

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

SEMIFINALIST CANDIDATE REVIEW





March 4, 2022

River to Sea Transportation Planning Organization Search Committee
2570 West International Speedway Boulevard, Ste 100
Daytona Beach, Florida 32114-8145

Dear Search Committee Members:

I am pleased to provide you this briefing book on the semifinalist candidates to become River to Sea Transportation Planning Organization's next Executive Director.

Behind each tab is the candidate's cover letter, resume, response to the questionnaire, and any other supplemental materials provided by the candidate.

Behind this letter, but in front of the tabs, is the Triage Scoring Form. This form should be used to assign a 1, 2, or 3 to each candidate. Those who you definitely would like to see continue in the process should be assigned a 1, those you may want to continue a 2, and those you definitely have no interest in seeing continue in the process a 3.

Please note that separate from the briefing book, we have also provided a website link (via email) for accessing and viewing the online video interviews for each candidate.

Our goal at the next meeting will be to determine which candidates will move on to the next level in the process. If you can come to the next meeting with the Triage Scoring Form completed, our time spent will be much more efficient.

Please feel free to call me at any time if you have any questions.

Respectfully submitted,

Douglas Thomas
Senior Vice President, SGR
DouglasThomas@GovernmentResource.com
Cell: 863-860-9314

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*Recorded video interviews are accessible online.

EXECUTIVE DIRECTOR

River to Sea Transportation Planning Organization (R2CTPO)

Daytona Beach, FL



EXECUTIVE
RECRUITMENT
PROVIDED BY



THE COMMUNITY



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

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

VISION – PLAN – IMPLEMENT



RECENT AWARDS AND RECOGNITIONS:

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

THE COMMUNITY continued

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



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

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



NOTABLE EMPLOYERS:

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



COMMERCIAL AIRPORTS:

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

PRE-K-12 EDUCATION:

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



HIGHER EDUCATIONAL INSTITUTIONS:

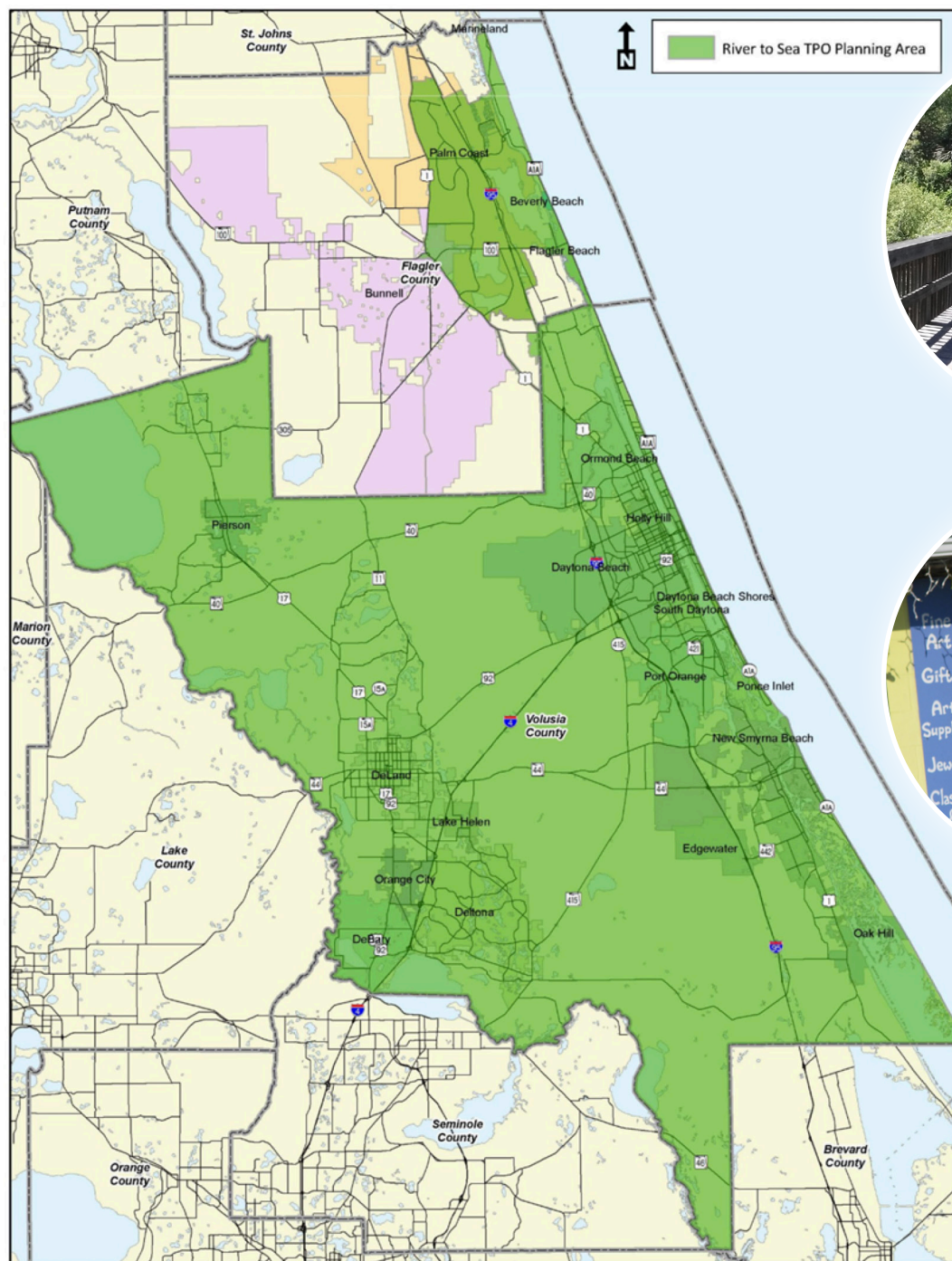
- Embry-Riddle Aeronautical University
- Stetson University
- Bethune-Cookman University
- Daytona State College
- University of Central Florida
- Palmer College of Chiropractic
- Keiser University
- Nova Southeastern University

HEALTHCARE:

- Halifax Health
- Advent Health
- Florida Health Care Plans

ABOUT THE ORGANIZATION

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



ABOUT THE ORGANIZATION continued



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

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

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



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

ABOUT THE ORGANIZATION continued

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

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



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

ABOUT THE POSITION

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

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



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

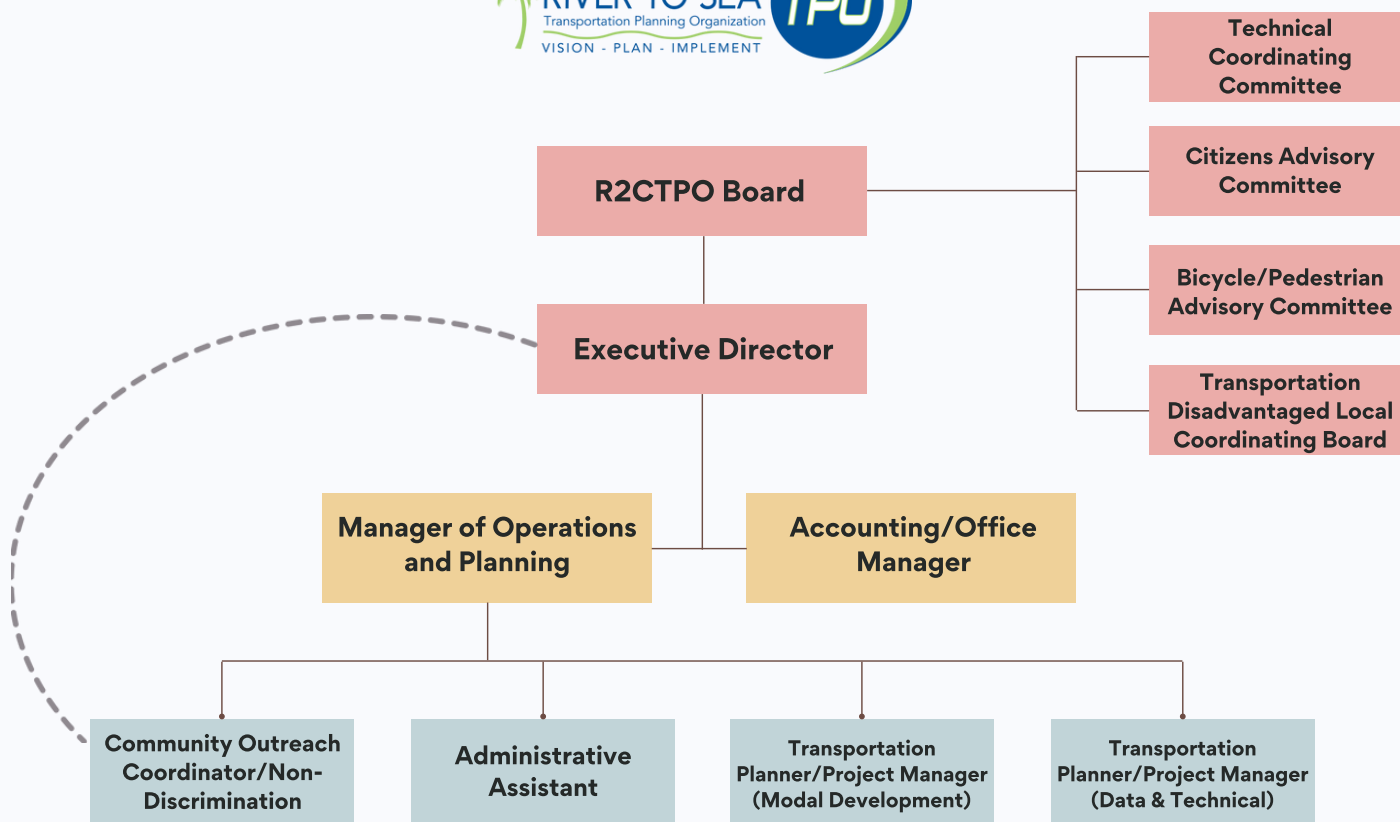
ABOUT THE POSITION continued



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

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

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



OPPORTUNITIES & CHALLENGES



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

IDEAL CANDIDATE



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

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

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



EDUCATION & EXPERIENCE

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

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

COMPENSATION & BENEFITS



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

APPLICATION PROCESS

Please apply online

For more information on this position contact:

Doug Thomas, Executive Vice President, SGR

DouglasThomas@GovernmentResource.com

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



RIVER TO SEA TRANSPORTATION PLANNING ORGANIZATION EXECUTIVE DIRECTOR CANDIDATE REVIEW

TRIAGE SCORING FORM

Binu Abraham	1	2	3
Eric Miller	1	2	3
Erik Steavens	1	2	3
Gregory (Greg) Venable	1	2	3
Jack (Al) Butler	1	2	3
James Boyle	1	2	3
Malisa McCreedy	1	2	3

Instructions:

In the space beside each candidate, simply circle a 1, 2 or 3 to each candidate. "1" designates a candidate that you DEFINITELY would like to continue to the next step of the process; "2" designates a candidate you MIGHT want to continue to the next step of the process, and "3" designates a candidate that you DO NOT want to continue in the process.



BINU ABRAHAM



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

River to Sea TPO (R2CTPO)
Executive Director Pre-Interview Questionnaire
Due NLT Thursday, March 3, 2022, at 11:00 PM CST

Full Name (first, middle, last): Binu Abraham

Nicknames (if any): none

Please provide your cell, home, and office numbers to facilitate contacting you if needed.

Cell: 916-761-4415

Home: same as above

Please answer each of the following questions completely and thoroughly.

1. How many employees, and what size budgets did you oversee in your last three positions?

In my current role at SACOG, I manage the most extensive and complex project in our agency and in the region: the long-range plan - Metropolitan Transportation Plan/ Sustainable Communities Strategies (MTP/SCS). The plan has a forecasted revenue of \$35 Billion. I oversee and manage a team of about 20 internal staff and consultants and have an annual project budget of \$1.7M/yr for 3 years (2020-2023). The project's total cost over the 3 years is estimated to be about \$5.1 Million.

In the past position as the team manager for ITS/Smart Mobility, I had an operating budget of \$1.5 Million/year in consulting cost. I oversaw and managed multiple consulting agencies, each with a dedicated team of consultants, member agency staff, and 2 internal staff members in this role.

2. Please detail the specific Departments or Divisions you have supervised in your last three positions.

MTP/SCS: I am the project manager of our region's most extensive and complex multi-modal, multi-jurisdictional project. The long-range plan - Metropolitan Transportation Plan/ Sustainable Communities Strategies (MTP/SCS). I have about 20 internal staff members working full-time on this project. In addition to this, we have multiple consultants to help us with various pieces of the work and consultants for the Environmental Impact Report (EIR). The majority of the project is done in-house, including all the technical analysis, policy identification, communication, and public outreach with assistance from consultants for dedicated tasks such as the Environmental Impact Report. I manage and oversee both the technical and policy work and the strategic planning and communication, and outreach efforts of the project. I am also in charge of understanding the federal and state mandates on long-range planning, maintaining relationships with those agencies, and following their guidelines.

