

CONFIDENTIAL



Report on Executive Recruitment
Executive Director

Lake-Sumter Metropolitan Planning Organization

January 2018

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Mission Statement

Springsted|Waters provides high quality, independent financial and management advisory services to public and non-profit organizations, and works with them in the long-term process of building their communities on a fiscally sound and well-managed basis.



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LETTER OF TRANSMITTAL

January 26, 2018

Melanie Marsh, County Attorney
Kristian L. Swenson, Assistant County Manager
Lake County, Florida
315 W. Main Street
Suite 441
Tavares, Florida 32778

RE: Lake-Sumter Metropolitan Planning Organization Executive Director Recruitment

Dear Ms. Marsh and Mr. Swenson:

Springsted | Waters (S|W), has completed the search for and evaluation of candidates for the position of Executive Director for the Lake-Sumter Metropolitan Planning Organization. We are pleased to submit the following four (4) candidates who have surfaced as the most qualified through our screening of eight (8) applications from 5 states. All have considerable experience in local government and/or private sector transportation planning and management. The candidates we have identified for your consideration are:

- Joel Graeff
- Alvin Jackson
- David Mack
- Thomas Quigley

The recommended candidates' are presented in alphabetical order and we have not ranked them. We believe that the chemistry between the candidate and Lake-Sumter MPO is an important factor in the final selection.

In order to recruit the best candidates for the position, the following process was followed:

Position Analysis – Discussions were conducted by S|W personnel with you to determine key qualifications and traits that should be exhibited in the Lake-Sumter Metropolitan Planning Organization's new Executive Director. The information gained from you and the materials provided was used to develop key selection criteria and an advertisement. A copy of the recruitment brochure and advertisement are included with this report.

Recruitment – Advertisements were placed in the following publications on-line and in print beginning December 5, 2017, according to vendor distribution schedules:

- Springsted | Waters (S|W) Website
- Lake-Sumter MPO Website

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- National Association of Regional Councils (NARC)
- American Planning Association (APA)
- American Public Transportation Association (APTA)
- Association of Metropolitan Planning Organization (AMPO)
- Community Transportation Association of America
- Careers In Government (with Diversity Boost)
- GovJobs.com
- Florida American Planning Association (Florida APA)
- Florida City and County Management Association (FCCMA)
- Florida League of Cities
- Florida Metropolitan Planning Organization Advisory Council (MPOAC)
- LinkedIn
- Facebook/Twitter/Indeed

The position was also announced on the websites and to alumni for ten (10) universities with strong schools of government and public administration or transportation that include:

- George Washington University – Trachtenburg School of Public Policy
- North Carolina State – School of Public & International Affairs
- Shenandoah University
- Syracuse University (Maxwell)
- University of Arizona – School of Government and Public Policy
- University of Georgia – School of Public and International Affairs
- University of North Carolina – Chapel Hill
- University of South Carolina – Price School of Public Policy
- University of Virginia – Frank Batten School of Leadership
- Virginia Tech – Center for Public Administration & Policy

In addition, S|W reached out to potential candidates to discuss the position with them and direct mailed the recruitment brochure to another 5,125 potential candidates through an electronic mailing making them aware of the opportunity.

Preliminary Screening – S|W received, acknowledged, reviewed and screened the eight (8) applications noted based on criteria developed from information provided by various sources in the County, Lake-Sumter MPO, and approved by the Lake-Sumter MPO Management Board. Our first review of the applicant pool identified eight (8) candidates which generally met the County's requirements. A second screening, involving several elimination steps, ultimately brought the number of applicants down to four (4) semi-finalists. To bring the number down to the four semi-finalists, S|W interviewed the candidates and conducted internet searches. In addition, we considered current and potential salary, experience in areas similar to those required by the MPO and knowledge of local government/transportation planning practice as criteria in our consideration of candidates.

Selection of Finalists – The four (4) semi-finalists we have recommended for your consideration are candidates who are mature local government professionals who are growing in their professional duties and responsibilities. Additional telephone inquiries, interviews, and light background checks have been conducted to aid the hiring committee in considering the applicants for interview. Each candidate has specific ideas on how they would serve the Lake-Sumter Metropolitan Planning Organization if selected for the position and demonstrated enthusiasm in regard to their candidacy. It is recommended that the MPO Executive Committee review each candidate portfolio carefully to determine candidates to bring in for face-to-face interviews.

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Each candidate is unique in his/her skills, abilities and interest in the Lake-Sumter Metropolitan Planning Organization and has committed to that task should an acceptable interview take place and an acceptable offer of employment be tendered. We look forward to continued work with the Lake-Sumter MPO as you consider the candidates and move toward your final selection.

Next Steps

Dates for the following tasks and deliverables will be determined following your review and discussion of this report.

LAKE-SUMTER METROPOLITAN PLANNING ORGANIZATION EXECUTIVE DIRECTOR RECRUITMENT PRELIMINARY TIMELINE		
Project Milestone	Deliverables	Target Date
Comprehensive background check and reference checks completed for finalists.	<ul style="list-style-type: none"> S W completes reference checks/background checks/ academic verification on finalists. 	2 weeks following selection of finalists
On-site Interviews with finalists.	<ul style="list-style-type: none"> S W sends documentation for finalists to the Search Committee. The Management Board conducts on-site interviews with finalists. 	Week following completion of background
Employment offer made / accepted.	<ul style="list-style-type: none"> The Management Board extends employment offer to selected candidate. 	Following negotiation

We look forward to continuing to work with the Lake-Sumter Metropolitan Planning Organization and welcome discussion on the process going forward.

Respectfully submitted on behalf of the team,

Anne Lewis

Anne Lewis, Senior Vice President
 Consultant to Lake-Sumter Metropolitan Planning Organization

des

1. Position Advertisement

LAKE-SUMTER METROPOLITAN PLANNING ORGANIZATION EXECUTIVE DIRECTOR

Nestled in the heart of Florida, the Lake-Sumter area is located almost an hour northwest of Orlando, an hour and a half northeast of Tampa, and an hour west to the beach in Crystal River. With more than 335,000 residents, Lake County and Sumter County have over 1,000 fresh water lakes with the most notable being the Panasoffkee, and Miona Lakes along with the Harris Chain of Lakes and Clermont Chain of Lakes, which offer endless hiking trails, boating, and fishing spots. Avid fisherman, campers, and hikers can enjoy the Ocala National Forest, Alexander Springs, and Powell's Campground. Residents and visitors have a plethora of outdoor activities to try - aerial seaplane tours in Tavares, balloon flights in Mt. Dora, horseback riding at Fiddler's Green Ranch Resort, a water park for kids at Wooton Park, golfing at Mission Inn Resort & Club, and kayaking down a Blueway, one of the state-designated trails. Lake-Sumter Landing Town Center offers waterfront dining and shopping in a quaint seaside village setting that reflects the tranquility and beauty of the community where you can leisurely stroll and unwind from the hustle and bustle. Sumter County is described as "...the real Florida," and Lake County is conveyed as "Real Florida Real Close," and it's easy to see why the areas have grown rapidly. With the resident's southern hospitality, the endearing charm of its bed and breakfast inns, and picturesque lake views, the two county area is the ideal family-friendly setting. Education, environment, excellent services and other quality of life issues are important to its citizens and elected officials. Both counties encompass 1,518 square miles of farms, forest, vital urban centers and small towns combining the best of suburb living and rural values with an abundance of historical, social and cultural resources. The Lake-Sumter Metropolitan Planning Organization invites résumés and applications for the position of Executive Director.

Ideal candidates will have a bachelor's degree in transportation planning, civil engineering, urban/regional planning, geography, business management, communication or political science and ten years directly related transportation planning experience or a master's degree in transportation planning, civil engineering, urban/regional planning, geography, business management, communication or political science and six years directly related transportation planning experience or any equivalent combination of related education, training and experience which provides the required knowledge, skills and abilities to perform the essential job functions. American Institute of Certified Planners (AICP) certification and registration as a Professional Engineer (PE) in a related discipline is desired. A valid Florida driver's license is required.

Lake-Sumter Metropolitan Planning Organization (MPO) offers a competitive salary range commensurate with the successful candidate's qualifications and experience. The incumbent's salary is \$95,763. The Metropolitan Planning Organization also provides a comprehensive benefits package including participation in medical, dental, life, and vision insurance; optional life and disability coverage, social security matching, retirement contributions, workers compensation, a vehicle and technology allowance, and the coverage of professional services, training, licenses, and memberships, as well as paid holidays, annual and sick leave. Relocation expenses may be negotiated with the Board. The adopted budget for the Department for FY 2017-2018 is \$917,786 and the Department operates with 6 full-time employees.

Qualified candidates should submit their cover letter and resume online by visiting our website at <https://springsted-waters.recruitment.com/postings/1707>. This position is open until filled; however, interested applicants are strongly encouraged to apply no later than January 3, 2018. Following this date, applications will be screened against criteria outlined in this brochure. On-site interviews with the Lake-Sumter Metropolitan Planning Organization in Lady Lake, Florida will be offered by the MPO to those candidates named as finalists, with reference checks, background checks and academic verifications

conducted after receiving candidates' permission. For more information, please contact Anne Lewis at alewis@springsted.com, (804) 726-9748.

Lake-Sumter Metropolitan Planning Organization is an equal opportunity and affirmative action employer. All qualified applicants will receive consideration for employment without regard to age, color, disability, gender, gender expression, gender identity, genetic information, race, national origin, religion, sex, sexual orientation, or status as a protected veteran.

2. Suggested Interview Schedule

There are numerous schedules and methods for interviewing candidates and numerous combinations and alternatives for interview schedules dependent upon the number of candidates chosen for an interview. Some organizations prefer to complete interviews for a candidate in a single day using a Monday or Friday for the full round of interviews. Some prefer to have multiple panels of interviews involving department heads and, on occasion, citizens or business leaders. We have proposed a single day schedule with Lake-Sumter MPO utilizing an initial and single interview panel for your first round interviews and would propose a two-tiered interview process. In a two-tiered interview process, the first round may be conducted by Skype™ or in person and is a more technical interview. If onsite interviews are selected, Lake-Sumter MPO should be prepared to pay for candidate travel costs as is customary in other recruitments.

The second stage of the interview process could include a wide variety of assessment methods including:

- Provision of written responses to questions related to two (2) current Lake-Sumter MPO issues;
- A tour of the area and facility;
- A presentation to the Lake-Sumter MPO Management Board on a selected topic;
- An additional interview/more informal discussion with the Lake-Sumter MPO Management Board, and/or a discussion with the candidate centered around an informal setting.

In the proposed schedule below for four candidates, used only as an example, we have attempted to provide an adequate amount of time for interviews and breaks for candidates and the panel as is customary for the maximum number of candidates recommended. In addition, we have attempted to use time wisely and consider the Board's current obligations. The proposed schedule can be modified to meet the Lake-Sumter MPO needs once you have determined the number of candidates you wish to interview.

Further schedules to be utilized in the second round interviews will be developed and submitted to the hiring committee in advance of the scheduled interviews taking place and will be adjusted for available days, activities involved for the candidates, etc.

Suggested One Day Interview Schedule

Interview Schedule First Round Interviews	
8:30 a.m. – Interview Panel Arrives, Discusses Procedures	
Candidate	Interview
Candidate 1	9:00 – 10:15 a.m.
Candidate 2	10:30 – 11:45 a.m.
11:45 a.m. – 12:30 p.m. Interview Panel Lunch	
Candidate 3	12:30 – 1:45 p.m.
Candidate 4	2:00 – 3:15 p.m.
3:15 p.m. Panel Convenes, Discusses Top Candidate(s) and Next Steps	

3. Interview Selection Tips and Questions to Avoid

In consideration of the candidates, we feel it is important for you to keep a few points in mind:

1. **The candidates have all expressed an interest in this position at this time.** Some candidates may be presently considering other opportunities, although they have expressed a preference for the Lake-Sumter MPO's position. With time, their enthusiasm will wane; there is ample evidence to show that delay can be detrimental to both Lake-Sumter MPO and the candidates. For that reason, we encourage you to strive to reach an agreement on a final choice shortly after the interviews are concluded.
2. **The interview process is a two-way street.** Just as you are making an important decision for Lake-Sumter MPO, so too are the candidates making an important decision for themselves and their families. We suggest that the hiring committee review the series of draft questions to be asked of each candidate (included with this report), reduce the number to approximately 20 and have a final list of questions prepared prior to the interviews taking place. When final questions are agreed upon, the hiring committee should lead the meeting and each member should ask up to three questions while the others observe. Follow-up questions should be asked if the need arises, but the same general questions should be presented to each candidate. Personal questions should be avoided and a listing of questions to avoid follows this series of interview tips. Our research and interviews on the candidates attempts to capture and relay as much personal information as possible. All candidates have been provided with information on Lake-Sumter MPO and the position, but will probably have questions that can only be answered by you during the interview. Try to set aside some time in the interview for these questions to be raised and explored.
3. **If you are unable to reach a decision on a candidate immediately, keep all candidates clearly and frequently posted on your progress.** In some cases, governing bodies are unable to reach a decision on the top candidate after an initial round of interviews and a second interview of one or two candidates is warranted. We feel that it is important to maintain communication with all candidates during this period, particularly finalists to ensure that they understand their position in the process and we will work to keep individuals informed of their status.
4. **Once a decision has been reached and an offer made to a candidate, it is suggested that you obtain acceptance in writing by letter or telephone call before publicizing the appointment.** At the same time the appointment is made, we suggest you contact the other interviewed candidates of your decision. We will, of course, notify all other applicants of your decision.
5. **We are committed to assisting you until the process is complete.** Please feel free to contact us at any time.

