

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

APPLICANT REVIEW



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EXECUTIVE DIRECTOR

River to Sea Transportation Planning Organization (R2CTPO)

Daytona Beach, FL



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:

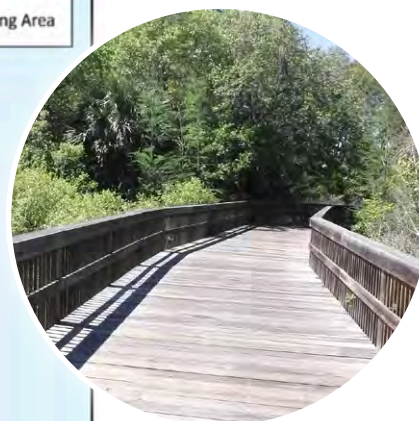
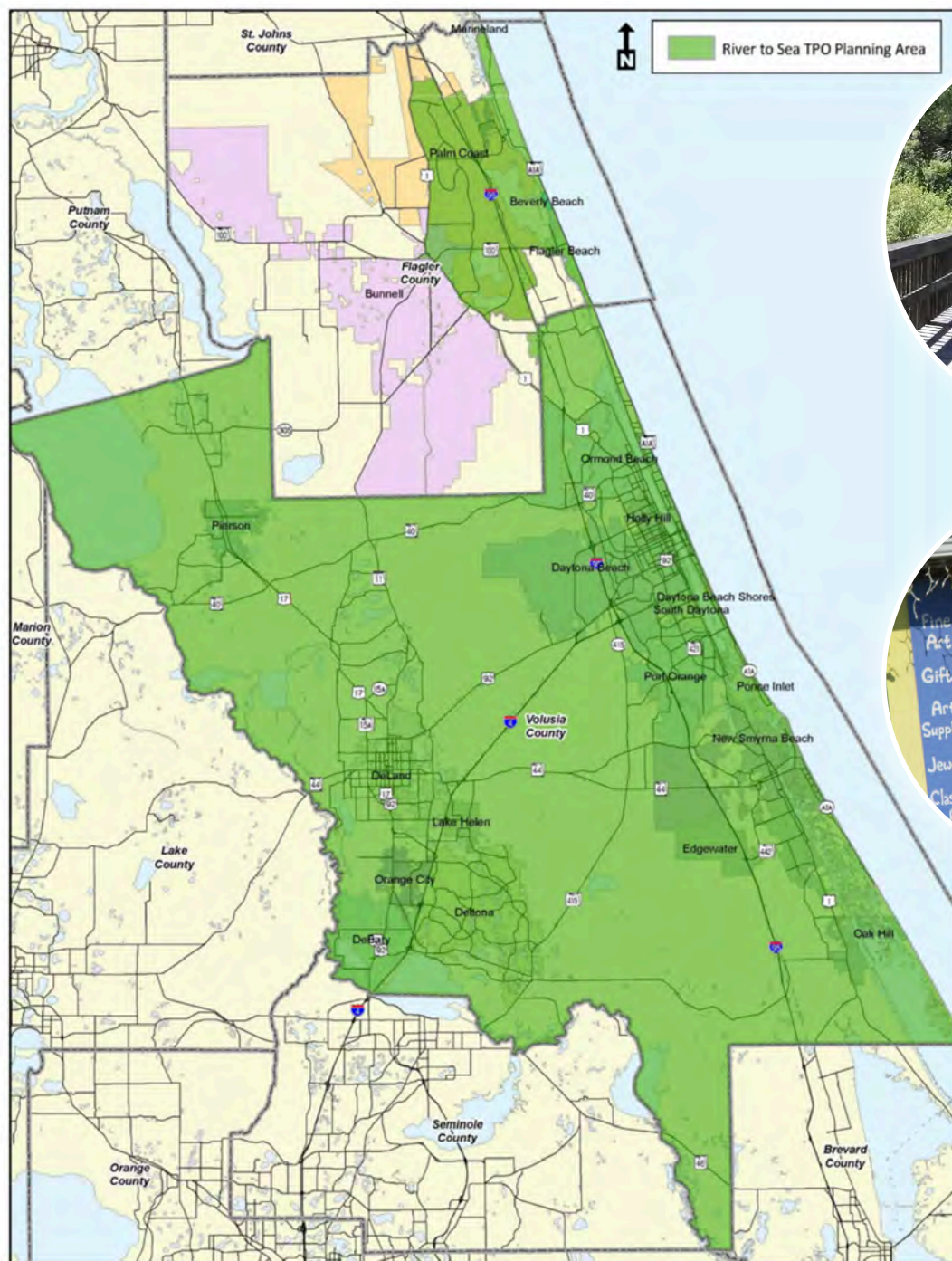
- Embry-Riddle Aeronautical University
- Stetson University
- Bethune-Cookman University
- Daytona State College
- University of Central Florida
- Palmer College of Chiropractic
- Keiser University
- Nova Southeastern University

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.