ITS Team Manager: Prior to being promoted as the Principal Analyst and MTP project manager, I was the team manager for Intelligent Transportation Systems and Smart Mobility. I managed multiple projects for over a million dollars. I managed a Smart Region Sacramento project, with a budget of \$1 million and oversaw a team of consultants to ensure we created a smart transportation infrastructure plan for the entire SACOG region, comprised of 6 counties, 22 cities, 2 RTPAs, California Department of Transportation, 11 transit agencies and other public and private entities.

I also managed a Regional Traffic Management System (STARNET), with an initial budget of over \$2 million to build the system and subsequent operating budget of \$500,000/ year for maintenance and operations, to streamline the traffic, congestion, and incident management across jurisdictional boundaries and to disseminate information to the public.

3. Please describe why you left your last three positions. Additionally, are there any gaps in excess of two weeks in your employment history including any short-term (i.e., approximately 1-year or less) posts that may have occurred in your career? If so, please explain in detail.

My last three positions are

1. SACOG: I am still employed at SACOG.
2. DKS Associates, Sacramento: I was laid off from DKS Associates during the 2008 recession. I took a 6-month break before resuming my job search.
3. NIATT, University of Idaho, Moscow: Graduated.

4. Please describe your experience and skills in strategic planning and visioning? How do you facilitate development of a clear vision for both the organization and the regional planning area and effectively communicate that vision?

I have experience setting strategic planning and visioning for all the projects and teams I have been involved in at SACOG. Two of my core competency areas are relationship building and strategic planning. These two skills go hand in hand since you need one to build the other. I have been involved in strategic planning for all the teams and projects that I have been part of since they all involve multi-jurisdictional agency coordination and collaboration. I have also been part of the agency-wide strategic planning.

My time at SACOG has taught me over the years the importance of strategic planning, and the agency as a whole comes together routinely to reexamine and fine-tune our agency vision. We also have a Strategic Planning Committee that meets quarterly to review the Joint Powers Agreement and long-term vision planning. To me, strategic planning is setting a unified regional focus or vision for the organization and following through by identifying SMART goals. The strategic plan helps to ensure that the agency and the region have a unified vision.

Facilitating the development of strategic planning starts with active listening. My first plan of action would be to meet with the Board members, staff members, and stakeholders

individually and in groups to learn more about them, their role, and the issues facing the region and establish my credibility and support. I will have honest, anonymous, one-on-one interviews with each of my staff members and the board members to understand the story of R2CTPO. My priority is to understand the political, financial, and cultural climate and become familiar with the area and the key stakeholders.

The individual meetings are two-fold – one is to make sure everybody is heard; the other is to understand perspective. Everybody has a voice, and everybody's voice and perspective matter. I can only lead once I understand, and to do this, I must listen with the intent of understanding their perspective. I am a good listener with an open mindset, and these listening sessions will help me understand, what are the things we agree on and what are the things we disagree on. Are we disagreeing on values, interests, or positions for the things we disagree on? I have found that typically when people disagree, the disagreement is usually on positions, not value. If that is the case, we will start there. Getting that story about the region – knowing what we are proud of, what our concerns are, what issues need to be addressed in the short term and long term will give me a better picture of how best to serve the community and the organization.

To formulate a hypothesis, I will outline the categories of information to process issues and substance issues. I will use the SWOT (Strength, Weakness, Opportunities & Threats) Analysis to assess R2C's current situation in both cases. The SWOT approach is an opportunity to look inward and outward at the organization and work with all stakeholders. This will help us figure out what is working well identify where we want to go and how we might get there. This approach will help get key people together to start an informal strategy formulation and find potential connections before outlining any strategy. We will be working together to identify each of the four categories without personal attribution. This will serve as an educational experience and foster transparency by sharing the outcomes. The outcome of SWOT analysis will help us get closer to identifying solutions to - What can we do better? What are we doing that is working great? What are the obstacles or threats? What are our opportunities? Identify if it's financial, political, or cultural.

This document will identify opportunities and strategies to assist the Board in narrowing the focus to a collective, unified region vision focused on regional growth and economic prosperity. The strategic plan will ensure that the agency and the region maintain a unified regional focus. My hope is that working together, we can agree on identifying 3-5 top priorities for the region that we can focus on, along with a realistic timeline for achieving it. The plan should have clarity but enough flexibility to capitalize on new opportunities as we march forward.

To that end, we will be working together the entire stretch to create a vision that has the buy-in. The only way to facilitate this is to build a relationship on trust, open communication, team building, finding common ground, and creative problem-solving while being flexible and adaptive.

Communicating that vision has to be a continuous process throughout the tenure of the Executive Director. During my tenure at SACOG, I continue working with Board and local

agency staff to communicate the strategic vision of our long-range plan and explain why we are doing this. Regular and continuous communication and collaboration happens between the SACOG staff and elected officials and between member agency staff members, partner agencies, and the SACOG staff. We provide regular monthly presentations, have discussions to educate the Board on relevant topics, reintroduce topics regularly, and engage them in discussions before asking them to act or decide on any course of action. We recognize that the Board is busy and use plain language, plenty of visuals, and graphics. Our internal team spends time bringing the best information possible and investing time to understand the "why" and the "how" and conveys that to the Board.

5. Please tell us about your project management experience. As part of your answer, please describe the most complex project you have coordinated. Outline the steps you took to ensure political, organizational, and community support for the initiative, highlighting specific challenges you faced and how you overcame them to successfully implement the project.

The most complex project (in terms of scope, budget, political factor, and technical complexity) is the long-range plan that combines the federal regulations and requirements (MTP) and the state statutory requirement of Sustainable Communities Strategies (SCS) with the California SB375 GreenHouse Gas targets. This project has an estimated revenue of \$35 Billion. It involves coordination & collaboration with elected officers, staff from all 6 counties, 22 local agencies, 2 RTPAs, 11 transit agencies, California Department of Transportation (Caltrans), FHWA, FTA, Public and private agencies, community-based Organizations (CBO), tribal governments, nonprofit agencies such as Valley Vision, Chamber of Commerce, EPA, California Air Resources Board (CARB), residents and business owners. We do the technical analysis and communication outreach efforts in-house, but we also have a host of consultants on-call. But, since this is an ongoing effort, I would like to talk about the second most significant project that I have managed and successfully completed.

At SACOG, I managed a \$1 million planning project for developing a technology infrastructure blueprint for the region, known as Smart Region Sacramento Plan. The project was a collaborative plan for the entire region, including all 28 local agencies, transit agencies, the State Department of Transportation, two RTPAs, and SACOG. To complicate the process, we had multiple funding sources (federal, state, and regional funding, all with different funding criteria).

When we started the scoping of the project, we had massive disagreements between all the local cities and counties on how the project should be scoped. We had multiple discussions at the staff level between the different agencies, the Board, and with our stakeholders to come to a consensus on how this project needs to be done. The first step I took to reach a consensus was to sit down with each agency individually and listen to their concerns and needs. I realized that each agency is at a different place in terms of their needs, challenges, and priorities, and a plan that fits all is not the answer we

need here. We have a mix of urban, suburban, and rural areas in the SACOG region. Each agency had different concerns, from a readiness for autonomous vehicles in the urban areas to aging infrastructure, lack of funding for transit, and the need for broadband in rural areas. I learned from listening and understanding that each agency is unique and allows that uniqueness to happen while also looking to invest in options for mutual gains and regional growth. I conducted multiple stakeholder meetings and workshops to focus on values and find common ground in goals and interests. We also engaged with both the Board and local agency staff to bring different options, build consensus, and build relationships and trust between SACOG and local agencies and between the various agencies. To be adaptive to the varying needs of the partner agencies, I decided to create two deliverables – an individualized plan for the local agencies that they can start implementing based on their needs and a second regional plan that roles up the significant and multi-jurisdictional projects to a regional level. I realized that I needed to secure more funding to do this customized approach for the plan. I negotiated with the State Department of Transportation. I secured additional funding to provide customized local plans for those agencies that needed it the most and a regional plan that pulled together elements of the projects of regional significance that would help move the region forward. I built consensus among the local agency staff first and then approached the Board and, with the approved action, successfully completed the project and provided local plans for eight agencies and a regional plan that brings the entire region together.

I ensured we had regular ongoing communications where every agency and private and private entities participated. We provided regular updates of the project, arranged for multiple workshops to gather input, and made sure that all voices were heard. The strategy that worked for me for this project and another project was to work parallelly with the Board, stakeholder groups, and partner agencies to find near-term solutions, marry them with long-term strategies, and build relationships.

6. Please describe your experience and skills in the development and management of your organization's annual budget.

As a team manager, I am responsible for developing and managing the budget and anticipating the current and future needs of the team. I identify the priorities and plan for the ever-changing needs of the region and combine that with the goals and objectives of the organization for each coming year and estimate the projects and budget that I would need for my team, which then gets rolled into the Overall Work Program (OWP).

7. Tell us about any experience you may have in identifying possible grants to assist your organization, or its partner agencies, in support of the financing of proposed capital or programmatic projects. As part of your answer, please include an overview of your experience regarding grant management.

At SACOG, I was involved in BUILD, INFRA and now RAISE grant application process, the state sustainable planning grants, and the regional flexible spending grant over the last

several years. We have a strong partnership with the State Department of Transportation and other local partners and transit agencies to apply for funding. Our team has provided technical assistance to funding applications such as Benefit Cost Analysis and coordinated with partner agencies to identify and prioritize projects for better alignment with funding opportunities. I have worked with the ITS regional group to identify and develop a list of priority projects aligned with the different ITS funding, such as ATCMTD.

I understand the need for performance-based programming, the importance of big data, and a data-based methodology for prioritizing projects so that we are ready and creative in bringing in funding. Examples of grants include

- Our team at SACOG has helped three multi-jurisdictional projects win over \$145 million worth of SB 1 grants to support lower congestion, freight efficiency, and multi-modal infrastructure in the region.
- Quick action and strong regional partnerships helped SACOG expedite \$112 million in CARES Act funding to 8 transit agencies, reaching an agreement just 10 days after the act was signed into law.
- SACOG's project delivery team earned \$26 million in free Obligation Authority, doubling its 2019 record of \$12.7 million. This makes our region second in the state — only to Los Angeles — which gets five times our annual share but only won \$30 million. The bonus Obligation Authority enabled the SACOG region to program \$26 million more of federal funds.

8. What is your philosophy and approach to build a strong team environment and motivating your employees to perform at their highest levels?

Strong teams start with good leaders. I believe the success of any organization rest on the ability of its leader to motivate and build a strong, lasting team and provide a nurturing environment where your staff can thrive without constant management and monitoring.

My philosophy is that while a team needs both a strong leader and a manager if your goal is to build a high functioning team, it's more important to be a leader than to be a manager. Leaders create a vision and inspire people to turn that vision into reality in their own way. Leaders focus on people and build relationships and think long-term. I embrace this philosophy and use several leadership styles to build a strong team and motivate them depending on the situation. Primarily, I am a transformational leader who embraces change positively and encourages the team to continually seek improvement and growth. I am also a coaching style manager who will train, motivate and develop my staff to achieve full potential. And finally, I am a decisive leader who communicates clearly what is expected of them, at what time, and to what standard.

Your team will rely on you to provide direction, motivation, and reassurance when times are tough. I will support my staff and clear roadblocks to ensure we achieve the organizations' goals.

My approach to motivating my staff is to be flexible and offer what each person needs to thrive in that space. The success of a good leader is to understand staff as individual contributing people and provide them what they need. I enjoy investing time in people to coach and mentor them and build long-term relationships. When you engage and motivate a person, they go further than if you give them just goals. Every project I have undertaken, I have transformed my coworkers and staff to function as a single unit and produced a result that was far superior to if they were individual contributions without the sense of belonging to a team.

9. The inherent nature of a TPO/MPO involves the development and maintenance of strong intergovernmental relationships with the various local governments and their representatives who are members of regional planning organization. Tell us how you have fostered such relationships in your current and/or previous posts, highlighting any "lessons learned" you have developed, particularly with challenging and/or high-profile projects involving TPO/MPO projects and programs.

As mentioned above, the Sacramento Area Council of Governments (SACOG) is both an MPO and a COG made of 6 counties, 22 cities, 11 transit agencies, the California Department of Transportation (Caltrans), and 2 RTPAs. About two-thirds of my time is invested in getting to know our regional partners and fostering strong intergovernmental relationships with them. We have a strong relationship with all our partner and member agencies because we take time to understand their issues, challenges and where we can, we provide assistance in helping them. We make sure that all our partner agencies know that our intent is to support and collaborate, and it is all about partnership.

SACOG has 4 committees, whose members are appointed by the Board, and multiple advisory committees, comprised of key interest groups and partner planning agencies.

During my tenure at SACOG, I have worked with and engaged effectively with all these groups, both by presenting information and engaging in discussions as well as building consensus on action items. As the project manager of the most significant project at our agency, the MTP/SCS, we take staff reports monthly to the appropriate committees and advisory committees. We provide regular monthly presentations, have discussions to educate the Board on relevant topics, reintroduce topics regularly, and engage them in discussions before asking them to act or decide on any course of action. We recognize that the Board is busy and use plain language, plenty of visuals, and graphics. Our

internal team spends time bringing the best information possible and investing time to understand the "why" and the "how" and conveys that to the Board.

Regular and continuous communication and collaboration happens between the SACOG staff and elected officials and between member agency staff members, partner agencies, and the SACOG staff. Every agency is unique, and effective communication happens when you can understand and value the uniqueness and challenges that each agency faces and partner together to bring something bigger and meaningful for the benefit of the member agency and the region.