INTERVIEW QUESTIONS TO AVOID

Various federal, state and local laws regulate the questions the Lake-Sumter MPO, as the employer, can ask an applicant. Interview questions must be related to the job the applicant is applying for- the focus must be: “What do I need to know to decide whether or not this person can perform the functions of the job?”

Examples of inappropriate or illegal questions are provided below, this list is by no means complete, but is used to serve as a guide.

1. National Origin/Citizenship

Avoid questions about where the applicant or the applicant’s parents were born.

Avoid inquiries about an applicant’s name such as asking the derivation of one’s last name - “is that a Spanish name?”

2. Age

Avoid questions about age/date of birth.

Do not ask a candidate when he or she graduated from high school/college.

Avoid questions regarding the age of children.

Avoid asking about dates of military service.

3. Gender

Avoid questions asking an applicant if they have ever changed their name.

4. Race/Color

Avoid questions regarding an applicant’s race.

Avoid questions regarding color of hair, eyes, skin, etc.

5. Marital/Family Status

Avoid questions about marital status or are you single or married.

Avoid asking whether an applicant’s spouse is employed.

Do not ask if the applicant has any children.

6. Affiliations

Avoid asking applicants to list all clubs, societies and lodges to which they belong.

Avoid any information which would solicit information on the race, color, religion, national origin or ancestry of its members.

7. Religion or Creed

Avoid inquiries into an applicant’s religious denomination, religious affiliations or religious holidays observed.

Applicants may be asked if they are available to work on Saturday or Sundays if needed.

8. Sexual Orientation

Avoid all questions related to this area. Examples of questions to avoid include are you related to your roommate and have you ever been tested for AIDS?

9. Disabilities

Avoid this area entirely - pre-job offer medical inquiries are prohibited!! Do not ask if applicants smoke, are under a doctor’s care, if they have received disability insurance, about their general health condition, their workers’ compensation history, or if they have any disability conditions.

10. Arrest Record

Avoid inquiries, the background check will review the applicant’s criminal history, if it exists.

4. Suggested Interview Questions

To serve as a base for the interview panel, the following questions are offered for the hiring committee's consideration and are built around several key areas of interest we found local governments often have. In addition, questions are geared to issues specifically identified as areas of focus or concern for the new Executive Director when they begin their service with the Lake-Sumter MPO. There are numerous questions and they may be added to or subtracted from as you wish. Please note that it is always important to have a series of 'icebreaker' questions and an opportunity for the candidate to ask questions about Lake-Sumter MPO at the end of the interview. We have provided questions at the beginning of the list and at the end to assist you in both of these areas. Ideally, the list should be pared down to approximately 20 questions for use in the initial interview. In addition, any additional questions the interview panel may wish to ask are also submitted for consideration and added to the list with the highest selected questions being utilized during the first round of the interview process. It should be noted that these questions will need to be revised if an internal candidate is selected for an interview.

Icebreaker/Background Questions

1. To get us started, tell us about yourself and why you want to come to work for the Lake-Sumter Metropolitan Planning Organization?
2. Briefly describe your education and employment background and how you feel it relates to the position of Executive Director for the Lake-Sumter Metropolitan Planning Organization.
3. What have you learned about the Lake-Sumter Metropolitan Planning Organization and its operations since you became aware of the vacancy? How can your experience assist our organization?
4. What are some things that you feel you have done particularly well in your current or last position? What has been your greatest frustration or disappointment in your present or last position and why do you feel this way?

Board/Employee/Departmental Relations Related Questions

5. What specifically have you done in the past to develop and maintain a strong relationship with your supervising board or policy-making body?
6. Please describe your management style and provide specific examples of how you have used it to work through difficult issues and problems.
7. What would your previous employer and co-workers say is your greatest strength? What would they say is your greatest weakness?
8. How would your current or most recent employers and employees describe you as a supervisor?
9. At what level do you begin disciplinary action with employees if the personalities appear to become incapable of blending with the needed direction of the organization?
10. Describe your expectations for public employees and their work as it relates to a professional workplace.

Communications Related Questions

11. How do you boost and maintain employee morale and motivation within the workplace?

12. This position requires coordination and clear communication with employees, citizens, elected officials, transportation groups and community organizations. What is your experience utilizing diplomacy and tact in handling sensitive situations with these various constituents?
13. The new Executive Director will be expected to establish a process for assessing organizational effectiveness and recommending enhancements for the organization. Describe your experience in this area and what strengths you would bring the organization in this area.
14. What has been your experience in community and media relations? Please provide an example of both a positive and a negative experience you had to work through.
15. Discuss with us how you analyze complex information and simplify it so everyone can understand it.
16. How will you keep the Lake-Sumter MPO Management Board informed about on-going key issues, projects and operations?
17. Our community is a close-knit one that maintains significant collaborative relationships. How would you develop strong collaborative relationships to develop transportation policies with the Central Florida MPO Alliance, the MPO Advisory Council and the Association of MPOs?
18. What are some important decisions or recommendations you have been called upon to make? What decisions are easiest for you to make? Which are more difficult?
19. The Lake-Sumter Metropolitan Planning Organization enjoys working in a team-oriented environment. In what ways do you work to foster teamwork and motivate staff to work collaboratively?

Programmatic and Technical Background Questions

20. What experience do you have in the area of succession planning? How would you go about managing staff turnover and retention for the MPO as Executive Director?
21. Provide us with an example of either a local and regional transportation plans and programs that include transportation corridor studies, travel demand and demographic forecasting? Who do you involve in the process and when?
22. How would you facilitate public involvement in the Long Range Transportation Plan and the Transportation Improvement Plan? What transportation issues would you address?
23. Provide an example of a plan you worked on that supported economic development in the community?
24. How would you ensure the transportation planning process is performed in compliance with the current Unified Planning Work Program and applicable state and federal regulations?
25. What is your experience developing, submitting, and managing a departmental budget? How do you go about developing your department's budget?

Wrap Up Questions

26. As we or our Consultant delves deeper into your background, is there anything that may be embarrassing to the MPO if made public knowledge?
27. Knowing what you know and seeing what you've seen, what factors will most influence your decision to accept the Executive Director's position if it is offered to you?
28. Are there any final remarks you would like to make or anything else you would like the committee to know about you?

Lake-Sumter Metropolitan Planning Organization Recruitment Brochure



**THE LAKE-SUMTER
METROPOLITAN PLANNING ORGANIZATION
IS SEEKING A DYNAMIC AND PROFESSIONAL LEADER TO SERVE
AS ITS NEXT....
EXECUTIVE DIRECTOR**



ABOUT THE COUNTIES

Nestled in the heart of Florida, the Lake-Sumter area is located almost an hour northwest of Orlando, an hour and a half northeast of Tampa, and an hour west to the beach in Crystal River. With more than 335,000 residents, Lake County and Sumter County have over 1,000 fresh water lakes with the most notable being the Panasoffkee, and Miona Lakes along with the Harris Chain of Lakes and Clermont Chain of Lakes, which offer endless hiking trails, boating, and fishing spots. Avid fisherman, campers, and hikers can enjoy the Ocala National Forest, Alexander Springs, and Powell's Campground. Residents and visitors have a plethora of outdoor activities to try - aerial seaplane tours in Tavares, balloon flights in Mt. Dora, horseback riding at Fiddler's Green Ranch Resort, a water park for kids at Wooton Park, golfing at Mission Inn Resort & Club, and kayaking down a Blueway, one of the state-designated trails. Lake-Sumter Landing Town Center offers waterfront dining and shopping in a quaint seaside village setting that reflects the tranquility and beauty of the community where you can leisurely stroll and unwind from the hustle and bustle.

Sumter County is described as "...the real Florida," and Lake County is conveyed as "Real Florida Real Close," and it's easy to see why the areas have grown rapidly. With the resident's southern hospitality, the endearing charm of its bed and breakfast inns, and picturesque lake views, the two county area is the ideal family-friendly setting. Education, environment, excellent services and other quality of life issues are important to its citizens and elected officials. Both counties encompass 1,518 square miles of farms, forest, vital urban centers and small towns combining the best of suburb living and rural values with an abundance of historical, social and cultural resources.

With only a few hours' drive, residents can enjoy the theme parks in Orlando, Tampa Bay, or Daytona's beaches, and within its boundaries, residents and visitors can enjoy the quaint, small towns of Lake and Sumter Counties. It's the residents who make this area such a special place to live, work and play and it's the diversity of the people that makes the locale interesting and lively — manufacturers and teachers; small business owners and corporate executives; developers

LAKE COUNTY & SUMTER COUNTY GOVERNMENTS

In 2004 the Lake-Sumter Metropolitan Planning Organization (MPO) was established as the population had exceeded 50,000 for the areas surrounding Lady Lake, Eustis, and Leesburg. With a growing population and commuters traveling to Orlando, Kissimmee, and Sanford, the MPO focuses on long-range urban transportation development and expansion. Sumter and Lake County governments work hard to meet the varied needs of its residents.

Lake County and Sumter County each operate under a County Manager/Administrator form of government with separate five-member elected Board of County Commissioners. Each County has a Board of County Commissioners that serve as the governing body responsible for setting operational and fiscal policy including adopting an annual budget, appointing various officials and representatives to advisory boards and commissions, planning for county needs, and enacting local ordinances. Sumter County's mission is to "provide the most efficient, effective and responsive government that achieves economic growth, quality customer service, and a safe community for our citizens." Lake County's mission is "To provide exceptional service; enhance and protect the quality of life for all Lake County citizens; facilitate a vibrant economy with an abundance of workforce opportunities; and exercise fiscal responsibility, while using innovative approaches and making well-planned decisions." Both counties are regarded as a fiscally responsible, stable, well-managed and technically advanced government.

and horse breeders; health care providers, retail, and entertainment sales people. Both Lake and Sumter Counties display a warmth and genuine friendliness that quickly turns neighbors into friends.

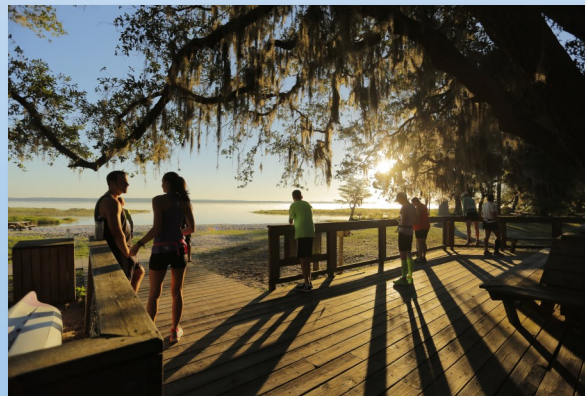
Both Sumter County and Lake County School Districts offer exceptional education with the mission to provide learning opportunities that develop resourceful citizens prepared



to engage in an ever changing, diverse world. There are 8 public and 3 charter schools in Sumter County serving 8,416 students with a student: teacher ratio of 15:1. Lake County has 62 public schools serving 42,152 students with a student: teacher ratio of 17:1. Smaller class sizes are one of the many advantages these school districts offer. Higher education opportunities are available within an hour drive including the University of Central Florida, the University of Florida, Lake Sumter State College, and the University of South Florida.

