traffic study requirements of the county planning. Provide guidance in transportation projects in conjunction with land use planning. Lead and advise staff in technical model forecasting tasks for MPO as well as Planning department. Manage and Lead tasks related to 'Corridor right of way preservation'. Support all tasks related to 'land use' and 'transportation' integration.
- Manage FSUTMS travel demand model development for Manatee County. Review, evaluate traffic studies. Advise, guide consulting firms & developers with traffic study requirements of the county. Assist in transportation projects funding applications. Assist in Traffic engineering software & ArcGIS applications.

**TRANSPORTATION ENGINEER/MODELER**

*Mid-Ohio Regional Planning Commission ([www.morpc.org](http://www.morpc.org))*

**OCTOBER 2004-OCTOBER 2015**

*Columbus, Ohio*

- Responsible for technical analysis especially in travel forecasting applications in transportation studies and air quality conformity analysis. Assist in short range & long range transportation planning. Coordinate interagency consultation for Air Quality model development. Air Quality Analysis using MOVES software model. Produce Air Quality document working in conjunction with FHWA (Federal Highway Administration), EPA (Environmental Protection Agency), OEPA (Ohio Environmental Protection Agency). Traffic growth rates computations. Demographic analysis. Performed various travel demand forecasting modeling application tasks using Cube software.

**ASSISTANT ENGINEER (TRANSPORTATION/TRAFFIC ENGINEERING)**

*Olsson Associates ([www.oaconsulting.com](http://www.oaconsulting.com))*

**JANUARY 2004-SEPTEMBER 2004**

*Kansas City, Kansas/Missouri*

- Manage Traffic Impact Studies. Technical proficiency using HCS, Synchro. Manage Traffic Simulation projects using Synchro. Responsible for Travel Demand Modeling using TransCAD, Cube, and Tmodel. GIS applications in Transportation Planning.

**TRANSPORTATION ANALYST**

*Wilbur Smith Associates*

**AUGUST 2000-APRIL 2002**

*New Haven, Connecticut*

- Toll Studies. Travel Demand Modeling using TransCAD, Tmodel. Traffic Impact Studies using HCS, Synchro. Traffic Simulation using CORSIM, VISSIM.

**TRANSPORTATION DESIGNER**

*Carter & Burgess Inc.*

**JULY 1999-AUGUST 2000**

*Dallas, Texas*

- Perform engineering and technical tasks for various studies. Corridor Analysis, Traffic Modeling, using CORSIM, HCS, Synchro, Traffic engineering projects tasks.

**GIS ANALYST/TRANSPORTATION PLANNER**

*City of Harlingen,*

**SEPTEMBER 1995-JULY 1999**

*Texas – (Harlingen - San Benito Metropolitan Planning Organization)*

- Geographic Information System (GIS) support in Transportation Planning. Development of Federally required documents Metropolitan Transportation Plan (MTP), TIP (Transportation Improvement Program)

**Other Activities:**

<p>NARC (National Association of Regional Council) member</p> <p>AMPO (Association of Metropolitan Planning Organizations) member</p> <p>ITE (Institute of Transportation Engineers) member</p> <p>Wichita Area Chamber of Commerce Transportation Coalition member</p> <p>Wichita "Regional Economic Area Partnership" member</p> <p>Received 'Star Performance award' by Pasco County, for dedication towards public safety during hurricane Irma, 2017</p>	<p>Lead various studies &amp; plans that are controversial and high profile.</p> <p>President (2001-2002) Greater New Haven Toastmasters</p> <p>Area Governor (D2 area, 2002-2003), Division Governor (2003-2004), in District53 Toastmasters</p> <p>Division Governor (2007-2008), District40 Toastmasters</p> <p>Lehigh Valley Chamber of Commerce Transportation Committee member</p>
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**TAB 2**

# CHARLES L. BAKER

[chasbake@yahoo.com](mailto:chasbake@yahoo.com) | Cell (802) 735-3500 | 204 Ethan Allen Parkway, Burlington, VT 05408

December 29, 2021

Executive Director Search Committee  
Indigo Professional Center  
2570 West International  
Speedway Boulevard, Suite 100  
Daytona Beach, FL 32114-8145

*Via email*

## **Re: Executive Director Position**

Dear Search Committee:

As a leader of a regional agency serving 18 Vermont municipalities, I believe strongly in the power of collaborative partnerships. Upon reviewing the opportunities and challenges and your description of your ideal candidate for Executive Director of the River to Sea TPO, I believe I would be an excellent fit for this position.

Throughout my career in service to regional and local governments while partnering with state government, I have sought to improve services and increase value to the taxpayers through transparency, collaboration, and engagement with employees, the public, and government leaders of all levels. To supplement the attached resume, please note the characteristics and leadership styles I have endeavored to employ here in Vermont, as well as in my previous work in New Jersey and Delaware:

- the successful nurturing of relationships both internally and externally resulting in employee retention and strong partner relationships;
- an entrepreneurial approach to public sector work leading to diversified and increased revenue;
- continuous and measurable improvement through programs and initiatives developed with local governments and community members;
- use of a calm, fair, and steady hand to strengthen the organization, empower diverse stakeholders, and improve fiscal performance; and
- a belief in the servant leadership model that supports staff in developing services and systems that are not solely dependent upon me as the director to continue success.

I would welcome the opportunity to discuss my qualifications with you further and determine if there is a solid fit. I have family that have recently moved to the area and am looking to join them in Florida as soon as possible. It is with great enthusiasm I submit my resume for your consideration. Thank you for your consideration.

Best regards,

  
Charles L. Baker



# CHARLES L. BAKER

[chasbake@yahoo.com](mailto:chasbake@yahoo.com) | Cell (802) 735-3500 | 204 Ethan Allen Parkway, Burlington, VT 05408

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## PROFILE

Proven regional and local government leader focused on supporting member municipalities, building public and private partnerships, and achieving innovation with policy development and implementation.

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## EXPERIENCE

### **Chittenden County Regional Planning Commission, 2008-present**

#### ***Executive Director***

Lead regional planning agency of 17 staff with a budget of \$5+ million. The board has 29 members, representing a region of 18 municipalities with a population of 168,000 residents.

- Provide direction and leadership to three sections (regional planning, transportation planning, and administration) including successfully merging the organization from a previously separate regional planning commission and metropolitan planning organization. Direct the development of systems to integrate work procedures and policies. Manage all policy, programs, financial, human resources, media relations, and legal functions. Instituted a culture shift towards member municipality service, accountability, and fiscal responsibility.
- Constantly seek opportunities to support our member municipalities. This work has included: legislative testimony; supporting the creation of the Chittenden County Public Safety Authority for regional dispatch; serving as host agency for Chittenden County Opioid Alliance; obtaining USDOT grants to improve traffic information and upgrade traffic signals; hosting “housing convening;” obtaining an EDA grant for a multi-county Comprehensive Economic Development Strategy; supporting and administering VCDP grants for water and wastewater; completing a regional energy plan; hosting monthly meetings of municipal managers/administrators; supporting a forum on community justice center reform; and, numerous other initiatives.
- As part of ongoing efforts to build strong relationships to serve our municipalities; serve in leadership capacity of multiple private, public and non-profit organizations, including:
  - Chittenden County Public Safety Authority (Acting Secretary 2019-present);
  - Opportunities Credit Union (Chair 2018-present, Treasurer 2016-2018, Board 2014-present);
  - Greater Burlington Industrial Corporation (Board 2015-present);
  - Green Mountain Transit (Board 2020-2021);
  - Evernorth (formerly Housing Vermont) (Board 2014-present);
  - Vermont Rail Council (Gubernatorial appointee 2014-present);
  - UVM Medical Center Community Health Investment Committee (2014-2020);
  - Chittenden County Opioid Alliance Executive Committee (2016-2019);
  - Chittenden County Public Health Alliance (2020 – present); and
  - Vermont Association of Planning and Development Agencies (Chair 2013-2015, Treasurer 2015-present, Board & Government Relations Committee 2008-present, Natural Resources Committee Chair);
  - Northern Vermont Resource Conservation and Development District (Chair 2012-2013, Board 2009- 2013).
- Obtained a \$1 million federal regional sustainability grant and used it to combine three regional plans (regional, transportation, comprehensive economic development strategy) into one, aligning municipal and state agency approaches. Led partnership of 60 organizations and public engagement efforts to achieve broad community support. Applied principles of collective impact to focus on a shared agenda and shared accountability. Included a new, key strategy on addressing equity.

# CHARLES L. BAKER

[chasbake@yahoo.com](mailto:chasbake@yahoo.com) | Cell (802) 735-3500 | 204 Ethan Allen Parkway, Burlington, VT 05408

## **New Castle County, New Castle, DE, 2000-2008**

### ***Land Use General Manager, Planning Manager***

Directed diverse department of 150 personnel with a budget of \$16+ million for a county with over 500,000 residents.

- Provided direction and leadership to five divisions (planning, engineering, licensing, property assessment and code enforcement) immediately following a merger of these functions into one department. Served two different County Executives' administrations – the only department head to do so. Achieved bronze designation as Delaware Quality Award recipient with a focus on performance measurement, accountability, and results.
- Built enduring community consensus on key implementation strategies including: workforce housing zoning incentives, conservation design code, redevelopment code, community planning program, community overlay districts, and adoption of "mobility friendly design standards" by the State DOT.
- Achieved major new consensus legislation implementing the Comprehensive Plan objective for workforce housing incentives
- Lead open public regional planning processes using GIS analysis resulting in adoption of 1999 Regional Transportation Plan, 2002 Comprehensive Plan, and 2007 Comprehensive Plan.
- Represented the County Executive and the County on numerous boards, commissions, and committees including:
  - Wilmington (DE) Area Planning Council (MPO);
  - Board of Realtors;
  - Livable Delaware State Planning Coordination Council; and,
  - Mobility Friendly Design Standards Work Group.

## **Wilmington Area Planning Council, Newark, DE, 1996 – 2000**

### ***Acting Executive Director, Deputy Director, Senior Planner***

- Helped manage Metropolitan Planning Organization (MPO) for New Castle County, DE and Cecil County, MD. Population is approximately 600,000. Budget of \$1.2M with 10 employees.
- Led the 1999 Metropolitan Transportation Plan, Congestion Management System, 301 Major Investment Study, Middletown Mobility Friendly Design Standards, Annual Effectiveness Review, and other projects with full stakeholder participation and consensus.
- Achieved agreement of county, state and regional plans for the first time through series of collaborative, consensus building workshops.

## **Trip Reduction Services, Inc., Union, NJ 1994-1996**

### ***Senior Consultant***

Provided consulting services to *Fortune* 500 clients with strategies to comply with 1990 Clean Air Act employer trip reduction program requirements. Strategies included use of transit carpooling, and alternate work schedules. Provided trip reduction plan certification services for over 200 firms.



# CHARLES L. BAKER

[chasbake@yahoo.com](mailto:chasbake@yahoo.com) | Cell (802) 735-3500 | 204 Ethan Allen Parkway, Burlington, VT 05408

## **Cross County Connection TMA, Marlton, NJ, 1992-1994**

### ***Program Director, Acting Executive Director, Senior Planner***

Developed training program and marketing materials for member organizations of the transportation management association to reduce single occupant vehicle travel.

## **County Engineers Office, Burlington County, Mt. Holly, NJ, 1989-1992**

### ***Senior Transportation Planner***

As transportation planner, completed update of the County Highway MasterPlan and served as county liaison to State Department of Transportation. Elected Chair of Delaware Valley Regional Planning Commission Technical Advisory Committee.

## **Delaware Valley Regional Planning Commission, Philadelphia, PA, 1988-1989**

### ***Transportation Planner***

- Field team leader for cordon line survey of nine-county region.
- Contributed to National TRB research study.

## **EDUCATION**

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Bachelor of Science, Urban and Regional Studies, 1987

Cornell University, College of Architecture, Art, and Planning, Ithaca, NY

Coursework completed for Masters in Regional Planning: Cornell University, Ithaca, NY, 1987-1988

Rutgers University, New Brunswick, NJ, 1990-1992

## **PROFESSIONAL AFFILIATIONS**

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- National Association of Development Organizations (Board of Directors 2017–present; Research Foundation Chair 2016-2018)
- American Planning Association

*References provided upon request.*

**TAB 3**



December 29, 2021

Doug Thomas  
Executive Vice President of Executive Recruitment & Leadership Development  
SGR

Re: Executive Director for the River to Sea TPO

Mr. Thomas:

Please accept my interest and resume for the position of Executive Director for the River to Sea TPO. I believe my skills are consistent with the candidate that you seek. I am somewhat familiar with the Daytona Beach Region having recently traveled there this past September.

In your advertisement, you indicate you are searching for a Executive Director who is passionate about progressive planning principles. I feel like I am a candidate who has that passion. Transportation touches all of our lives on a daily basis. For most people, it blends into the background, as it should, just another piece of the infrastructure that is carrying out its intended function. When this infrastructure is not working; an unsafe intersection, a road that is experiencing congestion, pedestrians that cannot get to park safely, an elderly person that is having difficulty using paratransit to get to medical appointments, our jobs as transportation planners come to light. All these situations and more are identified and solved by the work of an MPO. To solve these problems and others it takes a team of not only planners, but committed stakeholders-citizens, elected officials, and appointed officials to identify develop and implement solutions that have positive outcomes.

I look forward to sharing with you and the recruitment team my perspective of the contributions I can make to the River to Sea TPO.

Sincerely,

A handwritten signature in black ink that reads "Eric W. Miller". The signature is written in a cursive, flowing style.

Eric W. Miller

## QUALIFICATION SUMMARY:

Over 30 years public sector experience, the last six as the Executive Director of a mid-sized metropolitan planning organization (MPO) in Central Illinois. I have through knowledge and experience leading regional organizations in difficult and complex environments.

### Leadership-

- Actively Leading organization of 10 full time professional staff with an annual budget of greater than \$2 million annually.
- Responsible for leading regional policy makers which includes 11 cities, 3 counties, 1 mass transit district, and State DOT representatives on transportation, environmental and development issues.
- Led recent MPO restructuring and reorganization effort resulting in efficiencies and cost savings.
- Responsible for programming more than \$3million annually of local STBG funding.
- Responsible for MPO compliance with federal 3C planning requirements, UPWP, TIP, MTP, etc.
- Regular meetings, with federal, state, and local, elected officials, communicating organizational mission and desires.
- Led organization in the active pursuit of State and Federal funding opportunities
- Part of team that lobbied state to increase local share of state gas tax funding

### Communication

- Prepared and delivered regular reports to full board, executive committee and standing sub committees
- Daily briefings with staff regarding active planning projects
- Gave regular organizational updates to Chamber of Commerce, Mayors Caucus, Rotary, etc.
- Regular meetings with state and federal officials.

### Organization/Management

- Prepared annual budget and Unified Planning Work Program
- Oversaw net financial position of Commission increase every year of leadership
- Oversaw transition of Commission chief fiscal officers
- Experience in recruiting quality candidates for employment.
- Oversaw semiannual personal evaluations of staff.
- Developed Commissioner orientation manual for new board members

### Initiative

- Successful in obtaining over \$6 million in discretionary federal grant funding in FY22
- Successful in obtaining federal SPR funding for regional transportation initiatives
  - GIS data acquisition
  - Asset management
  - Activity Based Travel Demand Model

**Professional Experience**

*Tri-County Regional Planning Commission, Peoria, IL*

2013-Present

Executive Director

Lead and direct the day-to-day activities of Tri-County Regional Planning Commission- MPO for the Peoria, IL region.

1999-2013 Program Manager

As the Program Manager for GIS and Data Collection I successfully managed many data collection and analysis projects. Managed a staff of 4 full time and as many as 8 part time seasonal employees I was instrumental in developing relationships with clients, developing scope of work and budget, and executing the project.

*Farnsworth Group, Peoria, IL*

1997 – 1999

Project Manager

*Tri-County Regional Planning Commission, East Peoria, IL*

1989 – 1997

Senior Planner, Planner,

**Education**

Illinois State University Normal, IL

B.S. Geography- 1989

Certificate in Applied Spatial Analysis

**Professional Activities**

Treasurer, Illinois Association of Regional Councils

Member, Illinois MPO Executive Director workgroup

**Community Activities**

2019- present, Board Member, Tremont Winning Communities

2008-2012 Board Member, Tremont Youth Basketball Association

2000-2008- Board President and Board Member, Tremont Area Park District

1997-2000 Village of Tremont Zoning Board of Appeals

1996 to present -Volunteer Tremont Turkey Festival



**TAB 4**

November 30, 2021

RIVER TO SEA TPO  
Indigo Professional Center  
2570 West International Speedway Boulevard, Suite 100  
Daytona Beach, Florida 23320

Re: Executive Director  
River to Sea TPO

To Whom It May Concern:

I am writing to apply for the above-referenced position and it is with expressed interest that I ask for your consideration. Please find that a biography, references, and writing samples are readily available upon request. I have more than 20 years of transportation/land planning experience and I have successfully supervised and managed multi-disciplined planning staffs in a variety of governmental settings.

While at the ECFRPC in Central Florida, I was the primary liaison to the four MPO's located within our 6-county region. Additionally, I had the opportunity to supervise and coordinate agency programs, prepare regional policy plans and reports, develop work programs, coordinate technical assistance to member communities, and administer a 2.4 million HUD Sustainable Community Planning Grant for Transit Oriented Development work related to the SunRail commuter train stations.

The LVTS (MPO) is the 3rd largest in the Commonwealth of Pennsylvania. While there, I directly managed and produced multi-modal policy/strategies and regional MPO transportation plans and programs including the LRTP, TIP, CMP, Freight Plan, Functional Class, Safety Plan, and Public Participation plan. I developed a strong freight planning background including graduating from the I-95 Corridor Coalition Freight Academy and facilitating a strategic freight plan for an area around the Lehigh Valley International Airport that includes the largest FedEx ground facility on the East Coast. In addition to working closely with PennDOT and FHWA, the proximity of the LVTS to northeastern markets and the port of New York/New Jersey prompted collaborative working agreements with surrounding MPO's including New York City, New Jersey and Philadelphia. I would consider my ability to integrate land-use and transportation as a strong suit. The LVTS was actually the first MPO in the state to marry their LRTP with the 2-county regional Comprehensive Plan and with a focus on mobility corridors and centers.

Please see my resume for additional information and a brief synopsis of my acquired skill set and work experiences. I look forward to the opportunity to discuss my qualifications further and I can be reached anytime by telephone at 727.543.4847 or by email at [gk84buckeye@yahoo.com](mailto:gk84buckeye@yahoo.com). I am truly excited about this possible opportunity and I thank you in advance for your time and consideration.

Sincerely,

George Kinney, AICP  
[Gk84buckeye@yahoo.com](mailto:Gk84buckeye@yahoo.com)  
727.543.4847

# **Transportation Planning Strengths**

## **East Central Regional Planning Council (ECFRPC) – Planning Manager**

- Regional liaison to the 4 MPO's located within 6-county region
- Supervised and coordinated agency programs
- Prepared regional policy plans and reports
- Developed work programs
- Coordinated technical assistance to member communities
- Administered a 2.4 million HUD Sustainable Community Planning Grant for TOD work around SunRail

## **Lehigh Valley Transportation Study (MPO) – Transportation Planning Director**

- Directed transportation planning activities for the 3<sup>rd</sup> largest MPO (LVTS) in PA
- Managed and produced multi-modal policy/strategies
- Initial setup for first ever Walk/RollLV multi-modal active transportation plan
- Developed and implemented the Unified Planning Work Program (UPWP)
- Implemented and administered TASA grant program
- Staff to Technical Advisory Committee, Coordinating Committee and Freight Advisory Committee
- Worked with FHWA/FTA on MPO certification review/audit
- Worked with PennDOT to advance AV technology
- Established LTAP education series and coordinated community tech assists
- Developed regional MPO transportation plans and programs
- Produced LRTP, TIP, CMP, Freight Plan, Functional Class, Safety Plan, Public Participation plans
- Worked with consultant that hosted travel demand model
- Developed LANTA Coordinated Public Transit Plan
- Strong freight planning background including I-95 corridor coalition freight academy graduate
- Developed first ever regional freight plan.
- Developed freight subplan for an area around the Lehigh Valley International Airport
- Developed working agreements with NYMTIC, NJTPA, and DVRPC
- Developed strong relationships with PennDOT and FHWA
- Adept at transportation and land-use integration
- Wrote transportation elements for municipal Comprehensive Plans
- Combined LRTP with 2-county regional comprehensive land-use plan
- Complete Streets and TOD Background
- Developed transportation safety studies and designs
- Developed traffic operation studies
- Developed planning and design policy
- Interchange and intersection analysis experience (Roundabouts/Slip Ramp)
- Strong work ethic



# George Kinney, AICP

## //Contact Details

### Name

George Kinney, AICP

### Address

2585 Redwood Circle  
Clearwater, FL 33763

### Phone

727.543.4847

### Email

gk84buckeye@yahoo.com

## //Education

### The Ohio State University

*Master of City and Regional  
Planning*



### Bloomsburg University

*Bachelor of Arts in Environmental  
Planning*



## //Experience

- 2021-Present **[Development Director]**-----**[Dunedin]**  
Direct land planning, building, code compliance and transportation programs.
- 2017-2021 **[Development Director]**-----**[SWT]**  
Directed land planning, building and code enforcement programs. Updated the SWT Comprehensive Plan.
- 2014-2017 **[Transportation Planning Director]**-----**[LVPC]**  
Development of multi-modal policy/strategies and regional MPO transportation plans and programs including the LRTP, TIP, CMP, Freight Plan, Functional Class, and Safety Plan
- 2012-2014 **[Development Director]**-----**[St. Pete Beach]**  
Supervised and coordinated land planning, building, and code enforcement programs including the development of comprehensive plan and CRA economic development programs
- 2008-2012 **[Planning Manager/Executive Director]**- **[ECFRPC]**  
Supervised and coordinated agency programs, prepared regional policy plans and reports, developed work programs and 2+ million operating budget, coordinated technical assistance to member communities, and administered 2.4 million HUD Sustainable Community Planning Grant
- 2003-2008 **[Planning Director]**-----**[Talbot County]**
- 2000-2003 **[Senior Planner]**-----**[Upper Arlington]**
- 1994-2000 **[Planning Director]**-----**[Franklin County]**

## //Projects/Presentations/Awards

- National League of Cities - City Showcase
- Leadership Columbus Program Graduate
- 3 National Association of Counties (NACO) Planning Awards
- Upper Arlington Unified Development Ordinance
- City of Cape Canaveral Vision Plan
- Central Florida 2060 Strategic Regional Policy Plan
- MOVELV – LRTP, TIP, CMP & Freight Plan
- I-95 Corridor Coalition Freight Academy Graduate

**TAB 5**

301 Avalon Road  
Winter Garden, Florida 34787  
November 29, 2021

Mr. Douglas Thomas  
Executive Vice President  
Strategic Government Resources  
*Via* online submission at [governmentresource.com](http://governmentresource.com)

RE: River to Sea Transportation Planning Organization executive director recruitment

Dear Mr. Thomas:

When we go to a social function and meet new people, one of the first questions most people ask is, "What do you do?" My resume answers this question in terms of my current and past employment, and the accomplishments and skills they represent. Like many candidates, I check all the boxes. When advising a recruitment client, you have to help them look at the evidence candidates provide to decide whether they are a good fit and how each compares to the other applicants. However, education and experience parameters only indirectly describe me as a person. This letter offers information that goes beyond the content of the resume to help you answer these questions.

The most concise way to describe me as a person is to tell you I am a polymath, which is someone who values life-long learning across a wide variety of subjects. I was the only student in the gifted program at my high school, but I was also a starter on the varsity football team and student council vice president. I completed high school and college in three years each. I became a pilot at the age of 14. When the planes I could afford to fly proved to be too slow, I switched to racecars. I was a professional and amateur racecar driver for 30 years and a driving instructor for 25. My first race was at Daytona International Speedway; I finished third. My awards during that time included my being rookie of the year, driver of the year, Southeast Division champion, and Volunteer of the Year for the South Atlantic Region. I was also the regional executive of the Sport Car Club of America's Dixie Region when we won the US region of the year award. I am a chevalier (knight) in a French culinary guild and have more than 100 publications in a variety of topics.