My approach to fostering collaboration and lasting relationships uses a three-step approach. 1st step is to invest time to understand the perspective of the Board/agency. The second is to understand what effective communication looks like for each board member and define the expectation of what constitutes effective communication. Invest in building trust-based relationships through effective communication. And third and final, focus on values and interests, rather than on polarizing positions. Showing what is important - whether it's housing or walkable communities or safe routes to schools or providing a range of transportation options to a wide range of people- the fundamental value of their communities matters rather than political views or personal differences. The Board can flip flop on issues, but my personal view is that they always come together when asked value-based questions. My job is to find that common value and invest in options for mutual gains.

One of the lessons I learned at the beginning of my tenure at SACOG was that you must understand the needs and priorities of each of your partner agencies. MPOs are focused on long-term planning while cities and counties have a more immediate operational need that their staff needs to focus on. I also realized that each agency is different in its needs, challenges, and priorities. A plan that fits all will rarely work for anyone. I learned from listening and understanding that each agency is unique and allows that uniqueness to happen while also looking to invest in options for mutual gains and regional growth. Effective and continuous communication, flexibility, thinking outside the box, and finding common grounds are crucial to building consensus.

The strategy that worked for me for this project and another project was to work parallelly with the Board, stakeholder groups, and partner agencies to find near-term solutions, marry them with long-term strategies, and build relationships.

A few examples of multi-jurisdictional high profile high, stake projects where having a strong intergovernmental relationship paid for a better future are listed below:

Congestion Management Process (CMP): I used this method when managing the CMP at SACOG. We engaged with multiple stakeholders, including Caltrans, the City of

Sacramento, the County of Sacramento, and two RTPAs to produce our first CMP report that FHWA cited as a gold standard for other MPOs to follow.

Managed Lane Projects: This is a project I co-managed with the State Department of Transportation because of the trust the local agencies had in SACOG. I have also used these techniques in building consensus for the managed lane projects we are planning in the SACOG region. I collaborated with and built consensus on exploring the different pricing alternatives for the managed lane projects with Caltrans and other stakeholders. Since this was the first road pricing project in the SACOG region, all agencies came together to develop feasible alternatives.

Smart Region Sacramento: I used the same techniques to build buy-in for the Smart Region Sacramento and build a regional technology infrastructure plan by finding common grounds and investing in options for mutual gains.

Broadband: I collaborated with Valley Vision, a civic leadership stakeholder group, to focus on the legislation on broadband and bring in more funding to promote broadband in rural areas of SACOG.

Air quality conformity: I negotiated and had buy-in from California Air Resource Board (CARB) and Environmental Protection Agency (EPA) in developing a different method of testing for air quality conformity that helped SACOG pass the conformity analysis during our 2012 MTP/SCS.

10. Please provide a highlight of your experience in monitoring and/or assisting in the advancement of transportation-related legislation and project funding bills in support of your organization or member community plans and initiatives.

My experience with direct legislation has been limited. I have provided assistance and analysis in developing legislation language on the recent shared mobility opportunities such as TNC, shared bike, and other rise shares. I was also part of the Transportation for America group advancing the shared and autonomous vehicle conversation.

11. The R2CTPO's planning area is experiencing tremendous growth, calling for creative approaches for both aging transportation infrastructure as well as multi-modal growth management strategies. Please tell us about any background you may have in high-growth regions and any particularly creative or innovative approaches you have pursued to help ensure transportation systems continue to meet both the current and future needs of the area.

The SACOG region encompassed by the six-county region has experienced tremendous growth in the last decade and a half. Parts of Sacramento and Placer county are still growing at a rate higher than the rest of California due to the shift in people moving inland from California's coastal regions. The population growth in the SACOG region went from 1.9 million in 2000 to over 2.5 million in 2020. This has put a lot of strain on our aging

transportation infrastructure similar to R2CTPO. We also needed an expanded transportation network to address the mobility issues in the region. Similar to R2CTPO, SACOG regional economy is dominated by the health, government, and educational sector.

The best two strategies that has worked for SACOG are

1- be creative in looking for funding; Align every work we do to with performance information and prioritizing projects for funding, should opportunity arise.

2- Integrated Land Use and transportation planning (similar to Florida's Growth Management) to help build a sustainable system and to prioritize transportation investment dollars. I am fortunate enough to have about 12 years of experience working at SACOG, who is a national award-winning Metropolitan Planning Organization, a trailblazer in recognizing sustainable communities strategies that connect land use and transportation, and was the first MPO to successfully demonstrate significant GreenHouse Gas (GHG) saving through regional planning.

12. Describe your personality in five bullet points of five words or less for each bullet point.

1. Dynamic and positive outlook of life
2. Adaptability & goal oriented – I am very flexible to changes, while not losing sight of the goal.
3. Lifelong learner – I seek better ways to improve and build on.
4. Resourceful – Resilient and calm under pressure
5. Connectedness – builds connections with people and make them feel valued.

13. Describe your management style in five bullet points of five words or less for each bullet point.

1. Natural leader & mentor – Cultivates the potential in others and derive satisfaction from progress.
2. Strategic thinker – long term planning
3. Decisive decision maker - making right decisions in the best interest of the org
4. Project development & management – Thrives under pressure, stays calm and focused.
5. Creative problem solving – innovative and loves to think outside the box.

14. What is the difference between leadership and management? Are you a leader or a manager? Explain your response.

I am both a natural leader and a very competent manager depending on the situation.

I believe that both leaders and managers are equally important, but they have very different roles to play. So, if the goal is to create stellar teams, I believe it's more

important to be a leader and mentor and coach the team. But, if the goal is to create a stellar product, I believe you need a great manager.

Strong teams start with good leaders. I believe the success of any organization rest on the ability of its leader to motivate and build a strong, lasting team and provide a nurturing environment where your staff can thrive without constant management and monitoring.

Leaders create a vision and inspire people to turn that vision into reality in their own way. Managers set goals and provide a road map for achieving the goals. Leaders are change leaders and take risks. Managers focus on setting and measuring goals and following set directions. Leaders focus on people, build relationships, and think long-term; managers build systems and processes and focus on structures necessary to achieve and measure goals. Good leaders create good teams, whereas good managers create good work products.

My approach to team building is to be flexible and offer what each person needs to thrive in that space. The success of a good leader is to understand staff as individual contributing people and provide them what they need. I enjoy investing time in people to coach and mentor them and build long-term relationships. When you engage and motivate a person, they go further than if you give them just goals. Every project I have undertaken, I have transformed my coworkers and staff to function as a single unit and produced a result that was far superior to if they were individual contributions without the sense of belonging to a team. I coach and mentor high schoolers on speech and debate outside of work.

But I am also a very competent manager. I set my expectations clearly at the beginning of any project. I communicate clearly what is expected of them, at what time, and to what standard. I provide structure and goals, and I am consistent in my expectations. I provide direction, motivation, and support and clear roadblocks for them. I do regular check-ins and expect them to complete their work to the highest standards possible within the time and budget of the project.

15. If you are selected for this position, what do you believe will be your greatest, most immediate challenge in your new role and why it presents a challenge.

I would need an in-depth understanding of the region's financial, cultural, and political climate before answering that question. But, one of the trends I have been noticing around the country is the financial gap that is widening between available funding and the needs of the region, such as aging infrastructure, maintaining the operational needs of transit agencies with the continuing decline of transit ridership, and lower gas tax revenues from cleaner vehicle technology. So, one of the immediate challenges I will face will be finding ways to apply for more funding and getting the region ready to apply for

any funding opportunities that might raise by identifying and aligning regional multi-jurisdictional projects ahead of time.

16. When we conduct a comprehensive background investigation and reference checks, what will we find that may warrant explanation or that could be of concern to the R2CTPO?

I don't believe you will hear anything other than a positive endorsement from anyone who has ever worked or interacted with me.

17. What will we find in an internet search of press coverage that may be controversial or of concern to the R2CTPO? Please provide whatever explanation you think is appropriate to help us understand what we will find.

I don't believe you will find any negative press coverage or controversial statements about me in your search.

18. Are you currently involved in any other searches, and what is your status in those searches?

I am not currently involved in any other searches.

19. Please describe your desired compensation range and related benefit package if you are ultimately selected as the final candidate for this position. If you were selected and offered an acceptable compensation package, what concerns or hesitations do you have that would need to be resolved before you would be ready to accept the position as R2CTPO's next Executive Director?

I don't have any concerns or hesitations. My desired compensation range is negotiable, but my expectation is that the salary negotiation starts somewhere around \$150,000.

20. What are the three most important questions you have for R2CTPO Board of Directors?

1. What are the most critical or top challenges you are facing in your region now?
2. How does the Board build consensus and create a strategic vision for the region and the agency?
3. How do you evaluate success in this role?

ERIC MILLER



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

River to Sea TPO (R2CTPO)
Executive Director Pre-Interview Questionnaire
Due NLT Thursday, March 3, 2022, at 11:00 PM CST

Full Name (first, middle, last): Eric Wayne Miller

Nicknames (if any): _____

Please provide your cell, home, and office numbers to facilitate contacting you if needed.

Cell: (309)251-7225

Home: same

Please answer each of the following questions completely and thoroughly.

1. How many employees, and what size budgets did you oversee in your last three positions?
 - Executive Director 2013- present Tri-County Regional Planning Commission (TCRPC)-10-12 Employees, \$2.5m -\$3m annually
 - Program Manager 1999-2013(Dept. Head) TCRPC 4-8 employees, \$300k-\$1.5m (variance dependent on projects and grant awards)
 - Project Manager 1997-1999 (No supervisory duties- work collaboratively with staff to execute projects \$25k-\$200k)
2. Please detail the specific Departments or Divisions you have supervised in your last three positions.
 - Executive Director (TCRPC)-Lead and direct MPO staff of 10- 12.
 - Program Manager (TCRPC)- Lead and Direct GIS/data collection staff of 4-8 people.
 - Project Manager (Farnsworth Group)- No supervisory duties- work collaboratively with staff to execute projects.
3. Please describe why you left your last three positions. Additionally, are there any gaps in excess of two weeks in your employment history including any short-term (i.e., approximately 1-year or less) posts that may have occurred in your career? If so, please explain in detail.
 - Executive Director (TCRPC) Still working in this capacity.
 - Program Manager (TCRPC) (internal candidate and interim director at the time) Interviewed and selected to fill role of Executive Director.
 - Project Manager (Farnsworth Group)- Offered new position at organization where I was previously employed.

- No gaps in employment since 1989 (beginning of professional career)

4. Please describe your experience and skills in strategic planning and visioning? How do you facilitate development of a clear vision for both the organization and the regional planning area and effectively communicate that vision?

In my time as ED at TCRPC I have facilitated three strategic planning sessions with the board and participated in numerous strategic and planning efforts outside of my time as director - Education of participants is always a critical task. Education is accomplished in several ways, one on one meetings, forwarding reading materials, orientation sessions for the group. Listening sessions are also important. During these educational meetings, I actively listen to ideas, concerns, and issues that participants have. It is my opinion that most stakeholder can effectively participate in visioning sessions when they have full or at least better understanding of the objective. Sitting on an MPO board can be complex and overwhelming with officials that are extremely busy with many other priorities and agendas.

5. Please tell us about your project management experience. As part of your answer, please describe the most complex project you have coordinated. Outline the steps you took to ensure political, organizational, and community support for the initiative, highlighting specific challenges you faced, and how you overcame them to successfully implement the project.

As my career developed, I have had the opportunity to manage many complex projects. For several years as a Program Manager, I managed traffic counting data collection contract with the Illinois Department of Transportation. The project area was for a 11-county area in Central Illinois outside of our MPO boundary. The project involved having technicians collect 24-hour, 48 hour and peak hour intersection counts for the Illinois Department of Transportation biennial traffic count program. Because IDOT normally contracted this out to a private consultant, I had to ensure that local elected leaders (both at the State and Local level) were comfortable in awarding a public sector organization this project. We also had to closely work with IDOT staff who were uncomfortable with the relationship at first. Our project execution and delivery overcame their skepticism. The project was successful as the contract renewed twice before the State reorganized the program into a single consultant responsible for the entire state.

6. Please describe your experience and skills in the development and management of your organization's annual budget.

Since becoming Director of TCRPC, I have developed and managed six multi-million-dollar budgets. I schedule monthly meetings with our finance staff to monitor monthly results, I also, have regular touchpoints in staff meetings to listen to staff and provide guidance on the management of individual projects. Financial controls are in place to monitor expenses related to projects or indirect costs.

7. Tell us about any experience you may have in identifying possible grants to assist your organization, or its partner agencies, in support of the financing of proposed capital or

programmatic projects. As part of your answer, please include an overview of your experience regarding grant management.

Grant identification and subsequent application is an important part of planning at any level. It is an invaluable service that an MPO can provide to its region. Under my leadership at TCRPC, we were awarded many State and Federal planning and construction grants. Also, TCRPC has applied for many planning and construction grants on behalf of our member communities. In identifying grants, many times you simply need to pay attention to federal and state programs who are obligated to distribute federal and state funds. Grant management can be integrated into the fiscal system, with coordination between the planning staff and the financial staff.