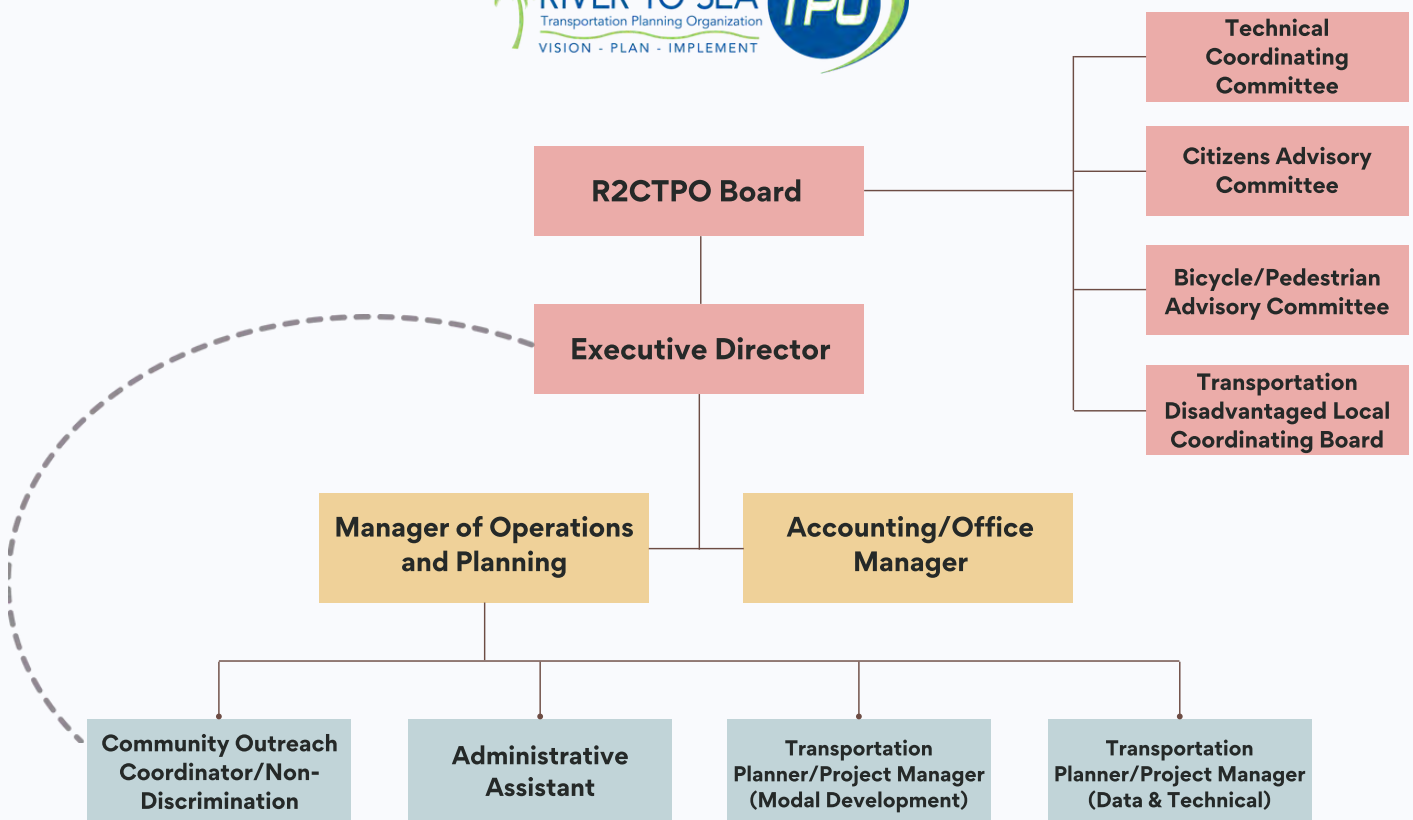
ABOUT THE POSITION continued



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

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/

Team Volusia

www.teamvolusiaedc.com/about-volusia/



RIVER TO SEA
Transportation Planning Organization
VISION - PLAN - IMPLEMENT



TAB 1

BENJAMIN T. LIMMER, AICP

10432 Greenmont Drive, Tampa, FL 33626 • (602) 909-6663 • btlimmer@gmail.com

February 2, 2022

Strategic Government Resources
Attn: Douglas Thomas

RE: Executive Director, River to Sea Transportation Planning Organization

It comes with tremendous excitement that I write to you to express my interest in the Executive Director recruitment with the River to Sea Transportation Planning Organization (TPO). I have 20 years of related experience, including 15 years in leadership roles with multi-modal transportation agencies across the United States. My background is rooted in not only transportation, but in planning activities.

Transportation agencies, in including the River to Sea TPO, are at an unprecedented crossroads. The severe impacts of the COVID-19 pandemic and economic pressures on labor and supply chains have created the most challenging of times. Recently though, all levels of government have responded and recognized what many others have not – transportation is an irreplaceable asset and is essential to repair and rebuild to paint a brighter economic future. Government has stepped forward with levels of investment never seen before.

The time is now for River to Sea TPO and I want to be a part of it. Currently, I am serving a private transportation operating company as a General Manager of Operations. I was not actively looking for a new opportunity, however, do have a desire to return to Florida where I have personal connection. In addition, I am passionate about planning and transportation and would serve the River to Sea TPO with dignity and honor.

When I reviewed the job description, I quickly realized I am a great fit. I possess substantial management experience with agencies of comparable scope and size. I have held leadership positions not only in public settings, but also with cities and organizations whose strategic mission includes developing solutions to improve quality of life.

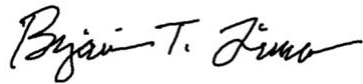
BENJAMIN T. LIMMER, AICP

10432 Greenmont Drive, Tampa, FL 33626 • (602) 909-6663 • btlimmer@gmail.com

My background in urban and regional planning, focus on financial management and budget development, broad public-sector administrative functions, and a robust track record of working in a variety of local, regional, and state government settings have all prepared me well for this unique opportunity. Throughout my career, I have thrived working collaboratively with elected officials and community stakeholders.

Please take another moment to review my qualifications through the attached resume, which represent my qualifications. I look forward to discussing this position with you soon.

Sincerely,

A handwritten signature in black ink, reading "Benjamin T. Limmer". The signature is fluid and cursive, with the first name "Benjamin" being more prominent and the last name "Limmer" following in a similar style.

Benjamin T. Limmer

BENJAMIN T. LIMMER, AICP

10432 Greenmont Drive, Tampa, FL 33626 • (602) 909-6663 • btlimmer@gmail.com

PROFESSIONAL EXPERIENCE

**General Manager, Operations
Project Manager (Contractor)**
RATP Dev USA – Charlotte, NC

**Oct 2020 – Present
May – Oct 2020**

- Management of CATS bus operations, maintenance, finance, and human resource functions to include 850 employees, \$80 million budget and 400 vehicles.
- Maintained services despite economic pressures on labor market and funding sources.
- Stabilized and improved key performance indicators in the provision of services with safety incidents, on-time performance, miles between road calls, and customer service.
- Improved relationships with constituents (customers, union, agencies, business community, elected officials and advisory boards) to promote support for services.
- Successfully negotiated a labor agreement that was under budgetary targets.
- Led corporate initiatives including successfully implementing new start-up turn-key transportation contracts, business development and client relations activities.

Chief Executive Officer
Hillsborough Area Regional Transit Authority – Tampa, FL

Mar 2019 – Apr 2020

- Lead executive of all functions of the transit authority operating bus and streetcar for Hillsborough County to include 800 employees, \$120 million budget and 200 vehicles.
- Led the transformation to prepare the agency to more than double in size as a result of the multi-billion dollar All for Transportation sales tax referendum passed in 2018.
- Developed an annual Success Plan to improve operations, increasing customer approval ratings, stabilizing services, and restoring the budget reserve account to statutory levels.
- Implemented the Ride with Respect campaign program to foster a safe and secure operating environment for bus operators and customers resulting in reduced incidents.
- Successfully negotiated a labor agreement that was under budgetary targets.

Assistant General Manager
Metropolitan Atlanta Rapid Transit Authority – Atlanta, GA

Jan 2016 – Mar 2019

- Lead executive of business performance, community relations, customer service, marketing, and planning initiatives to include 200 employees and \$70 million budget.
- Led the voter-approval and implementation of two sales tax initiatives to invest \$10 billion over to expand bus and rail service in Clayton County and the City of Atlanta.
- Developed a comprehensive and equitable bus network redesign resulting in a 15% budgetary efficiency while maintaining service coverage, enhancing overall value.
- Partnered with the Board on the Strategic Plan to position employees to deliver equitable transit services and capital improvements to the four MARTA member jurisdictions.
- Established partnerships with elected officials, business community leaders, major stakeholders, community organizations and the public resulting in measurable improvements to the public perception and approval of MARTA's services.

Director of Transportation**Sep 2014 – Dec 2015**

City of Atlanta/Atlanta BeltLine, Inc. – Atlanta, GA

- Directed comprehensive mobility improvements for the City of Atlanta including the \$12 billion Atlanta BeltLine, one of the nation's largest urban redevelopment projects.
- Developed the equitable vision for transportation to support an upcoming ballot initiative.
- Partnered with the Atlanta City Council, Board of Directors, and the Georgia Legislative Delegation to pass public-private partnership and program delivery legislation.