The recruitment position involves transportation planning at a regional level in close coordination with the Florida DOT and member local governments. I have multiple experiences and qualifications for this posting: I am former resident of Volusia County and planning consultant to multiple MPA member governments; I was directly involved in transportation planning and MPO operations at the Florida DOT Central Office and in District 5; I am a recognized subject matter expert on transportation system design and operations with an emphasis on traffic safety; I am an avid supporter of the Strong Towns movement for reforming transportation systems to adopt a more organic development pattern; and I have previously served on the leadership team of two regional organizations. My most recent publication, written for the Federal Highway Administration, includes extensive guidance on multi-level governance for transportation needs identification and project development. I have developed and taught transportation workshops in Volusia County. I currently serve on the Florida League of Cities Legislative Committee with responsibility for bill tracking.

I look forward to speaking with you soon about this exciting opportunity. You can contact me at [abutler@mpzero.com](mailto:abutler@mpzero.com) or 407-717-0247. Thank you for your consideration.

Jack A. Butler, MEng, AICP



# Jack Allison Butler

407-717-0247

abutler@mpzero.com

Rated by employers and clients as a consistently excellent manager and value-added creator of work processes and innovative strategies for getting true achievement from staff, I have been able to lead positive change in an environment where my team members felt valued and valuable. Although the transition from technician to manager came early in my career, I remain a leader in multiple professional fields that require the ability to both see the big picture and drill down into the details. I am a hands-on manager but not a micromanager.

## Employment Positions Held

### **Multiple Positions, City of Ocoee, FL, 2006-Present—**

**Director of Support Services** (2012-Present): Manage a multi-functional unit of work groups staffed by 22 positions involved in code enforcement, budget and financial management, capital construction, telecommunications, community relations, parades and special events, Ocoee TV, GIS, media contacts, social media, purchasing, and information systems. Conduct special projects for the city manager; e.g., fire service fee, design and construction of the largest event venue in West Orange County, buy/sell real estate, and craft/revise city ordinances. Interact extensively and directly support elected officials. Lead performance quality and operational decision-making with transparency. Deploy extensive productivity support tools.

**Capital Improvement Program Manager**, (2006-12): Develop and manage the City's \$42 million capital investment program, including all budget and financing. Apply for and manage state and federal grants; more than \$4 million awarded. Create and implement a new financial management process for capital expenditures. Lead historic preservation projects. Produce multiple components of the city's EAR. (Employment in 2006-2008 was under contract; HR records will show a hire date of February 2008.)

### **Managing Member, Butler & Butler, LLC (self-employed), Winter Garden, FL, 2002-2019 —**

Provide services to government agencies and private-sector clients throughout the USA and Canada, often through a prime contractor. Example projects include:

- Develop and implement asset-centric governance structures and procedures.
- Operate construction division specializing in historic building reuse and restoration.
- Technical lead and chief author, *Applications of Enterprise GIS for Transportation, Guidance for a National Transportation Framework (AEGIST)*, which is the proposed Federal standard for roadway data reporting and the foundation for State DOT analyses. Being implemented by 20 states.
- Lead multi-jurisdiction planning management programs for Denver, Boulder County, State of Colorado, and the Liberty Consolidated Planning Commission (Coastal Georgia).
- Write books on transportation GIS (Esri), human resource management (URISA), and geography (EFFE Press). Columnist and policy paper author for multiple publications dealing with the built environment.
- Participate on numerous national research project panels and peer exchanges; develop and teach training programs in topics ranging from transportation system management and field force automation to 3D GIS and wholesale electric power. Edit six national data standards.
- Develop comprehensive plans and development ordinances for local governments.
- Plan and conduct wine and Scotch whisky tasting events.

### **Public Works Division Director, Hamilton County, Chattanooga, TN, 1997-2001—**

Create and direct new entrepreneurial regional planning and engineering agency serving Hamilton County, 10 cities, 7 utility districts, joint E-911 center, local planning agencies, FEMA, GAO, TVA, several non-governmental organizations, and private-sector firms. The major accomplishments in the position were:

- Design and implement one of the highest quality GIS mapping systems in USA.
- Establish the foundation for and deploy the initial implementation of the city/county 311 system.

- Create the ongoing countywide addressing, subdivision development review, and digital plat recording processes by working with the Register of Deeds and the metro-Chattanooga surveying industry.
- Initiate the multi-partner program that resulted in Chattanooga becoming “The Gigabit City” and a new technology center at the University of Tennessee at Chattanooga.

#### **Multiple Positions, Florida Department of Transportation, Tallahassee, FL, 1986 to 1997—**

**Statewide Strategic Planner**, Office of Policy Planning (1995-97): Create the *State of the State* report, the *Florida Transportation Plan – Short-range Component*, and other major agency policy documents. Represent agency in regional and national discussions. Operate statewide highway safety research program.

**Internal Consultant for Program Improvement**, Office of Information Systems (1993-1995): Provide leadership to adopt information technology at the enterprise level as a means of improving bridge, safety, and pavement management activities in compliance with federal ISTEA requirements. Craft the agency’s GIS strategic plan.

**Manager of Transportation Statistics Office** (1988-1993): Direct federal and state planning programs and lead creation of the first statewide GIS map. Provide policy and technical guidance on project design parameters statewide. Provide testimony to state legislative committees. Secure and manage major federal grants and research programs. Data quality increased from 85% to 99.98% during my tenure.

**Manager of System Support Section** (1986-88): Greatly improve the Work Program Administration System managing \$20 billion in capital investments, craft annual budget, and report on agency performance to Florida Legislature. Significant changes were made to State policy as a result of this work, including an increase in the state’s motor fuel tax and greater resources being devoted to system preservation.

### **Degrees and Certifications**

**Master of Engineering**, University of Colorado Denver, 2005.

**Certificate in Supervisory Management**, Certified Public Manager Program, Florida State University, 1998.

**Bachelor of Business Administration** in Business Systems (Honors), University of Georgia, 1974.

**Certified Planner**, American Institute of Certified Planners, No. 103372.

**Certified Project Management Professional**, Project Management Institute, No. 1975750 (inactive).

**Certified Contractor**, State of Florida, License No. CRC1328041.

**Certified Mapping Scientist - Geographic & Land Information Systems**, American Society of Photogrammetry and Remote Sensing, No. R120GS (inactive).

### **Professional Affiliations**

**International City/County Management Association** (full member); Governmental Affairs & Policy Committee

**Florida City and County Management Association** (full member); Board of Directors (2021-2022); Florida League of Cities Legislative Comm., Professional Development Comm.; symposium speaker on DEI and ARPA

**American Planning Association** and **American Institute of Certified Planners**

**Strong Towns**; member of transportation system design guide launch committee

**Urban & Regional Information Systems Association (URISA)**: President (2012-13), Board of Directors (2006-09 and 2011-2014); workshop developer/instructor; multiple award winner

**GIS Certification Institute**: President (2008-09), Delegate to the Council of Geospatial Organizations (2008-09), Treasurer, (2007-08), Ethics Officer (2010-13), Chair of Certification and Ethics committees; co-developer of the Code of Ethics and Rules of Conduct; author, *Ethics Procedure Manual*

**National Academies of Science**: Panel member, research project NCHRP 17-26 (created the *Highway Safety Manual*); Investigator for NCHRP 20-27(3) project; reviewer and instructor of *Highway Capacity Manual*.

**Chevalier de Chaîne des Rôtisseurs, Republic of France** (French culinary guild)

**TAB 6**



# JAMES KIRBY SNIDEMAN

## Portfolio



# COVER LETTER

As a community services professional, I have more than thirteen years of project management experience and an extensive background working with local governments in both public and private positions. I have completed more than 200 projects in over 100 cities in all aspects of community development including planning, building, engineering, real estate development, environmental, permitting, licensing, code enforcement, and transportation planning.

## My Strengths:

- I have led multiple teams of municipal staff, consultants, and sub-consultants. I believe the key to successful leadership is effective communication and clear, accountable responsibilities.
- I have managed \$450 million in mobility funding and \$65 million in transit funding, and directed a department consisting of three divisions and sixteen employees. In this position I implemented sweeping changes, hiring eight new FTEs, digitizing most processes, relocating offices, and reducing project wait times.
- I have made hundreds of presentations to the general public, city staff, and elected officials and feel very comfortable leading public meetings.
- I am a member of several major trade organizations, have given presentations at multiple conferences, and have a vast professional network in many states that I can rely on when problem solving new challenges.
- I have extensive experience with ArcGIS, Excel, and other database / analysis tools. I also have considerable experience implementing technology updates, allowing for digital review of plats, plans, and permits, and moving the application process online.
- I have always strived to over-deliver. This has led to process improvements and cost savings in most positions which I have held.

I would welcome the opportunity to further discuss my skills and how I may fit into your team. If you have questions or would like to schedule an interview, please contact me by phone at 801.503.9006 or by e-mail at [snideman@gmail.com](mailto:snideman@gmail.com). I look forward to hearing from you.

Sincerely,

A handwritten signature in white ink that reads "J. Kirby Snideman". The signature is fluid and cursive, with the first letters of each name being capitalized and prominent.

J. Kirby Snideman, AICP

# JAMES KIRBY SNIDEMAN

801.503.9006 | snideman@gmail.com

## PROFESSIONAL EXPERIENCE

2021 – Current	<b>Municipal Consulting &amp; Sub-Consulting – Self-Employed</b>	<b>California, Utah, Texas, &amp; Florida</b>
2019 – 2021	<b>Metropolitan Planning Organization Director – Laredo &amp; Webb County Area MPO</b> * Reorganized MPO w/ in-house approach vs. outsourcing; decreased costs & increased quality * Developed a strategic five-year work plan; new proactive approach ( <a href="http://laredompo.org/mpo-work-plan/">laredompo.org/mpo-work-plan/</a> ) * Managed TIP funds totaling \$450 M in mobility funding and \$65 M in transit funding * Rebranded the MPO with a new look and new website ( <a href="http://laredompo.org/">laredompo.org/</a> ) * Facilitated greater cooperation between City & County through joint meetings and collaborative projects * Led & trained team to complete first in-house plan in decades ( <a href="http://laredompo.org/active-transportation-plan/">laredompo.org/active-transportation-plan/</a> )	<b>Webb County, Texas</b>
2019 – 2021	<b>Planning &amp; Zoning Director – City of Laredo, Texas</b> * Reorganized department to three divisions; created division mgr. positions, added 8 new FTEs * Conducted 150+ trainings to develop staff & improve functioning of boards, commissions & committees * Modernized from all-paper to near-paperless; transitioned to online and digital submission & review * Rebranded the department with new look and website ( <a href="http://cityoflaredo.com/LaredoPlanning/">cityoflaredo.com/LaredoPlanning/</a> ) * Designed & implemented online application and development tracking system ( <a href="https://rb.gy/oev2cx">https://rb.gy/oev2cx</a> ) * Saved \$750k+ due to in-house work, more competitive RFQ/RFP process, and modernization efforts * Led project ReCode, renovated 400+ pages of code/ ordinance; first major update in over thirty years	<b>Laredo, Texas</b>
2016 – 2019	<b>City Planner – City of Orem, Utah</b> * Developed and maintained the City's long range master plans & transportation plans * Led public meetings; managed ordinance amendments, site plan review, and code enforcement * Wrote and published RFPs and managed consultants / City staff teams to complete projects / studies	<b>Orem, Utah</b>
2014 – 2019	<b>Senior Analyst &amp; Senior Associate – CDS Community Development Strategies</b> * Met with local, county, and state government officials/staff, in Texas, Oklahoma, and southeast states * Managed projects from start to finish, including supervising employees and sub-contractors * Projects include: feasibility and market studies, comprehensive plans, economic strategic plans, housing studies, TOD studies and plans, public infrastructure master plans, impact fee studies, and more	<b>Houston, Texas</b>
2011 – 2014	<b>Municipal Consultant – Zions Bank Public Finance</b> * Met with local, county, and state government officials/staff, in Utah, Wyoming, Idaho, Nevada, and Arizona * Managed projects from start to finish including client meetings, project research, analysis, and presentations	<b>Salt Lake City, Utah</b>
2007 – 2010	<b>Business Planning &amp; Management – Fortune 500 Bio-Business Companies</b> * Traveled all regions of the US, working with farmers, ranchers, and dairymen at their operations * Managed teams, products, and inventories utilizing best practices; SAP, Just-In-Time, and Lean Six Sigma	<b>Iowa &amp; Oregon</b>
2004 – 2007	<b>Marketing and Sales Independent Contractor – Self-Employed</b> * Contracted and managed the marketing and sales for multiple small businesses	<b>California</b>

## ORGANIZATIONS

2011 – Current	<b>American Planning Association</b> * AICP Certified Planner & speaker at multiple APA State Conferences	<b>National</b>
2012 – Current	<b>Urban Land Institute, Congress for New Urbanism, Floodplain Managers Association</b>	<b>National</b>

## EDUCATION

2010 – 2013	<b>University of Utah – Master's Degree in City &amp; Metropolitan Planning</b>	<b>Salt Lake City, Utah</b>
2003 – 2007	<b>Brigham Young University – Bachelor's Degree in Biology / Business</b>	<b>Provo, Utah</b>

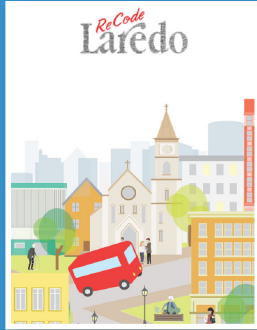
## VOLUNTEER EXPERIENCE

2010 – 2021	<b>Board Member</b> Laredo Downtown Tax Increment Refinancing Zone; <b>Board Member</b> Urban Ag Non-Profit; <b>Board of Directors</b> Utah County Habitat for Humanity; <b>Editor</b> Congress for New Urbanism Utah Chapter; <b>Elected Neighborhood Chair</b> City of Provo, Utah; <b>Housing Committee Member</b> City of Provo, Utah	
2001 – 2003	<b>Full-Time Non-Profit Volunteer</b> * Coordinated and led hundreds of meetings; managed, instructed, and trained fellow volunteers	<b>London, England</b>

# PROJECT SUMMARIES

The following are examples from over two hundred projects completed.

## ORDINANCE OVERHAUL



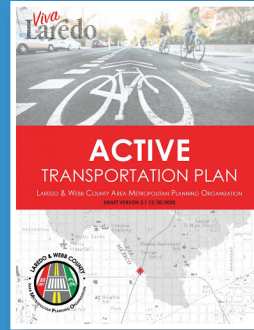
**Type of Project:** One of the principal recommendations of the City of Laredo's comprehensive plan was to update the ordinances that govern the development process. These ordinances are collectively referred to as the Land Development Code (LDC) and total more than 400 pages of rules and regulations.

**Project Process:** To update the LDC, the project team established an eighteen-month timeline to review all codes, bringing them into compliance with the goals of the comprehensive plan. To begin, the Planning staff led a considerable public engagement campaign that delicately balancing the interests of the general public with what's feasible for builders and developers. This initial phase involved nearly fifty separate meetings with stakeholders, City staff and officials, and the general public. In addition, we created and a survey that generated thousands of unique interactions from the public ([www.recode.laredo.org](http://www.recode.laredo.org)).

**Involvement:** Initially, the project was to be outsourced entirely to contracted consultants. As the Planning Director, I asked Management to allow our department to lead and manage the effort in-house with assistance from consultants only where needed. This saved hundreds of thousands of dollars in potential additional work and resulted in a better outcome.

**Outcome:** The Planning Department is preparing the final draft of the new code with the help of City staff from all development-related departments.

## ACTIVE TRANSPORTATION



**Type of Project:** Policy Committee members tasked the staff of the Laredo & Webb County Area Metropolitan Planning Organization (MPO) with completing an Active Transportation Plan (ATP) in 2020. The MPO received proposals from consultants to complete the work for fees in excess of \$200,000.

As the Director of the MPO, I asked the Policy Committee members to allow us to instead use these funds to staff up and complete this project (and others) internally. The end result would save money and allow planners to take ownership of these important initiatives.

**Project Process:** As the MPO Director, I promoted two positions and added four additional positions to create a team that could complete long-range planning projects without the need to rely on consultants. The ATP has been one of the first plans to be undertaken by this team. Preliminary work was completed in 2019 and in early 2020 the MPO held six meetings across the City attracting several hundred participants from all Council Districts. Many residents remarked that this was the first time they had seen planners come to them to get their input on future plans. A special effort was made to reach out to teenagers whose only mode of travel is bicycling. Engaging with them on their level, we received valuable information on possible future bicycle routes throughout many neighborhoods.

**Involvement:** As the MPO Director, I led and trained the MPO staff through each step of this plan, explaining along the way that this was the first of many projects that can be completed internally, providing a new proactive approach to planning for the region.

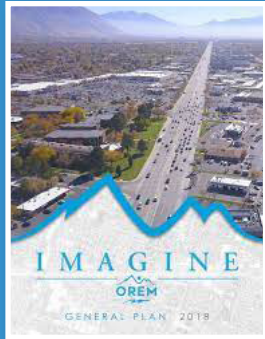
**Outcome:** The ATP was unanimously adopted by MPO Policy Committee and City Council in the fall of 2020.



# PROJECT SUMMARIES

The following are examples from over two hundred projects completed.

## GENERAL PLAN UPDATE



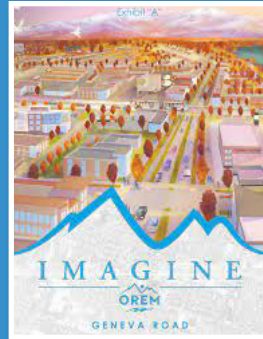
**Type of Project:** Orem's last update of the General Plan was completed in 2011. Since that time, several sub-plans have been adopted. This new General Plan incorporated the latest plans of the City and also included the Orem Moderate-Income Housing Study, which I also completed.

**Project Process:** The General Plan was updated by utilizing data, maps, recommendations, and plans contained in the various master plans and neighborhood plans that were previously adopted. This new information was inserted into the relevant chapters of the General Plan. Meetings were held with stakeholders to insure that the most up to date and relevant information was included. The General Plan was also reorganized and placed online to be as accessible to residents as possible. As part of this update, a Moderate-Income Housing Study was created, satisfying the requirements of the State.

**Involvement:** At my recommendation, we did not hire consultants and instead I was tasked as the project manager. I managed the entire update process and was personally responsible for writing, organizing, and editing the information and graphics in the plan (including all the custom maps). Completing the General Plan update and the Moderate-Income Housing Study internally saved the City of Orem several hundred thousand dollars.

**Outcome:** The Orem City Council unanimously adopted the 2018 General Plan in the fall of 2018. They were very pleased with the quality of the work and the recommendations provided. The plan can be viewed online at: [www.orem.org/generalplan](http://www.orem.org/generalplan) (the housing plan portion is Appendix I).

## BROWNFIELD REDEVELOPMENT



**Type of Project:** In 2017, the U.S. EPA selected the City of Orem as a Brownfield Area-Wide Plan grant recipient. This program assists communities with funding to create a plan which envisions the future of an area impacted by brownfields.

**Project Process:** In 2016 I managed the final stages of the Federal application process which was ultimately successful and resulted in a \$200,000 grant. In early 2017 I managed the RFP process to select a team consultants to hire. Due to my efforts at writing a clear RFP and working extensively to publish and advertise the project we received several competitive bids. After selecting a consultant team, we began work on the existing conditions report, brownfields inventory, and a preferred scenario for the plan. We held multiple public meetings which have had over 600 property owners in attendance. We created multiple opportunities for online feedback including a survey which reached over 400 participants.

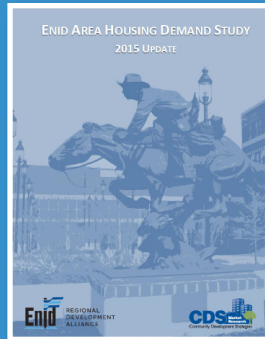
**Involvement:** I was the project manager for this plan, managing staff and consultants, and guiding the process with our regional partners and stakeholders. I was also responsible for the management of the grant and funds with the EPA. They have been very pleased with our management of Federal dollars, making us very competitive for additional grants.

**Outcome:** The plan was received positively by residents, businesses, and was adopted unanimously the City Council. This plan informed new zoning in the Geneva Corridor and outlined the preferred scenario for land uses, transportation, and public investment in the area. The completion of the plan has paved the way for Federal assessment grants with the EPA. According to State DEQ officials, due to how well the area-wide planning process was managed, the City is very likely to receive additional funding. The plan can be viewed at: [www.orem.org/generalplan](http://www.orem.org/generalplan) (Appendix J).

# PROJECT SUMMARIES

The following are examples from over two hundred projects completed.

## HOUSING DEMAND STUDY



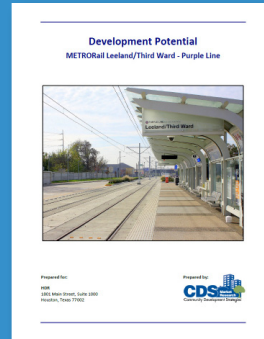
**Type of Project:** This study was completed for a city experiencing population growth issues related to a lack of new housing construction. The study documents the current conditions in detail and provides recommendations to encourage solutions.

**Project Process:** The study began with an initial, full-day meeting in the client's city. This meeting was broken into several sessions with various stakeholders including city officials, home builders, large employers, and realtors. Following the meetings, I travelled throughout the city to take inventory of the various multifamily and single family housing currently available in the area. This information was added to a larger inventory created through multiple days of interviews with property managers, home builders, and developers. The goal was to provide a complete census of available housing, with details on occupancy rates and for-sale/rental prices. I also completed a demographic and economic analysis of the city in order to make clear the demand for new housing. In order to do this I utilized various primary and secondary data sources including interviews with locals businesses, organizations, community leaders, US Census data, BLS data, and the county assessor's data. A survey of local employees was also conducted with several hundred respondents.

**Involvement:** I had total responsibility for this project, including collecting all the data, writing the report, creating all the maps, graphics, and formatting the document.

**Outcome:** The client was extremely pleased with the study. The findings of the study were presented at a large public meeting where community leaders were gathered. The local media was also present and reported on the findings of the study in multiple articles.

## T.O.D. REAL ESTATE ANALYSIS



**Type of Project:** This analysis was one of several completed for a large metropolitan transit authority as part of a requirement for accepting federal dollars to fund light rail expansion. Each study focused on one of the future stations and provided a current snapshot of the

surrounding half mile radius with detailed projections on how the new light rail infrastructure was expected to impact the area. Special attention was given to the sites immediately adjacent to each proposed station in order to highlight the transit oriented development (T.O.D.) and general redevelopment potential.

**Project Process:** This project involved multiple days of surveying the half mile radius surrounding the station, collecting detailed information on all residential, commercial, and industrial uses. The quantitative element of this project involved gathering demographic data, lease and absorption rates, for-sale and rental inventories, and other market data. The qualitative element focused on collecting the attitudes and opinions of local property owners, developers, and business owners. A real estate analysis was completed for each land use with historical, present day, and projected values of properties within a close proximity to the light rail station.

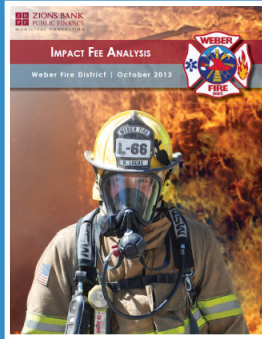
**Involvement:** This was one of a series of ten studies completed for each new planned light rail station. I had complete responsibility for this project including researching, writing, and formatting.

**Outcome:** This analysis combined with the others, satisfied the transit authority's responsibility to provide station area planning. Beyond meeting the requirements, the client also commented on how well the document graphically displayed the required information—making the document highly readable.

# PROJECT SUMMARIES

The following are examples from over two hundred projects completed.

## IMPACT FEE ANALYSIS



**Type of Project:** This project was an impact fee facility plan and analysis completed for a special district which incorporated multiple municipalities.

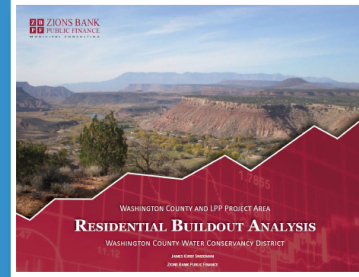
**Project Process:** I prepared and submitted an RFP. Upon selection I met with the fire chief and staff in a “Kick Off” meeting

to discuss the process. I collected data from various sources including the district, member cities, and multiple county departments. I completed analysis using ArcGIS software and also created an extensive model in Excel which referenced all the collected data and resulted in a final fee for each selected building permit category. I reviewed the outcome of the model with the fire chief and with his approval began writing and formatting a document draft. After the draft was completed I reviewed it with the executive staff and presented the preliminary conclusions to the district board in a work session. Changes were incorporated and a final draft was completed. I assisted the district with the noticing requirements for adoption. To wrap up the project I gave two formal presentations, one at the public hearing and one at the adoption meeting.