THE ORGANIZATION

The Lake-Sumter Metropolitan Planning Organization (MPO), an agency created by federal law to provide local input for urban transportation planning and allocation of federal transportation funds, is seeking a highly qualified person to fill the position of Executive Director. The Lake-Sumter MPO works together with its transportation partners



and the public to enhance the intermodal mobility of the community by developing a comprehensive long-range transportation plan that supports the mobility needs and economic development of the community. The MPO includes a six (FTEs) member staff, and a \$917,786 operation budget. The Director sets strategic direction for the MPO to ensure a sustained high-quality service delivery.

EDUCATION AND EXPERIENCE

The Ideal candidates will have:

- A bachelor's degree in transportation planning, civil engineering, urban/regional planning, geography, business management, communication or political science and ten years directly related transportation planning experience or a master's degree in transportation planning, civil engineering, urban/regional planning, geography, business management, communication or political science and six years directly related transportation planning experience or any equivalent combination of related education, training and experience which provides the required knowledge, skills and abilities to perform the essential job functions;
- American Institute of Certified Planners (AICP) certification and registration as a Professional Engineer (PE) in a related discipline is desired; and
- Valid Florida driver's license.



THE EXECUTIVE DIRECTOR

The Lake-Sumter MPO Board desires the incumbent to have a solid understanding of transportation planning and a willingness to engage with the local public and its transportation partners to enhance the intermodal mobility of the community by developing a comprehensive long-range transportation plan that supports the mobility needs and economic development of the community. The successful candidate must be energetic, innovative, and have the ability to effectively communicate with people of diverse backgrounds. The candidate must have demonstrated success with the ability to negotiate and exchange ideas, information, and opinions to formulate policies and programs, or arrive jointly at decisions, conclusions, or solutions. This position requires attention to detail for accurate results and may have frequent exposure to unusual pressure. The decisions made by the Executive Director may have significant impact on the organization and general public where damage is highly likely in regards to loss of data or property, injury or death to individuals, and exposure of the organization to legal liability.

The list below reflects essential tasks performed by the Executive Director:

- Assures the functions of the MPO, as defined by Federal regulations, Florida State Statutes and Rules adopted by the MPO Board, are conducted appropriately and successfully
- Plans, assigns, directs and coordinates activities and assignments of staff and determines the work plan and budget used by the MPO Board
- Ensures the transportation planning process is performed in compliance with the current Unified Planning Work Program and applicable state and federal regulations
- Participates in monthly MPO and advisory committee meetings and directs the preparation of the MPO meeting agenda and support materials
- Serves as the primary staff liaison to State and Federal transportation planning agencies for the MPO
- Manages and participates in technical activities to support development of local and regional transportation plans and programs, including transportation corridor studies and travel demand and demographic forecasting
- Provides technical and policy assistance on transportation matters and prepares studies in support of the transportation program
- Participates in regional, State and national transportation policy making through involvement with professional organizations such as the Central Florida MPO Alliance, the MPO Advisory Council and the Association of MPOs
- Facilitates public involvement in and presentations to community groups on various planning projects, including the Long Range Transportation Plan and Transportation Improvement Program

COMPENSATION AND BENEFITS

Lake-Sumter Metropolitan Planning Organization (MPO) offers a competitive salary range commensurate with the successful candidate's qualifications and experience. The incumbent's salary is \$95,763. The Metropolitan Planning Organization also provides a comprehensive benefits package including participation in medical, dental, life, and vision insurance; optional life and disability coverage, social security matching, retirement contributions, workers compensation, a vehicle and technology allowance, and the coverage of professional services, training, licenses, and memberships, as well as paid holidays, annual and sick leave. Relocation expenses may be negotiated with the Board.

APPLICATION AND SELECTION PROCESS

Qualified candidates should submit their cover letter and resume online by visiting our website at <https://springsted-waters.recruitmenthome.com/postings/1653>. This position is open until filled. Applications will be screened against criteria outlined in this brochure. On-site interviews with the Lake-Sumter Metropolitan Planning Organization in Lady Lake, Florida will be offered by the MPO to those candidates named as finalists, with reference checks, background checks and academic verifications conducted after receiving candidates' consent. Under State law regarding access to public records, information from your application materials may be subject to public disclosure.

For more information, please contact Anne Lewis at alewis@springsted.com or (804) 726-9748.

Lake-Sumter Metropolitan Planning Organization (MPO) is an equal opportunity and affirmative action employer. All qualified applicants will receive consideration for employment without regard to age, color, disability, gender, gender expression, gender identity, genetic information, race, national origin, religion, sex, sexual orientation, or status as a protected veteran.



Springsted Waters Executive Recruitment

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APPENDICES
Candidate Portfolios

Joel S. Graeff, AICP

407-961-0868 • joelgraeff19335@yahoo.com
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December 8, 2017

Ms. Anne Lewis
Springstead Waters
9097 Atlee Station Road, Suite 200
Mechanicsville, VA 23116

RE: Executive Director – Lake~Sumter County Metropolitan Planning Organization

Dear Ms. Lewis:

I learned through a review of the American Planning Association website that the Lake~Sumter County Metropolitan Planning Organization is seeking the services of an Executive Director and I believe my career experience and credentials are a fit for this position. Listed below are my accomplishments:

- **Leadership** and demonstrating the ability to use sound and independent judgment to “see the big picture” regarding infrastructure projects by being a strong consensus builder and understanding the sensitivity to address individual community needs within the:
 - Private sector – Project Manager for projects in the Mid-Atlantic, Southeast, and Florida
 - Public sector – Task Leader for regional planning and transit agencies
 - Non-Profit sector – Executive Director of Transportation Management Associations in New Jersey and Pennsylvania
- **Leading People** by managing mid-level and junior analysts, technicians, grant makers, and planners over my career by providing mentoring, developing qualified staff, setting performance expectations to achieve results, balancing workflow, and expanding career development.
- **Executive Presence** by managing client and public relationships, possessing superior presentation skills, verbal and written, to present, explain, justify and defend complex policies and issues before all stakeholders.
- **Program Planning** by securing and managing multimodal transportation and land use projects with contract values ranging from \$1 million to \$5 million including open-end, task-order contracts for Departments of Transportation including: FDOT, LYNX, NCDOT, PennDOT, NJDOT and DelDOT. Responsible for business development and project management of Transportation Planning Studies, Corridor Analyses, Multimodal Alternatives Analyses, and Regional Transportation Plans.
- **Financial, Budgeting and Contract Planning** with extensive experience in budgeting and deadlines, fiscal planning and fiscal reporting; directing the oversight and approval process for federal and state received; and, an understanding of project management and contracting experience to award and monitor project contracts.

I believe I have a firm grasp of the attributes necessary for the Executive Director position and would contribute to this organization. Enclosed is a copy of my resume which fully details my qualifications and credentials. I look forward to talking to you regarding this exciting opportunity. Thank you for your consideration.

Sincerely,

Joel S. Graeff, AICP

Joel S. Graeff, AICP407-961-0868 • joelgraeff19335@yahoo.comwww.linkedin.com/in/joelgraeff

More than 30 years of experience in the management and planning of transportation infrastructure and facilities for the public, private, and non-profit sectors. I am accomplished in multimodal transportation planning, rail transit design, transportation infrastructure funding, transportation systems management, and innovative transportation option programs. In addition, I have extensive experience in project management, policy development, traffic corridor studies, transportation master planning, and environmental planning and documentation.

Most Recent Accomplishments

Highway Safety Improvement Program Candidate Project Identification, Space Coast TPO, Melbourne, FL – Project Manager for a study to identify safety improvement packages for intersection and corridor segments that may be eligible for FDOT Highway Safety Improvement Program (HSIP) funding in Brevard County. A total of 36 safety packages were identified and evaluated.

NE Miami Court Grade Crossing Report, Miami Design District, Miami, FL – Project Manager for a traffic study analyzing the area wide impacts of a proposed closure of the NE Miami Court at-grade railroad crossing in Miami-Dade County.

LiDAR 3D Technology Semi Annual Performance Measures, Central Florida Expressway, Orlando, FL – Task Leader for development of a report to the CFX Board presenting data provided by Florida Highway Patrol and Orlando Police Department to determine the most appropriate traffic homicide data collection technology solution and to best achieve the desired results of the Florida Open Roads Policy.

Operations Guidelines Regional Traffic Management Center, Central Florida Expressway, Orlando, FL – Task Leader for the development for the development operations guidelines the FDOT District 5 Regional Traffic Management Center (RTMC) operations based upon information previously gathered and the current best practices. The document serves as a snapshot of how the RTMC operates today and details how CFX plans to manage operations at the RTMC and comply with existing FDOT D5 policies and procedures.

Master Plan Development for Hollywood Boulevard at State Route 7, Broward MPO, Ft. Lauderdale, FL – Task Leader for the development of defining the investment of MPO funds on Mobility Hub improvements that complement the roadway improvements by the Florida Department of Transportation District 4 (FDOT) and right-of-way acquisitions by FDOT and the City of Hollywood.

Central Florida Transportation Authority (LYNX), Orlando FL - Interim Chief Planning & Development Officer responsible for the activities of a 25-person organization covering Planning, Grants, Engineering and Information Technology. Reporting directly to the Lynx Chief Executive Officer and managing the day-to-day staff operations to deliver quality services to Central Florida commuters. Direct coordination with funding partners, major employers, passengers, and interested stakeholders.

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

North Florida TPO 2013-2015, North Florida Transportation Planning Organization, Jacksonville, FL - Task Leader contributing to the development of a task work order to review current operators, licensed and unlicensed, franchised and unfranchised, for-hire vehicles quantify their impact to the

roadway and sidewalk network, review current regulations, and make recommendations for policy changes and regulations to manage these operations for the City of St. Augustine.

Program Planning - Securing and managing transportation and land use projects with contract values ranging from \$1 million to \$5 million including open-end, task-order contracts for major agencies such as NCDOT, FDOT, PennDOT, NJDOT and DelDOT.

TIGER V Grant Application, Maryland Port Administration, Baltimore, MD - Task Leader for the preparation of a \$10 million grant to expand the Port of Baltimore's export capabilities.

Open-End Contract, Statewide Traffic Impact Study Reviews, Delaware Department of Transportation - Project Manager responsible for the assignments of three professionals in the preparation of 130 Traffic Impact Study reviews as part of a three-year, \$1.2 million agreement with DelDOT's Division of Planning.

Open-End Contract, Multi-Modal Planning and Implementation Services, Pennsylvania Department of Transportation - Deputy Project Manager responsible for task order assignments for four professionals serving as imbedded staff with PennDOT's Bureaus of Aviation, Rail Freight, Ports and Waterways, and Public Transportation managing 18 task orders totaling \$5 million.

Chester County Transportation Management Association, PA and RideWise of Raritan Valley Transportation Management Association, NJ - Executive Director for two "start-up", non-profit 501 (c) (4) Transportation Management Associations (TMAs) charged with development and adherence to budgets (both TMAs had budgets more than \$1 million); writing successful work plans and grant applications, and developing agency marketing plans.

Leadership - Demonstrating the ability to use sound and independent judgment to "see the big picture" by being a strong consensus builder and understanding the sensitivity to address individual community needs.

Pennsylvania Passenger and Freight Rail Plan, Pennsylvania Department of Transportation - Project Planner managing planning efforts related to identification of the State's freight rail system, rail carriers, and intermodal facilities.

Transportation Demand Management Program Support and Evaluation, New Jersey Department of Transportation - Project Manager leading three professionals responsible for TDM technical support and database services to support the operation and evaluation of statewide TDM programs, especially CMAQ-funded programs including the eight-member agency TMA program, Employer Services Program, RidePro rideshare matching system, and Park-Ride Program.

Districtwide Public Transportation Contract, Florida Department of Transportation District 5 - Planning Task Leader responsible for assisting the District 5 personnel with their Park & Ride program including the preparation of a Park-and-Ride Design Manual and bi-annual utilization assessments. Project was a three-year \$1.5 million task work order agreement.

Executive Presence - Possessing superior presentation skills, verbal and written, to present, explain, justify and defend complex policies and issues before all stakeholders.

2040 Long-Range Transportation Plan, Glynn County Community Development Department, Glynn County GA - Planning Task Manager for the development of a Goods Movement and Freight component to the County's Long-Range Plan where projects were evaluated based upon the attributes of freight congestion relief, coordination, safety, environmental impacts, infrastructure impacts, freight facilities served, and ability to enhance or create jobs.

Chatham County-Savannah MPC, Park-and-Ride Lot Study, Savannah, GA - Task Leader for establishing a countywide park-and-ride lot site evaluation process consisting of identification and

evaluation of sites, site evaluation process and recommendations, and cost estimates. All planning elements were presented and confirmed by the Stakeholder Advisory Committee.