8. What is your philosophy and approach to build a strong team environment and motivating your employees to perform at their highest levels?

My philosophy in building a strong team environment is to provide team members with the confidence, skills, and equipment necessary to complete their work within budget and time frame. Communication is a key component of this approach. Communicate clear direction and goals. Provide support (including working on the project myself). Listen to the feedback provided to your direction. Adjust based on situation and feedback. Reward and recognize employees for work well done.

9. The inherent nature of a TPO/MPO involves the development and maintenance of strong intergovernmental relationships with the various local governments and their representatives who are members of regional planning organization. Tell us how you have fostered such relationships in your current and/or previous posts, highlighting any "lessons learned" you have developed, particularly with challenging and/or high-profile projects involving TPO/MPO projects and programs.

Building strong relationships with MPO members in the region is critical to the success of the organization. My philosophy on building these relationships first involves members education or orientation to the MPO, what the MPO can do and what the MPO cannot do. Members of the MPO are usually very busy with their primary work, or their duties to their jurisdiction, or with other things. Their MPO responsibility is sometimes third or fourth on the priority list. In my current role, I look for opportunities to interface with representatives outside of the normal MPO structure. I am involved with Chamber of Commerce, Local Mayors Caucus, speak regularly at service organizations such as Rotary.

10. Please provide a highlight of your experience in monitoring and/or assisting in the advancement of transportation-related legislation and project funding bills in support of your organization or member community plans and initiatives.

In 2019 the State of Illinois passed a \$45 billion capital bill. As the director of the MPO, we provided guidance and support to area legislators and communities on regional priorities and individual community projects that could benefit from the funding program. Of note, I testified in front of a Senate Panel indicating that my agency went out and sought support from over 30 units of local government that the state motor fuel tax was insufficient given the current needs of the system. The bill provided an 18c per gallon MFT increase, and was also, for the first time, indexed for inflation.

I also led an effort to get capital funding to improve pedestrian and bike safety on a major river crossing. Because of our efforts, The Bob Michel Bridge will add a 14-foot barrier protected ped/bike lane to its structure at a cost of 24 million dollars. The project is currently being “fast tracked” with construction beginning in March of 2023

I am currently involved with a coalition of local leaders (led by the City of Peoria Mayor and former Federal Secretary of Transportation Ray LaHood) who wish to restore passenger rail to the Peoria region. In this project we have had communication and contact with many state and federal legislators, the IDOT, including several meetings with the Secretary of Transportation, we have met with the Federal Rail Administrator Amit Bose as well as the Amtrak CEO Mr. Stephen Gardner. I am now tracking the newly created FRA program -Corridor Identification and Development Program created by the Bipartisan Infrastructure Law. It is our intention to apply for planning funding once the program is announced as well as work with the State to continue to move the project forward.

11. The R2CTPO’s planning area is experiencing tremendous growth, calling for creative approaches for both aging transportation infrastructure as well as multi-modal growth management strategies. Please tell us about any background you may have in high-growth regions and any particularly creative or innovative approaches you have pursued to help ensure transportation systems continue to meet both the current and future needs of the area.

The State of Illinois and my region experienced a population loss according to the last US census. So, I do not have direct experience in managing a high growth area such as what the R2CTPO is currently experiencing. However, aging infrastructure, pivots in transportation policies, placing importance in alternative modes is something that I do have experience. In my current job, we strive to use data driven approaches to build consensus and develop priorities and then communicate those priorities to stakeholders and decision makers.

12. Describe your personality in five bullet points of five words or less for each bullet point.

- a. Confident
- b. Introspective
- c. Diplomatic
- d. Conscientious
- e. Loyal

13. Describe your management style in five bullet points of five words or less for each bullet point.

- a. Responsible
- b. Helpful
- c. Hands off
- d. Open minded
- e. Comfortable with critical feedback

14. What is the difference between leadership and management? Are you a leader or a manager? Explain your response.

Leadership is vision and communication; Management is the organized execution of the vision to achieve results. It took me some time to differentiate the two when I was first named Executive Director of the TCRPC. Now, I value the leadership role more than ever and see the importance of it in an organization. I still try to delegate the management role as much as practical. However, within a small organization the leadership does not come without management responsibility. Sometimes you must roll up your sleeves and get the work done.

15. If you are selected for this position, what do you believe will be your greatest, most immediate challenge in your new role and why it presents a challenge.

Developing and building trust and relationships with the staff, Board of Directors, and various stakeholders will be the most immediate challenge for this role. There are many players in the organization, and it will take time to meet with all of them. I think gaining trust from staff, stakeholder and board members simply takes time. Understanding the political environment will also be a challenge.

16. When we conduct a comprehensive background investigation and reference checks, what will we find that may warrant explanation or that could be of concern to the R2CTPO?

No, Nothing of concern

17. What will we find in an internet search of press coverage that may be controversial or of concern to the R2CTPO? Please provide whatever explanation you think is appropriate to help us understand what we will find.

No, Nothing of concern

18. Are you currently involved in any other searches and what is your status in those searches?

I am not involved in any other employment searches.

19. Please describe your desired compensation range and related benefit package if you are ultimately selected as the final candidate for this position. If you were selected and offered an acceptable compensation package, what concerns or hesitations do you have that would need to be resolved before you would be ready to accept the position as R2CTPO's next Executive Director?

Desired compensation package: Salary - \$140,000 3 weeks PTO, participation in **R2CTPO** Health insurance program, participation in **R2CTPO** retirement plan. Cell phone if applicable.

No concerns that would need to be resolved.

20. What are the three most important questions you have for R2CTPO Board of Directors?

- What is the reputation of the organization? How do elected official/members of participating agencies view the usefulness of the TPO?
- Is R2CTPO fully staffed?
- Has the organization faced any financial difficulties in the recent past?

ERIK STEAVENS



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

River to Sea TPO (R2CTPO)
Executive Director Pre-Interview Questionnaire
Due NLT Thursday, March 3, 2022, at 11:00 PM CST

Full Name (first, middle, last): Erik Steavens

Nicknames (if any): _____

Please provide your cell, home, and office numbers to facilitate contacting you if needed.

Cell: 4044013056

Home: same

Please answer each of the following questions completely and thoroughly.

1. How many employees, and what size budgets did you oversee in your last three positions?

In my current position I do not have a supervisory role. I manage business development activities for EXP in Georgia and Texas. I have a pipeline of projects for engineering work that exceeds \$60M.

At SL King and Associates, I managed over 50 people and was responsible for profit and loss of the firm and its subsidiaries. As a private firm, I am not at liberty to discuss financials, but our company was a DBE firms with revenues that exceeded \$8M annually.

At Texas DOT, I managed over 60 people and was responsible for operating and capital budget that exceeded \$100 million.

2. Please detail the specific Departments or Divisions you have supervised in your last three positions.

At EXP, I am in a business development and project management position. I manage transit and rail projects but also engage in business development in Georgia and Texas for all services that EXP provides.

At SL King and Associates, I ran the day-to-day operations of the firm and its subsidiaries. We worked in three areas of emphasis: (1) Energy/Utilities; (2) Water/wastewater; and (3) Transportation.

At Texas Department of Transportation, I managed the State's Rail Division. Our division was in charge of federal rail projects, high-grade crossing safety, state safety rail oversight, grant management, and assisting the Department with coordination with railroads on highway projects.

3. Please describe why you left your last three positions. Additionally, are there any gaps in excess of two weeks in your employment history including any short-term (i.e.,

approximately 1-year or less) posts that may have occurred in your career? If so, please explain in detail.

There are no gaps in my work history.

If I were to leave EXP, it would be that I would like to be engaged in transportation but from a different perspective than the architectural engineering world. I would like to either work in management consulting or be engaged to lead an organization in the public sector.

I left SL King as I had fulfilled my duties with the firm. I can onboard to help the owner of the firm transition the firm to new ownership. This took a while and the new owner wanted to focus on the energy portion of the business. I wanted to continue working in transportation and decided to pursue a new firm.

I left Texas DOT due the location of the work. My family never moved out to Texas as my wife's work decided that they would not allow telework at the time. I would go to Texas every week and fly back to Atlanta on the weekends. This becomes a bit more difficult as time went on.

4. Please describe your experience and skills in strategic planning and visioning? How do you facilitate development of a clear vision for both the organization and the regional planning area and effectively communicate that vision?

I have always been in positions where planning has been a focus. I started my career as a planner and worked my way to be head of the Albany, GA MPO. I learned early on that planning as taught in school as a technical exercise must be married with understanding of personal and political dynamics. I have seen this at an internal and external level having worked at two State DOTs, for the US Senate, and within the Federal Highway Administration. Those success find ways to be able to bridge that technical and political divide to create consensus and an environment that fosters informed decision making.

Visioning requires communication and real dialog. I look to foster discussions with different audiences. Discussions happen at the staff level, the board level, with key stakeholders, and most importantly the residents of the region. This is not a quick or painless process. There are many views and beliefs on where an area should go and many times these views can be in conflict. The goal is to find the common ground that all can stand behind. These conversations now can be had in different ways and forums as technology has allowed us to reach different audiences and get instantaneous feedback. Platforms like Instagram allow to transit visual information where twitter allows for direct comments on matters. Leveraging those platforms to get information out and more importantly receive input is critical for getting and maintaining that vision for a region.

5. Please tell us about your project management experience. As part of your answer, please describe the most complex project you have coordinated. Outline the steps you took to ensure political, organizational, and community support for the initiative, highlighting specific challenges you faced, and how you overcame them to successfully implement the project.

I have over 27 years and have managed projects that are big and small and range from transportation infrastructure to building systems to utility projects. The key on any of these efforts is to ensure that you know what the project is, what resources you have for delivering the project, and is there enough time to achieve success – in essence scope, schedule, and budget.

The most complex infrastructure project I have managed was a railroad project in Texas called Tower 55. Imagine the railroad equivalent of two interstate highways coming together at a four way stop. This is the issue at Tower 55. This project involved two major railroads and several governmental jurisdictions. The configuration of Tower 55 made freight movement difficult but also caused safety issues with blocked crossings and school children being injured trying to get to school. I helped facilitate a discussion with all the stakeholders. We were able to determine what improvements would be needed to satisfy the railroads need for freight movement, the governmental entities that wanted relieve at crossings, and some features to address pedestrian safety. In essence we got consensus on the scope. We then worked to develop the funding needed to deliver the project. We chose to work collaboratively on a grant that would leverage commitments from the governmental agencies and the railroads to fund the project. We were successful in getting a sizeable grant (\$100M) from FRA to help fund the project. We then had secured our budget. In the grant, we promised FRA we would deliver the project in 24 months. This number came from many discussions with all parties on how this multiphase project could work. We discussed risk and potential ways time could slip away. We came with a plan that would take roughly 21 months and added some time for contingencies. So we now have an informed project with scope, schedule, and budget.

In the implementation phase, we worked to ensure that there was coordination at all levels of the construction project. TxDOT committed to having an inspector on site daily to log and coordinate work efforts, the railroads provided workspace and access to the site. There were daily construction briefings and weekly project management meetings with discuss progress, potential issues, and how to mitigate any potential challenges. This process allowed us to complete the project on schedule and within budget. More importantly we had no injuries on the site during construction.

6. Please describe your experience and skills in the development and management of your organization's annual budget.

I have several years' experience in developing and managing budgets in both the public and private sector. I have worked with different methods for budgeting such as zero based or performance budgeting over my career.

7. Tell us about any experience you may have in identifying possible grants to assist your organization, or its partner agencies, in support of the financing of proposed capital or programmatic projects. As part of your answer, please include an overview of your experience regarding grant management.

I have been very active in my career in leveraging grants. Many times, grants are the catalyst for larger efforts that need a "spark" to get them going. I have developed over \$250M in successful grant applications. I know what agencies look for in successful applications. These generally are:

- *Give them what they want.* Follow the application guidelines exactly, especially all deadlines. Granting agencies write their Notice of Funding Opportunity (NOFO) in specific ways, for specific reasons. Therefore, if you really want to be awarded a grant, you must follow the instructions to the letter.
- *Be very specific about which targeted population and/or community you will be serving.* It is impossible to help everyone, and grant reviewers know this. Therefore, you must identify which population you are going to serve. For example, project will alleviate congestion by providing a new grade separated rail crossing. This new separation will allow the reduced and improved trip times to the only trauma center hospital in the region.
- *Seek funding for new programs or new components of existing programs, not routine operating expenses.* The purpose is to serve the targeted population, not to supplement an organization's budget. Therefore, the more resources you come to the table with, the better. This speaks to the matching requirements. An agency is more likely to get a grant if this is "but for" money. That is money that is the last piece of an almost complete funding scenario.
- *Often involve community partnerships or collaborations.* It is much better for two or more organizations to collaborate on a project than it is for one organization to take it on all by itself. Of course, there are always exceptions and extenuating circumstances where one organization would be better equipped to handle a program. Most programs really need plenty of support in order for them to run effectively and efficiently.
- *Be very explicit and specific about all key aspects of the grant (i.e. who you will be serving, how budgets will be expended, etc.).* Once this proposal has been accepted, stick to it to the "T" unless you get written authorization from the issuing agency permitting you to deviate from the originally agreed upon proposal.
- *Be realistic in designing the project.* Granting agencies have a lot of experience therefore they can easily determine which proposals are unrealistic and undeliverable. If your agency is unsuccessful in reaching its program goals, then everyone looks bad, including the issuing agency. Therefore, if you want to be taken seriously, make sure that your proposal is sound and well thought out.
- *Specify how and when your program is going to be evaluated.* Granting agencies usually have specific requirements regarding how and when each program must be evaluated. Spell out how you are going to accomplish this so that the agency will know that you will take their reporting requirements seriously and that you are going to follow through on all requirements of the program from start to finish.
- *Political support.* Grants for resiliency are heavily oversubscribed. Line up political support behind your application. Ensure that the local governments, the Governor's office, and your Congressional delegation are intimately knowledgeable about your project and willing to support it. This means more than just a few sentences on a letterhead. This means getting them to make calls on your behalf to the appropriate federal agency as the final decisions on these are made at that level. Every successful grant has a strong political supporter pushing actively for award.