Manager, Planning & Development**Dec 2005 – Sep 2014**

Valley Metro – Phoenix, AZ

- Held numerous management positions including leading the development of the Regional Transportation Plan to include 65 miles of light rail and streetcar, a regional bus system, and facilities supported by local and regional sales taxes and federal grants.
- Managed the multimodal financial program of projects totaling \$9 billion over 20 years.
- Led the development of establishing a regional public transportation agency which consolidated bus and rail agencies creating operational and financial efficiencies.
- Implemented the \$1.4 billion, 20-mile Central Phoenix/East Valley light rail system in 2008, the longest line ever funded by the Capital Investment Grant program.
- Secured numerous local and federal grants including vehicle and facility replacements, innovative mobility, and Capital Investment Grants to construct light rail and streetcar.

Senior Planner**Jan 2003 – Nov 2005**

University Circle, Inc. – Cleveland, OH

- Lead community development functions in Cleveland's cultural district, University Circle.
- Managed the development of infrastructure improvements throughout University Circle including the nation's premier bus rapid transit project, the \$200 million HealthLine.

EDUCATION**Master of Urban Planning, Design & Development****May 2003**

Cleveland State University – Cleveland, OH

Bachelor of Arts, Public Administration**May 2001**

University of Northern Iowa – Cedar Falls, IA

Bachelor of Arts, Geography**May 2001**

University of Northern Iowa – Cedar Falls, IA

**PROFESSIONAL
AFFILIATIONS,
CERTIFICATIONS, &
RECOGNITIONS**

- American Institute of Certified Planners (AICP)
- American Public Transportation Association Leadership Class of 2014
- American Public Transportation Association (Several Committee Leadership Positions)
- Board of Directors (Community, Economic Development, Planning and Transportation)
- Conference of Minority Transportation Officials
- ENO Center for Transportation – Senior Executive Leadership Program
- National Association of City Transportation Officials
- Leadership Program Graduate (Phoenix, Atlanta, and Tampa Bay)
- Mass Transit Top 40 Under Forty
- State Transportation Associations (Arizona, Georgia, Florida, North Carolina)
- Urban Land Institute
- Women's Transportation Seminar Ray LaHood Man of the Year

TAB 2

Binu Abraham

T 916 761 4415

binu33abraham@gmail.com

Dear Hiring Manager,

I am excited to apply for the position of Executive Director at River to Sea Transportation Planning Organization. I have two decades of experience working on the front lines of the nation's cutting-edge laboratory for advancing effective regional action on the integration of transportation and land use planning, affordable housing, and climate change. I have worked on these issues for the past eleven years at the Sacramento Area Council of Governments (SACOG).

As such, my experience is broad-based, with a proven track record in both strategic planning and tactical leadership. My strong management skills have seen me successfully manage several high-risk, highly complex, and contentious projects by building consensus through creating relationships and identifying common objectives. I have experience from state-of-the-art computer modeling and planning to public policy development in innovative areas and civic engagement to piloting and implementing multifaceted solutions for next generation transit and resilient infrastructure projects. My specific experience includes:

- Supporting and providing technical assistance for various grants and funding rounds and coordinating with partner agencies in identifying and prioritizing projects for better alignment with funding opportunities. I have been involved in SBI, BUILD, INFRA, ATCMTD, state sustainable planning grants, and the regional flexible spending grant over the last several years. Our team identified, developed, and supported regional projects and partnered with local agencies and the California Department of Transportation (Caltrans) for funding opportunities. I have also been part of developing funding strategies for the SACOG regional funding round and developing the technical tools for Project Performance Assessment (PPA) and Benefit Cost Analysis (BCA).
- Project Manager for the six-county region's long range plan (2024 MTP/SCS). I am involved in managing internal staff and external stakeholders, overseeing a plan (and the associated EIR) with a forecasted revenue of \$35 Billion, and an operational budget of \$1.5M in consultant and staff cost. I manage staff time and consultants; external stakeholders, oversee the technical analysis of the long-range plan (and associated EIR) and maintain effective communication with our board members, CBOs, stakeholders, and residents.
- Under a tight timeline and budget, I successfully managed a new high stake Congestion Management Process (CMP), with buy-in from 2 RTPA, Caltrans, and all involved local agencies. FHWA has previously flagged our nonexistent CMP as non-compliant and issued a corrective action. FHWA cited the CMP I managed as a Gold Standard for other MPOs to follow and asked if SACOG could be cited in their CMP guidelines document as a reference to how CMP should be done.

- Worked closely with the SACOG Board members (33 members comprised of county supervisors, city mayors, and council members) to align the goals and objectives of the Board and to provide strategic recommendations for the successful management of the long-range plan, that will position us for economic opportunity, align the region for funding opportunities and for optimizing our regional transportation and land use needs.
- Worked closely with a large number of participating and regulatory planning agencies to ensure statutory compliance, including 28 cities and counties, four transit agencies, California Air Resources Board (CARB), Environmental Protection Agency (EPA), and Sacramento Air Districts to create an optimal transportation plan for Sacramento region that achieves ambitious California GHG emission reduction standards by 2035.

I have a collaborative mindset and a reputation for getting things done combined with a skill for building trust and working across teams to identify risks and drive project implementation because I understand significant challenges require partnerships and collaboration at all levels. I have experience hiring, training, managing, and developing professional staff. I enjoy coaching both inside and outside of my work life. I am currently the director of the Speech & Debate club at Folsom High School, where I coach and mentor about 35-40 high school students on high school speech and debate.

Thank you for considering my application. I would love to further discuss the position and what skills I can bring to the job.

Sincerely
Binu Abraham

Binu Abraham

Principal
Transportation
Analyst

Personal Info

Phone
916-761-4415

Email
binu33abraham@gmail.com

Core Competencies

- Leadership & Relationship Building
- Project Management/ Development
- Budget Oversight
- Strategic Planning
- Policy Analysis
- Innovation & Change Agent

Transportation professional with two decades of experience in leading multi-agency collaborative projects. Focused on integrating transportation, climate change, innovation, government, and sustainability. I am eager to be a catalyst for change, leading a team by fostering a culture of efficiency and trust. Excellent project management skills in implementing data-driven solutions to challenges in transportation planning, land use, policy analysis, and economic development.

Experience

Sacramento Area Council of Governments | Sacramento, CA

2020 – present; Principal Analyst: *Metropolitan Transportation Plan/Sustainable Communities Strategies (MTP/SCS) Project Manager*

- Promoted to manage and develop a long-range transportation plan for the Sacramento six-county region, with a forecasted revenue of \$35 billion.
- Develop and sustain partnerships and relationships with elected officials, city and county staff, stakeholders, community members, and advocacy groups.
- Interpret state and federal laws and regulations pertaining to the plan; develop policies and strategies for advancing the adoption and implementation of the plan.
- Effectively lead, develop, and provide clear direction to staff to ensure all teams are well-coordinated in their efforts.
- Overseeing the development of the environmental analysis and mitigation measures for the associated EIR.

2015 – 2020; Senior Analyst: *Smart Mobility/Intelligent Transportation Systems (ITS) Program Manager*

- Promoted to develop transportation infrastructure plan for the six-county region (cities, suburbs, and rural communities), including providing a plan for Broadband access in rural communities.
- Manage initiatives including large, multi-disciplinary, and technically complex transit and transportation planning projects, analyze new mobility innovations such as shared mobility, autonomous and connected vehicles, Big Data, and road pricing pilot, both from a policy standpoint and testing and deployment perspective.
- Provide strategic leadership to form new and creative Public-Private Partnerships (PPP), which included bringing together cities, counties, Caltrans, transit agencies, emergency service offices, private vendors, and Universities to solve issues across multiple jurisdictions and organizations and identify opportunities for innovative solutions on a wide variety of Smart Cities collaborations.
- Managed and successfully developed an implementable Smart Region transportation infrastructure blueprint plan (an Intelligent Transportation System blueprint) to provide a regional plan and separate local plans that tie our region together in building up our old and outdated transportation technology infrastructure to prepare for the next generation of autonomous and connected vehicle technologies.
- Work with partner agencies and elected officials to bridge the region's digital divide, especially addressing the broadband gap in rural communities.