SR 50 Realignment Study PD&E, Florida Department of Transportation District 5, Groveland, FL - Task Leader for the development of an economic study to analyze the potential impacts to downtown businesses relative to the realignment of SR 50 within the City of Groveland.

Leading People - Managing mid-level and junior planners by providing mentoring, developing qualified staff, setting performance expectations to achieve results, and expanding career development.

BeltLine Corridor Environmental Study, MARTA, Atlanta, GA - Project Planner responsible for development of a Tier I Draft Environmental Impact Statement and development of a QA/QC process of a new 22-mile fixed-guideway transit and multi-use trail system encircling central Atlanta.

Development of a Strategic Plan to Upgrade Facilities on the Keystone Corridor, Pennsylvania Department of Transportation, Harrisburg to Paoli, PA - Planning Task Manager responsible for identifying recommendations for ten Keystone Corridor stations between Paoli and Harrisburg for access considerations.

Financial, Budgeting and Contract Planning - Extensive experience in budgeting and deadlines, fiscal planning and fiscal reporting; directing the oversight and approval process for federal and state funds received; and, an understanding of project management and contracting experience to award and monitor project contracts.

Wilmington Multimodal Transportation Center Environmental Assessment, North Carolina Department of Transportation Rail Division, Wilmington, NC - Project Manager for the FTA-compliant Environmental Assessment associated with development of a multimodal transportation center adjacent to and interfacing with a future train station in a redeveloping historic neighborhood in Wilmington.

Celebration Pointe Streetcar Feasibility Study, SHD Development, Gainesville, FL - Project Manager responsible for a detailed modal, operational, and financial assessment for a potential streetcar project planned for a larger mixed-use Transit Oriented Development (TOD).

RECENT EMPLOYMENT HISTORY

HNTB, Inc., Lake Mary, FL – Senior Project Manager
 Littlejohn Engineering/S&ME, Inc., Orlando, FL – Senior Transportation Planner
 Moffatt & Nichol, Raleigh, NC – Senior Planner
 TranSystems, Maitland, FL – Planning Team Leader

EDUCATION

Masters of Business Administration - Finance, LaSalle University, Philadelphia, PA
 Bachelor of Arts, Geography, Urban Studies Concentration, Shippensburg University, Shippensburg, PA

PROFESSIONAL ORGANIZATIONS

American Planning Association
 American Institute of Certified Planners, No. 023023
 Florida Chapter of the American Planning Association

LAKE-SUMTER METROPOLITAN PLANNING ORGANIZATION
CANDIDATE QUESTIONNAIRE
EXECUTIVE DIRECTOR EXECUTIVE RECRUITMENT

Your Name	<u>Joel S. Graeff, AICP</u>
Mailing Address <i>(to include City, State, and Zip Code)</i>	1920 Dunn Cove Drive, Apopka, FL 32703
Home Phone	N/A
Business Phone	N/A
Mobile Phone	407-961-0868
Home Email Address	Joelgraeff19335@yahoo.com
Work Email Address	N/A

(This contact information will be used to communicate with you regarding this position unless otherwise instructed by you)

CURRENT POSITION, TITLE AND ORGANIZATION	Senior Project Manager – HNTB Corporation
REPORTS TO (TITLE)	Frank O’Dea, Vice President, Group Director
POPULATION SERVED	N/A
TOTAL DEPARTMENT STAFF/BUDGET	15 Engineers and Planners/\$5 Mil.
TOTAL STAFF/BUDGET YOU ARE RESPONSIBLE FOR	N/A
EDUCATION AND LICENSES	MBA (Finance) LaSalle University, 1990 BA Geography (Urban Studies Concentration) Shippensburg University, 1977 AICP American Planning Association
CURRENT SALARY	\$127,200

*The purpose of this questionnaire is to provide us with additional information about your experience and qualifications. Be succinct in your responses and describe your direct level of involvement in any projects or initiatives described. **Please do not reformat this document.***

1. Please tell us why you are interested in this position and why you are considering a career move at this time?

Answer: I have previous MPO experience with the Berks County Planning Commission in Reading, PA and the Delaware Valley Regional Planning Commission in Philadelphia, PA. The opportunity to again affect planning at the local level is very appealing to me. In addition, I have been the Executive Director of two start-up Transportation Management Associations where working with diverse Boards will serve me well for helping to shape transportation improvements for the citizens of Lake and Sumter counties.

2. Please describe your management style. How do you get things done?

Answer: I am open and honest with staff and provide information and context on subjects, I look to see how I can motivate staff by understanding their goals, I attempt to look for positive performance and results in all tasks, I look to squelch harmful behavior when I see it, I adjust goals in the appropriate direction to generate positive results, and I distribute authority where it will grow staff development. My overall management style is to make staff look good in all situations.

3. What kind of feedback have you received from people at all levels with whom you work on a regular basis with regard to your strengths?

Answer: “Able to view the big picture”, “Respectful of other’s opinions”, “Honest”, “Thoughtful communications”.

4. What kind of feedback have you received from people at all levels with whom you work on a regular basis with regard to areas of professional improvement?

Answer: “Attempting to please everyone”, “Impatience to get to the definitive answer on an issue”.

5. How would others characterize your communication style – both formal and informal?

Answer: My goal is to establish regular internal progress meetings within with MPO staff, Board, and FDOT. A communication plan would be developed for each MPO assignment and be part of the overall Project Work Program. All files would be maintained in an appropriate format to provide ease of access and understanding.

6. Describe your experience and approach in working for a Board of Directors or similar governing structure.

Answer: My previous Board of Directors experience occurred while I was Executive Director of two Transportation Management Associations. In both cases, I worked for a 15-member Board comprised of Member Government Officials, State and Local Agencies, and Area Business Leaders. My approach was to work cooperatively with each member, while setting the agenda for the functions of the organization.

7. Describe your knowledge and experience in maintaining good working relationships with regulators, community transportation groups, and members of the public.

Answer: I served as Deputy Project Manager on an Open-End Contract for Multi-Modal Planning and Implementation Services for the Pennsylvania Department of Transportation responsible for task order assignments with PennDOT’s Bureaus of Aviation, Rail Freight, Ports and Waterways, and Public Transportation as part of a five-year agreement. Each task assignment required extensive interaction with PennDOT Central staff, regional district staff, and affected stakeholder groups to advance project results and understand opinions and input. In addition, I was the Project Planner responsible for analyzing proposed station development opportunities associated with the potential extension of a commuter rail line. My work with the affected county planning agency included stakeholder outreach to municipal representatives and regional transportation advocacy groups.

8. Describe your experience with the development and implementation of long-term strategic plans.

Answer: Having been in planning my entire career the elements of effective strategic plan entail defining the agency’s vision, mission, core values/guiding principles, challenges and opportunities; establishing the short- and long-range goals; implementing acceptable business practices; and, measuring performance.

9. Describe your knowledge of developing an organizational budget including your methodology for forecasting revenues, expenditures, and growth.

Answer: I have been either the Project Manager or Deputy Project Manager for contracts with state DOTs where budgets had to be developed detailing the revenues and expenses forecasted for my home office and for other offices within my organization. For example, I was Deputy Project Manager for a contract with PennDOT where I oversaw 18 different task order assignments totaling \$5 million. Each assignment had individual scopes of work and fees, coordination with many offices, and forecasting revenues and expenses.

LAKE-SUMTER METROPOLITAN PLANNING ORGANIZATION
CANDIDATE QUESTIONNAIRE
EXECUTIVE DIRECTOR EXECUTIVE RECRUITMENT**10. Describe your experiences with intergovernmental cooperation and regional endeavors.**

Answer: I have been Executive Director of two Transportation Management Associations in Pennsylvania and New Jersey. These agencies a public-private 501 (c) IRS designated and I was responsible for setting the regional agendas regarding transportation and mobility in these areas through input from the Board of Directors, State and Local Agencies, citizen groups and other interested stakeholder bodies. Agency funding flowed from state DOTs, transit agencies, regional planning organizations, so there was a great deal of interaction between all parties.

11. Provide an example of a creative solution you suggest to solve a local or regional transportation issue.

Answer: I was the Project Planner for the Delaware Department of Transportation to conduct research and develop alternative constructs and parameters employed by State and County land use agencies for the “Guidelines for Local Street Interconnectivity”, for local street interconnectivity standards. The result of the work was to recommend policy guidelines to decision-makers for applying interconnectivity concepts to land use development projects.

12. Describe the steps you have taken in your organization to build a culture that fosters teamwork, communication, and an appreciation for diversity.

Answer: One goal would be to provide clarity around the direction of the MPO, thereby, developing an environment where MPO staff can come together and share the responsibility for the success of the organization. As the MPO Executive Director, I would make certain my management style did not feel harm or hinder employee morale, but rather, encourage employees’ success to which things get accomplished. Staff needs to feel connected in a way that creates a desire to serve the MPO. They must feel they are included causing a desire to serve and lead when the need arises.

13. Describe a situation that illustrates your ability to build important relationships with community partners, financial leaders, and public leaders to advance regional planning. Comment on your specific role and the outcome of the situation.

Answer: As Executive Director of the Chester County Transportation Management Association I had the great privilege of helping to implement the “West Chester Run-A-Round”, a public-private partnership between the Chester County BOC and West Chester business community. This was a transit circulator serving downtown West Chester businesses, the Chester County Hospital and the Government Services Building. Although this pilot service only lasted one year, the lessons learned assisted in developing a transit business model for other regions of the County, including the later-developed QVC shuttle and the Vanguard Group shuttle systems. My role in each effort was participant facilitator, grant manager, and promotion.

14. Please describe any additional areas of expertise or experiences/project involvement you have/have had that are relevant to the Lake-Sumter MPO Executive Director position.

Answer: I am accomplished in multimodal transportation planning, rail transit design, transportation infrastructure funding, transportation demand management, transportation systems management, and innovative transportation option programs.

15. Are you currently interviewing with an employer and/or a finalist in any other recruitment process? If so, when will it be concluded?

Answer: No.

LAKE-SUMTER METROPOLITAN PLANNING ORGANIZATION
CANDIDATE QUESTIONNAIRE
EXECUTIVE DIRECTOR EXECUTIVE RECRUITMENT

16. Have you previously been a candidate in a Waters, Springsted, Oldani Group or Waters-Oldani recruitment process? If so, which position (s)?

Answer: No.

LAKE-SUMTER METROPOLITAN PLANNING ORGANIZATION (MPO)
DUE DILIGENCE QUESTIONNAIRE
EXECUTIVE RECRUITMENT
EXECUTIVE DIRECTOR

Name: Joel S. Graeff, AICP

Date Completed: 01/10/2018

1. Have you been subject to a formal charge regarding a conflict of interest, violation of ethical conduct, malfeasance or misfeasance in the performance of duties? If so, please explain the circumstances.

No

2. Have you been investigated or censured by a grand jury, board of inquiry or similar body? If so, please explain the circumstances.

No

3. Have you been subject to any disciplinary actions, including suspension, probation, or demotion in your adult working career? If so, please explain the circumstances.

No

4. Have you been dismissed or asked to resign from a position? If so, please explain the circumstances.

No

5. Have you been subject to a bankruptcy or adverse financial circumstances that would limit your ability to be bonded or placed in a position of fiduciary responsibility?

No

6. Is there anything about your professional or personal conduct that could be potentially embarrassing to your employer or could impair your ability to perform your work, if it were learned at a later time? If so, please explain the circumstances.

No

7. Do you understand that if reliable information arises contrary to your above responses, it could be disqualifying?

Yes

Alvin B. Jackson, Jr.
Boynton Beach, Florida 33437
alvinbjackson@gmail.com
561.722.5402

Anne Lewis
Senior Vice President

Dear Ms. Lewis,

I would like to thank you for the opportunity to be considered for the Executive Director position. This is a very exciting opportunity for me to utilize my previous experiences as a Public Manager and ED professional to assist Lake-Sumter Metropolitan Planning Organization with the local public and its transportation partners to enhance the intermodal mobility of the community by developing a comprehensive long-range transportation plan that supports the mobility needs and economic development of the community.