Having worked for two State DOTs, a toll agency, a MPO, and FHWA, I have extensive experience managing grants. I have managed funding from FHWA, FTA, and FRA in my career.

8. What is your philosophy and approach to build a strong team environment and motivating your employees to perform at their highest levels?

I seek to be a leader that looks to empower the organization and its employees. To create an empowered organization, I first seek to establish a relationship with each team member. The most effective team leaders I have worked for sought to build their relationships of trust and loyalty, rather than fear or the power of their positions. I seek to be the facilitator where ideas can be fostered, and I am not the smartest person in the room. To do this there are a couple of principles that I institute:

- Consider each employee's ideas as valuable.
 - Be aware of employees' unspoken feelings. I look to be example to team members by being open with employees and sensitive to their moods and feelings.
 - Act as a harmonizing influence. Look for chances to mediate and resolve minor disputes; point continually toward the team's higher goals.
 - Be clear when communicating. Be careful to clarify directives.
 - Encourage trust and cooperation among employees on the team.
 - Encourage team members to share information.
 - Delegate problem-solving tasks to the team.
 - Facilitate communication.
 - Establish team values and goals; evaluate team performance.
 - Use consensus. Set objectives, solve problems, and plan for action.
9. The inherent nature of a TPO/MPO involves the development and maintenance of strong intergovernmental relationships with the various local governments and their representatives who are members of regional planning organization. Tell us how you have fostered such relationships in your current and/or previous posts, highlighting any "lessons learned" you have developed, particularly with challenging and/or high-profile projects involving TPO/MPO projects and programs.

A MPO by its nature is to be a forum for cooperative and informed decision making. This only happens through good relationships and lines of communication between agencies. I have worked in different roles in different agencies and all things common to success was fostering good internal and external relationships. I like to be an honest broker with folks and help them make informed decisions. In this regard I make sure folks I interact with know the good, bad, and possibly ugly of any issue. I have over time been looked at by many colleagues still in government someone that can give them situational awareness and intelligence of things going on in the industry. I take great pride that folks I have worked with over 20 years are still close colleagues that enjoy talking work but more importantly having a good meal together.

The key is finding commonality. That is becoming increasingly more difficult in this era of political discourse. Rural vs urban, city vs county can have different politics driving decisions and actions. Usually at the core finding common points such as economic development are areas where we all see common ground. The means and methods might be different but we all seek to have safe

places to live with good educational and employment opportunities. These are the basis for helping agencies work together.

10. Please provide a highlight of your experience in monitoring and/or assisting in the advancement of transportation-related legislation and project funding bills in support of your organization or member community plans and initiatives.

I have had the good fortune to have worked in the US Senate on transportation reauthorization. I have on the Senate Environment and Public Works Committee and assisted with the development of SAFETEA-LU. I understand how the sausage is made.

I have also worked closely with State Legislatures while working at State DOTs. Georgia and Texas Assemblies, there are no professional staff as these are part time legislators. The key is making connections with Senators and Representatives as they will not necessarily understand the cause and effect of some matters. I once worked with Georgia Legislature as they were about to cut matching funds for several transit providers. Without the state match support, they would not be able to continue transit operations. I met with all the affected legislators and showed them the businesses affected and some of those businesses highly leveraged the transit services for workers. In essence we made a rate of return argument that showed a small state subsidy kept several businesses in already distressed areas. This argument saved the day and funding was continued.

11. The R2CTPO's planning area is experiencing tremendous growth, calling for creative approaches for both aging transportation infrastructure as well as multi-modal growth management strategies. Please tell us about any background you may have in high-growth regions and any particularly creative or innovative approaches you have pursued to help ensure transportation systems continue to meet both the current and future needs of the area.

Having worked in Georgia and Texas, I have seen areas that face growth pressures. You face challenges in maintaining the existing infrastructure while supporting the growth that may require additional infrastructure to be put in place. Seeing how traditional funding has not been able to help areas like this, I have sought out different paths to make investments. I have worked on public private initiatives. There are groups that are now seeking to help local governments with infrastructure through various means. I have worked with Cities and Counties on funding improvements to existing buildings using energy performance financing. In essence, the savings from reduced energy use finance the improvements needed to make those energy savings. I have also worked with a company that helps governmental agencies with critical infrastructure like roads, water lines, and broadband internet. These firms seek to create a micro utility that will fund the initial infrastructure and seek to ensure it is in a state of a good repair in exchange for a monthly utility payment.

There are no one size fit all methods and many areas are looking at taking equity of out some assets to fund new improvements. I have been exposed to many of these concepts and can seek to facilitate new ways to leverage existing funding and assets to the benefit of the region.

12. Describe your personality in five bullet points of five words or less for each bullet point.

- Passionate
- Spontaneous
- Flexible
- Sense of humor
- Optimistic

13. Describe your management style in five bullet points of five words or less for each bullet point.

- Advocate
- Delegator
- Communicator
- Organized
- Risk taker

14. What is the difference between leadership and management? Are you a leader or a manager? Explain your response.

Management involves a focus on executing functions, whereas leadership is about motivating people. The skill of leading a group of people and inspiring them towards a direction is known as Leadership. It is an interpersonal process which involves influencing a person or a group, to ensure achievement of objectives, willingly and enthusiastically.

I think that I perform both as one has to manage in organization, but I feel I seek to a leader that is the advocate for my organization and region.

15. If you are selected for this position, what do you believe will be your greatest, most immediate challenge in your new role and why it presents a challenge.

Getting to know the region. I used to work with the MPO many years ago when I was with FHWA in the Florida Division Office. Building those relationships are key to success. This is a challenge still in a post COVID environment where not everyone is comfortable to in person meetings and communication.

16. When we conduct a comprehensive background investigation and reference checks, what will we find that may warrant explanation or that could be of concern to the R2CTPO?

Should be no issues.

17. What will we find in an internet search of press coverage that may be controversial or of concern to the R2CTPO? Please provide whatever explanation you think is appropriate to help us understand what we will find.

Should be no issues but I don't check the internet to see what is said about myself.

18. Are you currently involved in any other searches and what is your status in those searches?

Yes. I have some firms that are interested in my services.

19. Please describe your desired compensation range and related benefit package if you are ultimately selected as the final candidate for this position. If you were selected and offered an acceptable compensation package, what concerns or hesitations do you have that would need to be resolved before you would be ready to accept the position as R2CTPO's next Executive Director?

I would seek a fair compensation for the position. Many peers around the country make between \$150 and \$190k for a position of this size and importance.

20. What are the three most important questions you have for R2CTPO Board of Directors?

- Where do you want to see the region in three years, ten years, and thirty years?
- What is the region good at and what does it want to improve upon?
- Change is coming in transportation, are you comfortable that MPO staffing, skills, and mission might need to change vs. its current construct?

GREGORY (GREG) VENABLE



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

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

River to Sea TPO (R2CTPO)
Executive Director Pre-Interview Questionnaire
Due NLT Thursday, March 3, 2022, at 11:00 PM CST

Full Name (first, middle, last): Gregory Wayne Venable

Nicknames (if any): Greg

Please provide your cell, home, and office numbers to facilitate contacting you if needed.

Cell: 336-906-4555_____

Office: 336-883-3310_____

Please answer each of the following questions completely and thoroughly.

1. How many employees, and what size budgets did you oversee in your last three positions?

In my current position as the Transportation Planning Administrator for the High Point MPO I oversee three full-time employees and a budget that has varied from year to year, but has been as high as \$855,000 and as low as \$432,000. As a Transportation Planner with the City of High Point and the High Point MPO I supervised our summer traffic count program employees. I did not have budget responsibilities with this position. As a Transportation Planner with the City of Winston-Salem and the Winston-Salem MPO I was not a supervisor and did not have budget responsibilities.

2. Please detail the specific Departments or Divisions you have supervised in your last three positions.

In my current position I supervise three full-time employees who perform duties for both the High Point MPO and the City of High Point Transportation Department. As a Transportation Planner with the City of High Point I supervised six to eight summer traffic count positions.

3. Please describe why you left your last three positions. Additionally, are there any gaps in excess of two weeks in your employment history including any short-term (i.e., approximately 1-year or less) posts that may have occurred in your career? If so, please explain in detail.

I am currently employed by the City of High Point as the Transportation Planning Administrator for the High Point MPO and the Transportation Department. As a Transportation Planner with the City of High Point and the High Point MPO, I was promoted to the Transportation Planning Administrator. I left the City of Winston-Salem as a Transportation Planner to become a Transportation Planner with the City of High Point that offered more responsibility and an increase in pay.

4. Please describe your experience and skills in strategic planning and visioning? How do you facilitate development of a clear vision for both the organization and the regional planning area and effectively communicate that vision?

Working with an MPO and the requirements that each MPO must follow has provided me with the necessary experience in strategic planning. While not all MPOs have a strategic plan, all are required to develop long-range plans which are similar to the strategic planning process. Work with your stakeholders to develop a vision for the organization with goals and objectives defined to help achieve that vision. Provide opportunities for input, both from the organization's stakeholders as well as the organization's staff. Having people vested in the process not only from inside the organization but from the entire region helps to more easily communicate that vision.

5. Please tell us about your project management experience. As part of your answer, please describe the most complex project you have coordinated. Outline the steps you took to ensure political, organizational, and community support for the initiative, highlighting specific challenges you faced, and how you overcame them to successfully implement the project.

I've had the opportunity to manage several projects over my career, and all are unique with their own set of challenges. There has been voter approved bond projects, environmental documents, construction projects, sidewalk projects, greenway projects, and planning projects. All of these have had a variety of funding sources including local, state, and federal. All were very rewarding projects, but a couple stand out more than others. One, The Downtown Multi-modal Vision Plan for the City of High Point, was a very successful redevelopment plan around our multi-modal transportation terminal and our new baseball stadium. This plan won the 2019 Environmental Excellence Award from the Federal Highway Administration. This plan involved several community organizations coming together for a common vision for the area around the multi-modal transportation terminal. Due to the large number of community organization involved in the project it was difficult at first trying to find common ground. There were a lot of stakeholder meetings held throughout the process to get as much input as possible and get all ideas on the table. Eventually the group was able to come together for a plan that continues to the backbone for current planning and redevelopment opportunities. Another was the construction of a one-mile segment of greenway that connected two separate greenways in High Point and Guilford County. This greenway is elevated approximately 20 feet in the air and constructed out of timber. We were able to secure funding through the Congestion Mitigation and Air Quality program with the Federal Highway Administration. There were environmental issues associated with the project due to wetland impacts but we were able to design the project in a way that limited those impacts. The greenway is now one of the most unique greenways in the region.

6. Please describe your experience and skills in the development and management of your organization's annual budget.

Each year the MPO must develop our Unified Planning Work Program (UPWP). The North Carolina Department of Transportation sends letters to all MPOs across North Carolina

detailing the PL allocation for each MPO each year. This amount can vary from year to year especially if we are including any carry-over funding from the previous year. We develop the planning work program based on this funding amount and divide it into task items for the year. We are able amend the UPWP if needed over the course of the fiscal year to move funding from task to task however we must stay within our allocation. We must submit invoices to NCDOT on a quarterly basis for reimbursement.

7. Tell us about any experience you may have in identifying possible grants to assist your organization, or its partner agencies, in support of the financing of proposed capital or programmatic projects. As part of your answer, please include an overview of your experience regarding grant management.

In the Transportation Planning world, you are continuously looking for grant opportunities to provide additional funding options to help meet the needs of the communities you represent. Federal and state governments have grant opportunities that the organization may be qualified to receive. Identifying grant opportunities is a continuous process by being knowledgeable of federal and state regulations and funding opportunities. Making sure you are aware of the current transportation funding legislation at both the federal and state level. There are also potential grant opportunities available from the private sector as well. The City of High Point was just awarded almost \$20 million from the US Department of Transportation for a RAISE Grant. This grant will allow High Point to construct several miles of greenway and a streetscape project along a roadway in an area of redevelopment. This was a combined application with the North Carolina Department of Transportation. I have managed several grants including the PL Grant for transportation planning, Safe Routes to Schools grant, and a pedestrian planning grant from NCDOT. The federal grants are very involved due to the amount of oversight and required federal regulations.

8. What is your philosophy and approach to build a strong team environment and motivating your employees to perform at their highest levels?