**Involvement:** I had total responsibility for this project, including collecting all the data, writing the report, creating all the maps, graphics, and formatting the document.

**Outcome:** This project satisfied the state impact fee law requirements allowing the district to continue charging updated and fair impact fees. But more than just compliance, I went beyond the minimum standards of the RFP and worked with the executive staff to create a document that the public would be able to read and understand. The fire chief and board were all very pleased with how well this document laid out the future plans of the district and how effectively it explained the impact fee process.

## FUTURE POPULATION STUDY



**Type of Project:** This project was a build-out scenario analysis of a water district covering multiple jurisdictions, all of which needed a future popula-

tion projection as justification for a massive, 100 year infrastructure project under consideration.

**Project Process:** To begin, I collected data from various sources including member cities, consulting firms who provided previous analysis, several county departments, and multiple state and federal agencies. The next major step was creating a methodology to project future population based not on past growth, but also on land use availability and development trends. This project relied heavily on GIS analysis, which I completed. To assist the district better, I provided multiple projection scenarios rather than just one. I met with several experts in the field to discuss my findings including the staff of the governor’s office responsible for the State’s official population projections. I wrote and formatted a document to contain the findings.

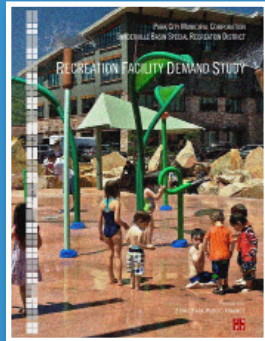
**Involvement:** I had total responsibility for this project, including collecting all the data, writing the report, creating all the maps, graphics, and formatting the document.

**Outcome:** The client was very pleased with the quality of the document and the soundness of the findings. The findings have been utilized in other studies.

# PROJECT SUMMARIES

The following are examples from over two hundred projects completed.

## FACILITY DEMAND STUDY



**Type of Project:** This project was a recreation demand study completed for two entities who entered into a multiple-jurisdictional agreement to evaluate options for providing joint facilities and services.

**Project Process:** This project involved updating and greatly expanding the inventory of facilities and services for the two entities. I also created a benchmark system for these two entities by comparing their per capita facilities and services to those of several similar communities throughout the West. This was an in depth process which required dozens of hours of interviews with recreation staff around the country. I created a model to record and display the results and put together a document which presented the findings.

The success of this project depended heavily on the data collection component. Skill was required to convince the selected comparable communities to share their information. To incentivize their participation, I offered to share the final product with these communities. It worked, and I was able to create an unparalleled benchmark system for cities of this size and character.

**Involvement:** I completed the majority of this project, including all of the data collection, map making, analysis, document writing, and formatting.

**Outcome:** This project was well received by the staff of both entities who immediately utilized the results in the planning of near and long term recreation facilities.

## MIXED USE ANALYSIS



**Type of Project:** This presentation was part of a larger study completed for a national development firm looking to better understand what

types of mixed use development were having the most success. This study reviewed multiple mixed use developments from several locations throughout the United States.

**Project Process:** This study required me to research site plans and interview property management companies in order to build a database where the information on each mixed use development site could be analysed. A preliminary presentation was created to give an overview of each site and how these sites compared to each other in terms of residential vs. commercial space. Further analysis was then completed to determine occupancy rates, average sale and lease prices, and estimated profit margins for the associated developer. Several information sources were utilized in order to provide the most accurate estimates.

**Involvement:** I had responsibility for all elements of this project. As with many of the studies I have completed, this project included a formal presentation to the client.

**Outcome:** This project was well received by the client. The data and analysis generated by this study were utilized by the client to adapt their long term development strategy and alter several of their upcoming project site plans.



# JAMES KIRBY SNIDEMAN

801.503.9006 | snideman@gmail.com

## PROFESSIONAL EXPERIENCE

2021 – Current	<b>Municipal Consulting &amp; Sub-Consulting – Self-Employed</b>	<b>California, Utah, Texas, &amp; Florida</b>
2019 – 2021	<b>Metropolitan Planning Organization Director – Laredo &amp; Webb County Area MPO</b> * Reorganized MPO w/ in-house approach vs. outsourcing; decreased costs & increased quality * Developed a strategic five-year work plan; new proactive approach ( <a href="http://laredompo.org/mpo-work-plan/">laredompo.org/mpo-work-plan/</a> ) * Managed TIP funds totaling \$450 M in mobility funding and \$65 M in transit funding * Rebranded the MPO with a new look and new website ( <a href="http://laredompo.org/">laredompo.org/</a> ) * Facilitated greater cooperation between City & County through joint meetings and collaborative projects * Led & trained team to complete first in-house plan in decades ( <a href="http://laredompo.org/active-transportation-plan/">laredompo.org/active-transportation-plan/</a> )	<b>Webb County, Texas</b>
2019 – 2021	<b>Planning &amp; Zoning Director – City of Laredo, Texas</b> * Reorganized department to three divisions; created division mgr. positions, added 8 new FTEs * Conducted 150+ trainings to develop staff & improve functioning of boards, commissions & committees * Modernized from all-paper to near-paperless; transitioned to online and digital submission & review * Rebranded the department with new look and website ( <a href="http://cityoflaredo.com/LaredoPlanning/">cityoflaredo.com/LaredoPlanning/</a> ) * Designed & implemented online application and development tracking system ( <a href="https://rb.gy/oev2cx">https://rb.gy/oev2cx</a> ) * Saved \$750k+ due to in-house work, more competitive RFQ/RFP process, and modernization efforts * Led project ReCode, renovated 400+ pages of code/ ordinance; first major update in over thirty years	<b>Laredo, Texas</b>
2016 – 2019	<b>City Planner – City of Orem, Utah</b> * Developed and maintained the City's long range master plans & transportation plans * Led public meetings; managed ordinance amendments, site plan review, and code enforcement * Wrote and published RFPs and managed consultants / City staff teams to complete projects / studies	<b>Orem, Utah</b>
2014 – 2019	<b>Senior Analyst &amp; Senior Associate – CDS Community Development Strategies</b> * Met with local, county, and state government officials/staff, in Texas, Oklahoma, and southeast states * Managed projects from start to finish, including supervising employees and sub-contractors * Projects include: feasibility and market studies, comprehensive plans, economic strategic plans, housing studies, TOD studies and plans, public infrastructure master plans, impact fee studies, and more	<b>Houston, Texas</b>
2011 – 2014	<b>Municipal Consultant – Zions Bank Public Finance</b> * Met with local, county, and state government officials/staff, in Utah, Wyoming, Idaho, Nevada, and Arizona * Managed projects from start to finish including client meetings, project research, analysis, and presentations	<b>Salt Lake City, Utah</b>
2007 – 2010	<b>Business Planning &amp; Management – Fortune 500 Bio-Business Companies</b> * Traveled all regions of the US, working with farmers, ranchers, and dairymen at their operations * Managed teams, products, and inventories utilizing best practices; SAP, Just-In-Time, and Lean Six Sigma	<b>Iowa &amp; Oregon</b>
2004 – 2007	<b>Marketing and Sales Independent Contractor – Self-Employed</b> * Contracted and managed the marketing and sales for multiple small businesses	<b>California</b>

## ORGANIZATIONS

2011 – Current	<b>American Planning Association</b> * AICP Certified Planner & speaker at multiple APA State Conferences	<b>National</b>
2012 – Current	<b>Urban Land Institute, Congress for New Urbanism, Floodplain Managers Association</b>	<b>National</b>

## EDUCATION

2010 – 2013	<b>University of Utah – Master's Degree in City &amp; Metropolitan Planning</b>	<b>Salt Lake City, Utah</b>
2003 – 2007	<b>Brigham Young University – Bachelor's Degree in Biology / Business</b>	<b>Provo, Utah</b>

## VOLUNTEER EXPERIENCE

2010 – 2021	<b>Board Member</b> Laredo Downtown Tax Increment Refinancing Zone; <b>Board Member</b> Urban Ag Non-Profit; <b>Board of Directors</b> Utah County Habitat for Humanity; <b>Editor</b> Congress for New Urbanism Utah Chapter; <b>Elected Neighborhood Chair</b> City of Provo, Utah; <b>Housing Committee Member</b> City of Provo, Utah	
2001 – 2003	<b>Full-Time Non-Profit Volunteer</b> * Coordinated and led hundreds of meetings; managed, instructed, and trained fellow volunteers	<b>London, England</b>

**TAB 7**

**Joel S. Graeff, AICP**  
407-961-0868 • joelgraeff19335@yahoo.com  
www.linkedin.com/in/joelgraeff

December 21, 2021

Doug Thomas  
Executive Vice President  
Strategic Government Resources  
PO Box 1642  
Keller, TX 76244

**RE: Executive Director, River to Sea Transportation Planning Organization**

Dear Mr. Thomas:

I learned through a search of the Florida APA website Strategic Government Resources is assisting the River to Sea TPO in their search for an Executive Director. My career experience and credentials are a fit for this position and with the agency. Listed below are my accomplishments:

- **Leadership** and demonstrating the ability to use sound and independent judgment to “see the big picture” regarding transit and infrastructure projects by being a strong consensus builder and understanding the sensitivity to address individual community needs.
- **Leading People** by managing mid-level and junior analysts, technicians, and planners over my career by providing mentoring, developing qualified staff, setting performance expectations to achieve results, balancing workflow, and expanding career development.
- **Executive Presence** by managing client relationships, possessing superior presentation skills, verbal and written, to present, explain, and defend complex policies and issues before all stakeholders.
- **Program Planning** by securing and managing multimodal transportation and land use projects with contract values ranging from \$1 million to \$5 million including open-end, task-order contracts for Departments of Transportation including: FDOT, NCDOT, PennDOT, NJDOT and DelDOT.
- **Financial, Budgeting and Contract Planning** with experience in budgeting and deadlines, fiscal planning and fiscal reporting; directing the oversight and approval process for federal and state received; an understanding of project management and contracting experience to award and monitor project contracts.

I have the attributes necessary for the Executive Director position. Enclosed is a copy of my resume which fully details my extensive managerial qualifications and planning credentials. I look forward to talking to you regarding this exciting opportunity. Thank you for your consideration.

Sincerely,

Joel S. Graeff, AICP

# JOEL S. GRAEFF, AICP

1920 Dunn Cove Drive, Apopka, FL 32703  
[www.linkedin.com/in/joelgraeff](http://www.linkedin.com/in/joelgraeff)

407.961.0868  
joelgraeff19335@yahoo.com

## VISIONARY TRANSPORTATION PLANNER | SENIOR PROJECT MANAGER

Management and planning of transportation infrastructure and facilities for the public, private, and non-profit sectors

More than 30 years' experience in the management and planning of transportation infrastructure and facilities for the public, private, and non-profit sectors. I have experience in project management, agency policy planning and development, scenic highways, corridor studies, transportation master planning, and environmental impact planning and documentation.

Multimodal transportation planning | Rail and transit design | Transportation infrastructure funding | Innovative livable transportation solutions

## SELECTED ACCOMPLISHMENTS

### Functional Skills

- Ability to use sound and independent judgment to “see the big picture” by being a strong consensus builder and understanding of the sensitivity to address individual community needs.
- Possess superior presentation skills, verbal and written, to present, explain, justify, and defend complex policies and issues before all stakeholders.
- Manage mid-level and junior planners by providing mentoring, develop qualified staff, set performance expectations to achieve results, and expand career development.
- Adhere to budgeting and deadlines, fiscal planning and reporting; direct the oversight and approval process for federal and state funds received; and an understand project management and contracting experience to award and monitor project contracts.
- Secure and manage transportation and land use projects with contract values ranging from \$1 million to \$5 million including open-end, task-order contracts for major transportation agencies such as FDOT, NCDOT, NJDOT, PennDOT, and DelDOT.

## PROFESSIONAL EXPERIENCE

**Florida Transportation Engineering, Orlando, FL**

**Senior Planner**

**2021 – Present**

Project Manager for the provision of professional services to FDOT District One related to address changes to the urban boundary and roadway functional classification resulting from the production of the 2020 Census data.

**SNC-LAVALIN/ATKINS, Orlando, FL**

**Project Director/Transit Planner**

**2020 — 2021**

Task Manager for the preparation of two Land Use and Visioning studies to develop Transit Oriented Development (TOD), First and Last Mile (including circulator services), and Transit Hubs components to support the economic mobility and accessibility plans for the Miami-Dade TPO SMART Plan Beach-



Northeast Corridor and the East-West Corridor.

**HNTB CORPORATION, Lake Mary, FL**

**Senior Project Manager**

**2016 — 2019**

- In-house support to FDOT District Five Planning and Environmental Management (PLEMO) unit coordinating activities between the Department and five area MPO/TPOs. Work included program management, compliance review, technical assistance, and work program maintenance.
- In-house staff support to Osceola County Transportation & Transit and Public Works Departments regarding their FDOT LAP Program. Work includes coordination with department staff and FDOT, development of design, construction and CEI bid documents, legal agreements, and project schedules.
- Interim Chief Planning & Development Officer to the Central Florida Regional Transportation Authority (LYNX) responsible for the activities of a 25-person organization covering Planning, Grants, Engineering, and Information Technology. Reporting directly to the Lynx Chief Executive Officer and managing the day-to-day staff operations to deliver quality services to Central Florida commuters. Direct coordination with funding partners, major employers, passengers, and interested stakeholders.

**S&ME, Orlando, FL**

**Senior Transportation Planner/Project Manager**

**2014 — 2016**

Project Manager for a multiyear agreement to develop an integrated mobility plan for the City of St. Augustine, FL which will introduce 21<sup>st</sup> century best practices including multimodal transportation planning, parking, complete streets, land use, historical preservation, streetscapes, and economic development, and traffic operations to America's oldest city.

**MOFFATT & NICHOL, Raleigh, NC**

**2012 — 2014**

**Senior Planner**

Preparation of environmental documentation for the North Carolina Department of Transportation Engineering District 3 and the Rail Division including programmatic Categorical Exclusions, Environmental Assessments, and FONSI determinations. Successful preparation of TIGER V Grant for the Port of Baltimore to expand their export facilities.

**ADDITIONAL RELEVANT EXPERIENCE**

**TRANSYSTEMS, Orlando, FL, Planning Team Leader (2011 — 2012)**

Planning Manager of seven planners assisting Florida Department of Transportation District Five Transit Group on their Park & Ride program including the preparation of a Park-and-Ride Design Manual and bi-annual utilization assessments.

**AECOM, Philadelphia, PA. Project Manager (2001 — 2011)**

Project Manager and Planning Task Leader on multimodal transportation projects including corridor studies; rail and freight movement analyses; landside airport planning; transportation demand management assessments; in-house and program management staff to the Pennsylvania, New Jersey, and Delaware Departments of Transportation.

**EDUCATION**

**Master of Business Administration (MBA)**, Finance, LaSalle University, Philadelphia, PA  
**Bachelor of Arts (BA)**, Geography – Urban Studies, Shippensburg University, Shippensburg, PA

**TAB 8**

December 15, 2021

Mr. Doug Thomas, Executive Vice President  
Strategic Government Resources  
PO Box 1642  
Keller, TX 76244

Subject: River To Sea Transportation Planning Organization  
Executive Director Search

Dear Mr. Thomas:

Attached is my resume outlining more than 20 years extensive experience in transportation planning and surface public transportation. As you see, my credentials include progressive responsibility with documented success in the areas of rail, transit and intermodal at various organizational levels.

My impressive background will provide the River To Sea Transportation Planning Organization with a knowledgeable, self-motivated and flexible Executive Director who knows what is needed to get the job done. I am both persuasive and capable of developing rapport and trust with staff, the public and local government representatives.

I also offer exceptional decision-making skills with the knowledge and experience to back those decisions. I am confident that I possess all the qualifications needed to serve the River To Sea Transportation Planning Organization.

Thank you, in advance for your time and consideration. I anticipate an interview to discuss the River To Sea Transportation Planning Organization's needs and my ability to fill them.

Regards,

  
Kathryn "Terry" Tyler  
[terry@terrycaintyler.com](mailto:terry@terrycaintyler.com)  
407.443.7211

# KATHRYN T TYLER

aka TERRY CAIN TYLER

## Executive Director River To Sea Transportation Planning Organization

More than twenty years of increasing responsible experience as a Public Transportation Specialist with the Florida Department of Transportation in District Five. Continually promoted and assigned increasing responsibility for successful goal setting, program monitoring, and accomplishments. Proven abilities in organizing workflow and utilizing a proactive approach to problem solving. Strong record of program and project development. Excellent qualifications in special grants, intermodal, transit and rail project planning and management. Thorough knowledge of transportation planning principles, practices, policies and procedures pertaining to the prioritization of Federal funds for transportation. Outstanding skills in the development of policies, procedures and consultant scopes of work for new and existing programs.

Over seventeen years of extensive supervisory experience resulting in highly trained and effective staff members. Demonstrated commitment to leadership through positive contributions in boosting employee morale and productivity rates. Supervisory experience includes but is not limited to team building, employee personal development and mentorship. Effective leader with record of increasing unit efficiency. Presented with the Florida Department of Transportation "Special Achievements Award" for contributions and achievements resulting in tangible or intangible benefits to the Department and state government. Worked closely and effectively with employees at diverse levels within the Department and as the liaison with planning organizations, consultants, local governments, transportation authorities and railroads. Fully educated in all areas of human resource management.

## Key Qualifications and Skills

<ul style="list-style-type: none"><li>• Grant Administration</li><li>• Intergovernmental Relations</li><li>• Coordination &amp; Collaboration</li><li>• Data Base Management</li><li>• Budget Monitoring and Analysis</li><li>• Strategic Planning &amp; Management</li><li>• FHWA &amp; FTA Regulation Compliance &amp; Quality Assurance</li></ul>	<ul style="list-style-type: none"><li>• Human Resource Management</li><li>• Staff Training &amp; Development</li><li>• Team Building and Leadership</li><li>• Relationship Management</li><li>• Conflict Resolution</li><li>• Policy Development</li></ul>
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## Transportation Committees and Boards

Florida Department of Transportation District Five Representative & Committee Member

- Transportation Disadvantaged Local Coordinating Boards
- Citizens Advisory Committees
- Technical Coordinating Committees
- Bicycle and Pedestrian Advisory Committees
- Board Alternate, Brevard Transportation Authority
- Board Alternate, Orange Seminole Osceola (LYNX) Transportation Authority



## Professional Affiliations and Volunteer Activities

<b>Member</b> DAYTONA REGIONAL CHAMBER OF COMMERCE Daytona Beach, FL	2015 to present
<b>Mission Member</b> DAYTONA REGIONAL CHAMBER OF COMMERCE Daytona Beach, FL	2020 to present
<b>Ambassador Committee, Member</b> DAYTONA REGIONAL CHAMBER OF COMMERCE Daytona Beach, FL	2015 to present
2018 Ambassador of the Year 2019 Ambassador of the Year	
<b>Community Outreach Committee, Chairperson</b> DAYTONA REGIONAL CHAMBER OF COMMERCE Daytona Beach, FL	2018 to 2019
<b>Chamber Board of Directors, Member</b> DAYTONA REGIONAL CHAMBER OF COMMERCE Daytona Beach, FL	2020 to present
<b>Advocacy Action Council, Member</b> DAYTONA REGIONAL CHAMBER OF COMMERCE Daytona Beach, FL	2020 to present
<b>Regional Business Connections, Member</b> DAYTONA REGIONAL CHAMBER OF COMMERCE Daytona Beach, FL	2015 to present
<b>Ponce Inlet Historical Museum Volunteer Docent</b> <b>Cemetery Ghost Tour Guide</b> <b>Scary Old Storyteller</b> TOWN OF PONCE INLET, FL	2013 to present
<b>Ponce Inlet Lighthouse &amp; Museum, Volunteer Docent</b> TOWN OF PONCE INLET, FL	2014 to 2018
<b>South Daytona Historical Society, Charter Member</b> SOUTH DAYTONA, FL	2014 to 2018

## Professional Reference

Jim Cameron  
Jim Cameron Consulting LLC  
386.566.2140

Echo Karras, J.D.  
Vision H.R.  
386.255.7070 (O)  
386.214.8904 (C)

Maryam Ghyrabi  
Ghyrabi Consulting & Management  
386.299.6568

## **Work Experience**

### **District Five Rail & Special Projects Administrator**

Florida Department of Transportation

Deland, FL

1994-2003

#### **RAIL:**

Developed the District Five Rail component of the FDOT Five Year Work Program

Negotiated and prepared contracts with Florida East Coast Railway, CSX Transportation, Florida Central Railroad, Florida Northern Railroad, Orlando Utilities Rail and other private rail lines for rail-high crossing improvements

Prepared scope of work and oversaw the consultant contract for the District Rail-Highway Crossing Inventory

Evaluated and prepared the listing of potentially hazardous rail-highway grade crossings noted in the Annual Rail Safety Index

Served as the Lead for the District Five Diagnostic Field Review Team of potentially hazardous rail-highway crossings

Maintained liaison with local engineers and planners regarding the Federal Signal Safety Program projects proposed in their jurisdictions.

Developed & maintained a Rail Contract Negotiation & Production Management system

Reviewed & commented on roadway improvement projects for rail impacts

Became the District Five Rail issue spokesperson

#### **ADMINISTRATION:**

Supervised and evaluated staff of the Transit & Intermodal unit, which included the interviewing and evaluation of public transportation project managers.

Supervised the staff in the preparation of contracts, productions schedules and invoice processing.

Corresponded with railroad administrators to develop, maintain and organize job logs, work schedules, inventories, invoicing, requisitions, and related tasks.

Created and maintained database management system for the closing and deobligation of outstanding contract balances in advance of the retention and disposal of completed public transportation project files.

Reviewed & commented on the Transportation Improvement Program (TIP) for rail projects

Reviewed & commented on the Unified Planning Work Program (UPWP)

Reviewed & Commented on Developments of Regional Impact (DRIs) for rail impacts

Reviewed & Commented on Interchange Justification Reports (IJRs) for rail impacts

Reviewed & Commented on Growth Management Plans and Amendments for rail impacts

#### **SPECIAL PROJECTS:**

Input the District Five Aviation and Transit components of the FDOT Five Year Work Program

Prepared consultant project scopes of service for rail, transit, aviation and intermodal programs/projects

Maintained tracking and reporting for the processing of Aviation and Transit Joint Participation Agreements

Developed grant tracking and application assessments for special programs, such as the Transportation Enhancement Program and Local Government Cooperative Assistance Program

Supervised the processing of aviation, rail, transit and consultant invoices

**District Five Transit & Intermodal Manager**

1986-1994

Florida Department of Transportation Deland, FL

Developed the District Five Transit component of the FDOT Five Year Work Program

Input the District Five Aviation and Transit components of the FDOT Five Year Work Program

Supervised and evaluated staffing of the Transit & Intermodal unit, which included the interviewing and evaluation of public transportation project managers.

Oversaw District Five transit and intermodal projects. Administered all District Five surface public transportation programs to include but not limited urban transit, small urban & rural transit, commuter assistance, transportation disadvantaged, park & ride lot program and specialized transportation for the elderly and handicapped.

Maintained Joint Participation Agreement records and documentation, files, reports, and correspondence concerning the public transportation systems and equipment in District Five.

Documented all transit bus accidents and follow up correspondence with all involved parties. Responded to public complaints regarding transportation issues.

Reviewed & commented on the Transportation Improvement Program for transit projects (TIP)

Reviewed & commented on the Unified Planning Work Program (UPWP)

Reviewed & commented on Developments of Regional Impact (DRIs) for transit impacts

Reviewed & commented on Interchange Justification Reports (IJR) for transit impacts

Reviewed & commented on Growth Management Plans and Amendments for transit impacts

**Selected Accomplishments:**

- Conducted required compliance reviews of the public transportation agencies' Transit System Safety Plans.
- Conducted required vehicle inventory inspections of operating transit vehicles.
- Researched previous public transportation planning documents, Florida Statutes and Florida Administrative Code to assess compliance with new request for proposals. Based on the findings, prepare evaluation criteria.

**District Five Urban Programs Manager**

1981 to 1986

Florida Department of Transportation Deland, FL

Developed the District Five Transit component of the FDOT Five Year Work Program

Input the District Five Aviation and Transit components of the FDOT Five Year Work Program

Administered all District Five surface public transportation programs primarily in the urban areas to include but not limited urban transit, small urban & rural transit, commuter assistance, transportation disadvantaged, park & ride lot program and specialized transportation for the elderly and handicapped.

Maintained records and documentation, files, reports, and correspondence concerning the transportation system and equipment in District Five.

Responded to public complaints regarding transportation issues.