Binu Abraham

Volunteer Work

- Director | Folsom High School Debate Club
 - 2018-present
- Elected District Representative | National Speech & Debate Association
 - 2020-2022
- Volunteer | Indian Association of Sacramento
- Board Member | SARGAM
- Volunteer/ Fostering | NorCal Boxer Rescue

- Advocate and coordinate with other planning agencies, cities, and elected officials on policies and regulatory requirements for the safe implementation of autonomous and connected vehicles.

2010 – 2015; Associate Transportation Analyst: *Data and Forecasting*

- Worked closely with participating and regulatory agencies to ensure statutory compliance. Conducted conflict resolution to build consensus.
- Modeled computer travel simulations using Cube, DaySim and ArcGIS and did future growth analysis and air quality impact. Coordinated air quality analysis and policy discussions with EPA, CARB, and Sacramento Air District related to SIP development.
- Created a comprehensive training manual to train new hires to conduct air quality conformity and SB375 Greenhouse Gas (GHG) testing.
- Developed new methodology and led discussions to convince EPA and ARB to solve issues related to Federal air quality attainment.

DKS Associates | Sacramento, CA

2001 – 2009; Associate Transportation Engineer

- Led and managed projects on transportation planning and forecasting, data analysis, and computer simulations
- Conducted multi-modal transportation analysis and mitigation measures for transportation planning studies and EIR

National Institute of Advanced Transportation Technology | Moscow, ID – (University of Idaho)

1999 – 2001; Research Assistant

- Partnered with ITD and other agencies on various transportation projects as part of the University research center.
- Part of the University's interdisciplinary transit team to design the first university transit service.
- Researched and developed HCM methodology to include in the Highway Capacity Manual for unsignalized intersections.

Education

Master of Science in Civil Engineering, *emphasis in transportation*, UNIVERSITY OF IDAHO

Bachelor of Technology in Civil Engineering, UNIVERSITY OF KERALA – INDIA

TAB 3

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

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 <i>Fairfield University Fairfield, CT</i>	MAY 2002-DEC 2003
B.S., CIVIL ENGINEERING	1985-1989, India

Employment:

EXECUTIVE DIRECTOR OF WICHITA AREA MPO

Wichita Area Metropolitan Planning Organization –WAMPO 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

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)

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)

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 & 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 4

CHARLES L. BAKER

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 | Cell (802) 735-3500 | 204 Ethan Allen Parkway, Burlington, VT 05408

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.

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 | 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 | 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

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

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

References provided upon request.

TAB 5

Saturday, January 29, 2022

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

Re: Executive Director position for the River to Sea Transportation Planning Organization

Your search for an Executive Director at the River to Sea Transportation Planning Organization caught my attention and I am writing this letter to express my great interest in that position. I am looking for new challenges and a return to aiding municipal governments via regional transportation planning.

My 35 years of professional experience provides me a broad understanding of the daily, monthly, and strategic difficulties faced by regions and communities in understanding and planning for the future. A synopsis of my relevant experiences are detailed below.

- Guided local boards towards data driven, legally defensible, and equitable decisions.
- Mobilized the talents and skills of residents to provide creative solutions in determining and meeting their community's current and future goals.
- Promoted and protected an open, collaborative, and team environment among staff, residents, employers, and elected officials by upholding openness, accessibility, and transparency in government.
- Fervent support for continuous training, instruction, education, and certification for myself, fellow employees, and board members.
- Strategic planning to meet current and future needs within infrastructure, personnel, tax policy, and economic advancement.
- Financial management within cost limited budgets and restrictive contracts.

Each day, I endeavor to expand my skills and knowledge by using ordinary daily challenges and events to improve myself. I have enclosed my resumé. While it illustrates my professional experience, what it cannot communicate is my dedication to the region that I may serve.

I hope I can add significant value to the River to Sea Transportation Planning Organization, area businesses, and its citizens. I look forward to discussing my capabilities in more detail and am available for an interview at your convenience. If you have any questions or comments please contact me at any time at nedconnell@gmail.com or (802) 393-5525.

Thank you for your time and consideration in this matter.
Sincerely, Edward Connell

Edward Connell

7 Jones Court
Swanton VT 05488

nedconnell@gmail.com
802.393.5525

KNOWLEDGE

Administration and Management

- Personnel management, scheduling, planning, and leadership.
- Project management for budgeting and on-time performance.
- Foster a cooperative and equitable work environment for all personnel.
- Municipal budgeting, infrastructure capital planning, and major maintenance programming.
- Facilitate community boards towards data driven, legal, and unbiased decisions.
- Financial administration within cost limited contracts and tight budgets.

Presentation and Communication

- Social media, communications, and outreach methods through community webcasts, local media, and public relations techniques for small and varied constituencies.
- Synthesis of complex information into clear concise reports, emails, and correspondence.
- Presentation and explanation of multi-year capital improvement and major maintenance programs, so that an average taxpayer understands that it is a key strategy for small municipalities in eliminating drastic swings in a community's tax rate.
- Meeting and collaborating with federal, state, regional, and neighboring communities.
- Presentation and explanation of multi-year capital improvement and major maintenance programs, so that an average taxpayer understands the key strategy in managing conditions, functionality, usability, and costs to eliminate drastic swings in a community's tax rate.

Planning, Analysis, and Design

- Road safety audits using a multi-agency and multi-disciplinary approach to determine and design an appropriate, environmentally sensitive, community-based, context/historically compatible, and data driven resolution.
- Community preservation and betterment through effective zoning bylaws, subdivision rules, and site planning regulations.
- *Complete Streets* and *Walkable Communities* that enhance a community, its infrastructure, and promotes walking, biking, and transit ridership.

- Zoning and land use analysis with the required and associated data collection.
- Economic development through an approach that utilizes a community's existing assets, strategic advantages, and geographic location.
- Capital improvement planning and major maintenance programming, starting with integration of local planning and zoning decisions and Road Surface Management System (RSMS) results following through to specific highway and infrastructure improvement projects within multi-year capital programs.

Software and Equipment

- Training and experience in various accounting software packages including Quickbooks and GnuCash along with the Governmental Accounting Standards Board (GASB) guidelines.
- Extensive experience and training in geographic information systems (GIS) on multiple software formats including ESRI ArcGIS/ArcView, gvSIG, and Open Street Maps.
- Skilled on all standard business software applications on PC, Mac, and Linux systems.