I have Over 30 years of experience in municipal, county and state government with more than 25 years at the senior management level, serving as a City Manager, Deputy County Manager, Deputy Executive Director of the state's largest Water Management Agency and Executive Director of a Community Redevelopment Agency. Functional experience: strong strategic planning, budget management (operating and financial), corporate structure implementation, procurement, local government relations, human resources, public relations, community outreach and managed budgets up to \$1.2 billion. Hired and managed all levels of personnel, systematically instilling corporate values into daily business practices. Dynamic at moving organizations forward by strategically establishing organizational cultures dedicated to corporate successes and break through accomplishments. Team leader with the skill to build relationships and manage the multi-faceted activities required for the successful implementation of the agency's objectives.

- Created a culture of process improvement through the utilization of cross-functional teams, benchmarking and creating best practices in operations in cost of programs to achieve the highest level of efficiency and all-around effectiveness. Over 50 operations re-engineered.
- Developed a 528-acre industrial park that attracted 15 new industries, added over two million square feet to the tax rolls and over \$57 million in gross sales in three years.
- Increased new job opportunities due to loss of primary industry (citrus). Implemented "*Job Investment Trust Fund*", where the county invested over \$2.1 million, creating over \$2,000 new jobs within a three-year period and resulted in a return investment of over \$80 million to the county.
- Directed business functions for largest water management district in the state of Florida with 3,000 employees (1,800 FTE and 1,200 consultants) and a budget of nearly \$1.2 billion dollars.
- Developed a quality customer service oriented culture. Hired and assembled team members based on commitment to incorporate values into daily business practices.
- Implemented a procurement diversification initiative and increased minority vendor expenditures from \$4 million to over \$200 million dollars in four years.
- Led expansion of County Library system.
- Initiated County "Elder Ready" Community initiative.
- Facilitated the expansion and transition of County Fire services from volunteer to paid services

I believe that the ideal candidate for the Executive Director should be an exceptional manager, administrator, and a leader with a proven track record of noteworthy career accomplishments. This individual should also be an outstanding communicator with excellent verbal, written and listening skills. This individual should also be able to provide a high level of energy and enthusiasm for the Citizens and city staff. My experiences and accomplishments demonstrate that I possess these skills and attributes to be your next Executive Director.

I want to thank you in advance for this opportunity to be considered for the Executive Director's position. I look forward to hearing from you soon. Please find attached my resume outlining my experience.

With the warmest regards,

Dr. Alvin B. Jackson, Jr.

ALVIN B. JACKSON, JR.

□ Boynton Beach, Florida 33437 ☎ 561.722.5402 ✉ alvinbjackson@gmail.com

EXECUTIVE LEADERSHIP

QUALIFICATIONS PROFILE

Goal-driven and versatile executive, with a solid record of accomplishments in public management, economic development, and interagency coordination. Known as strategic partner, responsible for leading the establishment of public/private partnerships with quantifiable results. Expert at spearheading breakthrough accomplishments, increased revenues, highest level of efficiency, and all-around effectiveness. Adept at ensuring alignment with principles and goals for the entire organization. Capable of building collaborative alliances with key decision-makers and stakeholders. Able to lead effectively and independently within a dynamic environment with multiple initiatives and priorities. Equipped with excellent communication, organizational, multitasking, presentation, and interpersonal skills.

AREAS OF EXPERTISE

Business Growth Strategies | Public Administration and Relations | Program Planning and Implementation
Economic Development | Workforce Utilization | Process Optimization | Quality Assurance
Policy Implementation | Performance Improvement | Staff Coordination

PROFESSIONAL EXPERIENCE

SUWANNEE COUNTY ECONOMIC DEVELOPMENT OFFICE | LIVE OAK, FL

Director

Jul 2014–Present

- Provide strategic oversight to the Suwannee County's economic development program.
- Effectively leading the entire Advancement of Suwannee County's economic success through:
 - *Planned and created the Economic Development website that include regional data and properties inventory.*
 - *Implemented new Economic Development Department and policies while developing new land use category for Employment Centers in order to provide regional area that allows for mix of business activities.*
 - *Expertly drafted the Economic Development Performance Based Incentive program, which involved \$5.5M of incentives approved, leading to more than \$169M (ROI), over 800 new jobs created with over \$26M in new payroll.*
 - *Directed the recruitment of twenty-one (21) companies for the first 3 years with more than 1.6 mil sq. ft. added to tax roll; \$166 M in total capital investment.*
 - *Secured \$3.2 million to construct a wastewater treatment infrastructure at the hottest sites in the region, I-75/CR 136 (White Springs Exit).*
 - *Updated Tourist Development Council antiquated by-laws, brought TDC into full compliance with state statutes, clearly articulate the Tourist Development Board's role, create a data-driven marketing strategic plan, revamp grant programs, hire PR and advertising firms,*

THE JACKSON-VAUGHANS GROUP, INC. | BOYNTON BEACH, FL

Vice-President | Leadership Coach/Group Facilitator | Professional and Motivational Speaker

Jan 2013–Jul 2014

- Served as the management consultant and thought leader, responsible for overseeing advisory services in support for the improvement of organizations' productivity and overall performance.
- Implemented strategic and long-term planning sessions for eight public, private, and faith-based entities along with high performance team exercises for 10 public, private, and faith-based organizations.
- Presided over leadership workshops for executive leadership teams and mid-level managers for the following entities: Florida Keys Aqueduct Authority, Haines City, Lake Community Action Agency, Atlanta Water, Palm Beach Human Resources Association, Hallandale Beach Police Department, Leadership Lake, and Leadership Glades/Hendry County.

ALVIN B. JACKSON, JR.

▯ Boynton Beach, Florida 33437 ☎ 561.722.5402 ✉ alvinbjackson@gmail.com

- ▯ Served as keynote speaker, responsible for facilitating leadership conferences, faith-based functions, engineering associations, neighborhood initiatives and Human Resources meetings.

HALLANDALE BEACH COMMUNITY REDEVELOPMENT AGENCY | HALLANDALE BEACH, FL

Executive Director

Jan 2011–Jan 2013

- ▯ Executed City's Redevelopment and Economic Development strategies to eliminate slum and blight increasing conditions for the establishment of sustainable jobs and tax base expansion as well as oversight of an \$11M annual budget.
- ▯ *Spearheaded various housing projects which included the following:*
 - \$11M Affordable Housing Private/Public Partnership Project–Highland Park Village Townhomes (52 units) and certified buyers; sold units and coordinated bank mortgages, resulting to 95% sold within one year.
 - \$1.7M Affordable Housing Neighborhood Stabilization Program (NSP) Rehabilitation Project–Carver Heights Townhomes (8 units); monitored construction procedures, led certification of buyers, marketed units, processed bank mortgages, and developed ownership for 8 first time homeowners.
 - Constructed Community Center, \$1.5 Mil project–Allocation of 40% to local vendors (\$640K) and 90% to general labor, which valued up to \$337K in payroll, which affected the economic savings of \$1M.

THE QUANTUM LEADERSHIP GROUP, INC. | BOYNTON BEACH, FL

Principal Officer

Aug 2007–Jan 2011

- ▯ Orchestrated the economic and small business strategies for Everglades Restoration Project that established opportunities for more than 4200 local businesses, 700 jobs with \$33M worth of payroll leading to economic impact of \$87M in the community.
- ▯ *Succeeded in obtaining \$100K for Grassy Waters Foundation from Wal-Mart for environmental education programming.*
- ▯ *Played a key role with the acquisition of \$1.2M from South Florida Water Management District for Everglades Restoration workforce training along with \$600K for job creation that included heavy equipment and craft laborers trained at Palm Beach State College.*

NOVA CONSULTING | MIAMI, FL

Outreach Manager

Aug 2005–Jul 2007

- ▯ *Functioned as consultant of the South Florida Water Management District; streamlined small business program, outreach initiatives, and workforce utilization program for Everglades project, which led to 300 new jobs, \$20M payroll, and 350 construction graduates and more than 4000 local businesses recruited.*

EARLIER CAREER

SOUTH FLORIDA WATER MANAGEMENT DISTRICT | WEST PALM BEACH, FL

Deputy Executive Director

Jul 2001–Aug 2005

- ▯ *Accumulated \$600K yearly in ad valorem dollars by negotiating and developing memorandum of understanding (MOU) with Broward County.*
- ▯ *Led the implementation of procurement diversification effort and boosted minority vendor expenditures from \$4M to more than \$200M within four years.*
- ▯ *Oversaw strategic planning procedure to coordinate programs and budgets into one comprehensive and integrated work plan, which successfully drove agency budget development and decision-making processes.*
- ▯ *Improved internal communication processes which involved weekly written coordination from the executive office, group messages, video tapings, and online announcements that highlighted goals and accomplishments.*
- ▯ *Redeveloped Media and Outreach Department; minimized staff by 32.3%; and increased positive and accurate media coverage by more than 57% with exposure in national print and broadcast media.*

ALVIN B. JACKSON, JR.

□ Boynton Beach, Florida 33437 ☎ 561.722.5402 ✉ alvinbjackson@gmail.com

LAKE COUNTY GOVERNMENT | TAVARES, FL

Deputy County Manager

Mar 1996-Jul 2001

Economic Development Director

Mar 1993-Mar 1996

- *Oversaw strategic planning procedure to coordinate programs and budgets into one comprehensive and integrated work plan, which successfully drove agency budget development and decision-making processes.*
- *Enhanced agency morale by developing and executing highly creative employee rewards and recognition program.*
- *Implemented "Elder Ready" program; expanding and transitioning county fire services from volunteer to paid services.*
- *Optimized review for various economic and industrial development projects as well as established the Rapid Response Team in support for economic development proposals comprised of county manager, economic development director, planning and development services, environmental management, building official, fire chief, and public services.*

CITY OF EUSTIS

Leisure Services Director

- *Drove key efforts in acquiring funding for various programs and projects wherein no funding previously existed; received over \$20M in grant funding from federal and state governments, while retaining zero costs for the city.*
- *Guaranteed funding source for small businesses that were unable to secure small business loans; spearheaded the Downtown Eustis Revolving Loan Program with Banks in order to accumulate loan commitments up to \$250K for 10 businesses.*

TOWN OF EATONVILLE

Town Manager

- *Contributed in arranging one of Central Florida's premier cultural black arts festivals which was entitled Zora Neal Hurston International Festival; achieving more than 100,000 in attendance Town of Eatonville.*

EDUCATION

Doctor of Ministry Degree

THE THOMAS BROWN BIBLE COLLEGE (FL COUNCIL OF PRIVATE COLLEGES), JACKSONVILLE, FL

Masters of Ministry Degree

THE THOMAS BROWN BIBLE COLLEGE (FL COUNCIL OF PRIVATE COLLEGES), JACKSONVILLE, FL

Bachelor of Arts Degree in Government and Politics

UNIVERSITY OF MARYLAND, COLLEGE PARK, MD

PUBLICATIONS

Jackson, Jr., A.B., (2009). *It is another great day: An inspiring guide to effective leadership*. The Quantum Publishing Group, Inc., Boynton, Beach, FL.

LAKE-SUMTER METROPOLITAN PLANNING ORGANIZATION
 CANDIDATE QUESTIONNAIRE
 EXECUTIVE RECRUITMENT
 EXECUTIVE DIRECTOR

Your Name	Alvin B. Jackson, Jr
Mailing Address <i>(to include City, State, and Zip Code)</i>	5528 Boynton Gardens Drive, Boynton Beach, FL 33437
Home Phone	561-722-5402
Business Phone	386-364-1700
Mobile Phone	561-7225402
Home Email Address	alvinbjackson@gmail.com
Work Email Address	alvinj@suwgov.com

(This contact information will be used to communicate with you regarding this position unless otherwise instructed by you)

CURRENT POSITION, TITLE AND ORGANIZATION	Economic Development & TDC Director, Suwannee County Since 2014
REPORTS TO (TITLE)	Chairman and Board of County Commissioners
POPULATION SERVED	41, 551
TOTAL DEPARTMENT STAFF/BUDGET	Staff of 2 Budget for \$554,593
TOTAL STAFF/BUDGET YOU ARE RESPONSIBLE FOR	Staff of 2/ Budget \$554,593
EDUCATION AND LICENSES	Doctorate in Ministry and Pastoral Leadership Thomas Brown Bible College and Seminary 2009 Masters of Ministry and Pastoral Leadership Thomas Brown Bible College and Seminary 2009 Bachelor of Arts in Government & Politics (concentration in State and Local Administration 1982
CURRENT SALARY	\$93,000

*The purpose of this questionnaire is to provide us with additional information about your experience and qualifications. Be succinct in your responses and describe your direct level of involvement in any projects or initiatives described. **Please do not reformat this document.***

1. Please tell us why you are interested in this position and why you are considering a career move at this time?

Answer: After serving in local government for nearly 35 years, this a great opportunity to lead and plan all the transportation systems in Lake and Sumter counties, I grew in Lake Co, I served as the County’s first Economic Development Director and Lake County’s Deputy County Manager. I know I can bring organizational structure to the MPO, Leadership, Performance based approach and assist to MPO board to establish goals and objectives collaborating with both the Counties and Cities, assisting the Board with establishing priorities and funding to implement those priorities.