Oversaw the planning and implementation of small urban & rural transit systems.

Oversaw the planning and implementation of the Transportation Disadvantaged Program in the urban areas.

Reviewed & commented on the Transportation Improvement Program for transit projects (TIP)

Reviewed & commented on the Unified Planning Work Program (UPWP)

**Selected Accomplishments:**

- Conducted required compliance reviews of the public transportation agencies' Transit System Safety Plans.
- Conducted required vehicle inventory inspections of operating transit vehicles.
- Researched previous public transportation planning documents, Florida Statutes and Florida Administrative Code to assess compliance with new request for proposals. Based on the findings, prepare evaluation criteria.

**District Five Ridesharing Coordinator**

1980-1981

Department of Transportation

Deland, FL

Under a one-year time limited Federal grant, planned and implemented the District Five ridesharing program to market to large employers.

Served on the Energy Management Committee of the Kennedy Space Center to promote ridesharing and vanpooling to NASA contractors.

Promoted commuter assistance as a component of the urban transit systems

Promoted vanpooling as a component of public transportation to urban transportation authorities.

Oversaw the implementation of vanpool operations by Vanpool Services, Inc. at the Brevard Transportation Authority

**Accomplishments**

**Program Development**

*Advocated the District Five Commuter Assistance Program successfully resulting in the*

1. Establishment of Transportation Management Associations in three key areas
2. Establishment of the first vanpool program housed at a transportation authority
3. Establishment of a Commuter Assistance Programs at three urban transportation authorities
4. Construction of park & ride lots jointly with a local government

*Advocated the Special Grant Programs approved by the Legislature successfully resulting in the*

1. Development of grant application guidelines and oversaw the implementation of the Local Government Cooperative Assistance (20/80) Program in District Five
2. Development grant application guidelines and oversaw the of implementation of the Transportation Enhancement Program in District Five
3. Oversaw the planning, training & establishment of **local** Bicycle-Pedestrian Coordinators in District Five
4. Oversaw the planning, establishment & evaluation of Small Urban & Rural Transportation systems in District Five
5. Oversaw the planning, establishment & evaluation of the Transportation Disadvantaged Programs in District Five



## **Policy & Procedures Development**

*Served on various committees and task forces*

1. Development of Department of Transportation policies and procedures
2. Development of Florida Administrative Codes to implement Florida Statutes for several special transportation programs
3. Developed a District Procedures Manual for administration of public transportation grants
4. Developed a District Rail Contract Production Monitoring System
5. Developed a District Aviation & Transit Joint Participation Agreement Tracking System

## **Honors**

Member, Transportation Research Board Task Force on Women in Transportation

Member, National Transportation Committee at Patrick Air Force Base

Florida Department of Transportation “I Made A Difference Awards”

Florida Department of Transportation Team Achievement Award

Judge, APTA Bus Driver Proficiency Rodeos at the state and national level

Ranked twenty-two nationally, Federal Department of Transportation Scholarship Grant

The program was advertised for forty scholarships, however, only twenty were awarded.

Presenter, International Elderly and Handicapped Transportation Conference

Published Author

## **Education and Credentials**

Lake-Sumter Community College	Leesburg, FL	
Associate in Arts – General Studies		1976
-present		

Rollins College	Winter Park, FL	
Bachelor of Arts – Organizational Behavior		1994

University of Central Florida	Orlando, FL	
Engineering Technology – Operations Core		

Florida State University	Tallahassee, FL	
Urban & Regional Planning		

*Certifications & Continuing Education Units from various schools*

1. Leadership Listening, Rollins College
2. Train the Trainer, Rollins College
3. Florida Department of Transportation Supervisors Academy
4. Florida Department of Transportation Quality Assurance Program
5. The Seven Habits of Highly Effective People
6. Transportation Modeling
7. Numerous transportation planning courses
8. Numerous supervisory courses

## **Affiliations**

### **Senior Manager**

2009 to present

*LegalShield*

Ada, OK

Independent Associate

Florida Department of Financial Services Resident Insurance License 0256 - Legal Expense

### **Owner**

*TCT Advantage LLC*

Daytona Beach, FL

2018 to present

- Promote LegalShield and IDShield plans to HR Directors, individuals and families
- Conduct Will & Advance Directive Workshops
- Conduct Identity Theft Protection Awareness Seminars
- Promote the Small Business Legal Plans
- Promote Commercial Drivers Legal Plans
- Recruit Associates & team build
- Market plans offered by Affiliate Partners
- Independent Insurance Agent
  1. Florida Department of Financial Services Resident Insurance License 0240 – Health
  2. Florida Department of Financial Services Resident Insurance License 0214 – Life including Variable Annuity
  3. Florida Department of Financial Services Resident Insurance License 0215 - Life including Variable Annuity & Health

**TAB 9**

Leonard B. Sossamon, Jr.  
5601 Springs Avenue, Myrtle Beach, South Carolina 29577  
Telephone (704) 796-8889 Email: jordnbrn@aol.com

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December 22, 2021

Mr. Doug Thomas  
Executive Vice President  
Strategic Government Resources  
P.O. Box 1642  
Keller, Texas 76244

Dear Mr. Keller:

Please accept this correspondence as my expression of interest in the position of Executive Director for the River to Sea Transportation Planning Organization (TPO). I am confident I have the seasoned experience the TPO Board is seeking in an effective manager to provide the leadership necessary to develop long range plans and future projects using progressive planning principles.

My specific skill set aligns very well with the expressed needs in your recruitment brochure. I am a forward-thinking, strategic leader and involved manager with successes in management, planning, and economic development. I have managed multiple large-scale infrastructure projects simultaneously with proven success. To do so, a manager must be organized with an orientation toward problem solving.

My transportation experience includes working with the Charlotte, North Carolina Metropolitan Planning Organization while serving for over 18 years as Concord, North Carolina's Planning Director (5 years) and then as City Manager (13.5 years). We planned a regional light rail system which is still being expanded, and multiple roadway projects. I planned and developed the Concord Regional Airport which now contributes over one billion dollars annually to North Carolina's economy.

While serving as County Administrator for Hernando County, Florida, I worked with the Hernando Citrus MPO. We planned thoroughfare expansions including the SR 50/Cortez Boulevard corridors on both the east and west sides of Brooksville and the US 19 expansions. I also helped plan the expansion and redevelopment of the Brooksville Tampa Bay Regional Airport.

I welcome a meeting with the River to Sea TPO Board to discuss my qualifications and commitment to public service and good planning. Thank you for taking the time to review my resume. I can be reached at (704) 796-8889.

Sincerely,

Leonard B. Sossamon

**LEONARD B. SOSSAMON, JR.**

5601 Springs Avenue, Myrtle Beach, SC 29577

Home (704) 786-4271

Email: jordnbrn@aol.com

Cell (704) 796-8889

**SUMMARY**

More than thirty years of local government experience with expertise in the following areas:

- |  |                       |
|--|-----------------------|
| • Operations and Project Management          | Economic Development  |
| • Strategic Planning and Operations Analysis | Community Development |
| • Organizational Change and Development      | Media Relations       |
| • Financial Operations and Budget            | Customer Service      |

An innovative leader with demonstrated organizational, analytical and communication skills. Experienced in managing change and specializing in turnarounds. Achievement oriented with foresight. A dedicated team player who can work independently within the organizational framework.

**RELEVANT LOCAL GOVERNMENT EXPERIENCE****Interim City Manager, Woodbury, New Jersey****2021-Present**

In November 2021, I began serving as the Interim City Manager exercising all the responsibilities and duties of the office of City Manager as detailed in the City's Charter. Initially my focus will be on fire protection services and development of the City's Annual Operating Budget. This will be accomplished while managing the operations of the City.

**Interim City Manager, Port Richey, Florida****2020-2021**

Beginning in June 2020, I served as the Interim City Manager with all the duties and responsibilities of the City's Charter. During this period, I worked with the City's various departments to prepare the FY2020-21 budget. I developed an innovative solution to Port Richey's capital project funding needs while providing for adequate funding and continuity to the City's Community Redevelopment Agency (CRA). Most recently I concentrated on resurrecting Port Richey's waterfront overlay district physical improvements and canal dredging program.

**Jordan Brown Management Corporation, Concord, North Carolina****2019-Present**

During this time, I have developed contracts via my management company and my real estate and construction companies. I consult with Prima Luce Energy Systems of North Carolina and Taber Consulting of Tennessee. The former is a new energy development company, while the latter is a multi-use development company. Most recently, I negotiated a contract to serve as the Interim City Manager for the City of Port Richey, Florida.



**County Administrator, Hernando County, Florida****2012 – 2019**

Hernando County is a county with a population of 188,500 covering 589 square miles. It is located approximately 40 miles north of Tampa on Florida's Gulf of Mexico coast. The county seat is Brooksville with a population of 7,500, so the county is responsible for serving the remaining population with all usual county and municipal services. This includes water and sewer services to over 60,000 households. It also includes providing contractual solid waste collection services to county residents and operation of the county's landfill and recycling efforts. Also, the County Administrator is responsible for operating a full-service fire and rescue department of about 300 full time firefighters, first responders, and EMTs.

From 2015 through 2018, the Economic Development team managed over 500,000 square feet of new manufacturing space in Hernando County. This includes new companies recruited to come build in Hernando County, as well as expansions. These efforts produced over 500 new jobs and the retention of over 350 jobs. Major expansion projects included Barrette Outdoor Living/AlumiGuard, Flagstone Pavers, Airofog USA LLC, Surge Suppression LLC, Composite Motors, Premier Pharmacy Labs, and Monster Transmissions. New businesses recruited include e-TeleQuote Insurance, Inc., Successful Acquisitions and Baker Parts. Also, ICTC and NCIS elevators expanded creating new jobs. In 2018, we completed negotiations for a new 200,000 square foot cold storage facility for a gain of 60 new jobs. It is known as Frigitek Cold Storage and will be located at the county owned and operated Brooksville Tampa Bay Regional Airport and Technology Center. Throughout this time period, we managed 18 to 25 active projects per year. Hernando County's incentive package for new and expanding businesses totaled \$1.5 million and produced a new tax base of over \$50 million. These funds are paid to the company over 5 – 7 calendar years.

Within less than six months on the job, Hernando County was struck by several tropical storms and hurricanes. I quickly discovered the county had no bonafide Stormwater Management Plan. In a series of meetings with the County Engineer and the Public Works Director, we compiled the appropriate best available data from past events and secured BOCC approval for development of a stormwater plan based on Best Management Practices (BMPs). To date, the county has accomplished 80% of the BMP goals (7 individual projects). It continues to acquire land for designated retention areas (DRAs) and now employs a stormwater engineer.

**Duties and Responsibilities of County Administrator:**

- Chief executive officer of a county government with 800 employees in the General Fund, Fire and Rescue, Utilities and Solid Waste, Transportation and Public Works. This also includes emergency management, economic development, planning and land use, parks and recreation, health, social services, human resources, veteran affairs, and stormwater.
- Preparation and administration of the county's operating and capital improvements budget.
- Implementation of Board of Commissioners policies and directives.
- Media representation of the county on television and radio.
- Administration of day-to-day operations as well as long range planning and strategic planning.

**Achievements:**

- Personally authored/developed Hernando County's first Strategic Plan, along with measurement matrix for progress.
- Spearheaded development of county's first long range road paving and redevelopment plan. Took county from paving only two miles of lime rock roads per year to over twenty miles per year.
- Responsible for development of county's first Stormwater and Flood Management Plan.
- Restructured County's economic development recruitment process and retention efforts to successfully attract new manufacturing companies and to retain existing companies.

**County Administrator, Newberry SC****2004 – 2006**

Newberry is a county with a population of 45,000 covering approximately 700 square miles. It is located adjacent to the Columbia, South Carolina metro area. I-26 traverses the county from Columbia on the east, to Greenville-Spartanburg on the west. This location provides the county with the transportation access to metro airports and seaports necessary to be a major manufacturing center. Also, having borders on Lake Murray and Lake Greenwood has made Newberry County a tourist destination and a desirable retirement community. Both sectors are continually developing.

**Duties and Responsibilities as County Administrator:**

- Chief executive officer of a county government with over 400 employees and \$30 million budget. Oversight responsibility for the following functions: roads, stormwater planning, zoning, economic development, parks and recreation, social services, law enforcement, jails and court facilities, finance, general services and personnel.
- Preparation and administration of County's operating and capital budget.
- Implementation of Council directed policy.
- Media representation of the County including appearances on television and radio, interviews with the print media and preparation of press releases.
- Administration of day-to-day operations as well as long range issues.

**Achievements:**

- Restored financial integrity to county owned nursing home and assisted living center by refinancing their bonded indebtedness. Reduced the term of 30 years and rate of 8.875% to 22 years with a 4.625% rate which saved the County \$10,000,000 over the life of the bonds.
- Received the Bond Buyer's 2005 Deal of the Year, and the 2006 J. Mitchell Graham Award from the South Carolina Association of Counties for the above efforts. Due to use of Special Purpose Revenue bonds not using tax dollars. It was recognized as innovative, creative and replicable. I replicated the deal within six months to refinance the bonds of the county owned hospital thereby saving another \$3,000,000 over the life of the bonds.

- Structured acquisition of two new industrial parks for the county comprising over 500 acres. Initially recruited two new industries creating over 200 new jobs and over \$50 million in new tax base.
- Recruited Caterpillar to open plant in one of the county owned industrial parks. The new plant was over 600,000 square feet. Initially, over 150 new jobs were created to build generators. More jobs were promised.
- Renovated County's historic courthouse. Project was over \$2 million and took about two years to complete. Included restoring historic attributes and expanding and finishing the basement for new office space and reconstructing the second-floor court room.

**City Manager, City of Concord, NC****1985 – 1998****Planning and Community Development Director****1980 – 1985**

Concord is a city with a population of 89,891 covering approximately 60 square miles. It is located in Cabarrus County, North Carolina which is centrally located in a multi-county metropolitan area with a population of almost 2 million. The population of Concord, as well as the metropolitan area is well diversified. Concord is home to Charlotte Motor Speedway, while the metropolitan area is a national financial center. Concord is a progressive city with a hometown feel visited by millions of tourists each year.

**Duties and Responsibilities as City Manager:**

- Chief executive officer of a municipal government with 700 employees and \$100 million budget. Oversight responsibility for the following functions: police, roads, stormwater drainage, water, sewer and electric utility, parks, recreation, planning, zoning, finance, general services, personnel, fire and aviation.
- Implementation of Council directed policy. Administration of the city's day-to-day operations as well as identification and resolution of long range issues. Oversight of the plans to expand the city's geographic size, population, and industrial/commercial base per the City Council's adopted goals and objectives.
- Preparation and administration of the city's operating and capital budgets.
- Negotiation with public and private sector entities on a variety of issues ranging from economic development and growth to service contracts.
- Media representation of the city including appearances on television and radio, interviews with the print media, and preparation of press releases.
- Responsible for the city's compliance with county, state, and federal regulations such as health, environmental and EEOC.

**Achievements:**

- Restored morale and built a high performance management team by restructuring and developing existing staff. Eliminated a semi-autonomous utility commission to become more

responsive to residents' needs per City Council. Morale was improved dramatically by bringing these employees under the city's performance pay plan, and the Council and staff were able to better respond to citizens since we had direct control. Complaints dropped by over 50% within six months.

- Instituted an annual customer satisfaction survey to measure the effectiveness of city services. Integrated the survey into the budget and the performance monitoring process.
- Revamped budget and financial systems. Won the Government Finance Officers' Association's Distinguished Budget Award for twelve consecutive years.
- Restored financial integrity to the water and sewer utility fund. By eliminating the semi-autonomous utility commission, I was able to bring all such operations and budgets under the City Council and City Manager. This allowed us to expand the water and sewer systems to virtually serve the entire county and to triple the size of the electric system. Throughout these efforts, we were able to maintain level utility rates for all three systems.
- Replaced general obligation bonds with revenue bonds to expand the city's water, sewer and electric systems. This was in concert with the City Council's directives to grow the city by statutory annexation. My plans enabled me to meet the Council's expectations to grow the city without raising taxes, from 8 square miles with 16,000 people, to 50 square miles with 50,000 people in about 12 years. My long range plans are still being utilized by Concord.
- Oversight of planning, financing and development of Concord Regional Airport and Municipal Golf Course. Constructed the \$27 million airport in less than 3 years and the \$8 million golf course simultaneously.
- Recruitment of Concord Mills and oversight of its planning. Concord Mills is a super-regional shopping center with over 1 million square feet under roof. It is now the number one tourist attraction in North Carolina with the Charlotte Motor Speedway in the top six. When I started the planning for this development, there were no hotels located at this I-85 exit, now there are over 1,000 hotel rooms and over 2 million square feet of retail.
- Privatized solid waste collection and landfill operations. Negotiated contract with BFI that resulted in the city not having to pay tipping fees for the life of the landfill for solid waste originating in the city which hosted their private landfill. This saves Concord over \$2 million per year. Initiated city's recycling program.
- Directed efforts to rebuild city's electric system after hurricanes and ice storms. After one hurricane, 90% of city's customers were without power and I led around the clock restoration efforts via mutual aid with other electric cities.

### **OTHER PROFESSIONAL EXPERIENCE**

#### **Jordan Brown Management Corporation**

**2006 – 2012**

Private consulting business; commercial and residential real estate acquisitions, sales and property management.

**Alliance Development Group, LLC, Charlotte, NC****2006 – 2012**

ADG specializes in developing single tenant income producing properties. Serving as Chief Operating Officer/Executive Vice-President, I was responsible for project oversight and development. Projects include Quaker Steak and Lube restaurants, Walgreens, Goodyear Auto Centers.

**Hunter and Brown, Inc., Concord, NC****1998 – 2003**

Hunter and Brown was a private partnership company specializing in the redevelopment of downtown properties and commercial parks. As a firm, we redeveloped over 100,000 square feet of mixed-use space for our company. We also consulted with other developers and municipal governments on development projects. We leased and managed commercial properties for ourselves and other companies.

**EDUCATION**

University of North Carolina, Charlotte

MA Urban Geography

Emphasis on city and county planning and economic development.

University of North Carolina, Charlotte

Bachelor of Arts

Majored in Political Science, minored in Sociology and Psychology. Served as justice on Student Body Court.

North Carolina Institute of Government

Certificate

Received Municipal Administration Certificate.

South Carolina Executive Institute

Certificate

Received certificate from this multi-campus/multi-discipline program which focuses on problem solving.

ICMA-CM Pending

**PROFESSIONAL AFFILIATIONS**

ICMA member since 1985

Cabarrus Bank &amp; Trust – Board of Directors (Retired)

Concord Downtown Development Corporation – 2008 President and 2007-10 Board of Directors

Pasco Hernando State College Foundation Board

Brooksville Ridge Kiwanis Club Board of Directors, 2018 Recipient of Kiwanian of the Year

Advisory Committee for Florida Agricultural and Mechanical University Brooksville Agricultural &amp; Environmental Research Station (BAERS)



**TAB 10**

Malisa Mccreedy, AICP  
1800 NW 4<sup>th</sup> Street, B15 Gainesville, Florida 32609

[malisa@protonmail.com](mailto:malisa@protonmail.com)  
Cell: 407.701.2191

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Submitted for your review is my resume for River to Sea TPO Executive Director.

During my career, I have acquired leadership expertise to implement agency priorities while managing a team. My education includes advanced degrees in Public Administration and Public Health, over 15 years in local government leadership and several years in private sector management. I am an innovative problem solver with demonstrated analytical, communication and organizational skills.

Currently the Director of Transportation and Mobility for the City of Gainesville, Florida, I direct over 350 employees with an annual \$32+ million budget to deliver core transportation services across the region while leading strategic planning and extensive community engagement for programs and activities. I develop partnerships, leverage funding and negotiate ad-hoc consortiums to further city initiatives while building relationships with key stakeholders.

As a Division Manager for the City of Portland, Oregon, I provided policy guidance, strategic planning and program evaluation to the Bureau Director, Transportation Commissioner and City Council. Leading the team through subordinate supervisors, I organized the division for productivity while improving morale as an advocate and mentor for staff. During the time spent in Portland in both the private and public sector, I focused on curb management, technology implementation, managing operations based upon the user experience, and building relationships.

Thank you for your consideration as a candidate for this position.

Sincerely,

Malisa Mccreedy, AICP

Malisa McCreedy, AICP  
1800 NW 4<sup>th</sup> Street, B15 Gainesville, Florida 32609

[malisa@protonmail.com](mailto:malisa@protonmail.com)  
Cell: 407.701.2191

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## EDUCATION

University of Central Florida, Orlando, Florida  
University of Central Florida, Orlando, Florida  
University of North Carolina, Chapel Hill, North Carolina

B.A. Communications  
Masters Public Administration  
Graduate Certificate Public Health

## EXPERIENCE

### **Director of Transportation and Mobility – City of Gainesville, Florida      2018 to present**

The Department of Transportation and Mobility includes the Regional Transit System (RTS); Traffic Management and Operations; Transportation Planning/Capital Improvement Program; Autonomous Vehicle Shuttle, micromobility and First Mile/Last Mile Pilots; Parking Operations; Fleet Management and Connected Vehicle-Autonomous Vehicle (CV-AV) technology research in partnership with the University of Florida (UF) and Florida Department of Transportation (FDOT).

#### Duties and Responsibilities:

Direct over 350 employees with an annual \$35+ million operating budget to deliver core transportation services across the region while leading strategic planning and extensive community engagement for programs and activities. Develop partnerships, leverage funding and negotiate ad-hoc consortiums to further city initiatives while building relationships with key stakeholders.

#### Achievements:

- Implement a newly formed Department, create the transportation vision focused on safety, equity, resiliency and sustainability of systems
- Leverage the Smart Cities Collaborative network for data analysis to identify Mobility Hubs
- Create the Vision Zero Action Strategy to ensure a safe and accessible transportation system
- Lead re-imagining process for key transportation corridors, parking management and transit delivery to expand microtransit and improve fixed route frequency
- Partner with the University of Florida (UF) on a National Science Foundation (NSF) intersection safety grant using advanced video processing devices applied to roadway infrastructure
- Advisory Board Member: University of Florida Transportation Institute (UFTI), University of Florida College of Public Health and Concrete Safaris (NYC); Transportation Research Board (TRB) NCHRP Committee Panel for Curb Management
- Complete FEMA/NIMS emergency management training; OCAI training for Organization Cultural Assessment; and University of South Florida (USF) Customer Experience Program

### **Transportation Division Manager – City of Portland, Portland, Oregon      2015 to 2018**

Manage a Division within the Bureau of Transportation responsible for revenue collection, curb zone right of way management, customer service, planning, maintenance, and community outreach.

#### Duties and Responsibilities:

Lead a large municipal operation with 30 employees, \$12 million operating and \$25 million capital budgets with oversight of \$60 million annual revenue collection. Directly responsible for: finance (accounting, auditing, budget and procurement, enterprise fund); administration (operations analysis, technology, asset management, policy, planning); human resource processes, and customer service.

#### Achievements:

- Lead the creation of the Parking Management Manual to implement dynamic parking pricing, working with community neighborhood leaders, freight committee, and local business
- Restore integrity to the organization and rebuild public trust focusing service delivery on the customer experience; improve employee morale and create a high performance management team by restructuring and developing existing staff
- Replace several outdated technologies and update internal processes improving efficiency
- Create the Parking Kitty app brand, garnering national attention for the marketing campaign

#### Regional Manager II – SP+ Corporation, Portland, Oregon

2013-2015

With corporate headquarters in Chicago, SP+ is the largest provider of parking management services in North America.

#### Duties and Responsibilities:

- Provide leadership and strategic oversight for the Oregon parking portfolio
- Direct a staff of 200 employees serving municipal, university and hospital organizations
- Prepare and administer operation budgets for regional office and multiple clients
- Respond to RFPs and pursue business development opportunities
- Formulate and establish overall regional organization, policies, and priorities
- Responsible for compliance with Federal, State, and local EPA, EEOC, and OSHA rules

#### Achievements:

- Navigated systems integration resulting from a corporate merger of the two largest management companies in the industry
- Built management team by developing existing staff and creating organization structure
- Introduced sound management practices, vision and strategic plan for long term growth
- Restored existing client trust through transparency, identifying and addressing issues, revamping operation and improving customer service
- Implemented new technology, auditing controls and supporting systems for clients to improve customer service and revenue capture
- Generated new business, negotiating contracts for large clients, including managing Sporting Events for Oregon State University (OSU); valet operations and permitting program for Oregon Health and Sciences University (OHSU); and all parking operations for Legacy Health Hospital
- Board Member, Transition Projects Portland, OR; Achieved CAPP certification

#### Pedestrian Program Manager/Transportation Planner - Charlotte DOT, Charlotte, NC

2011-2013

The Pedestrian Capital Program, funded with transportation bonds, is within the Charlotte Department of Transportation (CDOT).