EMPLOYMENT

Town Administrator

Town of Coventry, VT

January 2021 to present

The duties and responsibilities of this position include the following tasks. Assess on an ongoing basis the Town's needs and communicate findings to the Select Board. Ensure compliance with public meeting laws. Oversee administrative support for the Select Board. Coordinate Town projects, work closely with all departments and employees. Act as the liaison to the Town Attorney and other regional and state agencies. Coordinate and track the training of Town employees. Maintain personnel files, including tracking personnel hire dates and scheduling performance reviews. Prepare, distribute, and publish RFPs and manage responses. Oversee management of the Town's website to ensure it is up-to-date and complies with law and municipal practices. Research and identify grant opportunities for all Town departments and manage grant applications. Ensure that two-way reconciliation occurs with all financial accounts. Coordinate between all departments to assist with the development of annual budgets. Supervise and coordinate maintenance of town-owned facilities. Review Town bylaws, ordinances, policies, and procedures, for completeness, consistency with best practices, and compliance with applicable laws and regulations. Maintain and periodically review for continued compliance and propose updates as necessary. Assist the Select Board in economic development, community relations, and recreation. Respond to emergency incidents and critical events.

Director of Administration (Assistant Town Manager)

Town of St. Albans, VT

September 2016 to December 2020

This position is responsible for administering multiple sections within the Town's organization. Areas of leadership include community development, land use planning, MS4 stormwater management, grant administration, geographic information systems, capital planning/major maintenance programming, infrastructure management, as well as strategic guidance in the creation, review, and adoption of policies and procedures within all sectors of municipal government. A key component in this job is the performance of technical, budgetary, and regulatory work for the entire community.

Special Projects Administrator

Southeastern Connecticut Council of Governments, Norwich, CT

June 2014 to September 2016

The Southeastern Connecticut Council of Governments (SCCOG) is a regional planning organization and a Metropolitan Planning Organization covering 21 member municipalities, a population of approximately 275,000, and 2 Native American tribal nations. Annually, the Connecticut DOT contracts with SCCOG to provide comprehensive transportation planning assistance to its member communities, public transit providers, Naval Submarine Base New London, Foxwoods, and Mohegan Sun casinos.

Technical and Management Consultant

Transportation Systems Planning, Lebanon, NH

May 1996 to June 2014

Transportation Systems Planning is a municipal management, planning, and engineering firm that provides skilled consulting in the following areas; including transportation and land use planning, zoning administration and inspection, municipal budgeting, development impact review, infrastructure management systems, capital planning and major maintenance program development, transit scheduling and bus ridership analysis, and traffic counting throughout New Hampshire, Vermont, and the Seacoast region. My responsibilities range from developing new business opportunities; preparing business proposals and RFP/RFQ responses; developing contracts within state and federal guidelines; creating and updating the company's business plan; budgeting within tightly cost limited and fixed price budgets; managing cash flow and administration of business finances among accounts; supervising and scheduling part-time and specialist employees.

Regional Transportation Program Manager

Upper Valley Lake Sunapee Regional Planning Commission, Lebanon, NH

January 1988 to May 1999

The Upper Valley Lake Sunapee Regional Planning Commission (UVLSRPC) was then a

bi-state regional planning organization covering 32 member municipalities and providing comprehensive professional planning services. Annually, NHDOT and VTrans contracted with the UVLSRPC to provide transportation planning assistance to member communities and four public transit providers.

Traffic Analyst and Planner

Morris County Transportation Planning and Management, Morristown, NJ

August 1985 to January 1988

Created the initial databases and road network structure, then began collecting various information for a county-wide computer highway network model. Traffic impact analysis of development proposals. Formed strategies to improve public transit service and increase ridership. Assisted in the analysis and development of park-and-ride lots. Traffic counts along county and municipal roads to compliment the traffic data supplied by DOT. Manual turning movement counts at major intersection and designed to track changes in congestion and traffic flow patterns. Liaison to Morris County Planning Board and Board of Chosen Freeholders.

EDUCATION

BA, University of Massachusetts, Amherst, 1984

TAB 6

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 7

January 12, 2022

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

Dear Mr. Thomas:

Re: Job Announcement for the River to Sea TPO Executive Director

I am very interested in interviewing for the position of Executive Director of the River to Sea TPO. I saw your related job post on the NARC website.

I am an expert in the transportation, having worked at all levels of government – local, regional, state, and federal. I bring a unique set of skills and experience to the position which I think can suit the TPO as it moves forward. In addition to having previous experience in the toll industry, I have been able to work in different modal environments. Additionally, I have spent quite a bit of time working with clients on maximizing federal dollars and seeking ways to leverage private sector investment.

As the Executive Director, I would provide a high level of customer service to the stakeholders in the Region. My experience and ability to quickly transition to new environments will help me to quickly acclimate to the job and provide a steady season veteran to assist in the challenging job of administering the Authorities' priorities.

If you need more information, please don't hesitate to contact me. The best way to reach me is on my cell phone between 8:00 AM and 8:00 PM, by dialing (404) 401-3056.

Thank you for your time and consideration.

Sincerely,

A handwritten signature in black ink that reads "Erik Steavens". The signature is written in a cursive, slightly stylized font.

Erik Steavens

Erik Steavens

145 S Shore Ct, Roswell, GA 30076 • (404) 401-3056 • esteavens@att.net

Infrastructure Development Executive

✶ Management Executive

Over 20 years' experience driving **infrastructure development** for federal, state, and local governments. Highly competitive, passionate, persuasive and articulate, able to achieve results others believed to be impossible. ***Experienced in transportation management, environmental analysis, partnership building and project management.***

Demonstrated success record in:

- **Developing new business opportunities and clients.**
- **Distilling value, overcoming objections** and securing approvals to advance projects.
- **Experienced with implementing technology for efficiency gains.**
- **Developing** corridor and planning studies that led to implementable projects.
- **Motivating staff** to peak performance levels.
- **Developing training** to develop the professional capacity of the transportation industry.
- **Assessing organization performance and instituting business savvy changes.**

CORE COMPETENCIES

- | | | |
|------------------------|-------------------------|--------------------------|
| • Business Development | • Financial Management | • Hiring staff |
| • Policy & Finance | • Legislative Education | • Budgeting/ Forecasting |
| • Change Management | • Strategic Planning | • Grant Management |

HIGHLIGHTED CAREER ACHIEVEMENTS

- **Business Development** - Created new markets for private sector companies. Generated over \$210M in revenues for firms.
- **Asset Management** – Managed over 1000 miles of short-line railroads.
- **Organizational Planning** - Reorganized the State Road and Tollway Authority organization structure and saved 50% of the operational costs of the Authority.
- **Legislative Success** - Developed coalitions to create Private Activities Bonds for transportation in SAFETEA-LU
- **Governmental Efficiency** - Developed a plan to consolidate the 109 rural transit operators in Georgia into 12 rural transit districts.

PROFESSIONAL EXPERIENCE

EXP US Services Inc, Atlanta, GA
Project Manager

12/20 to Present

Full-service A/E firm with over 3500 employees across the United States and Canada. Responsible for:

- Mentoring planners, engineers, and other professional staff.
- Developing new business for Rail and Transit Sector.
- Managing transit projects to successful completion with focus on profitability.

SL King and Associates, Atlanta, GA
Executive Vice President

06/16 to 12/20

Minority owned engineering firm based out of Atlanta, GA. Responsible for daily operations of a 45-person firm. Developing the practice to be full-service A/E firm within four core areas: (1) Water; (2) Energy; (3) Transportation; and (4) Vertical Construction.

- Managing planners, engineers, and other professional staff.
- Responsible for P/L for the firm.
- Developing business alliances with other majority firms to perform innovative finance projects in the areas of energy, water, transportation, and vertical construction.