2. Please describe your management style. How do you get things done?

Answer: Collaborative Servant Leader-works strategically to create high performing team approach (think tank approach), I would serve as staff's biggest cheerleader, empowering them to creative and teach them how to be strategic thinkers, planners and implementers. I encourages risk taking and thinking outside the box. I will create a culture for working cross functionally to maximize the best approach to tasks. I motivate and supports staff and say "thank you". I systematically lay out a comprehensive work plan so the team can understand how they are corrected to the MPO's overall plan. I strongly encourage communications and consensus building. At the political level I bring people and ideas together, I don't get caught up in political issues, I facilitate an environment for positive policy making and dialog by proving the information, data and recommendations for the Board to make good public policy.

3. What kind of feedback have you received from people at all levels with whom you work on a regular basis with regard to your strengths?

Answer: {Mr. Jackson provided a multi-page document of references from a previous recruitment he was involved in which contacted his references. Candidates describe him as "a man of high integrity," "a motivational and a solid leader... who works well with elected officials, staff, and peers... a consensus builder." "His loyalty and people skills help him put together successful teams. He is organized and meets his deadlines." He is noted to do "an admirable job of working with elected officials. His greatest strength is his ability to examine an organizational structure and pinpoint what is working and what needs to be fixed." "He maneuvers through government processes easily and overcomes barriers to accomplish great successes."

4. What kind of feedback have you received from people at all levels with whom you work on a regular basis with regard to areas of professional improvement?

Answer: Elected Officials says: High integrity, motivational, consensus builder, interacts well with people especially well then community, sees big picture and listens well. Community leaders says: Knows how to navigate through state and local government easily, approachable, good communicator, open to new ideas, knowledgeable and a professional. Local government managers: professional, outgoing, exudes confidence, gets things done, great personality, team player, leader, dedicated to job. Staff says: Able to implement change in a collaborative manner, strong leadership skills, inclusive, motivator, mentor, focused, genuine, service leadership approach; focuses on helping those I supervise to excel and operates with honesty and integrity, excellent problem solver, one his greatest strengths is his ability to examine an organizational structure and pinpoint what is working and needs to be fixed

5. How would others characterize your communication style – both formal and informal?

Answer: Good communicator and prefers to handle business in person vs thru email and phone, a terrific listener and does not act arbitrarily. Inclusive and encourages open and honest communications.

6. Describe your experience and approach in working for a Board of Directors or similar governing structure.

Answer: Assist Board to focus on future and get agreement on common vision, goals priorities and direction. Communicates often, provide facts and data, provides options and recommendations, and develops very good working relationships. Engender a perspective of "we" and partnership. Encourage team work. Promote mutual respect and civility. Present a balanced budget and staffing

plan. Share information equally, No surprises.

7. Describe your knowledge and experience in maintaining good working relationships with regulators, community transportation groups, and members of the public.

Answer: Communicate Communicate and Communicate. Establish and cultivate strategic thinking among partners. Seek to understand the regulations. Engage citizens input. Establish regular team meetings to discuss projects and facilities to be built of expanded.

8. Describe your experience with the development and implementation of long-term strategic plans.

Answer: Created the Lake County initial Economic Development plan; assisted with Lake County long range and strategic plan with measurable outcomes. Assisted with developing a performance based budget to implement strategic plan in Lake County. Lead the strategic plan development at South Florida Management District, performance based. Wrote the Hallandale Beach CRA Action Plan, which was 10 years outdate and noncompliant with state statutes.

9. Describe your knowledge of developing an organizational budget including your methodology for forecasting revenues, expenditures, and growth.

Answer: Created Bi-Annual budgets with performance based budgets based on the Board's priorities, based on long range planning, utilizing trend analogist to study populations data, housing growth, transportation patterns, technology, economic and financial forecast and trends, overall economic outlook, state and federal government policies and available of funds.

10. Describe your experiences with intergovernmental cooperation and regional endeavors.

Answer: Served as intergovernmental liaison for City of Eustis, Lake County, Water Management, Economic Development in Central Florida and in Suwannee County coordinating transportation, water, parks, fire services, human services,

11. Provide an example of a creative solution you suggest to solve a local or regional transportation issue.

Answer: As vehicular traffic increases we should look for alternative transportation systems that are easy and convenient for users. I would explore the opportunities for a central hub for a variety of transportation options: public transit, private transit, rail, cycling, parking for private vehicles, motorized vehicles (motor bikes, motor cycles), Non-motorized vehicles (skate boards, pedestrian). The road systems, cycling trails and pedestrian walk paths should be easily assessable from neighborhoods with a direct path to the central transportation hub. This Hub should possess a commuter rail which feeds into a major rail. Then we should incentivize the users.

12. Describe the steps you have taken in your organization to build a culture that fosters teamwork, communication, and an appreciation for diversity.

Answer: I have practice touching the lives of people in many ways: by being passionate about our organization's mission, by modeling respect, and by letting individuals know we appreciate the work they perform. How do I do that? I send cards and or flowers, I buy lunch or breakfast. These actions are a way of saying, "I appreciate the job you're doing." But the gifts don't remove the need to say those magic words.

When a project staff have been working on achieves success, it is due, in large part to your team's exemplary spirit. This is displayed in their effective communication among themselves, by their working well together, and by the results they obtained. We (I) would recognize and reward that because the characteristics we subscribe to, the typical characteristics of our culture, guided and

facilitated their achievement.

Leadership should be evident in the characteristics and individual qualities of the person exercising it. Followers should be able to experience these qualities in many ways through interrelations.

The way to become an effective leader starts with the individual and more specifically, *within* her or him. It then becomes evident through an emerging leadership personality. I have witnessed success in the tone of my teams. The bottom line of good leadership is to touch the lives of people in a positive manner, which is my approach in developing a dynamic culture.

Followers see us through our personal characteristics. They must fully experience the manifestations of our leadership, and also see how we pass effective leadership qualities on to others.

As these individual characteristics become evident in who we are, how we interact with others and how we do business, onlookers will begin to describe the leader. Certain key words reveal a servant leadership style. For instance, we should hear, “He is a *fair* person,” or “She *listens*.”

Another example is evident in this email that I received from one of my staff members:

Dear Alvin,

Please know that your leadership has opened the doors and set the stage for us to excel and grow in ways we never could before. Your personal touch, creativity and integrity have revitalized the employee morale and dedication throughout the District. My best wishes are with you. I know that wherever you go, or whatever you choose to do, you will make a great mark and make the lives better of all you work with.

God bless you and your family

Susan Elfers

The steps I have taken in organizations were to build a culture that fosters teamwork, communication, and an appreciation for diversity.

First I clearly describe my values and qualities, these are the qualities that I should be found in a successful teams organization:

- Loyalty to the team, the objectives, the mission.
- Teamwork. Cultivate a “we environment.”
- Communication. Share information freely.
- Maintain an ongoing dialog throughout the organization.
- Respect individual strengths.
- Embrace diversity.
- Empathy. Care about people.
- Always determine what is important to team members.
- Honor everyone. Demonstrate respect for all persons.
- Say “Thank You.” Show appreciation in every way possible.
- Self-Control. Stay open, ask questions, and maintain calm demeanor in the face of every challenge.
- Have a forgiving spirit.
- Always maintain a positive attitude and a pleasing personality.
- Cultivate creativity.
- Seek great personal satisfactions in helping others succeed.

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- Be an active listener—quick to hear, slow to speak.
- Be a person of fairness and justice to all.
- Have an action plan, a results oriented-measure.

Developing a culture devoted to do-ability have been part of my strategic planning. However, before developing the strategic plan I had to make sure my leadership teams were together as one, that everyone was reading from the same page and that everyone has the same goal and subscribes to the same mission.

Only when that vital reorganizational step has been set in stone can you develop a strategic approach to solidifying the organizational culture I desire as the leader. Doing this required me rewriting policies and procedures to align with the new organizational culture I was putting into effect.

That new culture helps define the budget development process. The next step is to create a performance plan to implement the strategic plan. This calls for developing individual performance plans. All this is part of creating the culture based on the characteristics I visualized for the organization. It maps out how you do business, how your staff interacts with each other, and how you become a high performance team.

I would practice shoving authority down the hierarchical chain of command. This required showing employees more respect continuously rather than be merely demonstrating it occasionally in meetings. Empowerment means giving them more responsibility; it means giving them the authority to do their jobs efficiently without the delays caused when they must get approval of minor decisions from higher authority. Empowerment requires a supportive environment. It must allow each of us to use his or her special gifts in ways that most effectively and efficiently serve our customers or constituents. Empowerment also requires driving out fear so that employees won't hesitate to contribute in meetings or take risks in their daily work.

Employees should not be afraid to step on someone's toes when pursuing better ways to carry out the organization's mission. I always accepted constructive criticism from lower levels without seeking retribution. I would teach my managers and leaders to shift from heavy-handed, top-down rigidity to true leadership that recognizes and encourages contributions from the entire organization. Doing this called for systems to transmit upward the intelligence and specialized knowledge created on the out in the field and service counter.

It has been my professional and personal experience that effective leadership produces the following results in the lives of individuals as well as in the organizations served by the effective leaders: I strongly required staff and leadership to:

- Master deliberate self-development, and develop characteristics and actions that uplift individuals individually and corporately, and touches the lives of people by empowering them for individual and corporate success.
- To possess inner motivations and professional connections to help and cultivate others to grow and develop into effective leaders. I provided one-on-one mentoring, and created various kinds of learning environments such as staff meetings, and institutes designed for leadership training.
- Create a value oriented and dynamic environment—an organizational culture—in which its members feel great about the purpose or cause they and their fellow team members serve.

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- Being driven by measurable results, I facilitated leaders to create a strategic approach to achieving goals. They clearly articulated the importance that every team member plays in the accomplishment of the organization's established goals.
- I would cultivate passionate environment to celebrate individual as well as corporate accomplishments, and also celebrate team members walking the talk of the established value system. Recognition and rewards were formal and informal, individual and team driven, monetary and non-monetary. Often they are just a simple "Thank you."
- Regard people and their work with great seriousness.
- Listen and take the lead from the troops.
- Share in the mistakes and pain when negative developments defeat positive intentions.
- Allow the work force to know it is OK to make a mistake once in a while.
- To make myself inconspicuous. The days of the big eyes and the bossy heads and the entire "do as I tell you" syndrome are now past. Is it past for you or do you still insist on being the last of the great "I am" leaders?
- Is vulnerable and knows how to take risks. This has tremendous power.

I would upgrade the existing staff. This means initiating programs aimed at improving the performance of the individuals presently occupying positions of leadership. Instead, I choose a more lofty option that builds security, loyalty and teamwork throughout the organization.

That option is to transform the ineffective person into an effective leader or manager. This takes real effort. It calls for the sincerity to mentor, the skill to coach, the patience to observe, the wisdom to develop a transformative plan, and the intuition to help such people by learning about and caring enough about them.

To powerfully influence, train and elevate every member of team, have use multiple approaches:

- One-on-One Contact- I lead by walking around engaging staff.
- Email all participating employees before and after each train-ing session. Communicate who, what, when, where, why, and how.
- Handout promotional Items: Reinforce the institution's mission, vision, and values through promotional items. I gave T-shirts, pads of paper, mouse pads, mugs, coasters, pens, pencils, and so on. Branding your organization in such a manner is a strong way to build loyalty and pride in being part of accomplishing the organization's mission
- My greatest use of staff meetings were to maximize performance. The purpose is to enhance the team's ability to create a value-driven, goal oriented, caring organization that delivers a high quality of service to its public and to its employees.
- Some of my retreats consisted of: canoe trips, where I would pair certain members together for specific purposes. It's remarkable how people who haven't been very friendly in the office can find harmony and mutual respect in the close quarters of a different environment. We also used airboat trips in the Everglades, a rope course, and scenario building for long-view strategic planning. Once I brought in a Montessori elementary schoolteacher to facilitate leadership team-building. The intent of these activities was to get the team working together, having fun, learning about each other, feeling comfortable and sharing who we are, and always keeping at the forefront the leadership qualities we value as individuals and as a team.