#### Duties and Responsibilities:

- Develop and administer a \$7.5 million annual capital budget for the pedestrian program
- Manage all phases of transportation capital projects from planning through construction
- Supervise professional engineering, planning, and real estate staff directly and peer-to-peer
- Craft transportation policy related to Complete Streets, livability and walkability
- Work closely with North Carolina Department of Transportation (NCDOT) to implement bicycle and pedestrian initiatives
- Conduct public meetings, perform community outreach and Co-Chair the Traffic Safety Committee

Achievements:

- Revamp budget system for reduced project costs and improved project delivery
- Lead the community partnership for TIGER grant application for the Cross Charlotte Trail
- Implement public outreach process for projects and cross train Division colleagues
- Co-Chair citywide Pedestrian Safety Action Plan as part of a state-wide initiative of the Highway Safety Research Board (HSRC), University of North Carolina and Pedestrian/Bicycle Information Center (PBIC).
- Complete DISC Management and Leadership Training; Certified CNU-A by the Congress for New Urbanism; "Streets As Places" with Project for Public Spaces.; Serve on the Transportation Research Board (TRB) Health and Transportation & Pedestrian Research Subcommittees; and the American Public Health Association (APHA) Built Environment Subcommittee; Elected Board Member Association of Pedestrian and Bicycle Professionals (USA)

**City of Orlando, Orlando, Florida**

**2000-2010**

Noted below are the leadership roles held:

Planning Manager, Families, Parks and Recreation

2008-2010

Duties and Responsibilities:

- Participate as a member of Department Leadership Team, Planning Division senior staff and the Department Director designee for various citywide initiatives
- Lead successful partnerships to negotiate and secure land acquisition, funding, design and construction of City trail network, new parks, and recreation facilities
- Planner for Department development review and parks master plans

Achievements:

- Project Manager for Strategic Vision Plan for Families, Parks and Recreation System
- Negotiate with the Trust for Public Land to acquire land adjacent to Lake Eola Park in the core of downtown; as well as, CSX railroad to use an abandoned rail line for an urban trail corridor
- Plan, creatively fund, and build a Mountain Bike Park on existing unused park property
- Complete master plans for Loch Haven Park, Lake Fairview Park and the Orlando Urban Trail
- Involved with Florida Citrus Sports, baseball, football and soccer organizations regarding youth, amateur and professional sport events and franchises at City owned facilities
- Instructor, Centers for Disease Control Obesity Prevention in Public Health Course: Community Parks, Trails and Recreational Opportunities; Partnerships, Preparation, and Policies
- Founding Board Member Bike/Walk Central Florida; serve on Community Health Work Group for the Winter Park (FL) Health Foundation

Planner III, Economic Development Department

2004-2008

Duties and Responsibilities:

- Plan transportation networks throughout the City to include pedestrians, bicyclists, and transit
- Work collaboratively with developers
- Form public partnerships with other local, state and national agencies to achieve City goals
- Lead plans and projects to improve the built environment for active living



#### Achievements:

- Project Manager for the Downtown Transportation Plan and the Transit Expansion Report
- Negotiate with property owners during development review process to dedicate trail easements for the Shingle Creek and Orlando Urban Trail systems
- Developed the Walk Friendly Communities Application with the Association of Pedestrian and Bicycle Professionals (APBP).
- Certified AICP (American Institute of Certified Planners) by the American Planning Association
- Serve as Board Member Florida Planning and Zoning Association (FPZA)

Customer Service Manager/Parking Supervisor, Public Works Department 2000-2004  
Schedule, train, and mentor a staff of 40 overseeing the evening operation of 10 parking garages; audit revenue collection, analyze reports; design customer service manual.

### **ADDITIONAL PROFESSIONAL EXPERIENCE**

Board Chair - Get Active Orlando Initiative 2004-2010

The Robert Wood Johnson Foundation seeks to improve the health of all Americans through grant awards of private funds. The City of Orlando was one of 25 Active Living by Design grantees, awarded \$500,000 to encourage active living for children, seniors, minorities and low-income populations.

- As Chair of the Get Active Orlando Board, led focus groups and community outreach, developed and guided budget expenditures; directed strategic planning, and managed grant reporting
- Leveraged funding with additional grant awards
- Established 7 community gardens, provided bicycles to children and low-income adults, conducted bicycle safety, maintenance and organized neighborhood bike rides with City of Orlando Bike Police, and coordinated senior walks in parks
- Lead author *Get Active Orlando: Changing the Built Environment to Increase Physical Activity*, published in the American Journal of Preventive Medicine, December 2009
- Reviewer, Institute of Medicine of the National Academies, "Committee on Childhood Obesity Prevention: Actions for Local Governments", June 2011

Consultant - Walkable and Livable Communities Institute (WALC), USA 2010-2011

A national non-profit, the WALC Institute is dedicated to creating healthy, connected communities that support active living and advance opportunities for all people through walkable streets, livable cities and better built environments. Retained to provide planning, management, and transportation expertise for projects nationwide. Examples include:

- Douglas, Michigan
  - Conduct three-day workshop with stakeholders for active transportation modes
- Casper, Wyoming; Safe Routes to School Program
  - Analyze traffic circulation, roadway networks, and comprehensive plans
  - Facilitate focus groups including elected officials and local residents
- Winter Park, Florida; Complete Streets and Active Living Policies
  - Reviewed, recommended, and wrote updates to the city comprehensive plan to highlight Complete Streets policies and incorporate Active Living principles.

**TAB 11**

**Dear Hiring Personnel,**

Here is a summary of my present Job and almost for the past 7 years while I had been living in Iran:

Head of Engineering Supervisor - Construction Supervisory

**Resent Job- Vasna Consulting Engineering**, Tehran Iran. My duties as a Head of Engineering Supervisory serving as the company and client representative at the work site to ensure that the work performed by the contractor is in accordance with the plans and specifications.

#### **DUTIES AND RESPONSIBILITIES**

My responsibilities included but not limited to:

- 1- Oversee the construction project from start to finish.
- 2- Created the teams, developed the objectives/goals of each and assign individual responsibilities.
- 3- Managing project documentation and assuring contract compliance with client requirements.
- 4- Project accounting functions including managing the budget, tracking if team expenses and minimizing exposure and risk in the project.
- 5- Ensure that construction activities move according to predetermined schedule.
- 6- Abide by and enforce construction safety rules and regulations.
- 7- Review contractor pay estimates and submittals.
- 8- Perform field inspection duties.
- 9- Direct field inspection/support staff.
- 10- Coordinate utility relocations.
- 11- Ensure the application of project specifications and the execution of plans.
- 12- Provide written progress, technical and special issues reports.
- 13- Prepare detailed cost estimates for the different activities required for the project
- 14- Work with the contractor on coordination of work.
- 15- Act as liaison with client Project Manager and capacity to handle pressure.
- 16- Manage project staff including sub-contractors.
- 17- Capacity to motivate, lead and boost morale of the teams.
- 18- Conduct weekly communication with senior staff.
- 19- Mentor/train staff members.
- 20- Implement firm's quality management plan.
- 21- Other duties as assigned.

## **Helicopter View**

M.S. in Civil- Structural Engineering, B.S. in Civil Engineering.

32 years' experience in United States and around 7 years in Iran.

Major jobs that I worked on are as follow:

1- Head of Engineering Supervisory- for Alghadir Amusement and Recreation Park Projects in Yaft-Abad Tehran.

2-Kish twin tower Buildings in Iran-Kish Island, as a Head of construction Site Manager.

3- Imam Khomeini International Air Port (IKIA), as a (Design Project Director).

4- 24 Stories High rise Building construction and El-Camino Hospital in State of California, San Jose as a Site Manager.

5- Executive Director. Newport Dam construction in Portland Maine.

6- High raise Buildings in USA, such as: 32 Stories Holiday Inn Hotel in state of Massachusetts, Andover as resident consultant engineer.

7- Genco Builders & Engineering, Inc. as a (Project Manager) Wang Bridge in Lawrence, Mass.

8- New I-495 High way construction in State of Massachusetts, Resident Engineer.

Last 20 years concentrated in Site Construction Management, Consulting Engineering, Executive Director, Supervisory Consulting and currently Head of Engineering Supervisory for 36 stories High raise building in Steel structures, 24 meters excavation in 2200 sq.-meter area in Tehran – Iran.

Best Regards,

Masood Rafati

Tel. in Iran: 989128137974

Tel. in USA: 1-714-580-4877 (will be answered by my family)

Masood (Mike) Rafati

2704 Heirloom way

Roseville, California, 95747

Cell: 916 594-5208

Email: [mrafati@yahoo.com](mailto:mrafati@yahoo.com)

## Summary

Masters in Civil Engineering, PE equivalent, 38 years' experience in structural design and project management, currently moved back to State, seeking employment in Sub - structural, or general civil engineering, preferably underground pipeline, or waste water system, preferably in US or overseas.

## Work Experiences

Vazna Engineering and Consulting, Tehran – Iran

8/2008 to 9/2021

Head of Engineering Supervisory – 36 stories high raise steel structure building, 24 meters excavation in 2200 sq. – meters area. Using anchor bolt with strands / steel rods. At this moment framing is done (6 stories below ground and 30 stories above ground) all flooring concrete with steel deck is done. A large 70 Acres Amusement and recreation Park for Tehran, Iran, including 17 Building such as: traditional restaurant, fast foods, receptions Hall, Mosque, recreational lake, commercial and recreational Bowers musical fountains, bird garden and for Kish twin Towers in Kish Island – Persian Gulf – Manage and administrating the construction of these two towers. Each tower four stories below the ground and 24 stories above the ground with 3 wings. Each wings 500 sq. – meters, or 1500 sq. – meters floor area. Total of 232 units for each tower. Project Manager, For Major portion of Tehran International Airport improvement program. Manage construction of new airport runway and taxiway (315,000 sq. - meters) including 18 inches Airport Gasoline, earthwork infrastructure building, and underground utility system, 17000 sq. - meters of new office buildings, 16500 sq. – meters expansion of existing passenger terminal "A", facility electrical power building, and 10k sq. – meters with 5k Watts substation building. Responsibilities included project planning, cost estimating, sub- contractor selection, budget and schedule management, and day – to – day supervision.

Masco Construction and Engineering Co, Inc., Saratoga, Ca.

3/1992 – 6/2008

President and CEO: Masco was a general building contractor for commercial and single – Family residential buildings. Also additions, remodeling, sub – structures for local municipalities.

Key Wong Engineering Co. Sunnyvale, California

6/1985 – 2/1992

Civil engineer: Design of steel, concrete and wood structures, field construction supervisor. Performing field inspection and monitoring sub – contractors. Projects included a 25 miles long, 24 inches sewer system pipeline and 45 miles, 36 inches drainage systems including Manholes and Catch basin, Hospital and 9 miles embankments, 5000 sq. – meter deck ship building and more. Responsible for planning, Surveying, excavation and construction of 54 single family homes and 34000 sq. – ft. shopping mall.

State of Massachusetts, Department of Public works, Danvers Mass.

12/1983 – 5/1985

Resident construction engineer: Supervisor for resurfacing route I-114 from Lowell to Danvers. Responsible for monitoring contractor's progress in accordance with schedule, budget and specification, including monitoring soil compaction and testing, insuring asphalt met contract requirements. Supervisor for 17 miles of 24 inch iron pipe sewer system from (Andover to Haverhill) Massachusetts.

## Education

M.S.C.E. University of Massachusetts 11/1983 (magma cum laude). B.S.C.E. Wentworth Institute of Technology 8/1980 (summa cum laude). Affiliation American society of Civil engineering. Certifications TBD – Equivalent of professional engineer (PE) in Iran



**TAB 12**



December 6, 2021

Dear Sir/Madam,

In response to the recently advertised position with River to Sea TPO, please consider my resume in your search for the Executive Director position.

In my current position, I am working as Assistant Director in Transportation Department at Houston Galveston-Area Council (H-GAC) including an oversight of 70 employees with a staff annual budget of \$10 million and a Transportation Improvement Program of \$10 billion. My previous work experience over nine years at the North Central Texas Council of Governments (NCTCOG) as a Principal Planner included the management of the Sustainable Development Funding Program, Transit-Oriented Development Program, and Sustainable Schools Initiatives of over \$120 million budget. As a planning consultant, I have worked on consolidated plans, fair housing studies, neighborhood revitalization plans, housing strategies, code review, and area master plans in over 25 states.

Overall, my qualifications include over 18 years of progressive planning experience, 12 years of supervisory experience, Doctoral Degree in Urban Planning and Public Policy, and American Institute of Certified Planners (AICP) certification. My diverse planning experience included projects with city and regional governments, and consulting in housing, community development, planning, and architecture areas.

This unique opportunity as Executive Director is a valuable opportunity to take the next step in my career. In summary, I am able to offer your staff great enthusiasm, passion towards planning, and strong leadership to meet department and agency goals. Please consider the attached resume for your kind perusal and I am available for an interview at your convenience and can be reached at (817) 312 0682 or by email at [patrick.planner@gmail.com](mailto:patrick.planner@gmail.com). Thank you for taking time to considering my resume.

Sincerely,

Patrick Mandapaka, PhD, AICP

## Patrick Mandapaka, PhD, AICP

11107 Drumadoon Dr., Richmond, TX 77407, Phone: (817) 312 0682, E-mail: [patrick.planner@gmail.com](mailto:patrick.planner@gmail.com)

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### Personal Profile:

Reliable, industrious, and efficient executive and certified urban planner with in-depth knowledge of planning, policy, and research, and excellent communication and technical skills. Over 18 years of experience in public and private sectors. Can set priorities to accomplish task effectively and capable of leading and inspiring, and working in team environment.

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### Education:

- **Doctoral Degree in Urban Planning and Public Policy**, University of Texas at Arlington, 2012.
- **Master's Degree in City and Regional Planning (MCRP)**, University of Texas at Arlington (Major Analytical Methods and GIS), 2003.
- **Professional Certification in Geographic Information Systems (GIS)** from School of Urban and Public Affairs, University of Texas at Arlington, 2003.
- **Bachelor of Architecture**, 2000, First Rank. Andhra University College of Engineering, Visakhapatnam, India.
- **Diploma in Advanced Computer Aided Drafting and Design (CADD)** from AutoDesk, 1997.
- **Diploma in Fine Arts**, India, 1990.

### Professional Experience:

- **Assistant Director** (Metropolitan Planning Organization) - Houston Galveston-Area Council (H-GAC) (05/2016-Present)
  - Management and oversight of 70 employees and a staff department budget of \$10M.
  - Develop team strategic plans, targets, budgets and oversight of personnel.
  - Oversight of Regional Transportation Plan and Transportation Improvement Program of over \$9 billion and various transportation programs.
- **Principal Transportation Planner** (Sustainable Development) – North Central Texas Council of Governments (NCTCOG), Arlington, TX – (06/25/2007 to 05/2016). Responsibilities include:
  - Project management and oversight, funding, and implementation of Sustainable Development Infrastructure, Land banking, and Planning projects through Sustainable Development Funding Program, Transit Oriented Development (TOD) Program, and Sustainable Schools Programs.
  - Providing assistance with alternative demographics, updates to Regional Transportation Plan, and support bike and pedestrian programs and activities.
  - Supervising three planning staff on the Sustainable Development team in the Transportation department.
  - Managed Sustainable Development and TOD Programs with funding over \$140 million.
- **Project Manager and Urban Planner**- J-QUAD Planning Group, Dallas, TX (03/16/2003-06/24/2007). Responsibilities included:
  - Project oversight, quality control, client contact, and delivery of planning projects including Consolidated Plans, Analysis of Impediments to Fair Housing, Neighborhood Revitalization Plans, Plans to End Homelessness, and Housing Studies and Market Analysis.
  - Planning and oversight in the implementation of planning projects.
  - Demographic analysis, research design, data analysis, and GIS mapping for various planning projects. Assisted in the development of 30 Consolidated Plans, 25 Analysis of Impediments to Fair Housing, 10 housing studies, 10 neighborhood revitalization plans for various City, County, and State Governments in over 20 states.
  - Assisted in drafting reports, creating work plans, analytical and quantitative tasks, and conducting focus group sessions.
- **GIS Technician**, City of San Antonio, TX, Fall 2002.
  - Worked on mapping for citizen requests, assist GIS Manager in data queries, and update City GIS data base

and base maps.

- **GIS Internship**, Environmental Systems Research Institute (ESRI), San Antonio, TX, Summer 2002.
  - Worked on land use model of City of San Antonio's South initiative, and the office relocation project involving network analysis, flythrough and animations.
- **Exhibit Designer**, University of Texas at Arlington Central Library, Special Collections, 2001-2003.
  - Designed and installed exhibits for Special Collections, assisted in outreach activities, and supervised interns in the job duties.
- **Planning Intern**, Environmental Planning Collaborative, Ahmedabad, India, 1999-2000.
  - Responsibilities handled are planning town-planning schemes of Thaltej and Sabarmati river bank development project. Designing governmental, industrial, recreational, commercial, residential buildings, and related project management.
- **Planning Intern**, Overseas Development Administration (ODA), February - April in 1997 and 1998.
  - Member of quantitative survey team of Impact Assessment study of Slum Improvement projects for in Vizag and Vijayawada (India).

#### Academic Experience:

- **Doctoral Degree** in Urban Planning and Public Policy at the University of Texas at Arlington, 2012.
- **Research Assistant** under Prof. Ardeshtir Anjomani assisted him in economic revitalization projects and planning lecture presentations, 2000-2001.
- **Research Assistant** for Prof. Vishwanath Kumar in the old town revitalization Project of Visakhapatnam, India, 1998.

#### Grant Writing and Project Awards:

- **Resiliency and Vulnerability Assessment Grant** - Took lead and worked on a successful grant application to Federal Highway Administration (FHWA) at H-GAC in 2017.
- **Multimodal Connectivity Grant** - Took lead and worked on a successful grant application to FHWA at H-GAC in partnership with the City of Sugarland, TX in 2018.
- **Transportation Investment Generating Economic Recovery (TIGER) Discretionary Planning Grant** (US Department of Transportation) – Took lead and worked on a successful grant application, Land Use Transportation Connections to Sustainable Schools Planning project from the NCTCOG and the project received the DOT's TIGER Grant award in 2014.
- **American Planning Association (APA) Texas Chapter Current Planning Award** – Worked on Housing Analysis and Recommendations for the Department of Housing and Urban Development (HUD) funded Planning for Livable Military Communities Project at the NCTCOG and the project received APA Texas Chapter Current Planning Award in 2014.
- **EPA Smart Growth Technical Assistance** – Took lead and worked on a successful grant application for the Environmental Protection Agency's (EPA) Smart Growth Technical Assistance and the project was selected to receive Form-Based Code and TOD Technical Assistance in 2013.
- **Association of Metropolitan Planning Organizations (AMPO) Award** - Prepared an application to nominate the NCTCOG's Sustainable Development Funding Program to AMPO's Outstanding Overall Achievement Award, and the Program received the award in 2012.
- **APA Midwest Chapter Award** – Prepared an application to nominate the NCTCOG's Sustainable Development Funding Program to APA's Midwest Chapter Award and the program received the award in 2009.

#### Honors and Certifications:

- **American Institute of Certified Planners (AICP)** since 2009.
- **Best Employee** of the Month as Urban Planner, J-QUAD Planning Group, 2005.
- **Hermann's Fellowship** (2003-2008) and Graduate Fellowship (2000-2003) during graduate education in urban & regional planning at UTA.

- **Applause Award** 2002 recognizing as an exceptional staff member at the University of Texas at Arlington Libraries for creating the exhibit “The Third Coast,” and organizing outreach activities for Special Collections, UTA.
- **First Rank** and Distinction in B. Arch in five years of study.
- **Best Speech** in Debate in Eastern Zonal Meet - 1996 of National Association of Students of Architecture conducted at Calcutta at National level.
- **Special Mention** in Annual Design Competition held at National level, was one of the top 5 entries out of 120 in the country, and work was published in the Design Magazine (1996).

#### Computer Skills:

- GIS: ArcGIS, Arc View, and Arc Info
- Database: SPSS, MS Access, and MS Excel
- Image editing: Photoshop, CANVAS, MS Visio, and MS Publisher
- Drawing and Animation: Sketch up, AutoCAD 2000, and 3DS-Max.
- Other Software Packages: Microsoft Word, Excel, FrontPage, Access, and In-Design
- Web Design: Experience-online exhibits for Special Collections- University of Texas at Arlington Libraries

#### Memberships:

- American Planning Association (APA)
- American Institute of Certified Planners (AICP)
- Institute of Transportation Engineers (ITE)

#### References:

Provided upon request.

**TAB 13**



Nelson Galeano MsM., P.E.. PTP. PTOE  
711 12<sup>th</sup> Street East  
Bradenton, FL 33208  
[ngaleano@gmx.de](mailto:ngaleano@gmx.de)

December 6, 2021

Ref: EXECUTIVE DIRECTOR - RIVER TO SEA TPO, FL

Mr. Doug Thomas  
Executive Vice President of Executive Recruitment & Leadership Development  
SGR

In reference to your ITE website advertising, you will find a copy of my resume for the position of Executive Director River to Sea TPO, FL.

With more than 25 years of professional experience in transportation I have had the opportunity to grow professionally and personally here in the States starting as an entry level engineering designer to become transportation planning division manager. This spectrum makes me ready to join the River to Sea TPO as executive director.

As transportation professional I can identify the complexity of the mobility challenges America is facing right now and propose applicable transportation solutions for the future of our community. My experiences as transportation planning division manager in Manatee County Florida, transportation engineer at the Metroplan Little Rock Arkansas and as planning analyst for the Regional Planning Agency in Chattanooga Tennessee have had the opportunity to apply technical and managerial knowledge not only as engineer and planner but also as a team leader to understand, coordinate and prioritize technical analysis for Transportation Improvement Programs and Regional Transportation Plan projects considering the value and input of the public in general and the elected officials.

As Director of the Infrastructure Studies Sector for the Colombian government (General Comptrollership Office of Republic of Colombia, Infrastructure Sector), I was involved in the policy creation of auditing procedures for infrastructure sector at national level. More than fifty people were under my direct supervision. As the transport adviser for the United Nations Development Program in conjunction with the Colombian government (National Planning Department), I was involved in the "Private Participation in Infrastructure Projects" using TransCAD to provide transportation data for financial models in LRT and BRT projects. In Stuttgart Region (Germany) where I have studied transportation planning, I worked as traffic engineer, "Verkehrsgenieuer", for two years using operation modeling software VISSIM.

I am completely quality-driven to my work and sure that my experience and education can work in partnership with River to Sea TPO simultaneously contribute to my personal development. I am willing to relocate and to devote the time necessary to have the possibility of working my way up and finishing my professional career at the River to Sea TPO.

Since I consider myself a strong candidate with Florida PE certification, good education (Master in Management) and know-how in transportation planning and traffic engineering, PTP (professional transportation planner) and PTOE (professional traffic operations engineer), good under pressure, with meaningful international and Florida local experience and a dynamic team player, you will be satisfied with your interview and choice of me as one of the leaders of The River to Sea TPO.

Thank you for your time and consideration.

Sincerely

Nelson Galeano/ MsM. P.E. PTP. PTOE

NELSON GALEANO MsM. P.E., PTP, PTOE  
711 12<sup>th</sup> St East. Bradenton, FL 34208  
(501) 379-0378 [ngaleano@gmx.de](mailto:ngaleano@gmx.de) // [galeanonelson7@gmail.com](mailto:galeanonelson7@gmail.com)

### PROFESSIONAL EDUCATION

- Master in Management, Hodges University. Fort Myers, Florida
- Complementary Studies in Transportation Planning, Equivalent to a Master Degree, University of Stuttgart, Germany
- Bachelor of Science, Civil Engineer, National University of Colombia (South America)

### HIGHLIGHTS OF QUALIFICATIONS

- Professional Engineer certified Professional Transportation Planner and Professional Traffic Operations Engineer with international experience in transportation planning, travel demand and traffic modeling and controlling focused on policy formulation at national, regional and urban level, focusing on multimodal approach, complete streets, active transportation, road dieting and road safety
- Thorough knowledge of software to conduct transportation planning analysis and travel demand forecasting. Working knowledge of state-of-the-art operations/micro-simulation software.
- Demonstrated talent in assessing investment decision analysis in the transportation sector under public/private perspective utilizing financial models, cost/benefit, economic evaluation, programming, and planning of transportation facilities (highway & transit) investments procedure.
- Utilized transportation planning software (TransCAD, R, Synchro, HCS, Corsim, HDM)
- Active member of the Transportation Professional Certification Board (TPCB)

### EMPLOYMENT HISTORY

Transportation Planning Division Manager February 2020 – November 2021

Transportation System Engineer October 2014– February 2020

*Manatee County (FL). Public Works - Transportation Planning Division. ([mymanatee.org](http://mymanatee.org))*

- Performs and leading transportation planning duties, including preparing, reviewing, and directing the review of traffic impact analysis studies and reports consistent with applicable regulations. MPO project related documentation towards founding purposes and grant written collaboration for local communities.