Texas Department of Transportation, Austin, TX
Rail Division Director

09/13– 06/16

Reorganizing TxDOT Rail Division to focus on developing private high-speed rail projects while assisting state freight operators improve their infrastructure.

- Developing the state's next State Rail Plan
- Overseeing FRA and FTA Rail Safety Programs
- Development of financial program policies and guidance, particularly relating to planning and development activities of rail in Texas.
- Providing oversight and review of Dallas to Houston NEPA efforts
- Overseeing the State's Rail Line – South Orient Railroad
- Managing consultant contracts for professional services
- Managing Amtrak studies and passenger services in Texas
- Assisting with the financial planning of new public private rail projects like Tower 55
- Crafting the Division budget for the State Transportation Commission
- Interacting with the General Assembly on legislation that that would impact the Department
- Supervising and evaluating the Division's 40 + employees

TIP Consultants, Atlanta, GA
President and Founder

06/11– 9-13

Created a new company to assist public and private sector clients make more informed decisions about the operations and their impacts on their customers. At TIP, I provide strategic council and assistant to my clients. A diverse array of services such as planning, grant writing, NEPA development, client business development, presentation and marketing support, etc. are provided. Assignments and work to date:

- RouteMatch Software - Working on the development of a new strategic vertical for the company – Fleet and Mobile Resource Management. Overseeing the development of all facets of the vertical from research, product development, marketing strategy, business development, and sales. Providing training and support to current and new staff in selling and support of this new product line.
 - Developed \$21 M sales pipeline for the company
 - Developed \$12M in discretionary grants for company clients (VTCLI, TIGER, SGR, etc.)
 - Audited VA Hospitals for process improvements for Veterans' Transportation.

- State Road and Tollway Authority – Project development and scoping, and grant writing services for the SRTA owned 17th Street property.
- City of Lexington – Planning and financial advisory services on the environmental impacts of two way street conversions on transit service for the region.
- Confidential Client – Providing planning assistance on operations and funding options for Louisville Bridge toll project.

Georgia Department of Transportation, Atlanta, GA
Division Director for Intermodal

11/08– 06/11

Created a new Division with the Department focusing on rail, transit, aviation, waterway, and other non-highway programs. Worked with interest groups and legislature to pass the law creating the Division. During my tenure, I have secured over \$20M in federal discretionary grants to advance transit and rail in the State of Georgia.

- Managing the Department's railroad assets and leases for those rail lines
- Developing and implementing financial plans and policy for the State of Georgia's rail program
- Developing and managing contracting process of all intermodal programs (rail, transit, aviation, harbor)
- Providing oversight and review of NEPA documents for FTA & FRA funded projects
- Managing \$10 M annual consultant contracts for professional services
- Preparing testimony, including briefing materials, exhibits, pre- and post-hearing questions, and transcripts for all General Assembly oversight and authorization hearings
- Assisting with the financial planning of the State's public private partnership projects
- Crafting the Division budget for presentation to the State Transportation Board, the Governor, and the General Assembly

SL King and Associates, Atlanta, GA
Vice President - Infrastructure Development

1/08 –11/08

Minority owned engineering firm based out of Atlanta, GA. During tenure grew the business by 30%. Added new clients in the fields of sustainability planning and energy systems planning.

- Leading contract negotiations on behalf of the firm
- Leading strategic planning, resource allocation, and firm reorganization efforts
- Implementing staff recruitment and retention programs for the firm
- Managing all project management activities and contracts for the firm
- Leading business development activities for the firm
- Project Manager for the firm's portion of the MARTA General Engineering Consultant Contract
- Leading the firm's Sustainability practice
- Supervising the firm's 50+ engineers and planners

Earth Tech, Atlanta, GA
Senior Program Director

05/06–12/07

National architecture and engineering firm. During my tenure, I led the development of a P3 proposal for express toll lanes in the Northwest portion of Atlanta. This proposal is the basis of GDOT's active P3 project for the I-75 North Corridor.

- Developing transportation planning and transit practice for Earth Tech in the State of Georgia
- Project Manager for traffic and revenue studies for HOT Lane Proposal for GDOT
- Organizing and developing proposals for large transportation planning projects nationwide
- Technical expert for Earth Tech in the fields of transportation planning and finance
- Developing a Community of Practice for Transportation Planning within Earth Tech

State Road and Tollway Authority, Atlanta, GA
Senior Transportation Analyst

11/04-05/06

State Road and Tollway Authority is the financing and tolling arm of the State of Georgia. During my tenure, I developed the HOT to TOT studies for the Atlanta region. These studies are the basis of the Georgia Managed Lane System Plan. These studies led to the creation of the demonstration project being implemented on I-85 North Corridor.

- Monitoring and developing legislation impacting the agency at the state and federal level
- Organizing the budget for the Authority's Transportation Business Unit
- Developing and managing traffic and revenue studies for future agency projects
- Developing new revenue streams for use on transportation projects
- Assisting with the reorganization and streamlining of the Authority's operations
- Overseeing NEPA and GEPA document development of managed lane projects

United States Senate, Washington, DC
Senior Policy Advisor

09/02-11/04

Provided staff support to the Judiciary Committee and the Environment and Public Works Committee. During my tenure, I developed coalitions to defeat the devolution efforts for reauthorization. I also worked to develop the policy basis for the Equity Bonus program.

- Developing legislation regarding the reauthorization of satellite television
- Advising Senate leadership and their staffs on transportation issues and strategies
- Working in a bipartisan basis with Senate and House Leadership on transportation reauthorization legislation
- Developing legislative language for the surface transportation reauthorization in several topical areas such as financing, planning, intelligent transportation systems, safety, freight, rail, air quality conformity, construction, environmental stewardship, and research
- Coordinating all transportation-related committees in the Senate and the House of Representatives with jurisdiction for reauthorization
- Analyzing options for innovative financing mechanisms such as tolling, indexing gas tax, local options sales taxes, bonding, TIFIA, etc.
- Writing speeches and statements for use by Senators at hearings, industry events, and other gathering

Federal Highway Administration, Various Locations

10/96-09/02

Quickly accelerated through the ranks based on my knowledge and experience in transportation planning and environment.

Manager, Planning and Operations, Washington, DC

02/02-09/02

- Serving as the FHWA lead on planning and transportation management and operations issues
- Developing, implementing, and managing products that are part of the Metropolitan Capacity Building Program
- Providing technical assistance and training on metropolitan planning and air quality conformity issues to Metropolitan Planning Organizations (MPOs), State Departments of Transportation (SDOTs), and FHWA Division Offices
- Developing national policy related to the transfer of FHWA funds to FTA

Planning & Environment Team Leader, Tallahassee, FL

09/00-02/02

- Florida Division Office Manager for all planning, environmental, and project development oversight
- Supervising four transportation planners and an environmental specialist in the Florida Division
- Developing transportation air quality conformity determinations for metropolitan areas
- Working with the Florida Governor's Office on improvements to project development process
- Developed with FDOT a new early decision making process to streamline the NEPA process
- Developed new procedures to allow MPOS and FDOT to save time processing TIP and STIP amendments
- Performed TMA Certification reviews and follow up meeting with MPOs

Metropolitan Planning Specialist, Olympia Fields, IL

09/99 -09/00

- Providing technical assistance on metropolitan planning issues to Metropolitan Planning Organizations (MPOs), State Departments of Transportation (SDOTs), and FHWA Division Offices
- Performed TMA Certification reviews and follow up meeting with MPOs
- Developing and Teaching National Highway Institute Courses related to transportation planning

Transportation Planning Engineer, Sacramento, CA

10/96 -09/99

- Assisting Caltrans in the development of the California Transportation Improvement Program System
- Working on the planning and NEPA for various non-highway projects such as the Yosemite Bus System, the Alameda Corridor, and Sacramento RT rail extension
- Performed TMA Certification reviews and follow up meeting with MPOs
- Preparing air quality conformity determinations

Albany Dougherty Planning Commission, Albany, GA
Transportation Planner

09/93–10/96

ADPC was the joint City and County Planning Department. During my tenure, I worked on stabilizing the Albany area after the massive 1994 Tropical Storm Alberto floods. I volunteered and managed emergency operations during the storm event. Afterward, I worked on various assignments such as infrastructure assessment to rebuilding the City's oldest cemetery.