I try and treat my employees as I would like to be treated. My group works well together and understand that I am there for them. I want each member of the team to feel free to voice their opinion on projects know that their opinion matters. Each team member have individual responsibilities and understand that we are all working together for a common goal.

9. The inherent nature of a TPO/MPO involves the development and maintenance of strong intergovernmental relationships with the various local governments and their representatives who are members of regional planning organization. Tell us how you have fostered such relationships in your current and/or previous posts, highlighting any "lessons learned" you have developed, particularly with challenging and/or high-profile projects involving TPO/MPO projects and programs.

I think the High Point MPO is successful because of the relationships we have built with our member jurisdictions, other MPOs in the region, and the North Carolina Department of Transportation. Our member jurisdictions are our customers, and it is our

responsibility to meet the needs of our customers and have their best interests in mind. We work collaboratively on transportation projects and issues that impact the High Point area. To be successful, you must develop those professional relationships on a personal level both with the elected officials and member jurisdiction staff.

There are going to be situations where you can't make everyone completely happy, especially with transportation related issues, however you can make sure that everyone understands that you understand their issues and you continue to work toward the best solution for everyone.

10. Please provide a highlight of your experience in monitoring and/or assisting in the advancement of transportation-related legislation and project funding bills in support of your organization or member community plans and initiatives.

In North Carolina all MPO's are members of the North Carolina Association of MPOs (NCAMPO). We meet quarterly to discuss transportation planning related issues in North Carolina. Part of our responsibilities is to work with the North Carolina Department of Transportation and the North Carolina Legislature on funding legislation and project funding through what we call the Prioritization Process. We have a direct line of communication to both groups and have NCAMPO members serve on various committees related to funding legislation. I have also worked with our state and federal elected officials to support our local projects throughout the MPO.

11. The R2CTPO's planning area is experiencing tremendous growth, calling for creative approaches for both aging transportation infrastructure as well as multi-modal growth management strategies. Please tell us about any background you may have in high-growth regions and any particularly creative or innovative approaches you have pursued to help ensure transportation systems continue to meet both the current and future needs of the area.

The High Point MPO is in the Triad region of North Carolina. This area continues to see high growth and a continued strain on all modes of our transportation network. We continue to pursue complete streets with all our transportation projects to try and incorporate as many modes as possible in new roadway construction projects. Currently in North Carolina we have a very serious funding shortfall so finding new ways to secure funding is very important. Public/private partnerships is one way to try and increase funding for all modes. Providing opportunities for all people to have access to the transportation network is key. Identifying new funding sources will be essential, especially as we transition to electric and hybrid vehicles.

12. Describe your personality in five bullet points of five words or less for each bullet point.

- Caring
- Dependable
- Trustworthy
- Positive
- Adventurous

13. Describe your management style in five bullet points of five words or less for each bullet point.

- Inclusive leadership
- Participate in the completion of the work
- I am not a micro-manager
- Democratic
- Team player

14. What is the difference between leadership and management? Are you a leader or a manager? Explain your response.

Leaders can be managers but not all managers can be a leader. Managers assign work tasks and use processes and procedures to get the work completed. Leaders set a vision for an organization and can communicate that vision to staff and stakeholders. I think with this position you need to be both a manager and a leader. There are requirements and deadlines to meet. You must be able to meet these requirements and deadlines or lose funding of projects and programs. These things would require strong management skills. Leaders set a vision for the organization. They work to get the most from their team. They inspire others to perform at a higher level.

15. If you are selected for this position, what do you believe will be your greatest, most immediate challenge in your new role and why it presents a challenge.

I feel the most immediate challenge will be developing those important relationships with staff and stakeholders. Staff relationships will be easier to develop because we will be working together daily. Developing those relationships with the member jurisdictions, the TCC and the TPO Board will be a little more difficult because I will not interact with most of them on a daily basis. Also, learning the working relationship between the R2CTPO and FDOT will be very important.

16. When we conduct a comprehensive background investigation and reference checks, what will we find that may warrant explanation or that could be of concern to the R2CTPO?

Nothing

17. What will we find in an internet search of press coverage that may be controversial or of concern to the R2CTPO? Please provide whatever explanation you think is appropriate to help us understand what we will find.

Nothing

18. Are you currently involved in any other searches and what is your status in those searches?

No.

19. Please describe your desired compensation range and related benefit package if you are ultimately selected as the final candidate for this position. If you were selected and offered an acceptable compensation package, what concerns or hesitations do you have that would need to be resolved before you would be ready to accept the position as R2CTPO's next Executive Director?

I feel the compensation range and the benefit package described in the recruitment is adequate. The only concern I have now is trying to coordinate moving from North Carolina to Florida.

20. What are the three most important questions you have for R2CTPO Board of Directors?

What is the anticipated start date?

Is there a relocation package?

Is there a Lead Planning Agency for the TPO?

JACK (AL) BUTLER



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)

River to Sea TPO (R2CTPO)
Executive Director Pre-Interview Questionnaire
Due NLT Thursday, March 3, 2022, at 11:00 PM CST

Full Name (first, middle, last): Jack Allison Butler

Nicknames (if any): Al

Please provide your cell, home, and office numbers to facilitate contacting you if needed.

Cell: 407-717-0247

Office: 407-554-7063

Please answer each of the following questions completely and thoroughly.

Based on your presentation to the Executive Director Search Committee on February 17, you have probably sent this questionnaire to 10 to 12 persons who made the cut from the original 26 applicants. I am grateful to be in this semi-final group; however, I respectfully suggest that how ever applicable these 20 questions may be to the deliberations of the Search Committee, I submit they are not the questions to ask at this stage of the selection process.

You are certainly providing a very thorough process of evaluating the applicants, but a statement you made in the presentation about what you have *not* done highlights the issue I face with answering these 20 questions before we discuss what, to me is a more critical applicant characteristic: style and philosophy regarding transportation planning.

I have been visiting, living in, and working in Volusia County and the coastal area of Flagler County for 50 years. We had a family vacation home in Wilbur-by-the-Sea. I have been a resident of Daytona Beach and Debarry. I worked with FDOT District 5 and performed many planning consulting projects in Volusia County. My family goes to Martin's Seafood in Flagler Beach as often as we can, although I understand it was recently sold and is undergoing changes.

These experiences and others tell me one thing very clearly: we have been doing the wrong things with regard to building the transportation system of this region.

We have been building highways in our cities rather than streets. We have been serving the needs of the distant commuter rather than those of the local resident who lives in the neighborhoods through which all those commuters are driving. We built wide divided highways where we expect pedestrians to be present, and then wonder why the State of Florida has the nation's worst safety record for pedestrians and cyclists. We build straight roads and wonder why people drive so fast. We have failed to clearly demonstrate to drivers entering an urban area that they need to change their behavior by making city streets look different from rural highways.

I am deliberately using the 'we' pronoun because I was part of this decision-making process as a local government traffic engineer, FDOT senior manager, capital program manager, and transportation planning consultant. For many years, I failed to critically examine the results we were getting for our investment dollars. We kept building more and wider roads but getting more congestion and worse safety outcomes. I could see that something was not right but could not understand what I was seeing until a few years ago.

That epiphany began when I was selected to be on the Transportation Research Board panel created to guide development of the *Highway Safety Manual*. We quickly discovered that much of the basic research we had always assumed existed had never been done. There were no studies that showed 12-foot lanes were safer than 11-foot lanes, that gradual curves were less dangerous than tight curves, or that wide roads were safer than narrow roads. However, we did find studies to demonstrate that marked crosswalks were less safe than unmarked intersections, regardless of traffic control; that red light cameras had no net benefit; and that traffic signals induced higher levels of congestion.

My belief that policy changes were needed was reinforced when I realized that we cannot build our way out of congestion simply because there is no such thing as unacceptable congestion. Every car caught in a traffic jam is there voluntarily. The driver may complain about the commuting time, but was it really a surprise it would take this long to get to work when they bought that house in a distant subdivision—one made possible by recently constructed highway capacity?

I live in Winter Garden, Florida, in the western part of Orange County. Winter Garden is ranked among the Top-10 places to live in the USA by Apple Computer in large part because it has an active, walkable downtown and a strong sense of community reinforced by its having the top farmers' market, according to a national poll. The people who socialize, dine, and shop along Plant Street in downtown Winter Garden are not country folks going to town for supplies. They are upper-middle class people with substantial disposable incomes—the kind of people I suspect Volusia and Flagler Counties would like to attract, along with the businesses that cater to them. Notably, there are no big-box stores or chain restaurants in downtown Winter Garden, mainly because Plant Street is at a human scale: narrow, curving, one-way, one-lane, brick-paved paths on either side of a substantial tree-lined median with fountains, seating, and a wide walkway. It has not always been this way. Winter Garden had a mostly abandoned downtown 25 years ago, and the center of Plant Street was a railroad track.

Have you noticed that no new downtowns have been built anywhere in Florida since 1925? The land bust, the Depression, and World War II explain the absence of such construction from 1926-1945, but what happened after that? We changed. We started building cities designed to serve the automobile rather than the humans inside them or the humans living along the streets these vehicles traveled. We stopped making things locally and depended on transportation to deliver goods to us. We stopped living on city streets arranged in a grid pattern where we had many ways to walk to a nearby destination and started constructing

standalone neighborhoods of cul de sac streets where the only way to get anywhere was to drive out of that neighborhood, go down a multi-lane arterial road, and then into a shopping center or another subdivision. We adopted zoning ordinances that segregated land uses. We made sure our residential subdivisions never changed by including restrictive covenants in deeds. We adopted land development regulations to enforce these changes in urban form.

The biggest problem, though, was the impact of these decisions on the ability of our communities to evolve or grow in an organic manner, as they had been able to do for thousands of years. A new housing subdivision looks the best it ever will at the moment the last house is sold and can only decline over time. The same is true for commercial developments. How many downgraded shopping centers dot the Central Florida landscape? We make it easier for people to build new further out than to rebuild what already exists and closer to where people live. We talk about multi-modal transportation but build our cities so that transit can never succeed. We want mixed-use developments but have no examples to show the developer industry how they can make money building them. As our houses get closer together, our neighbors get further away. We are not being successful in leading our communities to a better future.

So, rather than give you a stock answer on the difference between leadership and management or describe how I build an agency budget, I need to ask you whether the elected officials and community leaders of the River to Sea TPO service area are ready to change what we have been doing for the last 75 years and revert to the proven successful pattern of creating a community built at a human scale. Are they willing to consider projects like making A1A a downtown city street of the type exemplified by Plant Street in Winter Garden? Do they want someone as their executive director who will encourage them to consider significant changes to business as usual?

Once we know the answers to such questions it may be worth their time to read my answers to the 20 questions listed below. If their answer is "No," then I understand that I will not move to the next round of interviews and you will have avoided reading answers that had no role in making the decision.

Thank you for your consideration of this admittedly unusual request.

1. How many employees, and what size budgets did you oversee in your last three positions?
2. Please detail the specific Departments or Divisions you have supervised in your last three positions.
3. Please describe why you left your last three positions. Additionally, are there any gaps in excess of two weeks in your employment history including any short-term (i.e., approximately 1-year or less) posts that may have occurred in your career? If so, please explain in detail.

4. Please describe your experience and skills in strategic planning and visioning? How do you facilitate development of a clear vision for both the organization and the regional planning area and effectively communicate that vision?
5. Please tell us about your project management experience. As part of your answer, please describe the most complex project you have coordinated. Outline the steps you took to ensure political, organizational, and community support for the initiative, highlighting specific challenges you faced, and how you overcame them to successfully implement the project.
6. Please describe your experience and skills in the development and management of your organization's annual budget.
7. Tell us about any experience you may have in identifying possible grants to assist your organization, or its partner agencies, in support of the financing of proposed capital or programmatic projects. As part of your answer, please include an overview of your experience regarding grant management.
8. What is your philosophy and approach to build a strong team environment and motivating your employees to perform at their highest levels?
9. The inherent nature of a TPO/MPO involves the development and maintenance of strong intergovernmental relationships with the various local governments and their representatives who are members of regional planning organization. Tell us how you have fostered such relationships in your current and/or previous posts, highlighting any "lessons learned" you have developed, particularly with challenging and/or high-profile projects involving TPO/MPO projects and programs.
10. Please provide a highlight of your experience in monitoring and/or assisting in the advancement of transportation-related legislation and project funding bills in support of your organization or member community plans and initiatives.
11. The R2CTPO's planning area is experiencing tremendous growth, calling for creative approaches for both aging transportation infrastructure as well as multi-modal growth management strategies. Please tell us about any background you may have in high-growth regions and any particularly creative or innovative approaches you have pursued to help ensure transportation systems continue to meet both the current and future needs of the area.
12. Describe your personality in five bullet points of five words or less for each bullet point.
13. Describe your management style in five bullet points of five words or less for each bullet point.
14. What is the difference between leadership and management? Are you a leader or a manager? Explain your response.
15. If you are selected for this position, what do you believe will be your greatest, most immediate challenge in your new role and why it presents a challenge.