Transportation Engineer September 2012– October 2014

*Metroplan - Central Arkansas Council of Governments. Little Rock, Arkansas ([metroplan.org](http://metroplan.org))*

- Developed technical analysis for travel demand modeling update. (Transit, Highway, Multimodal)
- Reviewed and performing traffic impact studies for regional/local transportation plan projects

Planning Analyst in Transportation June 2010 – November 2011

*Regional Planning Agency. Chattanooga-Hamilton County. Tennessee. ([chcrpa.org](http://chcrpa.org))*

- Utilized transportation planning software for travel demand modeling (TransCAD & ArcGIS)
- Developed and maintained regional transportation system performance measures
- Conducted regional transportation and land use scenario development, testing and evaluation.
- Analyzed data (household and transit on-board surveys) for statistical model estimation (SPSS)
- Managed a OD transit onboard survey to incorporate public transit planning in transportation

process

Project Engineer October 2006 – February 2009

*McMahon Associates -Fort Myers, Florida-US (Mcmtrans.com)*

- Conducted traffic and travel demand modeling for traffic impact studies for commercial, residential and mixed use developments. (Traffic Impact Statements, Development of Regional Impact, Interchange Justification Report). Florida Standard Urban Transportation Model Structure (FSUTMS), Cube, Tranplan, TransCAD, Synchro, HCS, Turns, HCS, MUTCD. Prepared and submit proposals for transportation analysis studies supporting to private and public clients

Engineering Designer June 2003 – October 2006

*Vanasse & Daylor at Weston & Sampson Engineers Inc. -Fort Myers, Florida-US (vanday.com)*

- Authored and co-authored transportation analysis reports and presented study findings to senior management and clients. Traffic Impact Statements, Development of Regional Impact
- Utilized transportation planning software such as Synchro®, TransCAD, AutoCAD, HCS2000TM, Turns, MUTCD, FSUTMS, Cube to test a number of assumption scenarios for various studies

Director, Infrastructure Sector 2000 - 2002

*Public Sector Accountability/Comptrollership Office of Colombia*

- Led a team of 100 staff responsible to conduct audit analysis of nationwide public expenditure on infrastructure mega-projects
- Comptroller responsible for formulating the strategy of the General Auditing Plan for Infrastructure, Transportation, Telecommunications, Foreign Trade and Regional Development

Transportation Consultant 1998 – 2000

*United Nations Development Program / National Planning Department of Colombia*

- National manager of P3 (BOT) urban transportation projects such as: Metro of Bogotá, a 40-km toll highway in Bogotá, as well as Master Transportation Plans and BRT and LRT planning studies for the cities of Ibagué, Bucaramanga and Cali utilizing financial models, cost/benefit, economic evaluation, programming, and planning of road investments procedures
- Promoted technical mechanisms (traffic analysis and options) to facilitate the creation of execution and financial schemes for urban transportation projects with private participation at national and local level (Bogotá – Colombia South America) by using transportation simulation tools to advise municipalities to quantify the demand and supply for urban transportation
- Provided technical support such as roadway design, service design, transfer center design, analysis and costing, technical operation of based-bus mass transit systems

Project Engineer 1996 – 1998

*Bender & Stahl, Ludwigsburg, Germany*

- Conducted travel demand modeling studies (data preparation and 4-step modeling), as well as urban and regional planning studies with emphasis on commercial centers
- Used transportation planning software (VISUM, KNOSIMO) and provided findings as input for the design of traffic light control systems

Research Assistant 1994 - 1996

*University of Stuttgart. Germany (Aufbaustudium in Verkehr)*

- Designed projects for parking facilities, subway stations, bus and taxi centers

NELSON GALEANO MsM. P.E., PTP, PTOE  
(501) 379-0378 [ngaleano@gmx.de](mailto:ngaleano@gmx.de) // [galeanonelson7@gmail.com](mailto:galeanonelson7@gmail.com)

- Worked with several transportation planning/traffic operations modeling software

Transportation and Traffic Engineer 1992 – 1993

*Transport Division, National Planning Department of Colombia*

- Worked on planning and feasibility studies for national, regional and urban transportation projects utilizing the Highway Development and Management and Vehicle Operating Costs tools
- Provided advice to the Division Head on the preparation of the national multiyear capital expenditure program for the transportation sector national institutions

Assistant Engineer / Junior Project Manager 1989 – 1992

*United Nations Development Program*

- Participated in design and construction of projects such as “Integral Development of Urban Popular Settlements, Main Street Bus Way -Troncal Caracas”, in Bogota Colombia, and special assignments of traffic light control system design, parking strategies and bus routes inventory

## SKILLS

Professional Engineer.

- Software knowledge in MS Office and other specialized engineering transportation packages (TransCAD, AutoCAD, Synchro©, HCS2000, Corsim, Cube, Tranplan, SPSS, R, Turns, HDM).
- Award-Winner Sigma Beta Delta Honor Society in Business, Management and Administration.
- Active member of the Institute of Transportation Engineers
- ITE Professional Transportation Planner (PTP). and Professional Traffic Operations Engineer (PTOE)
- Discipline Director of the Board member of the Transportation Professional Certification Board (TPCB)
- Fluent speaker of Spanish, and English. Technical German

**TAB 14**

## Omar Atallah

email: [omar.atallah@gmail.com](mailto:omar.atallah@gmail.com)

Mobile No.: (806) 500-7714

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Dear HR Departure

The position that your organization is seeking is mostly suited for a person with my qualification that can contribute to a sustainable and dynamic growth in line with your organization policies. Having a very thorough understanding of private and public expectations, allows me to be very effective in understanding expectations and collectively forwarding the most effective solution to the department senior management.

I am a driven and focused professional that knows how to achieve set goals. With completions of complicated projects through out my career that have distinct complexity in their technical nature and client expectation. I have highlighted the listed key qualifications:

- Transportation Engineer, Leading transportation traffic modeling team, assessment of multi model facilities, and providing safety and environmentally sustainable solutions
- I am recognized to be a delivery focused innovative planner, designer with competitive solutions
- Have leadership characteristics that demonstrate project successful results

Regards,

Omar Atallah





Omar Atallah

email: [omar.atallah@gmail.com](mailto:omar.atallah@gmail.com)

Mobile No.: +1(806) 500 7714

**DATE OF BIRTH:** 1964

**EDUCATION:** B. Sc., Civil Engineering California State University, Fresno 1989.

**MEMBERSHIPS:** Chartered Professional Engineer, Lebanon since 1995.  
Institute of Transportation Engineers, ITE  
Lebanese Association for Public Safety (NGO), 2005 Vice President  
League of Transportation Engineers, 2005 General Secretary  
City Council Member, 2002-04 Municipality of Ayn Dara

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**KEY QUALIFICATIONS:**

Omar has thirty years' experience in engineering design and highway infrastructure construction. He has managed the delivery of a wide variety of project types and complexities, such as Rail, highway, land development, master planning, infrastructure design and construction.

**Engineering and construction in the Middle East.** Omar's experience includes: -

- Manpower planning and staff resourcing;
- Construction planning;
- Construction management;
- Phasing and logistics;
- Auditing of design process;
- Project design development;
- Final design production;
- Project management and coordination in multi-disciplinary design teams and project managers;
- Value engineering ideas and innovative solutions;
- Implementation of a safety-first policy throughout the all projects.

**Managing client relationships.** Omar has skills and experience in: -

- Networking with local contacts in government agencies and contractors;
- Delivery of large projects.
- Creating teamworking approach to projects;
- Solving problems;
- Meeting financial targets;
- Development, monitoring and reporting of KPIs;
- Seeking feedback from clients and driving improvements;
- Managing technical and quality standards of deliverables.

**Planning and Operation.** Omar's experience includes: -

- Reviewing and supervising all design development & construction stages;
- Analysis of transportation facilities;
- Commissioning approvals.

**Skills:**

1. Project Management

2. Planning and operation
3. Transportation Team Management
4. Supervision of construction team
5. Supervision of Highway Design team
6. Design Review, audits and quality control of designs
7. Project financial management
8. Traffic Design
9. ITS, Signals, TMP and RSA
10. System construction inspection and commissioning

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## **PROFESSIONAL EXPERIENCE:**

**2021 to Present**                      **City of Clearwater**  
   **Traffic Engineering Manager**

### **Duties**

- Manages, directs, oversees, and supervises all office and technical staff; selects, hires, and manages employees and laborers; provides continuous performance evaluations, takes disciplinary action when needed, and provides training and counseling.
- Creates, develops, and implements programs and project initiatives for the daily function of the traffic operations system; identifies areas of concern, addresses traffic system issues, and makes recommendations for changes, updates, and maintenance.
- Prepares operating and CIP budget including plans for roadway and traffic operations improvements in the future; monitors all expenditures and makes budget recommendations for long and short-range goals.
- Research, compiles, and prepares bid specifications for all purchasing of equipment and materials for signs, markings, and traffic signals as well as the computerized signal system; manages the bidding process to ensure proper resources are acquired and allocated properly.
- Prepares and presents traffic operations related agenda items to City Council; compiles general traffic information and statistics, presents material in a clear and concise manner, and makes recommendations for improvements or changes.
- Serves as liaison with the Florida Department of Transportation, Pinellas County, and other municipal traffic engineering departments/divisions; collaborates, communicates, and works closely with the Pinellas County MPO; represents the city on several MPO advisory committees.
- Serves as liaison with the Pinellas Suncoast Transit Authority and the CSX Railroad.
- Collaborates, coordinates, and communicates Clearwater Police Department in traffic engineering related activities such as enforcement and engineering.
- Performs related tasks as assigned.

**2019 to 2020**                      **Harris & Associates, Fresno CA. USA**  
   **Third Party & Design Oversight Manager (PCM)**

**Projects**                              **California High-Speed Rail Authority Construction Package 1**

Initial Construction Segment of the California High-Speed Rail Project in California's Central Valley. The Project will extend twenty-nine (29) miles in length and includes at-grade, aerial structures, trench sections, and one tunnel. The Authority is subject to oversight requirements of the Federal Railroad Administration.

His Duties included Design management and Third-Party coordination activities, supporting CP1 Contract as indicated in the PCM scope of services with the California High Speed Rail Authority. Omar also Reviewed and check roadway design and infrastructure facility relocations, and other Third-Party construction for conformance to Caltrans standard and Project deliverables. He Managed the PCM reviews of Third-Party Final Design submittals, to determine any new design variation, or impact to right-of-way and environmental footprints. In addition, he Provide coordination and oversight on design development & construction performance by the DB Contractor and Consultant.

**2018 to 2019**

**Italconsult, Qatar**

**Project Manager Infrastructure Design (GEC / LRDP)**

**Projects**

IA 14/15 DS 001 ST Professional Services Agreement for General Engineering Consultancy (GEC) Services for Local Roads and Drainage Programme  
Including but not limited to the following specific projects;

DW012- Roads and Infrastructure in Bu Sidra and Fereej Al Manaseer  
Infrastructure FS Gaps for Al Kheesa  
Al Furosiya Street Improvement  
A-Ring Road Interim Improvement Scheme  
Al Sailiya and West Muaither to Furosiya Street Surface Water  
Al Sailiya Al Hamm St Surface Water  
Muaither, Al Mearad and Rawdat Abal Heeran TSE  
Infrastructure FS Gaps for Al Kheesa  
Road Infrastructure for Commercial Street in Al Khor area  
Road and Infrastructure in Al Edga, Al Heedan and Alkhor  
Road Improvement in Al Furosiya Street  
Roads and Infrastructure for Umm Salal Integrated Worker Accommodation Community  
Interim Improvement of Main Roads in Al Nasr Area  
Umm Al Dome Improvement

**Duties:**

Developing the business model for successful resourcing of the project  
Controlling and directing the Highways and Infrastructure design teams;  
Supporting Construction teams through advice, site audits, and answering technical queries;  
Auditing infrastructure design from safety standpoint and Road Safety Audits;  
Constructability Auditing of the design;  
Setting delivery targets for design elements;  
Dissemination of programme-wide instructions, alerts and best practice;  
Organize and participate in constructability reviews;  
Attending meeting to represent Italconsult;  
Obtains regular feedback from the PWA and ensures that immediate remedial actions are put in place to correct any negative feedback, monitoring the results.  
Hiring staff.

**2015 - 2018**

**Arcadis Design & Consultancy, Qatar**

**Design Manager / Highway Team Leader**

**Projects:**

**Orbital Road Project**, Design Build Project, Lead designer for JV QDVC-Bin Omran contractor

Leading 150-member design team for a 40.8Km Orbital Highway, 10-lane section (5 per direction) with a total of Eight Interchanges. The project includes the provision of footways and cycle-ways. Carrying out preliminary and Detail Design for approval by the Engineer representative. Project implementation cost 4.2 Billion Qatari Riyal.

**LRDP Local Roads & Drainage Project, Doha North**

Leading roadways design of North Doha (LRDP) 95Km<sup>2</sup> project area, with a committed construction value USD 14-Billion. Updating land use and policy plans at concept stage up to detail design development. The project includes a variety of development areas, vacant land, partially, and fully developed

**Duties:**

Coordinating with Contractor the planned construction program to facilitate timely design input;  
Controlling and directing the Highways and Infrastructure design teams at site and in design remote offices;

Supporting Construction teams in addressing technical queries;

Attending meeting to represent the designer;

Developing Claim strategy, technical justification and supportive documentations;

Regular reporting to client;

Provides the lead in implementing Quality and HSE policies

Hiring staff.

**2010-2015**

**KEO International Consultants, Qatar & Oman**

**Infrastructure Division - Business Development Manager**

The CEO requested to further promote infrastructure division market in KEO Oman office. Omar supported this effort in developing a marketing strategy which was then approved by KEO Management. The development strategy included meeting with high government officials to seek their advice of the market needs and put forward for their attention the services offered by KEO. Prequalification with different government agencies was achieved, and tender participation was pursued.

**Team Leader Highway and Traffic**

**Group 6, Project 1 – P16 Al Zubara Road**

This project is in the northwest of Qatar and involves the upgrade Zubara Road to Al Shamal Road. Upgrade of approximately 36km of existing road to dual carriageway. Approximately 4 running lanes and a hard shoulder will be provided either side of the central median, in addition to 27km collector roads. The project also included the provision of footways and cycle ways with six main junctions.

**Group 6, Project 2 – P18 Mekeines to Umm Bab Link Road**

This project is runs from central to western Qatar and involves the upgrade of the existing. Upgrade of approximately 39km of existing single carriageway to dual carriageway. The project composed of two running lanes with hard shoulder in addition to collector, feeder, service access roads and six main junctions.

**Group 6, Project 3 – P19 Al Shihaniyah to Al Jemaliya Link Road**

This project runs from central to northwest Qatar and involves the upgrade of the existing Link Road. The project encompasses the upgrade of approximately 31km of existing road which runs from Al Shihaniyah to Al Jemaliya, via Al Otouriyah. The project included two running lanes with hard shoulders in addition to collector roads with footways and cycle-ways and four main junctions.

**Group 6, Project 4 – P20 Al Jemaliya to Abu Sidra and Al Busayyir Link Roads**

This project is in the northwest of Qatar and involves the provision of link roads from Al Jemaliya to Abu Sidra and Al Busayyir. The project encompasses the design of approximately 19km of single

carriageway. In addition, collector/feeder/service/access roads are required to be provided where necessary. The project will include the provision of footways and cycle-ways eight main junctions.

#### **AL Huwailah link road Project**

Roads Team Leader & Lead Road Safety Auditor supporting KEO Construction Supervision team on approximately 12 km, with carriageways starting from dual two-lane carriageways increasing to dual four lane carriageways before transitioning gradually from dual four to dual three to dual two and finally to single lane carriageway. Alignment A includes four (4) signalized major junctions, five (5) un-signalized minor junctions, six (6) cross culvert and open channel construction.

#### **Rayyan Road Project**

Roads Team Leader & Traffic & ITS Lead Designer - Traffic Engineer for Upgrade of Rayyan & Al Bustan and side roads with an approximate road length of 12 km. The upgrade scheme provides 4 lane divided expressway with 14 grade separated interchanges. Overall role is team leader for roads team, and management of Traffic & ITS detail design works including RSA study deliveries.

#### **F-Ring Road Project**

Lead Road Safety Auditor supporting KEO Construction Supervision team on 8 km 6-lane expressway, F-Ring Road Project. The effort is to produce a stage 3 audit for a planned traffic division at F-ring / Al Wakra interchange. Review approval of roadway technical contractor submissions.

#### **New Doha International Airport (NDIA) project,**

Airline Operation Facility, Lead Project Manager, all roadway and infrastructure works including micro-simulation analysis & design airside Bus terminal facility to facilitate forecasted airline crew transport at NDIA.

Design Construction support services, reviewing and approving all construction submitted Method Statements, material approvals, technical reports, RFI, As-built drawings, and approval requested.

#### **Airport Staff Access Control Facility,**

Infrastructure Project Director representing the infrastructure department for the pretender and post tender services. This included the design development and analysis and then supervision of construction, to address forecasted airport staff flow of 12,800 per hour, most of which using a Bus terminal facility to shuttle staff from Land side to Airside. The facility also included taxi drop off & pickup and a car parking facility. ITS traffic management system was designed to manage and monitor traffic flow, facilitate access control, coordinate movement, and guide.

Design Construction support services, review and approve all construction submitted Method Statements, material approvals, technical reports, RFI, As-built drawings, and approval requested.

**Within Education City, Project Director** for a road design segment and Landscape for EDC6 and CP6 roads within Education City. The design development was to update and issue revisions to IFC drawings.

#### **Duties:**

Coordinating with Contractor the planned construction program to facilitate timely design input;

Controlling and directing the Highways and Infrastructure design teams;

Supporting Construction teams in addressing technical queries;

Attending meeting to represent the designer;

Monitor delivery of deliverables against programme to ensure targets are met.

Prepare and issue status reports on all aspects of activities.

Identify any shortfall in the provision of appropriate resources to carry out the tasks as assigned;

Establish the cause of and remedies for delay to the delivery program and undertake actions;

Prepare and issue status reports on all aspects of activities.

Developing and deploying Infrastructure Business Development plan with corresponding key clients meetings to grow the business

Annual Staff performance Assessment

**2007-2010**

**GHD Global, Qatar**

**Service Group Manager** for Traffic & Transportation Group

Manage client relationships, Business development, and coaching and knowledge transfer to Project Directors and Job Managers. Manage all staff related matters within the Group. Manage technical and quality performance of the Group. Identify skill needs; assist knowledge development in the Group. Encourage staff to undertake relevant training to develop skills, expertise and distinctive competence. Achieve financial targets across the group with respect to new work, invoiced fees, and chargeable time. This include developing traffic management plan for the North Road and oversee external works construction for the New Arrival Airport Terminal in Doha.

**Duties:**

Business Team Leading, Tasks Arrangement, Timeline, Project Controlling

Transportation systems: analysis, design, planning, and multimodal-modelling

Traffic: analysis, TIS, planning

Traffic management: mitigation planning and design, ITS control, monitoring and forecast systems, work zone impact analysis, monitoring and forecast

Traffic forecast systems and Traffic surveys

Environmental Impact Assessments with quantitative methods for transport infrastructure

**2006-2007**

**Parsons International, Qatar**

**Service Group Manager** for Traffic & Transportation Group

Transportation PM on Doha expressway packages. This included ITS infrastructure design input.

**2006**

**TELVENT Trafico y Transporte, Council for Development and Reconstruction** (World Bank funded project), Lebanon

**Assistant Project Manager** Implementation contract with a value of 32 Million US Dollars included the following activities; installation of 190 new traffic signal in greater Beirut area; upgrading 60 existing signalized intersections; installation of CCTV system along the main roadways and entrances using fiber links to be connected to the TMC building. The project also included the construction of a four story TMC building. Responsibilities included official coordination of all roadway works with consultant and client. Quality Check shop drawing production related to roadway works.

**Duties:**

Tasks Arrangement, Timeline, Project Controlling

Audit and manage submission of Shop drawings

Preparation and coordination of all project Permits

Coordination with Traffic Police for successful implementation of the Traffic Diversion Plans

**2002-2005**

**Management Support Consultants (MSC-PW), Ministry of Public Works & Transport**, Lebanon (E.U. Technical Assistance Program).  
Carl Bro International

**Assistant Team Leader**, Civil Engineer Investment Planning Programme (IPP) for Lebanon. The project is one of six management support consultancy (MSC) modules that make up the Investment Planning Programme (IPP) for Lebanon, which is supported by the EC. A joint venture between Carl Bro International and Transportation Laboratory Research (TRL) was awarded a six mill euros project with its primary objective to provide state-of-art technical assistance to strengthen the institutional capacity of the Directorate of Roads at the Ministry of Public Works so that Lebanon's road infrastructure can be managed in an efficient manner in terms of planning, budgeting, programming, design, construction, maintenance, and environmental impact assessment. The goal



is bolstering the technical and institutional capability of the road administration to implement the National Road Rehabilitation Programme.

**Project Director and Client Representative**, Road Safety Master Plan for Lebanon. As part of A Technical assistant grant delivery by Swedish National Road Consulting AB (SweRoad), a Multi sectorial analysis of Road Safety Status leading to a proposal for a Road Safety Master Plan in Lebanon.

**Duties:**

Lebanese Parliament subcommittee member, Representing the Ministry of Public Works in the development of the newly enacted Traffic Law.

Developing technical procedures and Guidelines to assist in standardization and enhancement of the Ministry review and approval process;

Support in development of fiscal Asset Maintenance Management strategies and the deployment of a pilot project;

Supporting inhouse training program, workshops and technical seminars

Auditing infrastructure design from safety standpoint and Road Safety Audits;

Dissemination of programme-wide instructions, alerts and best practice;

Organize and participate in constructability reviews;

Attending and representing Minister in meeting and public presentations;

Obtains regular feedback from the NGO and other stakeholders.

Develop inter-ministerial agreement for collaboration on resources, information and resolution on technical matters

Representing and support the Ministry on Grand scope discussions with Foreign Governmental agencies for technical support serves required to enhance road safety.

**1999-2002**

**Program Implementation Unit (PIU), Ministry of Public Works & Transport, Lebanon (World Bank Unit)**

**Senior Civil Engineer** Francophone Ninth summit in Lebanon.

Responsibilities included official coordinating all roadway works needed for the preparation of the Francophone ninth summit. Management of allocated Funds "2 mil USD" for emergency road rehabilitation works which was completed within a two months period within Beirut District, Oct. 26, 2001. Monitoring of works included roadway, parking rehabilitation 250,000 m<sup>2</sup> of asphalt works, new roadway link to the conference hall, rehabilitation of existing road safety devices, rehabilitation of existing 10,000m<sup>2</sup> sidewalks, and rehabilitation of existing roadway.

Road Rehabilitation Program, a three-Year Pilot program to rehabilitate approx. 400km Primary roads distributed among the four regions (Mohafazats) by which appropriate design standards. The program is divided into 12 construction packages over the three years of implementation. Attending for, as client "lead engineer, supervision during construction, and design review and final acceptance of all traffic related works.

Traffic Controls for Constr. & Maintenance Work Zones Guideline

Preparing an official Manual on Traffic Controls for Construction and Maintenance Work Zones (in Arabic Version) for MPW (Environment and Road safety Division). The manual was officially adopted by the MPW.

**Duties:**

As a client representative, Assist in Technical and admirative Support of the pilot project;

Auditing infrastructure design, Road Safety Audits during construction and enact penalties;

Developing and managing emergency funds to all road works for the summit

**1997-1999 Dar Al Handasah Consultant, (Shair & Partners), Beirut Office**

**Resident Engineer** Beirut Central District, Client Solidere.

Being the Resident Engineer on the project. Responsibilities included review and approval of all shop drawings, site supervision and approval of contractor work for installation of all traffic safety issues.

Northern Highway Toll Road.