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- I strongly believe in and practice utilizing performance evaluation time as a priceless opportunity to formulate plans for an individual's growth and development, to promote desired leadership qualities, and to develop how the person being evaluated can best incorporate those qualities in their daily behavior toward others. Let me share some examples of this process. First, you should identify the leadership qualities that the individual is displaying (being very clear). "She demonstrates exceptional leadership" (e.g. sets direction for her team, gains commitment for actions consistent with the agency's strategic plan and values). "She develops an effective senior team by capitalizing on their strengths and instilling a stronger sense of teamwork."

13. Describe a situation that illustrates your ability to build important relationships with community partners, financial leaders, and public leaders to advance regional planning. Comment on your specific role and the outcome of the situation.

Answer: As the ED director for Lake Co, I pull 120 stake holders together to assist develop the County's first economic development "Action Plan", we were completed in 100 days. We presented a draft plan to BOCC, it was approved, and then they amended the Comprehensive Plan to add the "Economic Element".

14. Please describe any additional areas of expertise or experiences/project involvement you have/have had that are relevant to the Lake-Sumter MPO Executive Director position.

Answer: Provides strategic oversight to the Suwannee County's economic development program. Served as a management consultant and thought leader, responsible for overseeing advisory services in support for the improvement of organizations' productivity and overall performance. Implemented strategic and long-term planning sessions for eight public, private, and faith-based entities along with high performance team exercises for 10 public, private, and faith-based organizations. Served as keynote speaker, responsible for facilitating leadership conferences, faith-based functions, engineering associations, neighborhood initiatives and Human Resources meetings. Spearheaded various housing projects. Prepared and oversaw \$1.2 billion budget. *Oversaw strategic planning procedure to coordinate programs and budgets into one comprehensive and integrated work plan which successfully drove agency budget development and decision-making processes. Drove key efforts in acquiring funding for various programs and projects wherein no funding previously existed; received over \$20M in grant funding from federal and state governments, while retaining zero costs for the city.*

15. Are you currently interviewing with an employer and/or a finalist in any other recruitment process? If so, when will it be concluded?

Answer: No

16. Have you previously been a candidate in a Waters, Springsted, Oldani Group or Waters-Oldani recruitment process? If so, which position (s)?

Answer: NO

LAKE-SUMTER METROPOLITAN PLANNING ORGANIZATION (MPO)
DUE DILIGENCE QUESTIONNAIRE
EXECUTIVE RECRUITMENT
EXECUTIVE DIRECTOR

Name: Alvin B. Jackson, Jr.

Date Completed: 1/9/2018

1. Have you been subject to a formal charge regarding a conflict of interest, violation of ethical conduct, malfeasance or misfeasance in the performance of duties? If so, please explain the circumstances. **NO**
2. Have you been investigated or censured by a grand jury, board of inquiry or similar body? If so, please explain the circumstances. **NO**
3. Have you been subject to any disciplinary actions, including suspension, probation, or demotion in your adult working career? If so, please explain the circumstances. **NO**
4. Have you been dismissed or asked to resign from a position? If so, please explain the circumstances. **YES, I was the Executive Director in Hallandale Beach, after getting the CRA compliant, after the election the Mayor was not happy about that CRA funds must be expended within the district and for specific CRA related items. The Mayor ask for my resignation due to philosophical differences. The Board agreed to terminate my contract without cause after requesting.**
5. Have you been subject to a bankruptcy or adverse financial circumstances that would limit your ability to be bonded or placed in a position of fiduciary responsibility? **NO**
6. Is there anything about your professional or personal conduct that could be potentially embarrassing to your employer or could impair your ability to perform your work, if it were learned at a later time? If so, please explain the circumstances. **NO**
7. Do you understand that if reliable information arises contrary to your above responses, it could be disqualifying? **YES**

January 2, 2018

Board of Directors
Lake -Sumter Metropolitan Planning Organization
225 W. Guava Street, Suite 211
Lady Lake, FL 32159

RE: EXECUTIVE DIRECTOR POSITION

Board of Directors:

I would like to be your next Executive Director and believe you will find my background and ambitions match the requirements for this position.

As a nationally recognized planner with the American Institute of Certified Planners (AICP), I currently am the Program Manager for Marathon County's Conservation, Planning and Zoning Department in Wausau, WI where I manage the operation of the County's Planning and Geographic Services Divisions, as well as, being the Director of the Wausau Area Metropolitan Planning Organization (MPO). Prior to the Program Manager position, I functioned as the MPO Director as the County Transportation Planner for 14 years. I have worked in the Program Manager capacity for 9 years with extensive experience in a variety of planning areas from throughout my almost 29-year planning career which enabled me to work with a variety of people at the federal, state and local levels, as well as, manage, coordinate, conduct and supervise a wide variety of planning projects ranging from land-use, natural resources, economic development, zoning, GIS and cartography, but mostly with transportation.

As part of my duties, I am responsible for all project management related functions, including financial, for the MPO, as well as, the Planning and Geographic Services divisions in the County. I've been involved with many aspects of the county and local government's leadership, from the County Boards and committees, the MPO Board and committees, as well as city, village, town, state and federal leaders and their staff. I currently supervise six Geographic Services and Planning division staff members and their job functions.

My understanding of this position is to direct and administer the MPO programs and provide for its overall operational management and work with committees and community leaders on program budgets, policies, and programs. With my ability to learn quickly, perform the duties given me, supervise staff, along with my experience in working in the MPO and Planning fields makes me confident that I would be a great asset in this capacity to the Lake-Sumter MPO.

This letter and application can tell you only so much about my motivations and qualifications. I would welcome the opportunity to discuss my background with you in person. I can be contacted at (715) 573-1223. I look forward to hearing from you, and thank you for your consideration.

Sincerely,
David Mack
David Mack, AICP

DAVID MACK, AICP

1755 County Road Q
Hatley, WI 54440
Phone: (715) 573-1223
Email: dkijmack88@yahoo.com

Objective

Utilize my experiences in planning and working with an MPO to help create a better community, as well as, an exceptional place to work.

Qualifications

I have maintained my AICP certification and have almost 29 years of planning experience which includes leadership, public involvement and participation, and intergovernmental relations but mostly transportation which includes bicycle and pedestrian, transit, traffic modeling and working with state and federal regulations. My management of planning projects range from preparing for and acquiring funding, RFP's, and plan preparation to final project design and construction. I have a working knowledge of community planning principles which includes, economic development, site design and development, natural resources, grantsmanship, cartography and GIS, as well as supervisory responsibility for planning, regulatory and geographic services staff. I have excellent communication skills from verbal to written to public speaking. I have developed my supervisory abilities and leadership skills by managing staff and working with the County Board, MPO Board, local, state and federal governments, and numerous committees all for the public good.

Work History

2012 to Present, Planning and Geographic Services Program Manager, Marathon County, Wausau, WI
Provide leadership and oversight to the Planning and Geographic Services Divisions operations for Marathon County's Conservation, Planning and Zoning Department in Wausau, WI. Provide staff functions for 5 county committees, and supervise 6 staff member that work on 14 main programs. All the while, continuing to direct and manage all operational responsibilities for the Wausau Area Metropolitan Planning Organization (MPO) and 3 subcommittees.

2009 to 2012, Planning and Regulatory, Program Manager, Marathon County, Wausau, WI
Provide leadership and oversight to the Planning and Regulatory Divisions operations for Marathon County, WI. Provide staff functions for 5 county committees, and supervise 10 staff members that work on 14 main programs, including ordinance administration. I also continued to manage all operational responsibilities for the Wausau Area Metropolitan Planning Organization (MPO) and 3 subcommittees.

1995 to 2009, Transportation Planner, Marathon County, Wausau, WI
Oversee all operational responsibilities as the Director of the Wausau Area Metropolitan Planning Commission (MPO). Prepared the MPO Unified Planning Work Program, Transportation Improvement Program, and Long Range Transportation Plans with local government and Wisconsin DOT coordination. Conducted and prepare all planning related studies and reports for the MPO. Oversee staff functions relating to MPO duties.

1989 to 1995, Associate Planner, North Central Wisconsin Regional Planning Commission, Wausau, WI
Coordinated and conducted various planning projects including transportation, land use, economic development, intergovernmental cooperation, natural resources, GIS and cartography.

1988 to 1989, Digital Cartographic Technician, Mapcom Systems, Inc., Richmond, VA.
Performed GIS functions from data entry by digitizing, data and map manipulation, to final map production.

Education

1987 to 1988, Bachelor of Science in Geography with an emphasis in Cartography, University of Wisconsin-Stevens Point, Stevens Point, WI

1980 to 1983, No Degree, University of Wisconsin-La Crosse, La Crosse, WI

References

James Griesbach, Highway Commissioner, Marathon County, Wausau, WI 715-261-1801,
james.griesbach@co.marathon.wi.us

Dennis Lawrence, Executive Director, North Central WI Regional Planning Commission, Wausau, WI
715-849-5510, dlawrence@ncwrpc.org

Greg Seubert, Transit Director, Wausau Area Transit System, d.b.a. Metro Ride, Wausau, WI, 715-842-9287
greg.seubert@ci.wausau.wi.us

LAKE-SUMTER METROPOLITAN PLANNING ORGANIZATION
CANDIDATE QUESTIONNAIRE
EXECUTIVE RECRUITMENT
EXECUTIVE DIRECTOR

Your Name	<u>David Mack</u>
Mailing Address <i>(to include City, State, and Zip Code)</i>	1755 County Road Q Hatley, WI 54440
Home Phone	715-573-1223
Business Phone	Not available at this time
Mobile Phone	715-573-1223
Home Email Address	dkjmmack88@yahoo.com
Work Email Address	Not available at this time

(This contact information will be used to communicate with you regarding this position unless otherwise instructed by you)

CURRENT POSITION, TITLE AND ORGANIZATION	Program Manager, Conservation, Planning, and Zoning Department, Marathon County, WI. As Program Manager also the Director of the Wausau Area MPO, Wausau, WI
REPORTS TO (TITLE)	Marathon County Conservation, Planning, and Zoning Department Director
POPULATION SERVED	County 140,000; MPO area 90,000.
TOTAL DEPARTMENT STAFF/BUDGET	27 people with a \$1,300,000 annual budget
TOTAL STAFF/BUDGET YOU ARE RESPONSIBLE FOR	6 staff in the Planning and Land Service (Surveying and GIS) Divisions with a \$500,000 budget MPO is part of the Planning Division with 3 staff and a \$210,000 budget
EDUCATION AND LICENSES	Bachelor of Science in Geography with an emphasis in Cartography. American Institute of Certified Planners (AICP)
CURRENT SALARY	\$77,000

*The purpose of this questionnaire is to provide us with additional information about your experience and qualifications. Be succinct in your responses and describe your direct level of involvement in any projects or initiatives described. **Please do not reformat this document.***

1. Please tell us why you are interested in this position and why you are considering a career move at this time?

Answer: Two main reasons: 1. Most of my career has been directing the Wausau, WI MPO affairs. By becoming a Program Manager with Marathon County my focus has increasingly shifted to county wide planning efforts. I would like to get back to utilizing my MPO knowledge and transportation background at a more full time level on transportation issues in an area that embraces the ideals I adhere to. 2. My wife and I have always wanted to move to Florida and have always considered retiring to Florida, specifically central Florida. I have family in the state and this would be a perfect fit for my family, and my career goals.

2. Please describe your management style. How do you get things done?

Answer: I have a very casual approach to management with regards to staff and personnel issues. I do not believe in micro-managing projects, situations or people. I believe in providing staff with the tools to succeed and let them perform to their own abilities. I prefer working in a team setting for the overall concept and strategy discussions on the main components of a project with the detailed work being performed by the staff individually. As the Director, I know that ultimately I am responsible for the actions of the staff and will step in when needed to get the work done or take action to remedy situations.

3. What kind of feedback have you received from people at all levels with whom you work on a regular basis with regard to your strengths?

Answer: For the past 6 years I have been using a system of strengths identification called Strengths Finders. This method identifies the top 5 strengths that are inherent in each person. By identifying people's strengths, people can be placed together or teamed up to work on projects based on their strengths. Utilizing people's strengths is a better approach than reflecting on people's downfalls or negative character traits that need to be worked on. I have even hired people after reviewing their strengths and how they would make the best fit in the office. Without the supporting material it is hard to understand my strengths, but I have the ability to "win people over", I always try to include others, I always look for the historical significance in a situation, and I have a strong belief system. Along with these, I've been told that I am always knowledgeable, very organized, easy to work with by being open and inviting to all.