16. When we conduct a comprehensive background investigation and reference checks, what will we find that may warrant explanation or that could be of concern to the R2CTPO?
17. What will we find in an internet search of press coverage that may be controversial or of concern to the R2CTPO? Please provide whatever explanation you think is appropriate to help us understand what we will find.
18. Are you currently involved in any other searches and what is your status in those searches?
19. Please describe your desired compensation range and related benefit package if you are ultimately selected as the final candidate for this position. If you were selected and offered an acceptable compensation package, what concerns or hesitations do you have that would need to be resolved before you would be ready to accept the position as R2CTPO's next Executive Director?
20. What are the three most important questions you have for R2CTPO Board of Directors?

JAMES BOYLE



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

River to Sea TPO (R2CTPO)
Executive Director Pre-Interview Questionnaire
Due NLT Thursday, March 3, 2022, at 11:00 PM CST

Full Name (first, middle, last): James Daniel Boyle

Nicknames (if any): _____

Please provide your cell, home, and office numbers to facilitate contacting you if needed.

Cell: 907-570-2152

Home: 907-570-2152

Please answer each of the following questions completely and thoroughly.

1. How many employees, and what size budgets did you oversee in your last three positions?

In my current role. I directly manage five positions. The Planning Department budget is approximately \$700,000 annually.

As Chief of Statewide Planning for the Alaska Department of Transportation and Public Facilities (AKDOT&PF), I managed 10 positions. The Program Development Office budget was approximately \$5 million annually.

As Planning Manager of Programs and Aviation for Central Region DOT, I managed five positions. Annual budget of \$2 million.

2. Please detail the specific Departments or Divisions you have supervised in your last three positions.

In my current position, I am the Director of Planning for the Sacramento Regional Transit District. I manage all activities of long range and short planning. Also manage the District's Title VI program.

As Chief of Statewide Planning for AKDOT&PF I managed the Statewide Transportation Improvement Program department, Long Range Planning Department, Multi-modal Department and the Alaska Public Transit Office.

As Planning Manager of Programs and Aviation for Central Region AKDOT&PF I managed the planning section and aviation department.

3. Please describe why you left your last three positions. Additionally, are there any gaps in excess of two weeks in your employment history including any short-term (i.e., approximately 1-year or less) posts that may have occurred in your career? If so, please explain in detail.

I am currently still employed at SacRT as the Planning Director.

I left my job as Chief of Statewide Planning at AKDOT&PF to take on my current role. It was not an easy decision, Alaska is beautiful place to live and work, but the opportunity I had in Sacramento was a good one that allowed me to reunite with previous coworkers from Jacksonville Transportation Authority (JTA) to lead the bus redesign effort in Sacramento.

I was promoted from Planning Manager of Programs and Aviation in Central Region to Chief of Statewide Planning for AKDOT&PF and moved to Juneau from Anchorage.

4. Please describe your experience and skills in strategic planning and visioning? How do you facilitate development of a clear vision for both the organization and the regional planning area and effectively communicate that vision?

One of my most recent projects at SacRT was the development of our five year Strategic Plan. I initiated this project as we were also developing our major bus redesign efforts. These were major projects for the District that touched every division and department. I was asked to lead the Strategic Planning effort due to my ability to get people interested in a major effort and keep their attention. A major part of strategic planning and visioning is to set a clear goals. Everyone needs to clearly understand their role, what we are doing and how their work fits in to achieving an organizational or regional vision. Leading such efforts is no easy task, often there is lots of skepticism. A good leader has to first believe in what they are doing so it comes across as believable and honest. When people see your honesty, enthusiasm and dedication and clearly understand the vision and how it impacts them, it is much easier to gain momentum and end up with a great product with buy in from the organization or community. I have been extremely successful throughout my career in communicating a vision by being honest, enthusiastic, concise, and listening to people and making them feel a like they are truly a part of the process.

5. Please tell us about your project management experience. As part of your answer, please describe the most complex project you have coordinated. Outline the steps you took to ensure political, organizational, and community support for the initiative, highlighting specific challenges you faced, and how you overcame them to successfully implement the project.

I have close to 20 years experience with project management. In my career I have managed and developed in house projects, such as currently updating SacRT's Short Range Transit Plan all in house. I have also managed very large, complex efforts such as the SacRT Forward bus redesign project for SacRT and commuter rail planning efforts while at JTA in Jacksonville. I have managed scores of studies and projects utilizing consultants as well.

The most complex project I have ever managed was the SacRT Forward project at SacRT. This was a major, complete overhaul of the entire SacRT bus system. With over 80 routes and 300 buses this was a major undertaking the General Manager and Board set into motion and I was hired to lead the effort. With such a large undertaking, I had to come in and hit the ground running. It was important to first understand and know the

system and service area. I also worked to hire consultants who would assist us in our efforts. I immediately became familiar with the local grassroots organizations, citizens, stakeholders and customers as they would be invaluable part of the entire process. The plan was two parts. First, was the initial planning, public and rider outreach and designing a new network the SacRT Board would adopt for implementation. The second part was implementation of the network was once adopted. I led both efforts.

The project required a deal of coordination and communication with both internal and external stakeholders. I developed a very detailed timeline, public outreach plan and stakeholder coordination plan. I also initiated a detailed data collection process, which included utilizing all data from our internal systems and surveys of riders and the general public. Rider and public outreach was paramount to the success of the project. I gave monthly updates to the SacRT Executive Management team and to the SacRT Board. I spoke at every quarterly SacRT staff meeting and monthly managers meetings to give updates on the project. Constant and consistent messaging is important with major projects.

Once we had Board adoption of the new network, I turned my attention to implementation. I assembled a team with representatives from every department and held weekly meetings on our progress. Everything basically changed over night when the new system went live and the coordination with internal staff as well as making sure we were constantly communicating with our riders, led to a hugely successful implementation.

6. Please describe your experience and skills in the development and management of your organization's annual budget.

I work very closely with our Finance Department on an annual basis to develop the Planning Department's budget, which ties into the Strategic Planning Performance metrics that were developed as a part of the Strategic Plan update that I led. My budget includes labor and non-labor. I look back at the previous years expenses and build from there. I also take into account any projects or upcoming work that needs to be completed in the upcoming fiscal year. I take into account any travel that may need to occur for conferences or training. I always build that in so my employees have opportunities to grow professionally. I work with our administrative team to budget office supplies or upgrades to staff office equipment. I plan ahead to determine how much outside assistance we need in terms of consultant help, temp staff or interns. My role at AKDOT&PF I was responsible for developing the central region's annual work program and at the statewide level developing the annual work program and budget for states three regional planning offices in coordination with their staff.

7. Tell us about any experience you may have in identifying possible grants to assist your organization, or its partner agencies, in support of the financing of proposed capital or programmatic projects. As part of your answer, please include an overview of your experience regarding grant management.

I have a great deal of experience with grants. There is a very close relationship between planning and grants. In all of my positions I have had to the opportunity to identify grant opportunities, work with staff on writing grants and partnering with other agencies on grants. Going back to my time at JTA in Jacksonville, I was successful in identifying projects for funding and assisting in the grant preparation to win federal dollars to construct transit related infrastructure to support our regional commuter bus service and the now implemented bus rapid transit service. I also helped write an American Recovery Act (ARRA) grant in 2008, which we got awarded. In my current role, I work very closely in grant preparation and am often on coordination calls with Caltrans, our regional MPO SACOG and other local jurisdictions to partner on grant applications to secure funding for our region. We have successfully won several grants from Caltrans during my tenure at SacRT that has helped to fund numerous plans and studies, but also have helped to secure capital funding for light rail projects and bus purchases. I also actively manage grants in my department to ensure we are spending funds appropriately, keep track of invoices and payments and meeting all grant deadlines from the state or federal government.

8. What is your philosophy and approach to build a strong team environment and motivating your employees to perform at their highest levels?

I first believe in treating people with kindness, decency and respect. We are all professionals and everyone that works for me or I work with, I treat the same. I do not believe in favoritism. Everyone should be given the same latitude to do their job and I give my employees the latitude they need to be independent to be creative and innovative. I am a big believer in collaboration and working together as a team. I have managed many large, complex projects with numerous team members and I believe keeping a positive attitude lends to stability and a good work environment. I have great working relationships with all my employees and am always there for to them. I always try my best to provide encouragement even when things are tough. I remind them to keep our eye on the end goals and we will get there together.

9. The inherent nature of a TPO/MPO involves the development and maintenance of strong intergovernmental relationships with the various local governments and their representatives who are members of regional planning organization. Tell us how you have fostered such relationships in your current and/or previous posts, highlighting any "lessons learned" you have developed, particularly with challenging and/or high-profile projects involving TPO/MPO projects and programs.

Throughout my career I have always worked closely with local governments and developed intergovernmental relationships to foster regional transportation collaboration. In my current role, I work with all of the local jurisdictions within our service area including SACOG, Caltrans and the numerous transit providers in the region. I attend monthly meetings with all of our local jurisdictions; monthly and quarterly coordination meetings with Caltrans. I often make presentations to SACOG transit and transportation committee and have presented to the full 32 member SACOG Board. In my roles in Alaska I fostered relationships with many local native Alaskan

villages and jurisdictions within Fairbanks, Anchorage and Juneau. Creating a trust between the local Native Alaskan Tribes was a key component of my jobs while working at AKDOT&PF. While I was in Jacksonville, my position as regional planner led me to creating new relationships with many local jurisdictions outside of Duval County, to gain support for regional transportation initiative like commuter bus, park and ride lots and commuter rail planning efforts.

I would say for lessons learned, it is always best to make sure you clearly understand each jurisdictions concerns and issues. One should never assume they know, but be sure to listen to the constituents and local elected officials. It is always a good idea to be up front, transparent and clearly state the objectives so there is no confusion or misunderstandings later down the road.

10. Please provide a highlight of your experience in monitoring and/or assisting in the advancement of transportation-related legislation and project funding bills in support of your organization or member community plans and initiatives.

My most recent example of this would be currently at SacRT we have been working with our legislative representative here in Sacramento to craft a bill that would allow for bus on shoulder in specific cases to create a more reliable transit system. This is a concept that is not widely accepted, especially by Highway Patrol, so it has not been easy, but we believe it is worth pushing forward. Worked with a team at JTA to draft legislation to help create the need to establish a regional transportation authority in northeast Florida. While in Alaska federal legislation was very significant to the State and local Native Alaskan Tribes, at AKDOT&PF we worked very closely with our Alaska delegation to ensure appropriate funding for statewide transportation projects.

11. The R2CTPO's planning area is experiencing tremendous growth, calling for creative approaches for both aging transportation infrastructure as well as multi-modal growth management strategies. Please tell us about any background you may have in high-growth regions and any particularly creative or innovative approaches you have pursued to help ensure transportation systems continue to meet both the current and future needs of the area.

My current role here in Sacramento, our area is seeing tremendous growth even with the impacts of COVID. People are moving here from the San Francisco Bay area due to cheaper housing cost and the ability work from home. We have been working closely with our partners at Caltrans on several planning projects related to highway improvements, while incorporating more transit elements into the recommended list of projects. We have been successful in getting bus priority signals at on ramps where ramp metering is occurring, transit only lanes and bus on shoulder pilot. We also are addressing the arterials that support the highway network with better pedestrian and intersection improvements, as well as identifying ways to increase transit service along specific corridors with funding for new buses coming from Caltrans versus going to simply adding more general purpose lanes. No doubt Florida is seeing explosive growth and areas like the R2CTPO will have to be prepared to preserve local historic corridors

like A1A, while also developing alternatives that support the new growth and encourage transit, bike and ped use.

12. Describe your personality in five bullet points of five words or less for each bullet point.

A strong leader

Honest

Cooperative

Outgoing

Trustworthy

13. Describe your management style in five bullet points of five words or less for each bullet point.

Collaborative

Listening

Democratic

Consensus building

Innovative

14. What is the difference between leadership and management? Are you a leader or a manager? Explain your response.

I believe that leadership is something that comes naturally. Management, I believe can be learned but one's personality plays a big role in the day to day management style of how it is carried out. I like to believe that I am a leader. From early childhood and beyond I tend to take a very strong leadership roles. In college I was President of my fraternity, which really helped me I believe hone my skills. I tend to have natural abilities to get people to feel comfortable with me and it is much easier to build consensus and support for projects and/or policies when decisions need to be made to have the trust and support of your team. I speak comfortably and naturally when making presentations or speaking to groups of people. That I believe is important when helping a group or body make decisions. Confidence in presentation style makes people feel like you know what you are talking about it and you believe in what you are saying.

15. If you are selected for this position, what do you believe will be your greatest, most immediate challenge in your new role and why it presents a challenge.

I think the biggest challenge will be to come in and hit the ground running. I want to immediately begin to build relationships and trust with staff, board members and members of the community. I have a very outgoing and personable personality and believe that will help me be successful in this endeavor. The biggest challenge is finding enough time in the day to be able to meet with everyone and create those relationships immediately. I would, however, work very hard from day one to build those

relationships and introduce myself to our strategic partners at FDOT, FHWA and beyond.

16. When we conduct a comprehensive background investigation and reference checks, what will we find that may warrant explanation or that could be of concern to the R2CTPO?

I honestly do not believe you will find anything negative. I have never left a job on a bad note. I do my best to always leave a good bridge intact.

17. What will we find in an internet search of press coverage that may be controversial or of concern to the R2CTPO? Please provide whatever explanation you think is appropriate to help us understand what we will find.