- Administrator of the Albany, GA Metropolitan Planning Organization
- Supervising one transit planner
- Preparing studies and grants for the Albany, GA airport

EDUCATION

Master of Science Civil Engineering, Georgia Institute of Technology, 1996
Bachelor in Civil Engineering, Georgia Institute of Technology, 1993

PROFESSIONAL ORGANIZATIONS

Transportation Research Board, Intercity Rail Committee Member
Florida Transit Association
Georgia Transit Association
ACEC

TAB 8

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. 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 3rd 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 9

Greg Venable
250 Morning Side Drive
Winston-Salem, NC 27107

January 31, 2022

Dear Mr. Thomas,

I am a Transportation Planning Administrator with twenty-two years of experience in the transportation planning profession including almost eight years as the Director of the High Point Metropolitan Planning Organization. I would love to bring my transportation planning expertise to the River to Sea Transportation Planning Organization.

I have followed the River to Sea TPO from a distance for several years since I have family in the area and visit the area quite often. I have been impressed with the extensive multi-modal transportation network in Volusia and Flagler Counties. I have experienced this firsthand over the past 27 years as I have visited the area at least one time each year, with several years of multiple trips.

During my 22 years of experience, I have been responsible for almost everything transportation planning related. The region I am currently responsible for is not unlike the Volusia/Flagler area. We continue to see increased growth that is putting a strain on our Transportation Network. I feel that my experience and skills are well suited to the River to Sea TPO and I am looking forward to working in such a dynamic area.

I appreciate the opportunity to apply for the Executive Director of the River to Sea TPO. I am looking forward to the opportunity to work collaboratively with the TPO Board, the Executive Committee, the Technical Coordinating Committee and TPO staff to meet the transportation needs of the citizens of the River to Sea TPO.

Sincerely,

Greg Venable

GREG VENABLE

250 Morning Side Drive, Winston-Salem, NC 27107 · 336-906-4555

[Jvenable001@yahoo.com](mailto:jvenable001@yahoo.com)

Accomplished Transportation Planning Administrator with a successful track record overseeing a Metropolitan Planning Organization in the Piedmont Triad region of North Carolina.

EXPERIENCE

MARCH 2014 – CURRENT

TRANSPORTATION PLANNING ADMINISTRATOR, CITY OF HIGH POINT AND THE HIGH POINT METROPOLITAN PLANNING ORGANIZATION

Managing Director of the High Point Metropolitan Planning Organization (HPMPO). Responsible for all federal and state requirements related to the transportation planning process including all documents pertaining to the Transportation Advisory Committee (TAC) and the Technical Coordinating Committee (TCC). Work collaboratively with the member jurisdictions of the HPMPO which includes eight municipalities and four counties. Responsible for the HPMPO budget which varies from year to year between \$430,000 and \$850,000. Leads a staff of three professionals in the development of long-range plans, HPMPO policy guidance documents, and local and regional transportation planning products. Responsible for contract administration and project management.

City of High Point – Make presentations to City Council and the Planning and Zoning Commission on transportation related issues. Review and approval of Traffic Impact Analyses submitted to the Department of Transportation. Liaison for the City of High Point to the High Point Market, a furniture trade show that takes place twice each year and brings approximately 75,000 attendees to High Point each Market. Responsible for all transportation related services, and budget oversight for a grant through the North Carolina Department of Transportation of approximately 1.2 million dollars annually.

JUNE 2006 – MARCH 2014

TRANSPORTATION PLANNER, CITY OF HIGH POINT AND THE HIGH POINT MPO

Prepared Transportation Advisory Committee and Technical Coordinating Committee meeting agendas, agenda packets, and meeting minutes. Responsible for the development of the Metropolitan Transportation Improvement Program. Assisted with the development of all transportation plans and policies. Attended the Technical Review Committee meetings as a representative of the Transportation Department. Reviewed Traffic Impact Analyses and made recommendations for approval or denial. Attended Planning and Zoning Commission meetings and provide technical information to the Commission if needed. Project manager over several transportation projects for the city and the MPO.

SEPTEMBER 2001 – JUNE 2006

TRANSPORTATION PLANNER, CITY OF WINSTON-SALEM, WINSTON-SALEM MPO

Produced maps for the city and the MPO using ArcGIS. Conducted vehicle occupancy studies. Assisted with TAC and TCC meeting agendas and meeting packets. Assisted with the development of all transportation plans and policies for the MPO.

EDUCATION

DECEMBER 2000

**BACHLOR OF ARTS IN GEOGRAPHY WITH A CONCENTRATION IN URBAN
PLANNING**, UNIVERSITY OF NORTH CAROLINA, GREENSBORO

SKILLS

- Metropolitan Planning Organization Management experience
- Budget oversight
- Supervisory Experience
- Knowledge of Federal Transportation Regulations

TAB 10

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

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 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 11

January 27, 2022

Attention: To Whom It May Concern

Please accept my resume and application for the position of Executive Director for River to Sea Transportation Planning Organization (TPO). As I read through the job description, I felt I would be an excellent candidate. Having the opportunity to return to my home state to live and work in north central Florida (Volusia and parts of Flagler Counties) and lead the TPO team is one that I would greatly welcome. I believe my experience and expertise makes me an ideal candidate for the advertised position.

I have worked in both the public and private sectors and believe that those experiences have greatly enriched my career. I earned my Master's Degree in Urban and Regional Planning with a specialization in transportation and have been working in planning for close to twenty years.

I started my career as an intern working for the Tallahassee-Leon County MPO in Florida's capital city and worked part-time there through graduate school. I also worked for the North Florida TPO (regional MPO) in Jacksonville, Florida as an assistant planner. I spent seven years as the Regional Transportation Planner for the Jacksonville Transportation Authority (JTA). I spent close to four years working in both Anchorage and Juneau, Alaska at the Department of Transportation and Public Facilities in Management and Statewide Planning Chief roles. I currently am the Director of Planning at Sacramento Regional Transit District, where I recently led the District through a major, complete restructuring of the bus network known as SacRT Forward. I have also worked closely with our local MPO, the Sacramento Area Council of Governments (SACOG) on a variety of planning related projects including updating the Metropolitan Transportation Plan (MTP). I work closely with Caltrans and other regional transit providers as well.