Thirteen Km viaduct with two toll plazas, and five interchanges. Being the senior traffic engineer responsible for all traffic design. This included signage, and pavement marking, traffic signal design at interchanges, preparation of specification, quantities, and plan details.

Southern Beirut suburbs infrastructure rehabilitation program.

In charge of all traffic design issues for the main arterial within the suburbs among which are the Shiah road between the coastal road and the Sayad intersection, Old Saida Road in the Hadath area, Furn Al Ashrafieh Road, Camile Shamoun Road and the Airport Road.

**1997 Dar al Handasah Consultants (Shair & partners), Qatar office**

**Lead Traffic Engineer**

Qatar Primary routes Conceptual Study

Lead traffic engineer for a concept design project, which include; improvement of existing primary roads 1, 3 and 5 from expressway to a full freeway facility. Total of 280 kilometers. Also include; the improvement of 4-Doha intersection to urban interchanges. Traffic engineer, preparation of a traffic study including level of service analysis for all elements of the roadway for the projected year 2020.

**1993-1997 Parsons Deleuw Cather, California Office**

**Construction Engineer**

San Joaquin Hill transportation Corridor, Route 73, California, Design Build Project

Includes 19 miles of six lane typical roadway section and thirteen interchanges, with a contract amount (790 million dollars, Traffic engineer, preparation of design plans and quality assurance. This includes signage plans, pavement marking plans, traffic signalization (both temporary and permanent), lighting plans, stage construction plans and traffic management system.

**Construction Engineer**

San Joaquin Hill transportation Corridor, Route 73

experience includes coordination and quality assurance of design services during construction. This includes checking of all project plans and special provisions, filings control all shop working drawing, coordination between contractor field offices and designers, manage over-all needs of construction services design office.

**1989-1993 Parsons Brinckerhoff Quade & Douglas, California Offices**

**Lead traffic engineer** for a PS&E project, which includes improvements to State Route 71, Stage construction, pavement declination. Signage and lighting plans were required for 5 miles of freeway, which includes three interchanges. Signal plans were prepared for seven different locations, some of which were related to a temporary detour and the rest were permanent. Ramp metering plans were required for six on-ramp locations.

**Traffic engineer** for a PS&E project, which includes improvements to state Route 58 and interstate 15. Sign and highway lighting plans were required for a freeway-to-freeway interchange and two street interchanges. Signal plans were also required for six signal locations.

**Traffic engineer** for a preliminary study which includes the following alternatives: New 8.8 miles State Route 168 freeway alternative with eight lane ultimate typical roadway section and nine interchanges: Transportation System Management (TSM) alternative which includes relatively low-cost improvements to existing surface streets, and an alternative which includes major enhancements to forty miles of existing surfaces streets. The latter studies include consideration of grade separations on major arterial intersections, signal progression, and the addition of lanes to selected arterial.

**Traffic engineer** for PS& E projects, (State Route 60 State Route 60, Moreno Valley, California), which included upgrading an existing highway by adding auxiliary lanes an increasing capacity of two interchanges at Frederick Street/ Pigeon Pass Road and Day Street. These "fast –track" projects involved the final design of interchange improvements at both locations as well as addition of an auxiliary lane between the two interchanges. Sign and highway lighting/illumination plans were required in addition to plans for the modification of two existing signals and the design of new ramp signals.

**TAB 15**

December 24, 2021

Mr. Doug Thomas  
Executive Vice President  
SGR

Subject: Resume and Qualifications – Patricia Smith, AICP  
Executive Director Position – River to Sea Transportation Planning Organization

Dear Mr. Thomas:

Thank you for the opportunity to submit my name for consideration of the Executive Director position of the R2CTPO. As a current Volusia County resident and a Volusia County employee, I am part of the community and have an understanding of the transportation policy issues that face the region. A few of my key strengths that could help contribute to the success of the TPO include:

- 30 Years of Transportation Planning, Development, and Growth Management Experience
- American Institute of Certified Planners (AICP)
- Regional MPO coordinator for FDOT and FHWA funding opportunities
- FDOT LAP Certified
- FDOT ETDM and PD&E Training
- Prior FDOT/County Workprogram Scheduling
- Experience working with Board of Directors, County Commissions, and other officials
- Liaison to various Scenic Highway and Recreational Trail Groups
- Facilitation of public meetings, public workshops, and committee meetings
- Positive attitude, love of people, outgoing personality, and a desire to get things done through consensus

As a planner with Volusia County government, I have established relationships with the Volusia County Transportation Engineering and Growth Management staff, and I coordinate regularly with municipal and county professionals throughout Volusia and Flagler counties. Additionally, our team worked collaboratively with the other municipalities and private interests over the past few years to update the transportation element of the Volusia County Comprehensive Plan, including the number of lanes map and county thoroughfare map.

Thank you for your consideration of my skills and abilities. I would appreciate the opportunity to discuss this position further with you and the Executive Search Committee of the TPO.

Sincerely,

*Trish Smith*

Patricia (Trish) Smith, AICP  
213 Bay Pines Court  
Ormond Beach, FL 32174  
305 393-2443  
trishsmith998@gmail.com

Patricia (Trish) Smith, AICP  
213 Bay Pines Court  
Ormond Beach, FL 32174

trishsmith998@gmail.com  
(305) 393-2443 home

## **EXPERIENCE:**

### **Volusia County Growth & Resource Management, Planning Team Member (August 2017-present)**

Relevant Skill Sets: intergovernmental coordination; code revisions; comprehensive plan amendments; staff reports for variances, rezonings, and special exceptions; resiliency planning; local plan development; Planning Commission presentations; public workshops; site plan review; Development Review Committee member; administrative land use boundary adjustments.

### **Institute for Human and Machine Cognition, Research/Program Coordinator (2016-2017)**

*Office Manager and Research Coordinator for a Robotics/Artificial Intelligence Research Facility*

Relevant Skill Sets: Grant writing; research; organization of lectures and events; purchasing; management of staff.

### **Monroe County Government, Transportation Planning Manager (January 2010-June 2015)**

*Managed the Transportation Planning, Scenic Highway, and Trail Development Programs*

Relevant Skill Sets: MPO Coordinator; FDOT liaison; federal grant writing and management; budgeting; management of traffic engineers and planners; traffic study review; US 1 Yearly Time Travel and Delay Study; FDOT plans review; coordination of right-of-way issues; capital improvement planning; BOCC briefings; development review committee; planning commission meetings; comprehensive plan and code revisions; RSFOQ and ITB for trail and landscape projects; consultant and contractor management; project audits; public meetings and workshops; liaison for the Parks & Recreation Advisory Board and the Scenic Byway Committee; FDOT LAP certified; ETDM and PD&E Training.

### **Florida Dept. of Environmental Protection, Office of Greenways & Trails, Construction Projects Manager (2007-2010)**

*Managed the design and construction of the Florida Keys Overseas Heritage State Trail*

Relevant Skill Sets: \$50 million FDOT workprogram budget; historic railroad bridges rehabilitation; trail construction; contractors and consultant management; permits and regulatory approvals; National Environmental Policy Act (NEPA) studies; land acquisition and lease contracts; contract development, management, and compliance; SHPO coordination; consultation with US Fish and Wildlife Service; public outreach; community involvement; grant management and audit procedures; grant writing.

### **Mosaic Fertilizer, Land Planning Consultant (2002-2007)**

*Developed of a comprehensive land use analysis for a five county, 330,000 acre project in Central and Southwest FL*

Relevant Skill Sets: land management; land development; entitlements and permits; GIS landuse database and analysis tools; permit monitoring; community outreach; restoration of coastal habitat; regulatory site visits; exotics species removal.

### **Holland & Knight Consulting, Director of Project Management (2000-2002)**

*Helped to establish a consulting firm within the law firm*

Relevant Skill Sets: staff management; multidisciplinary projects; policy development; strategic planning; business development; web-based corporate compliance programs; land management plans; database management.

### **PBS&J, Inc., Planning Manager (1997 through 2000)**

*Managed the GIS/Planning Department*

Relevant Skill Sets: staff management; permitting and entitlements; GIS as a planning tool; ecosystem management; FDOT contracts; hazardous waste; environmental assessments; database development; master planning; client presentations; conference panels; BOCC presentations.

### **Florida Department of Environmental Protection, Office of Greenways & Trails, Planner (1993-1997)**

*Helped plan a system of interconnected greenways and trails throughout the State of FL*

Relevant Skill Sets: Community outreach; public workshops; technical assistance; Florida's Statewide Greenways Plan; historic Cross Florida Greenway (barge canal); pedestrian/wildlife overpass across Interstate 75; Florida Greenways and Trails Council; Florida Recreational Trails Council; Rails-to-Trails acquisition program; Florida Geographic Data Library.

### **HSA Environmental, Inc., Environmental Specialist (1991-1993)**

Relevant Skill Sets - Environmental assessments; title searches; petroleum storage tank closures; contamination studies; contractor management; proposal development; contract management; budgeting.

## **EDUCATION:**

Master of Science, Urban and Regional Planning, Florida State University, 1995  
Bachelor of Arts, Physical Geography, University of South Florida, 1991

**TAB 16**



December 22, 2021

Mr. Douglas Thomas  
Executive Vice President  
Strategic Government Resources  
P.O. Box 1642  
Keller, Texas 76244

RE: Executive Director, River to Sea TPO

Mr. Thomas:

I am excited and interested in the position of Executive Director at the River to Sea Transportation Planning Organization in Daytona Beach, Florida. I have the required education and experience and believe that I would fit well with the position. I have a Masters Degree in Business Administration (MBA) and have worked at the Federal Highways Administration and two state Departments of Transportation. I have also served as Executive Director for two planning councils that have transportation planning functions.

I have worked with Metropolitan Planning Organizations (MPOs) since 2007 and while serving as the Highway Planning Manager at the state of Nebraska DOT, I had direct oversight of four MPOs. As the Executive Director at the Gulf Regional Planning Commission, I implemented an investment approach to transportation project selection that has prioritized transportation projects to better deliver projects that serve the region's needs.

Having served in the U.S. Merchant Marine as a U.S. Coast Guard licensed Deck officer and in the United States Naval Reserve where I achieved the rank of Lieutenant Commander, I understand and appreciate the values of leadership and service to our country.

If possible, I would like to discuss my qualifications further with you.

Sincerely,

Paul Gavin

## **PAUL J. GAVIN**

9126 Natures Trail, Biloxi, MS 39532

Home: (716) 410-6686 Work (228) 864-1167

email: [pjgavs@icloud.com](mailto:pjgavs@icloud.com)

**U. S. MERCHANT MARINE ACADEMY, Kings Point, BS** in Marine Transportation, 1990

**ST. BONAVENTURE UNIVERSITY, MBA** in Accounting and Finance, 1993

U. S. NAVAL RESERVE OFFICER, 1990-2001, **Lieutenant Commander (LCDR)**

U. S. MERCHANT MARINE OFFICER, 1990-1998, Third Mate, USCG, Operation Desert Storm

U. S. Navy's National Defense Service Medal (1991), U.S. Merchant Marine Expeditionary Award (1991)

### **GENESEE FINGER LAKE REGIONAL PLANNING COUNCIL (GFLRPC)**

*EXECUTIVE DIRECTOR AND CEO*

*10/2021 – Present*

*Rochester, NY*

Responsible for leading the land use and economic development programs of the nine-county Regional Planning Council. Report to a 42-member Board. Responsible for a management, training, and development of professional staff. GFL serves as the Economic Development District for the region.

### **GULF REGIONAL PLANNING COMMISSION (GRPC)**

*EXECUTIVE DIRECTOR*

*5/2018 – Present*

*Biloxi, MS*

Responsible for the planning, directing, and leading all programs of the Regional Planning Commission and the Metropolitan Planning Organization (MPO) for the three-county area. Report to a fifteen-member Board of Commissioners representing twelve cities and three counties on the Gulf Coast. Manage the annual operating budget of approximately \$1M and oversee the \$6M in annual capital projects awarded by the MPO. Responsible for a management, training, and development of professional staff of ten and determine work program and agency priorities. Maintain effective relations with the government agencies and the public.

- Turned agency budget from ~\$150 shortfall to \$20K surplus in two years
- Increased new revenues by \$300K by the end of the second year
- Developed and implemented social media strategy and marketing plan to improve visibility of agency in the region

### **NEBRASKA DEPARTMENT OF TRANSPORTATION (NDOT)**

*HIGHWAY PLANNING MANAGER*

*7/2017 – 5/2018*

*Lincoln, NE*

Responsible for the oversight and management of planning funds and their uses for the NDOT and the four Metropolitan Planning Organizations (MPOs). Organized statewide planning activities and coordinated updates to the Statewide Transportation Improvement Plan (STIP) and MPO Transportation Improvement Plans (TIP). Directed the state planning Unified Work Programs (UPWP), developed planning documents and studies, and assisted in the coordination of federally-required Performance Management and Freight Plans. Developed agency submittals for grant opportunities. Managed grants applications, studies, and presentations to communities on Transit, Complete Streets, and freight issues.

- Managed successful grant applications for USDOT's TIGER, BUILD, and INFRA grant worth over \$75M
- Implemented procedures to ensure fiscal constraint between MPO TIPs and MTPs
- Key staff member that finalized NDOT's required performance measures and freight plan for USDOT

### **U. S. DEPARTMENT OF TRANSPORTATION- FEDERAL HIGHWAY ADMINISTRATION**

*TRANSPORTATION SPECIALIST*

*8/2016 – 7/2017*

*Washington, D.C.*

Served as Project Manager for implementing provisions of the FAST Act related to the movement of freight. Lead multi-agency review teams for developing transportation studies, including working with MARAD, FTA, and FRA. Reviewed grant applications for federal funding and developed RFPs for consultant contracts. Lead writer and manager for the freight portion of the 2017 Conditions and Performance Report. Project manager the Vehicle Inventory and Usage Study and the 2017 Comprehensive Truck Size and Weight Research Study for Congress.

### **NEW YORK STATE DEPARTMENT OF TRANSPORTATION**

*SENIOR TRANSPORTATION ANALYST*

*2/2007 – 8/2016*

*Buffalo, NY*

Supervise Planning Section and evaluate local transportation projects and planning studies to meet organizational goals and to plan and prioritize projects. Serve as a Project Manager for federal aid reimbursement projects from project inception to closeout. Reviewed Waterfront Revitalization Plans and Comprehensive Plans for departmental concerns. Represented NYSDOT for the long-range transportation plan, the UPWP, and transit issues, including 5310 and JARC programs and all Transit Agency programs. Coordinated preparation of annual funding program and the balancing of sub-allocated funds.

- Managed Federal grants, studies, and presentations to communities on Transit, Complete Streets, and freight issues.
- Liaison to MPO and transit agencies on projects, corridor studies, and invoicing, including rural transit providers.

***HOMELAND SECURITY COORDINATOR****2/2002-2/2007**Albany, NY*

Directed Homeland Security programs at NYSDOT. Developed legislation, policy, and programs to address homeland security needs, including General Aviation Security Grants Program, Continuity of Operations Plans, scenario planning for terrorist events, and implementing the Incident Command System. Applied for and received Urban Area Security Initiative (UASI) funds for Department projects.

- Served for over five years as the Assistant to the Chief of Staff
- Served on Transformation Team that reorganized NYSDOT and implemented process improvements
- Establish performance metrics and controls to measure effectiveness on Performance Improvement Team

***INTERMODAL TRANSPORTATION SPECIALIST****2/2000-2/2002**Albany, NY*

Lead analyst for Commercial Vehicle Operations/ Trucking projects that automated the purchasing of permits for the trucking industry. Managed project work plans, studies, budgets, and presentations. Developed grant applications and administered grant funds for motor carrier programs. Developed grant proposals that secured funding for Intelligent Transportation Systems project (ITS/CVO).

**GENERAL ELECTRIC CORPORATE RESEARCH*****SOURCING ANALYST****9/1998-2/2000**Niskayuna, NY*

Managed commercial projects to improve efficiencies and reduce operating costs. Developed RFPs and negotiated contracts with suppliers. Managed and implemented quality assurance programs and established performance measures that tracked vendor performance and contract requirements. Project Manager on E-commerce business initiatives that integrated supplier catalogs with the financial system. Certified as Purchasing Manager (NAPM) and Six Sigma Green Belt Certified.

**PORT OF PASCAGOULA*****MANAGER, LEGISLATIVE AFFAIRS AND PROJECTS****8/1996 – 9/1998**Pascagoula, MS*

Managed comprehensive legislative program that furthered Port interests through correspondence and testimony that resulted in legislation at the local, state, and federal levels. Served on Local Emergency Planning Committee (LEPC) and implemented FEMA disaster-resistant grant that was recognized as a national model for mitigation planning. Worked closely with the United States Coast Guard Captain of the Port and Area Maritime Security Committees. Secured over \$5M in facility improvements for terminals and wharfs. Served as manager of projects during design and construction of facilities.

***MANAGER, PORT OPERATIONS****5/1994-8/1996**Pascagoula, MS*

Directed the daily operations and emergency management of the waterways and was responsible for the safe, efficient maritime aspects of the Port. Managed vessel schedules, customer accounts, and terminal operations, including berth assignments and warehouse space requirements. Worked closely with Harbor Pilots and tug companies on harbor operations. Administered port regulations to ensure compliance with tariffs and accurate billing of accounts. Worked closely with terminal operators and stevedoring companies to ensure efficient daily cargo operations.

- Directed disaster mitigation planning efforts for Maritime Safety Group as part of FEMA Project Impact.
- Implemented OSHA safety program at Port facilities.
- Administered Maritime Administration funding grants and U. S. Army Corps funded programs.
- Oversaw hurricane preparedness plans and maritime disaster events such as ship groundings.
- Managed dredging projects with the Army Corps and dredging companies and resolved contract variances.

**AMERICAN MARITIME OFFICERS***2/1991-4/1992**Dania, FL*

Served as the Third Mate Officer, USCG, aboard U.S. Merchant Marine vessels that carried military cargo in support of Operation Desert Storm during the first Gulf War. Served as a Merchant officer in the war zone in Kuwait. Supervised ship personnel and longshoremen during bridge and cargo operations.

**PRESEARCH INCORPORATED***8/1990-2/1991**Arlington, VA*

Provided contract management, analytical research, and technical support for MARAD and DOD programs. Researched and developed reports on the staffing needs for merchant vessels during wartime (*i.e.*, *The "Presearch Report"*).

OTHER: **University of Southern Mississippi**, Deep South Economic Development Course (2020)  
Chautauqua County Planning Board Member (2010-2012), Ironman Lake Placid (2003)

AWARDS: International Who's Who in Public Service (1998), General Electric Management Award (1999)  
New York State Department of Transportation Commissioner's Award of Excellence (2011)  
U. S. DOT Award of Appreciation (2016)

**TAB 17**

November 26, 2021

Hiring Manager  
Strategic Government Resources

Dear Hiring Manager,

Attached is my resume for the position of Executive Director – River to Sea TPO, FL (R2C). My extensive and diversified background, and combined 25-plus years experience in computer technology, economic development, transportation, government, law, current and long range planning, land use and zoning, and public administration is uniquely suited to the position. Moreover, I believe in defining a position, not just assuming the role of the position.

I possess a combination of technical and legal expertise, business savvy, negotiating skills, and the ability to supervise and manage people and multiple projects. The development of these skills has prepared me to effectively direct the day-to-day operations of R2C; that is, managing staff, planning programs and activities, serving as a government liaison and directing Metropolitan Planning Organization (MPO) agency operations. I am familiar with MPO planning principles and practices being that I've worked for several MPOs for over 20 years.

I have a strong foundation in understanding planning law, and local, state and federal rules and regulations. I possess training in conflict resolution, negotiation, and mediation which give me the ability to work with federal, state and local officials to ensure positive working relationships, maintain good community relations and strengthen R2C's grassroots network.

I have extensive experience and knowledge of transportation planning, zoning and land use, development regulations and policy, and the ability to foresee the impacts of legislative policy (local, state and federal) on local transportation systems and relevant zoning and land use issues.

I have have developed and assisted in the development of multi-modal transportation plans and systems, and prepared state and federal grant applications, agreements and proposals. As a director, team leader and project manager, I have supervised people, projects, and participated in public speaking engagements.

I welcome the opportunity to meet with you at your convenience. If you have any questions or require any additional information, please contact me. Thank you for your consideration and I look forward to hearing from you.

Sincerely,

*Ronnie Blackshear*

**RONNIE BLACKSHEAR**  
16101 Rambling Road; Odessa, FL 33556  
(813) 920-3010 ronbee83@hotmail.com

## **EDUCATION**

**Barry University School of Law**, Orlando, FL [JD]

**Summer Abroad Law Program**

McGill University, Montreal, Quebec

**Intellectual Property Summer Institute**

Franklin Pierce Law Center, Concord, NH

**Summer Abroad Law Program**

Oxford University - Magdalen College, Oxford, England

**Ball State University**, Muncie, IN [B.S. (Double Major),

Computer Science, Urban Studies/Planning]

**Florida State University**, Askew School of Public

Administration – Certified Public/ Supervisory Manager

## **COMPUTER SKILLS**

Programming, database management, presentation graphics, desktop publishing, spreadsheet analysis, word processing and systems development. Lexis and Westlaw legal search experience.

## **EXPERIENCE**

*MPO Executive Director, Pasco County – Pasco Metropolitan Planning Organization*, New Port Richey, FL  
3/20 – 9/20

Responsible for overseeing, directing, and supervising work of the Pasco Metropolitan Planning Organization (MPO) staff in the implementation of the MPO's following programs and projects, including, but not limited to: Unified Planning Work Program (UPWP), Transportation Improvement Program, Long Range Transportation Plan, Transit Development Plan, and Priority Transportation Projects.

Responsible for the preparation of project scopes of services, allocation of consultant and staff resources; and to ensure compliance with federal and state requirements under the MPO's Planning Program. Other specific duties include, but are not limited to: build, manage, and lead a professional and support staff (i.e., hiring, training, guidance and supervision) in the development of the MPO's work program, and transportation planning products and services; formulate transportation policies for consideration and adoption by the MPO Board; responsible for administration of the Staff Services Agreement for the MPO; ensure compliance with the "3C" transportation planning process by: 1) Serving as primary liaison to the MPO's federal and state partners, its members, local transit agencies, and other municipalities in the MPO's region; 2) Oversee the MPO's fiscal operations and financial health in collaboration with the Florida Department of Transportation (FDOT) ensuring funds received are properly managed; contractual obligations are fulfilled; the UPWP is performed, and administrative and personnel policies of the MPO and FDOT are fully implemented. Oversee the meeting schedule and agenda for the MPO Board and Advisory Committees including the Citizens Advisory Committee, Technical Advisory Committee, Bicycle and Pedestrian Advisory Committee and Local Coordinating Board.

*Long Range Planning Director, Polk County – Office of Planning and Development, Comprehensive Planning Division and Transportation Planning Organization*, Bartow, FL 1/14 – 2/20

Serve as Director of the Comprehensive Planning and Transportation Planning Organization (TPO) divisions. Lead staff in administering Concurrency and Entitlements (Development, Infrastructure and Developer Contribution Credit Agreements), and the Consolidated Impact Fee Ordinance. Assists in the development and implementation of Land Development Code amendments. Supervise professional planners in the preparation, update and maintenance of the County's Comprehensive Plan, and the short- and long-range multi-modal transportation plans. Coordinates Current, Comprehensive and Long Range Planning efforts with related programs of the Land Development and Building Divisions, and other County Departments and Divisions, local municipal, regional, State and Federal agencies groups and individuals. Develops workload and effectiveness indicators and performance measures in order to evaluate job performance, and efficiency and effectiveness of staff and the Division. Responsible for fiscal accountability and property assigned to the Long Range Planning Division. Evaluates and recommends courses of action for attaining desired objectives for comprehensive, land development and transportation planning to the Director of the Office of Planning and Development.

*Principal Planner, Hillsborough County Development Services Department – Development Review Division, Tampa, FL 7/12 – 1/14*

Process Development Agreements and Proportionate Share Agreements: Manage and oversee the application intake process and coordinate the peer group review. Finalize Agreements in the form of agenda items for Board review. Track and monitor Agreements, and related data files. Review zoning applications, prepare written reports and represent the Department at applicable meetings. Review and comment on Comprehensive Plan amendments, Right-of-Way Vacations and Site Plan applications. Provide transportation planning support in the Community Planning process. Perform other transportation duties as required.

*Principal Planner, Hillsborough County Development Services Department – Development Review Division, Tampa, FL 9/09 – 7/12*

Represent the department as inter-agency liaison. Provide support for county transportation programs, planning and policy as directed by the BOCC, County Administration and Department and Division Director. Conduct and manage special studies and routine programs. Monitor state and federal legislation and their effect on local government laws and policy.