I do not believe you will find anything negative. When I worked at JTA, I was frequently on their local show "Making Moves" and there are plenty videos of me on youtube for that. I was also on local tv morning shows in Jacksonville talking about commuter rail. There are videos of me from SacRT on youtube as well, when we were working on our SacRT Forward project. There were some local news articles about our bus redesign efforts, some complaints about changes to bus service, but nothing bad.

18. Are you currently involved in any other searches and what is your status in those searches?

I have interviewed for an executive level position at Lynx in Orlando. That is still in the process of evaluation for in person interviews.

I have applied for Deputy Executive Director for ECAT in Pensacola. Still accepting applications.

19. Please describe your desired compensation range and related benefit package if you are ultimately selected as the final candidate for this position. If you were selected and offered an acceptable compensation package, what concerns or hesitations do you have that would need to be resolved before you would be ready to accept the position as R2CTPO's next Executive Director?

I would expect compensation to be between \$125,000-\$145,000 annually. I fully accept that my compensation would be lower than what I currently make. As far as benefits, I value vacation and leave time, I am easy to satisfy with standard benefits such as healthcare, dental, etc. I do not have family, so it would be benefits for me only. I honestly do not have any major concerns or hesitations and would be ready to relocate almost immediately if selected. The only item I may want to negotiate would be some help to relocate.

20. What are the three most important questions you have for R2CTPO Board of Directors?

With the record number of people moving to Florida, how is your community being impacted?

What can the R2CTPO do to help you and your community reach your transportation goals while preserving your community's way of life?

When you think about what your community and the region 20 years from now, what one thing would you hope that your time on the R2CTPO Board was left as a positive impact?

MALISA MCCREEDY



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.

River to Sea TPO (R2CTPO)
Executive Director Pre-Interview Questionnaire
Due NLT Thursday, March 3, 2022, at 11:00 PM CST

Full Name (first, middle, last): Malisa Ann McCreedy

Nicknames (if any): _____

Please provide your cell, home, and office numbers to facilitate contacting you if needed.

Cell: 407.701.2191

Home: same as cell

Please answer each of the following questions completely and thoroughly.

1. How many employees, and what size budgets did you oversee in your last three positions?

City of Gainesville, Florida – 363 employees; \$35million budget operating; \$20+ million capital budget fluctuations determined by development fees; general fund allocation for Capital Improvement Program (CIP), Fleet Replacement Fund; other funding sources for Vision Zero projects and programs; and, Federal/State funding.

City of Portland, Oregon – 30 employees; \$12 million operating budget; \$25 million capital

SP+ Corporation, Portland, Oregon – 200 employees; multiple budgets for municipal, university, hospital and private sector clients in excess of \$10 million operating combined.

2. Please detail the specific Departments or Divisions you have supervised in your last three positions.

Transportation Director – City of Gainesville, Florida

The Department of Transportation includes the Regional Transit System (RTS); Traffic Management and Operations; Transportation Planning/Capital Improvement Program; Autonomous Vehicle (AV) 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).

Primary Duties:

Direct core transportation service delivery 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.

Key Accomplishments:

- Implement a newly formed Department, create the transportation vision focused on safety, equity, resiliency and sustainability of systems
- Leverage the Smart Cities Collaborative for data analysis to identify Mobility Hubs
- Create the Vision Zero Action Strategy to ensure a safe 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 Transportation Institute (UFTI) on several grants related to Connected Vehicle research, intersection safety using advanced video processing devices applied to roadway infrastructure, and bicycle/pedestrian safety.
- 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

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.

Primary Duties:

Lead a large municipal operation 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.

Key Accomplishments:

- Lead the creation of the Division Manual working with community neighborhood leaders, community stakeholders and local businesses.
- Restored integrity to the organization and rebuilt public trust focusing service delivery on the customer experience
- Improved employee morale and built high performance management team by restructuring and developing existing staff
- Replaced several outdated technologies and updated internal processes improving efficiency
- Created the Parking Kitty app brand, garnering national attention for the marketing and communications campaign

SP+ Corporation, Portland, Oregon is the largest provider of parking management services in North America with headquarters in Chicago, Illinois. As a Regional Manager II, I was responsible for all business development and clients in the State of Oregon.

Primary duties:

- Leadership and strategic oversight for the regional office
- Direct a staff of 200 employees serving municipal, university and hospital organizations
- Prepare and administer operation budgets for regional office and multiple clients
- Formulate and establish overall regional organization, policies, and priorities
- Compliance with Federal, State, and local EPA, EEOC, and OSHA rules

Key accomplishments:

- Navigated the back of house 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

3. Please describe why you left your last three positions. Additionally, are there any gaps in excess of two weeks in your employment history including any short-term (i.e., approximately 1-year or less) posts that may have occurred in your career? If so, please explain in detail.

No gaps in employment history. To live closer to family has driven the more recent position changes. Career advancement prompted prior moves.

4. Please describe your experience and skills in strategic planning and visioning?

In every position held over the last 15 years, I have led strategic and visioning plans while with the City of Orlando, City of Charlotte, NC, City of Portland, OR and City of Gainesville, FL

How do you facilitate development of a clear vision for both the organization and the regional planning area and effectively communicate that vision?

In local government, the vision of the organization is typically directed by the body of elected officials. To facilitate the development of and communicate that vision:

- Understand the focus of the vision and how my Department supports that vision
- Incorporate industry best practice with input from the internal team and external stakeholders to refine the vision
- Meeting with any agency partners and/or advisory committees for additional input
- Communicating the vision internally; as well as, via all electronic methods website, email, social media; public meetings; through agency partners and representatives serving on advisory committees

5. Please tell us about your project management experience. As part of your answer, please describe the most complex project you have coordinated. Outline the steps you took to ensure political, organizational, and community support for the initiative, highlighting specific challenges you faced, and how you overcame them to successfully implement the project.

I have managed projects in the public and private sector in multiple disciplines that include transportation, parks and recreation, accounting, public health and technology.

The most complex project I have coordinated in transportation was compiling right of way (ROW) through the core of downtown Orlando and funding to create a 3 mile long trail connecting to regional trail networks on either side.

Political support – worked with District Commissioners and the Mayors Office over several years to establish ROW corridor.

Organizational support - the trail corridor had been identified in the 1960s as part of an adopted City parks and recreation plan. The corridor planned was a patchwork of City ROW, State ROW, and private property; as well as, CSX Railroad property. Portions of the trail were partially built in the 1980s to support economic development. As part of a shift in focus to include trails as part of the transportation network, I was tasked with planning the corridor, cobbling together the ROW and seeking funding to construct.

Community support – In every City survey, residents wanted access to trails and places to bike and walk to get to parks, schools, and everyday activities.

Challenges – as a planner I did not have a budget to buy land or construct the trail. With assistance from the State Office of Greenways and Trails and the Trust for Public Land, I was able to work with CSX to convert an unused rail corridor for use as a large section of the trail. Through the redevelopment of a large property another section was added by a dedicated easement. In a land swap of City property with a private school another section was added. Working with the City's Families, Parks and Recreation Department a section was added within an existing park. Lastly, the Florida Department of Transportation allowed for the crossing of a State Road and as part of the I-4 Ultimate project an easement for another connecting piece to the existing section in the downtown core. The project had been constructed in piecemeal as ROW was gathered through funding from the MPO, new development and State Greenways and Trails Funding. I led the project starting in 2004 and it was fully opened in 2012.

Lessons Learned – some of the trade-offs for the corridor were extremely political and not getting discouraged with the stops and starts of those discussions. Continuing to work closely with the Trust for Public Land and involving/communicating with the City Commissioners to ensure the project was an asset to their districts helped keep the project a priority. Communicating with the surrounding neighborhoods around the trail corridor and encouraging residents to let the City know the trail was a good idea was also key to the continued support of the project.

6. Please describe your experience and skills in the development and management of your organizations' annual budget.

To develop the annual budget I work with the Section Leaders across the Transportation Department to review prior fiscal year budget and actuals; seek opportunities to leverage staff and funding resources across the department; discuss operation and capital needs for future budget years; determine what is needed versus wanted; provide information to the Department Budget Analyst and submit any increment or decrement forms required.

To manage the annual budget each section is reviewed monthly and quarterly with the budget team to ensure actuals are trending to the budget, allowing the opportunity to make corrections in real time to ensure staff and operation resources are managed in accordance with forecast.

7. Tell us about any experience you may have in identifying possible grants to assist your organization, or its partner agencies, in support of the financing of proposed capital or programmatic projects. As part of your answer, please include an overview of your experience regarding grant management.

In Orlando and Gainesville grants have been a key funding source for projects and programs. I have applied for and managed Federal, State, and Public Health Foundation grants. Key agencies include the Federal Transit Administration (FTA), Florida Department of Transportation (FDOT), Office of Greenways and Trails, the Robert Wood Johnson Foundation, National Institute of Health (NIH), Centers for Disease Control (CDC), Winter Park Health Foundation and National Science Foundation (NSF). I have also leveraged relationships with Commissioners to provide matching dollars from discretionary funds for smaller grants from Safe Routes to School, AARP, People for Bikes and the Florida Planning and Zoning Association.

8. What is your philosophy and approach to build a strong team environment and motivating your employees to perform at their highest levels?

Ensure right people are in the right position for their skills and to assist their career goals. Understanding what employees want for themselves professionally, encourage additional education or training; offer job shadowing, high profile meeting attendance or professional association opportunities; flexibility in work schedules and space to produce great work without micromanaging. Making myself available to listen, encourage, mentor and share experience.

9. The inherent nature of a TPO/MPO involves the development and maintenance of strong intergovernmental relationships with the various local governments and their representatives who are members of regional planning organization. Tell us how you have fostered such relationships in your current and/or previous posts, highlighting any "lessons learned" you have developed, particularly with challenging and/or high-profile projects involving TPO/MPO projects and programs.

In general, I am a collaborator. I foster relationships with regional partners to serve the community as seamlessly and efficiently as possible regardless of the agency employing me.

A specific example of how fostered and lessons learned are highlighted Question 5.

10. Please provide a highlight of your experience in monitoring and/or assisting in the advancement of transportation-related legislation and project funding bills in support of your organization or member community plans and initiatives.

I have monitored transportation-related legislation and funding bills in all positions held over the last 15 years in transportation via the local government agency lobbyist and professional associations such as Florida APA, Florida ITE, Transportation for America, and NACTO.

11. The R2CTPO's planning area is experiencing tremendous growth, calling for creative approaches for both aging transportation infrastructure as well as multi-modal growth management strategies. Please tell us about any background you may have in high-growth regions and any particularly creative or innovative approaches you have pursued to help ensure transportation systems continue to meet both the current and future needs of the area.

Most of my career has been in high-growth in three different states requiring very innovative and creative approaches to leveraging funding and relationships to sustain transportation systems.

A few examples:

In Portland I worked closely with the Active Transportation Division to provide any budget savings for projects that would advance Vision Zero goals, connect bicycle/pedestrian networks, and encourage mode shift.

In Orlando I served on a committee for the Winter Park Health Foundation that allocated funding for public health and active living. I was able to provide a funding from District of Orlando Commissioners to match the Foundation dollars for the construction of a Mountain Bike Park on an unused parcel of City Parks and Recreation Property that was adjacent to Winter Park.

12. Describe your personality in five bullet points of five words or less for each bullet point.

Friendly

Goal oriented

Focused

Thoughtful

Quick learner

13. Describe your management style in five bullet points of five words or less for each bullet point.

Direct

Encouraging

Collaborative

Inclusive

Share experience and knowledge

14. What is the difference between leadership and management? Are you a leader or a manager? Explain your response.

I am a leader who understands how to manage. The difference is being able to set the vision/direction as a leader and then align a team, establish plan, formulate policy, and implement projects/programs to achieve the vision. A manager might know how to manage people, process, programs, projects, and procedure, while not necessarily understanding how to establish the framework to set and achieve the vision.

15. If you are selected for this position, what do you believe will be your greatest, most immediate challenge in your new role and why it presents a challenge.

Acquiring a deeper understanding of what the region is facing from a growth management perspective and the priorities of the Board to plan for those challenges from the TPO side instead of as a jurisdiction in the TPO. The challenge is a change in perspective and region.

16. When we conduct a comprehensive background investigation and reference checks, what will we find that may warrant explanation or that could be of concern to the R2CTPO?

Nothing to my knowledge.

17. What will we find in an internet search of press coverage that may be controversial or of concern to the R2CTPO? Please provide whatever explanation you think is appropriate to help us understand what we will find.

Nothing to my knowledge. Press coverage is professionally related to launched projects or programs, presentations, articles written or serving on boards and committees.

18. Are you currently involved in any other searches and what is your status in those searches?

No I am not involved in any other searches.

19. Please describe your desired compensation range and related benefit package if you are ultimately selected as the final candidate for this position.

Compensation package similar to what I have currently: \$145,000 annually. Six weeks paid leave. Flexibility in work schedule for 4 days and/or remote days.

If you were selected and offered an acceptable compensation package, what concerns or hesitations do you have that would need to be resolved before you would be ready to accept the position as R2CTPO's next Executive Director?

No further concerns or hesitations.

20. What are the three most important questions you have for R2CTPO Board of Directors?

What are key challenges?

What are key priorities to address challenges from the Board's perspective?

What are existing strengths and opportunities to leverage and build upon to achieve priorities?