I have extensive experience working for and with metropolitan planning organizations (MPO). In my role at Alaska DOT, I worked directly with the Anchorage MPO to develop their Transportation Improvement Program and assisted in the development of the Long Range Transportation Plan. I provided oversight and direction to both the Anchorage and Fairbanks MPO's in my role of Chief of Statewide Planning for Alaska DOT. In my current role I work closely with SACOG here in Sacramento on the development of the MTP/SCS, grant applications and funding distribution. I am a strong believer in collaboration, working together to build consensus. I am a firm believer in regional transportation planning and have years of experience in building coalitions and advancing regional planning initiatives. I believe in delivering quality work and have a desire to accept new and challenging projects. I always represent my employer with the utmost professionalism. I work well in a team environment. I believe in being a positive motivator of staff and leading by example.

My enthusiasm for challenging projects, visioning and large work efforts keeps me focused and working hard to deliver quality projects. I would very much welcome the chance to lead the River to Sea TPO to an excellent future. It would be an honor to be considered for this position.

I look forward to hearing back from someone soon. If you prefer, please contact me by phone (907) 570-2152 or e-mail, fsujax@gmail.com.

Thank you for your time in considering my qualifications.

Sincerely,

James D Boyle

James D. Boyle

241 Cascade Falls Dr., Folsom, CA 95630
Home: 907-570-2152
fsujax@gmail.com

Summary

Experienced planning professional seeking a position where innovation, technical excellence and collaboration is highly valued. Where my close to 20 years of public and private sector experience and business acumen will augment operational excellence to provide outstanding professional service.

Experience

Sacramento Regional Transit District, Sacramento, CA

Planning Director – June 2017 to Current

Managed the “SacRT Forward” Bus Route Optimization study and implementation.
Planned SacRT “SmaRT Ride” microtransit on-demand service areas.
Managed the SacRT Strategic Plan update.
Managed Zero Emission Vehicle (ZEV) planning efforts.
Coordinated the Automatic Passenger Counter (APC) implementation on light rail.
Lead all Bus Rapid Transit (BRT) planning efforts.
Coordinate with local and regional stakeholders, Caltrans, and the Sacramento area MPO (SACOG).
Make presentations to the SacRT Board of Directors, SacRT Executive Team, and community boards and groups.
Worked as part of team to bring ADA paratransit (SacRT GO) services in house.
Worked as part of team to annex City of Folsom transit and City of Elk Grove transit into the District.
Led all Planning efforts related to COVID-19 issues. Leading COVID ridership recovery team.
Green Line to the Airport Light Rail DEIR/DEIS.

Alaska Department of Transportation and Public Facilities, Juneau, AK

Chief of Statewide Planning – January 2016 – June 2017

Managed the Alaska State Transit Office.
Managed the office of the State Transportation Improvement Program (STIP).
Managed the Alaska State Rail Plan update.
Oversaw the update to the statewide Alaska Bicycle and Pedestrian Plan.
Oversaw the update to the State Long Range Transportation Plan and the Statewide Freight Plan.
Coordinated and worked closely with FHWA, FTA and FRA.
Oversaw the Anchorage and Fairbanks MPOs.

Alaska Department of Transportation and Public Facilities, Anchorage, AK

Planning Manager Programs and Aviation

January 2015 - December 2015

Directed aviation planning and coordination with statewide aviation office and FAA of over 70 airports.
Developed Airport Master Plans and Airport Layout Plans.
Developed and managed the Central Region Planning office budget.
Developed and received approval on the Central Region Annual Work Plan.
Area transportation plans and long range planning efforts.

~continued on next page

Alaska Department of Transportation and Public Facilities, Anchorage, AK
Anchorage Transportation Planner – January 2014 – December 2014

MPO Coordinator for the State and for the Anchorage MPO (AMATS).
Developed and coordinated the Transportation Improvement Program for FY 15-19.
Presented regularly to the MPO Board, the Technical Coordinating Committee.
Provided leadership and direction to the MPO Director and staff on all federal and state laws.

Jacksonville Transportation Authority Jacksonville, FL
Regional Transportation Planner - September 2006 – December 2013

Managed the Waterborne Transportation Study.
Managed the Streetcar Feasibility Study.
Managed the Commuter Rail Feasibility Study and Commuter Rail System Plan.
Managed the Northern Outer Beltway Study.
Managed the 2007 Onboard Origin and Destination Survey.
Developed the agency's park and ride system.
Developed Transit Oriented Development Plan and Design Guidelines.
Coordinated with the City of Jacksonville, State of Florida DOT, North Florida TPO, and local governments.
Presented to the JTA Board, MPO Board, and Jacksonville City Council Transportation Committee.

Education and Training

Florida State University

Bachelor of Science: International Affairs – December 2000
Tallahassee, FL

Florida State University

Master of Science: Urban and Regional Planning – May 2004
Tallahassee, FL

Skills

NEPA and CEQA; Microsoft Office products; Travel Demand Forecasting; ArcGIS; Trapeze and Remix;
Project Development and Management; Public speaking and presentation skills; Collaboration; Leadership;
Management; Supervisor; Director

Activities and Honors

Member American Planning Association (APA)
Member Urban Land Institute (ULI)
Member of American Public Transportation Association (APTA)
2011 Outstanding Transportation Study award from Florida Planning and Zoning Association
2020 Caltrans Excellence in Transportation Award
2020 NorCal Services for Deaf and Hard of Hearing Outstanding Service award
2021 APA Sacramento Valley Chapter Award of Excellence (SacRT Forward)
2021 APTA Outstanding Transit Agency of the Year

TAB 12

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

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

KATHRYN T TYLER
a/k/a Terry Cain Tyler

Executive Director River to Sea Transportation Planning Organization

Supplemental Information

The resume submitted as part of the application focused on my transportation planning, public transportation i.e., intermodal, rail & transit experience and my business, TCT Advantage LLC. For your consideration is supplemental information on my activities not included in the previously resume.

Following my retirement from the Florida Department of Transportation, I continued be interested in transportation issues. I attended many public hearings. I reviewed and commented on projects for the Daytona Regional Chamber of Commerce position papers, such as the east International Speedway Boulevard improvements.

Early on, I began my volunteer work. I was a docent at the Central Florida Zoo in Sanford. When I returned to Daytona Beach, I became a docent at the Ponce Inlet Lighthouse and the Ponce Inlet Historical Museum.

I was employed Kelly Educational Staffing, as an Orange County Public Schools substitute teacher.

I also traveled throughout the Unites States as a LegalShield Independent Associate. This enabled me to check off items on my bucket list. I saw the world below from Diamond Head, Mt. St. Helens and Pikes Peak. I saw many of the natural wonders such as the Grand Canyon, Niagara Falls and Carlsbad Caverns.

TAB 13

Malisa McCreedy, AICP
1800 NW 4th Street, B15 Gainesville, Florida 32609

malisa@protonmail.com
Cell: 407.701.2191

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 4th Street, B15 Gainesville, Florida 32609

malisa@protonmail.com
Cell: 407.701.2191

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 14



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. 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

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.

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. Ardeshir 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 15

Nelson Galeano MsM., P.E.. PTP. PTOE
711 12th Street East
Bradenton, FL 33208
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 12th St East. Bradenton, FL 34208
(501) 379-0378 ngaleano@gmx.de // 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)

- 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)

- 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)

- 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 // 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 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

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 – 10/2021

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, cursive script.

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

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 2nd 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