Manage staff and perform staff evaluations: Plan, assign and evaluate the work of subordinates for effective operation and results. Manage and assist in the preparation of special projects and studies (inter-local agreements, transportation planning studies, etc.). Manage and administer the Impact Fee Program. Process Development Agreements and Proportionate Share Agreements. Provide staff support regarding the impact fee program, multimodal transportation planning and transportation funding. Interprets the Land Development Code and Consolidated Impact Fee Assessment Ordinance. Manage the writing of, and assists in the preparation of Land Development Code and Consolidated Impact Fee Ordinance amendments.

*Principal Planner, Hillsborough County Development Services Department – Zoning Division, Tampa, FL 4/04 – 9/09*

Team leader supervising professional staff. Areas of responsibility include: Fee Waivers, Zoning Interpretations, Variances, Land Development Code Amendments, Development Review Procedures Manual Amendments, Nonconformity Reviews, Special Studies (vary) and Administrative referrals. Liaison to Code Enforcement, Building and Development Services, Development Review and County Attorney's Office. Represent the organization at interdepartmental and intergovernmental meetings. Manage and supervise the work of professional staff by scheduling, assigning and reviewing work, providing training, counseling and evaluating performance. Monitor state and federal legislation affecting local government laws and policy.

*Principal Planner, Hillsborough Metropolitan Planning Organization, Tampa, FL*

Lead planner for the County's annual Transportation Improvement Program; project manager for Congestion Management System corridor projects; lead planner for the County's freight planning initiative. Assist in the countywide ITS development/deployment initiative. Lead planner for air quality projects. Reviewed transportation planning legislation.

*Senior Transportation Planner, Palm Beach Metropolitan Planning Organization, WPB, FL*

Evaluated and researched Intelligent Transportation Systems. Wrote computer programs supporting transportation project implementation and provided computer systems analysis support; prepared annual transportation plans; database manager of socioeconomic and demographic data; and prepared and/or presented special reports and studies for/to various government and civic agencies/organizations. Assisted in the development of comprehensive plans, transportation systems and ridesharing initiatives. Prepared state and federal grant applications, agreements and proposals. Reviewed mass transit concurrency applications affecting growth management and regulations regarding alternative travel modes. Supervised the development of numerous transportation studies and projects as project manager. Participated in speaking engagements. Assisted in GIS projects.

*Systems Analyst, Rinker Materials Corporation, WPB, FL*

Assisted in developing computerized accounting and profit/payroll systems. Analyzed and defined system problems: gathered information from users; developed specifications to enable computer programmers to prepare required programs; analyzed subject-matter operations to be automated; and prepared work diagrams and data flow charts. Assisted in writing computer programs.



**TAB 18**

**Sungman “Simon” Kim, Ph.D.**  
MBA, MLA, AICP, PLA, GISP,  
SPHR, SHRM-SCP

47 S Wells Drive  
Lincoln City, OR 97367  
(cell) 662-722-0139  
email: sungmankim@hotmail.com

PhD in Landscape Architecture  
Master of Business Administration  
Master of Landscape Architecture  
BA in Landscape Architecture  
American Institute of Certified Planners  
Professional Landscape Architect  
Certified GIS Professional  
Senior Professional in Human Resources  
SHRM-Senior Certified Professional

**The River to Sea Transportation Planning Organization**

Indigo Professional Center  
2570 West International Speedway Boulevard, Suite 100  
Daytona Beach, FL

December 9, 2021

**RE: Executive Director**

Dear members of the Search Committee:

I am writing to express my interest in the Executive Director position for the River to Sea Transportation Planning Organization.

I have experiences in consultation and research work for government agencies for over 17 years, and also successfully managed planning and development projects with local governments for more than 16 years. Given the 33 years of total experience, I can tell that I understand the economic, political, social, aesthetic and functional values of the public sector development and am enjoying the energizing atmospheres of developing strategic vision and leadership on matters of governance, mission, programs and operations.

My passion for and knowledge of urban and community development led me to pursue my doctorate degree (PhD) with a thesis on urban planning and design. I achieved Master's degree (MLA) with a dissertation on environmental psychology, and also achieved Master of Business Administration (MBA) with a general interest in urban economics. In practice, as a certified planner (AICP), a professional landscape architect (PLA), a certified GIS professional (GISP), a certification of Senior Professional in Human Resources (SPHR) and the Society for Human Resource Management Senior Certified Professional (SHRM-SCP), I have been actively involved in programs generally related to regional planning, community planning, transportation, housing, economic development, tourism, sustainability, resilience, construction projects and human & natural resource management.

Through professional and academic achievements, I have become particularly well-versed in environmentally sound & sustainable development (from time to time through NEPA process), urban economics, smart growth strategies, smart specialization, housing options, building, transportation planning, zoning, infill & redevelopment, retrofitting & continuity, utilities, historic preservation (CLG Program), budgeting & financing (capital improvement programs), parks & open space development, business management, emergency preparedness & post-disaster recovery, public health, environmental justice, and human capital management. I am a conscious professional with diverse planning experiences. I understand the connection and interaction between land use and transportation toward environmental impacts.

I have a long history working with Federal, State, Regional Councils, Transportation Planning Organizations, Counties, municipalities, Chamber of Commerce, Economic Development

Corporations, private developers, landowners and concerned citizens, and established successful relationships with them while promoting my agency's visibility. Throughout every aspect of such planning practices, I have produced an appropriate Citizen Involvement Program (or a Public Participation Program) and carefully promoted diversity, equity, and inclusion.

Such inter-local relationships assisted me acquiring and managing, for example, \$400,000 TPWC (Texas Parks & Wildlife Commission) grant, \$3.5 million TIGER (Transportation Investment Generating Economic Recovery) grant, \$3.5 million TAP (Transportation Alternatives Program) grant, and \$13 million Restore Act fund for the City of South Padre Island, TX; \$200,000 CDBG Small Business grant for the Clay County, FL; and \$5.1 million TRIP (Federal Transportation Regional Improvement Program) funds for the City of Deltona, FL. Through this experience, I have learned and become instrumental in advocating for regional shared services and advancing regional coordination across jurisdictions.

Some of my planning work examples include Governors' Park DRI providing 6,300 jobs, 4,000 single-family homes, and 2,000 affordable housing units; airport safety zone and buffer planning for Camp Blanding Military Training Center; SpaceX program review for Cecil Field Airport; Northeast Florida Light Rail Development Plan; bus route and headway planning for Clay Transit; waterborne transit plan review for Clay County; eco-tourism & multi-modal transit station development for City of South Padre Island, and Volusia-Deltona Joint Planning Initiatives for regional interests. I am familiar with the regional economic developments while combining transportation and land uses practices.

As a professional, possessing NIMS/ICS certification up to module 800 for emergency management, I have been a part of a local emergency management team and have deployed the State's policy on incidents including COVID-19.

Since acted as a full member of APA Legislative Committee, I am familiar with the legislative process, and have experiences in educating and lobbying legislators regarding urban development and transportation policies. I am also good at coordinating and communicating with decision-making bodies.

As an energetic team player, I feel confident of being a nexus-core or a mediator between advocacy groups and local agencies. I am careful in listening and identifying issues, but do not hesitate in making decisions. I am a strong goal-achiever, and always utilize full potential of my team. I would like to see my team members grow, eventually, to have each of them contributing one's best knowledge and professional capabilities for the agency and, further, the public.

It is my goal to combine my range of experience with my knowledge, skills and abilities to be a compassionate, enthusiastic, intelligent and apolitical leader who will make a positive contribution to the public, and I hope to contribute immensely to the success of the River to Sea Transportation Planning Organization as your next Executive Director by articulating the Agency's vision, achieving your strategic priorities and eventually providing successful public services.

Thank you.

Sincerely,

A handwritten signature in black ink, appearing to read 'Simon Kim', with a stylized flourish at the end.

Sungman "Simon" Kim, Ph.D.

# SUNGMAN “SIMON” KIM

*PhD, MBA, MLA, AICP, PLA, GISP, SPHR, SHRM-SCP*

47 S. Wells Dr. Lincoln City, OR 97367

Cell (662) 722-0139 | Email: [sungmankim@hotmail.com](mailto:sungmankim@hotmail.com)

## SUMMARY OF QUALIFICATION

I am a leader with 33-year deep and diverse background in sectors of academic outreach, private consulting, and public services.

- I have approximately 16-year local government experience with certifications of planning (AICP), GIS (GISP), and human resources (SPHR, SHRM-SCP). Also, I am a professional landscape architect, licensed to practice in the State of Mississippi, which is transferrable through reciprocity;
- I have a Ph.D. in Landscape Architecture, Master's of Business Administration, Master's of Landscape Architecture, and Bachelor's of Landscape Architecture;
- I managed Planning, Zoning, Engineering, Transportation, Community Development (Housing), Building Permit & Inspection, Code Enforcement, Public Health (vector, food safety & permit), Environmental Protection, Shoreline Management, Economic Development, Tourism & Event Management, Parks & Recreation, Public Works, GIS/IT and Grant Application & Project Management. Also, I had chances coordinating Public Utilities.
- I have served a suburban community, a metropolitan county, a tourist destination, and a college town;
- I love working in a team environment, achieve professional goals, juggle projects, streamline work process, provide solutions, formulate ideal outcomes, and keep my fellow employees well-informed and equipped to do their jobs.

## EDUCATION

**University of Sheffield**, England, the Great Britain

*PhD in Landscape Architecture*

Degree Awarded: January 11, 2001

Major: Urban Planning & Design (5-year research)

**University of North Florida**, Jacksonville, FL

*Master of Business Administration*

Degree Awarded: April 26, 2013

Major: General Business (2.5-year; 42 credit hours)

**Seoul National University**, Seoul, South Korea

*Master of Landscape Architecture*

Degree Awarded: February 25, 1995

Major: Environmental Psychology (3-year; 29 credit hours)

**Daegu University**, Daegu, South Korea

*BA in Landscape Architecture*

Degree Awarded: February 24, 1990

Major: Landscape Architecture (4-year; 128 credit hours)

## OTHER TRAININGS

**Urban Transportation Planning**, October 30 – November 3, 2006, the Center for Urban Transportation Studies, University of Wisconsin – Milwaukee and the University of Tennessee in partnership with the Florida Department of Transportation and Florida Public Transportation Association

## PRACTICAL EXPERIENCE

**Landform & Planning**, Lincoln City, OR

*Principal*, January 2, 2021 – Current

47 S. Wells Drive, Lincoln City, OR 97367; Phone: 662-722-0139

- Provides consulting services on urban planning, landscape architecture, economic development, GIS, HR management, and software programming projects;
- Assisted the City of Lincoln City drafting their Comprehensive Plan.

**City of Starkville, Starkville, MS**

*Community Development Director*, April 8, 2019 – January 2, 2021, Full-Time;

110 W. Main Street, Starkville, MS 39759; Phone: 662-323-2525, ext. 3124

- Supervised personnel and administration of all operations and activities of the Community Development Department of 9 employees (planning & zoning, building, and code enforcement) with general operating budget \$1 million;
- Oversaw the City's Comprehensive Plan, Unified Development Codes, Building Codes, and their implementation;
- Developed, organized and implemented procedures for reviewing all land use and development applications for all categories of zoning including the form-based areas for the City;
- Identified needed revisions and policy issues, and reviews and recommends changes/additions to City zoning and building ordinances;
- Monitored and evaluated the efficiency and effectiveness of services assesses workload, reporting relationships and opportunities for improvements within the services and facilities managed and maintained by each division;
- Oversaw and coordinated development review process for all departments in the handling of preliminary plats, final plats, site plan review and other related development projects;
- Provided technical assistances to the Planning Commission, the Board of Adjustments, the Historic Preservation Commission, and the City Council;
- Oversees the overall management of administration, operation, and maintenance of Cemetery properties;
- Prepared and managed budgets for the department; conducted fiscal/economic impact studies and cost/benefit analysis to prepare budget projections; developed annual operating and capital improvement budgets; monitored revenues for services; reviewed and proposed fee structures for services;
- Provided excellent customer service and resolved customer issues and complaints;
- Worked closely with the City of Starkville Partnership to identify areas of concern in the promotion of business location and expansion within the City. Served as principal representative of the City in coordinating with the county on planning matters;
- Served as a single point of contact for the public during COVID-19; and,
- Acquired a Certified Local Government Grant (\$20,000) for the Gillespie-Jackson House Relocation & Rehabilitation Project (2020).

**City of South Padre Island, South Padre Island, TX**

*Director of Development Services*, May 1, 2013 – December 1, 2017, Full-time;

4601 Padre Blvd., South Padre Island, TX 78597; Phone: 956-761-8100

- Oversaw citywide development operations including planning & zoning, development permits, engineering/subdivision, inspection, code enforcement, transportation, shoreline management, environmental protection, parks & recreation, GIS, and economic development (2.5 sq.mile; 5,900 inhabitants or 5 million annual visitors);
- Coordinated 29 staff members with general budget \$2.3 million; capital budget approx. \$8.5 million;
- Acted as City's planning chief, also as the Business Ombudsman or Development Facilitator;
- Provided technical assistance to the City Council, Economic Development Corporation, Planning and Zoning Commission, Board of Adjustment, Development Review Task Force, Shoreline Task Force, and Parks, Recreation and Beautification Committee;
- Evaluated planning-related legislation and applicability to department projects;
- Assisted in the development and implementation of growth management, land use, economic development, facilities, or other plans and codes to meet the City's needs and any inter-governmental agreements or requirements;

- Evaluated land use proposals to insure compliance with applicable City, State or Federal laws for conformity to establish plans and ordinances; evaluated proposals' development impact as they relate to the adopted plans of the City and makes recommendations;
- Evaluated environmental information and recommends mitigation measures to reduce adverse impacts of development;
- Assisted the University of Texas-RGV's outreach efforts by collaborating to provide research facilities within the City's eco-tourism site;
- Managed sustainability policy that conforms to LEED-ND, Sustainable Sites Initiative, Living Community Challenge, and One Planet Living;
- Represented the organization on regional/local boards;
- Collaborated with State Agencies: Texas Department of Transportation, Texas Parks and Wild Life Department, and General Land Office; (Multi-Modal Transit Station Design Review; the 2<sup>nd</sup> Causeway Construction; State-Road and Median design & management; NEPA process; Space X program; Public Park design);
- Managed and provided GIS services: Analyze, develop and maintain geographic information including Future Land Use, Zoning, Traffic Circulation and other strategic planning maps;
- Managed community events and recreational opportunities;
- Developed and maintained Parks and Open Space facilities including the community center; and,
- Acquired Grants:
  - The Restore Act Funding (\$13 million) for an eco-tourism development (2017)
  - Transportation Alternatives Program (TAP; \$3.5 million) for construction of Padre Boulevard Sidewalks (2016);
  - Texas Parks & Wildlife Commission Outdoor Recreation Grant (\$400,000) for the 1st Phase of the City's Community Park Construction (2015);
  - The Transportation Investment Generating Economic Recovery (TIGER) Funding (\$3.5 million) for construction of a multi-modal transit station (2014);

**Clay County Board of County Commissioners, Green Cove Springs, FL**

*Chief Planner, Floodplain Manager, & CLG Coordinator*, November 28, 2006 – August 28, 2012, Full-time; 477 Houston Street, Green Cove Springs, FL 32043; Phone: 904-529-4719

- Oversaw planning (land use, housing, transportation, infrastructure, environmental, historical and economic developments) operations of Clay County (644 sq. mile; 212,230 permanent residents);
- Supervised 13 staff members with General Budget \$1.2 million and Capital Budget \$30 million;
- Managed \$400,000 HOME and \$3.5 million CDBG funds;
- Assisted Board of County Commissioners, Planning and Zoning Commission, Board of Adjustments & Appeals, and Historic Preservation Committee;
- Supervised review and approval of management plans, site plans, PUD's, DRI's, and master plans;
  - Governor's Park DRI – 6,200 jobs, 4,000 single-family homes, and 2,000 affordable housing units;
  - Branan Field Master Plan – 11,600 residential subdivision units along with the Activity and Community Center to capture the 60% of the workers who commute to the City of Jacksonville; and,
  - Lake Asbury Master Plan – 30,293-acre lands with allocations of 25-65% residential/commercial, 0-25% office, and 10% civic uses.
- Provided professional leaderships in special planning to address land use compatibility issues with Camp Blanding Joint Military Training Center (72,000-acre) through JLUS and AICUZ (32 CFR 256);
- Provided analysis, projections and recommendations on capital projects, fiscal and environmental impacts of development proposals, and general legislative/quasi-judicial activities;
- Managed National Register of Historic Places and Landmarks as a CLG (Certified Local Government) Coordinator;
- Provided assistance to local legislative activities that includes but not limited to Comprehensive Plan, Zoning, and Transfer of Development Rights (TDR) program;
- Provided assistance to Parks, Recreation and Open Space Board and maintained Parks, Recreation and Open Space Master Plan;
- Coordinated ISO and FEMA as a local floodplain manager;

- Collaborated with State Agencies: Florida Department of Transportation and Florida Department of Community Affairs;
- Coordinated with local school districts and St. Johns State College;
- Coordinated with NEFRC (Northeast Florida Regional Council) in providing regional leadership for the Jacksonville Metropolitan Area that serves a population of 1,478,212;
- Collaborated with TPO (Transportation Planning Organization) in providing regional transportation system; (First Coast Light-Rail Feasibility Study & Route Selection; Beltway construction; FSUTMS calibration; NEPA process and review);
- Assisted Cecil Field Airport (private space & air facility; Space X program) as a member of the Advisory Committee; and,
- Maintained Interlocal Agreements with the School Board, including future growth plans, impact fee and statutory agreements.

#### **City of Deltona, Deltona, FL**

*Planning Manager / Senior Planner*, July 15, 2003 – November 15, 2006, Full-time;

2345 Providence Blvd., Deltona, FL 32725; Phone: 386-878-8750

- Coordinated planning and zoning operations of Deltona (41 sq. miles; 90,124 permanent residents);
- Direct supervision of twelve (12) with General Budget \$1 million and Capital & Special Budget \$10.3 million.
- Managed and supervised comprehensive plan, land use, transportation, Housing (SHIP/CDBG), environmental planning and GIS operations;
- Provided technical analysis on capital projects and development proposals;
- Provided audit preparations for the SHIP/CDBG program with \$200,000 HOME funds;
- Coordinated with local school districts and the Daytona State College;
- Collaborated as a member of the technical advisory committee with Volusia County MPO that served a population of 600,756;
- Acquired \$ 5,151,890 TRIP (Transportation Regional Improvement Program) fund for Road Construction (Normandy Blvd); and,
- Prepared urban landscape, streetscapes, public facilities and parks design for municipal projects.

#### **Virginia Polytechnic Institute & State University, Blacksburg, VA**

*Visiting Professor* (Post-Doctoral) at Community Design Assistance Center; July 5, 2000 – July 3, 2003, Full-Time;

Community Design Assistance Center, Virginia Polytechnic Institute & State University, 101 South Main St., Suite 2, Blacksburg, VA 24061; Phone: 540-231-5644

- Provided research for Urban & Community Forestry Assistance Program of USDA Forest Service and VA Dept of Forestry regarding urban trees, greenways, and trails; and,
- Performed research on Smart Specialization (urban development and networking system).

#### **Department of Landscape Architecture, University of Sheffield, England, the United Kingdom**

*Graduate Staff (PhD Student)*; September 1995 – March 2000, Full-Time;

Department of Landscape Architecture, University of Sheffield, Floor 3, Arts Tower, Western Bank Sheffield, South Yorkshire S10 2TN, the United Kingdom; Phone: +44-114-222-0601

- Studied on urban design guidelines, especially to identify relationship between aesthetics and functionality;
- Received ORSA (Oversees Research Students Award), the most selective and prestigious awards offered to international students, which is funded by the Committee of Vice-chancellors and Principals of the Universities of the United Kingdom; and,
- Received the Sheffield University Bursary Scheme.

#### **Parks & Open Spaces Lab. of Seoul National University, Seoul, South Korea**

*Project Manager*; March 1990 –February 1995

Parks & Open Spaces Lab., Coll. of Agriculture & Life Sciences, Seoul National University, San 56-1, Sillim-9-dong Kwanakgu, Seoul 151-921, South Korea; Phone: +82-41-550-3632

- Supervised eighty (80) national employees on the projects including:



- Environmental Impact Assessment/Statement (Air, soil & water pollution);
- Seoul Subway Developments and other national developments
- Two (2) New Town Developments;
- Nuclear Power Plant relocation projects; and,
- Seoul National Greenbelt installation and review.

**Daegu University**, South Korea

*Campus Planner*; March 1988 – February 1990

201 Daegudae-ro, Jillyang-eup, Gyeongsan-si, Gyeongsangbuk-do, South Korea

- Participated in producing the Daegu University Facilities Master Plan.

## PROFESSIONAL CERTIFICATION & LICENSE

**AICP (American Institute of Certified Planners)**, American Planning Association, Certificate Planner

Number: 020112, Valid: 07/6/2005 - 12/31/2022;

**Professional/Registered Landscape Architect**, the Mississippi State Board of Architecture & the Landscape Architecture Advisory Committee, License No: 584, Valid: 03/29/2011 - 12/31/2023;

**SPHR (Senior Professional in Human Resources)**, HR Certificate Institute, Unique Identifier: 600888405; Valid: 01/24/2015 - 10/31/2024;

**SHRM-SCP (SHRM Senior Certified Professional)**, Society for Human Resource Management, ID #: 035383, Valid: 04/02/2015 - 10/31/2024;

**Certified GIS Professional**, the GIS Certification Institute, No: 00054812, Valid: 05/25/2006 - 05/25/2022;

**Certificates of ICS 100, 200, 300, 400, 700, and 800**, Incident Command System (ICS) of National Incident Management System (NIMS), FEMA, US Department of Homeland Security

## AWARDS

**The 2017 Planning Excellence Recognition** for the City of South Padre Island, the American Planning Association Texas Chapter;

**The 2016 Planning Excellence Recognition** for the City of South Padre Island, the American Planning Association Texas Chapter;

**The Grassroots/Non-Profit Initiative Award** for “Clay Hill Community Design Guidelines”, the Florida Planning and Zoning Association, 2012 State Award;

**The Outstanding Public Study Award** for “Clay Hill Community Design Guidelines”, the Florida Planning and Zoning Association, 2011 Section Award;

**The ORSA (Oversees Research Students Award)**, the most selective and prestigious awards offered to international students, which is funded by the Committee of Vice-chancellors and Principals of the Universities of the United Kingdom, 1996-1998;

**The Sheffield University Bursary Scheme**, 1995-1998.

## PUBLICATIONS & DESIGN WORKS

**Peer-reviewed article:**

Kim, S.M. (Spring 2014) *Revisiting Urban Planning and Design Practices in a Small City in Florida*, Journal of Urban Regeneration and Renewal, Volume 7, Number 3.

**Fifty publications related to:**

Urban Planning and Design, Economic Development, Open Space Planning and Design, Planning Policies, Demographics, Demand Analysis, Environmental Impacts, Environmental Psychology, Ecosystems, New Town Developments

**Twenty-five design works related to:**

Urban Streetscapes, Parks and Open Spaces, Wayfinding, Trailhead, University Campus Master Plan

## MEMBERSHIPS/PROFESSIONAL AFFILIATION

**The Starkville Rotary Club**, *Member*, 2019 -2021 (Member ID: 10576766)

**American Planning Association** (Member ID: 147259)

- Texas Chapter, Member, since 2013
- Florida Legislative Committee, *Member-At-Large*, 2011-2013
- First Coast Section, *Board of Directors*, 2011-2012

**American Society of Landscape Architects**, *Member*, 2006-2018

**Council of Landscape Architectural Registration Boards**, *Record Holder*, since 2005  
**Society for Human Resource Management**, *Professional Member*, since 2015 (Member ID: 01693769)  
**Urban and Regional Information Systems Association (URISA)**, *Member*, since 2013  
**International City/County Management Association**, *Smart Growth Network*, (Member ID: 523716)  
**Cecil Field Airport**, *Advisory Committee Member*, 2010-2012  
**Northeast Florida Regional Council Technical Advisory Committee**, *Member*, 2006-2012  
**Northeast Florida Transportation Modeling Coordination Group**, *Member*, 2010-2012  
**Volusia County MPO Technical Advisory Committee**, *Member*, 2003-2006  
**Florida Planning & Zoning Association**, *Member*, 2003-2012  
**Florida Association of Cadestral Mappers**, *Member*, 2006-2012  
**Ecology & Society**, *Member*, since 2003