4. What kind of feedback have you received from people at all levels with whom you work on a regular basis with regard to areas of professional improvement?

Answer: I am a strong leader based on a true appreciation of the core values and how to build and maintain a positive work culture and environment. I have a way of making people feel comfortable. My ability to talk to anyone helps bring people together in situations where there is a need for a facilitator or moderator. I have the ability to defuse a difficult situation and calm it down and get people to see other people's perspectives through simple conversation to get people to come to a common understanding.

5. How would others characterize your communication style – both formal and informal?

Answer: I am a very talkative person. This has benefitted me well in my career by giving me the ability to speak to anyone in any situation that may arise from one-on-one conversations to speaking at meetings to giving speeches to large groups. My overall style is informal with a sense humor thrown in on occasion, however, when the circumstance warrants, I give the situation the proper respect its due. Commission, board and committee meetings are all occasions that the proper protocol must be used to give the people present and the forum, their due respect.

6. Describe your experience and approach in working for a Board of Directors or similar governing structure.

Answer: I have worked my whole planning career under a board of director's structure. Most of the time it has been a County Board or Planning Commission with a subcommittee structure. I currently work for a County Board and staff one of their 8 standing committees and assist in staffing four others. The Planning Commission oversees the MPO functions and they have three subcommittees of which I am Acting Chairman of two of them and staff the Commission and the third committee. Most of the Boards, Commissions, and Committees are made up of elected officials and some are

professional staff to those officials. Working for and being a part of meetings conducted for the public good has always brought with it the respect it deserves from me. I understand the general public in the group we work for, but also the elected officials and sometimes other municipality's staff members, all the while knowing the public is the group to respond to.

7. Describe your knowledge and experience in maintaining good working relationships with regulators, community transportation groups, and members of the public.

Answer: Working for Marathon County has afforded me the ability to work with the regulators of a number of issues in my county. From agricultural farmland regulation, to mining regulation to zoning regulation, all these are being administered in the office I work. I have also had privilege of being the County Zoning Administrator and also overseen the private onsite waste disposal system program in the County. With that experience, I believe I have the working knowledge of how to create and maintain the relationships needed to conduct business in that environment. I have worked in the transportation and planning industry long enough to have adopted a three word mantra to live by. Be Honest, Kind and Respectful in all situations and you will create and maintain good working relationships with anyone.

Another example is the development of the Metro Bicycle and Pedestrian Committee. I worked with members the County Health Department, area bicycling clubs, running clubs, the area bicycle shop owners along with the area communities to establish the area's first Bicycle and Pedestrian Committee. Currently I have staffed that committee that meets monthly for the past 12 years. The diversity of the membership is the reason why the committee is a vital part of the MPO planning process.

8. Describe your experience with the development and implementation of long-term strategic plans.

Answer: I have been involvement in working on a team of WisDOT staff, MPO staff and local community staff on a long term plan for the updating of the interstate and US highway system infrastructure in the metro area. The plan was developed to assist in removing the local traffic from the interstate system and to rebuild the aging portions of the roadways both on the local system and the freeway system. The strategic plan was developed to accomplish the goals over a 15 year period. The strategies included the initial phases of enhancing the local road network with capacity expansion projects to accommodate more local traffic. The subsequent phases identified the sequencing of interchange reconstructions, culminating in one large systems interchange reconstruction in the heart of the metro area. Along with the planning, a financial package was established utilizing federal, state, and local funds that eventually totaled approximately \$336 million dollars.

9. Describe your knowledge of developing an organizational budget including your methodology for forecasting revenues, expenditures, and growth.

Answer: I have worked on creating a budget for the MPO through the work on our Unified Planning Work Program for 23 years. That budget included staff and expenses for the entire MPO operation. Along with the MPO budget, I have worked on developing the overall County department budget for the past 9 years. My section of that budget includes the Planning Division and the Land Services Division (GIS and Surveying). The revenue side of the MPO budget is established by formula with the State DOT and the other state MPOs. The expense side is primarily personnel costs and a small

amount to administer the operation. The county has been working on the forecasting of expenses by utilizing a priority based budgeting system. Identifying the most and least impactful programs then placing more funding in the programs that have the highest impacts, thus eliminating those programs with the least impacts. This process is helpful for the elected officials to see just how the funds of the county are being utilized.

10. Describe your experiences with intergovernmental cooperation and regional endeavors.

Answer: Beginning my career working for a Regional Planning Commission taught me how to interact with many people from many disciplines to get projects done. The ability to work together with people is really the key element to how things get done. Finding the commonalities in situations provides the ability for people to understand one another and react and reach for outcomes that are for the betterment of all involved. Having a good working relationship with the elected officials and their staff from all the participating communities in the MPO is the way in which the work gets done and the municipalities and the public benefits.

11. Provide an example of a creative solution you suggest to solve a local or regional transportation issue.

Answer: The Wisconsin Department of Transportation (WisDOT) was interested in building a new interchange to connect an Interstate Highway with a State 4-lane highway facility in the heart of the MPO region. They were reluctant to spend the money on the project because the roadway had a very high percentage of local traffic utilizing the interstate system. I created a Local Arterial Circulation Plan to identify which local roads could be used by local traffic instead of using the freeway system. By discussing this idea with all the MPO communities and creating a plan, we were able to project a 10% reduction in local traffic on the freeway system by utilizing the upgraded local arterial system. By including our local congressman in the planning, we obtained a \$36 million federal appropriation for updates to the local roads. With that funding, the WisDOT then committed and built a \$300 million interchange system to accommodate the needs of the local communities and the traffic traveling through the region.

12. Describe the steps you have taken in your organization to build a culture that fosters teamwork, communication, and an appreciation for diversity.

Answer: We have instituted an Employee Performance Appraisal system that is based on three main principles. 1. Core Values. Six core values of Service, Integrity, Quality, Diversity, Shared Purpose, and Stewardship of Our Resources make up this section. People are evaluated on how they “live the core values”. 2. Job Deliverables. The performance of the job duties for which you were hired. 3. Professional Development Plan. Each individual employee is encouraged to continue to learn and grow in their profession. With these three elements, a positive work environment then helps build a strong organizational culture. Diversity is a core value and discussions and training on how to administer programs based on diversity is done on a continual basis.

I’ve also come to understand that a level of flexibility in the workplace will also bring about a good work environment which fosters better communication and teamwork. Something as simple as flexible work hours can create a very positive environment in the workplace.

13. Describe a situation that illustrates your ability to build important relationships with community partners, financial leaders, and public leaders to advance regional planning. Comment on your specific role and the outcome of the situation.

LAKE-SUMTER METROPOLITAN PLANNING ORGANIZATION
CANDIDATE QUESTIONNAIRE
EXECUTIVE RECRUITMENT
EXECUTIVE DIRECTOR

Answer: Building relations with multiple partners is what I've done for my entire career. 5 years ago working with the Bicycle and Pedestrian Committee I developed a smaller signage subcommittee to address the lack of signs in the metro area for bicycling. A group of area community and County Health Department staff members created a metro wide bicycle signage and wayfinding program. With state and federal grant funds, we were able to establish a network of signs on designated routes to assist bicyclists and pedestrians find their way throughout the metro area. Based on the popularity of the signage system, we were able to obtain additional funding to install bike fix stations along some routes utilizing local community philanthropic foundation funds. My role in this was to oversee the entire program, plan all the routes, apply for and obtain the funding for the fix stations, and be the liaison with the Bike and Pedestrian Committee. This project helped bring bicycle and pedestrian planning into more prominence in the community by making it more visible to the motoring public and also brought awareness to bicycling issues.

14. Please describe any additional areas of expertise or experiences/project involvement you have/have had that are relevant to the Lake-Sumter MPO Executive Director position.

Answer: For the past 20 years, I have been the administrator of the county's grant funds for the elderly and disabled transportation program which provides demand responsive rides in the over 1,500 square mile county. The grant received by WisDOT is for approximately \$370,000 of the overall \$700,000 program. I have developed or oversaw the development of 5 Long Range Transportation Plans, 4 Transit Development Plan, 2 Bicycle and Pedestrian Plan in the Metro area and am currently conducting a new Transit Development Plan. I was the planner, financial coordinator and construction manager on a \$1.6 million bike bridge project with \$1.28 million in federal funds. In that time I have also developed an annual Transportation Improvement Program that identifies 4 years' worth of transportation project with the current 2018-2022 document identifying over \$104 million in transportation projects.

I have spent my career making or supervising staff that utilizes cartographic knowledge and GIS to conduct work dealing with maps. I currently supervise the Land Services Division of the county with 4 staff members that include 2 GIS personnel and 2 Professional Land Surveyors.

15. Are you currently interviewing with an employer and/or a finalist in any other recruitment process? If so, when will it be concluded?

Answer: No

16. Have you previously been a candidate in a Waters, Springsted, Oldani Group or Waters-Oldani recruitment process? If so, which position (s)?

Answer: No

LAKE-SUMTER METROPOLITAN PLANNING ORGANIZATION (MPO)
DUE DILIGENCE QUESTIONNAIRE
EXECUTIVE RECRUITMENT
EXECUTIVE DIRECTOR

Name: David Mack

Date Completed: January 9, 2018

1. Have you been subject to a formal charge regarding a conflict of interest, violation of ethical conduct, malfeasance or misfeasance in the performance of duties? If so, please explain the circumstances. **No**
2. Have you been investigated or censured by a grand jury, board of inquiry or similar body? If so, please explain the circumstances. **No**
3. Have you been subject to any disciplinary actions, including suspension, probation, or demotion in your adult working career? If so, please explain the circumstances. **No**
4. Have you been dismissed or asked to resign from a position? If so, please explain the circumstances. **No**
5. Have you been subject to a bankruptcy or adverse financial circumstances that would limit your ability to be bonded or placed in a position of fiduciary responsibility? **No**
6. Is there anything about your professional or personal conduct that could be potentially embarrassing to your employer or could impair your ability to perform your work, if it were learned at a later time? If so, please explain the circumstances. **No**
7. Do you understand that if reliable information arises contrary to your above responses, it could be disqualifying? **Yes**

December 27, 2017

Anne Lewis
Springfield Waters
9097 Atlee Station Road, Suite 200
Mechanicsville VA 23116
Sr. Recruiting Officer

Dear Anne Lewis,

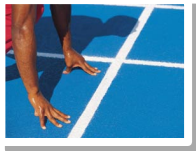
I appreciate your firm emailing the notice. I find myself challenged by your advertisement for the Lake-Sumter MPO Executive Director position. In addition, your stated qualifications are a match for my education and experience. Related experience includes:

- Sacramento Regional Transit District – As Director of Planning responsible for service planning, transportation planning studies, fare policy, downtown circulation study, establishing and monitoring performance standards, comprehensive operational analysis with extensive community outreach, short range planning and Title VI oversight and fare and service equity analysis
- Houston METRO -- as Service Planning Manager responsible for five year transit service plan for the fourth largest USA city in conjunction with the strategic business plan
- San Benito County COG – responsible as Executive Director for the county public transportation authority, EIR, planning, and construction of HWY 25 Bypass, local road improvements, bicycle projects, and pedestrian installations. Directed Hollister Airport LUC. Represented the County on High Speed Rail issues – completed Caltrans Goods Movement training.
- URS – As Transit Operations Director responsible for national transportation operations division; preparing quarterly and annual budgets for the transportation division of the second largest international transit engineering company. Planned ground transportation for Denver International Airport.
- ATC/Veolia – responsible as General Manager/Corporate Director of Planning and System Assessments for the largest national transportation management company. Planned ground transportation for SFO, DFW, DCA, and IAD
- Greater Bridgeport Transit Authority – responsible as General Manager for public transit authority reporting to Board representing four jurisdictions
- LYNX, Orlando FL – Responsible as Manager of Planning and Marketing for planning, marketing, paratransit, customer service, express bus, and rideshare departments; responsible as Manager of Planning and Marketing for developing, analyzing, and monitoring operating and capital budgets. Responsible for MPO transit CIP and TIP. LYNX includes two rural counties.
- NOACA, Cleveland MPO – as Transit Systems Manager responsible for MPO and Greater Cleveland Regional Transit Authority planning; responsible as Manager of Transit Planning for developing, analyzing, and monitoring operating and capital budgets. Included five counties and three transit authorities inclusive of the Greater Cleveland Area Transit Authority. Responsible for CIP and TIP. NOACA serves five counties.

Attached you will find a resume which provide a comprehensive summary of my experience and achievements. My recent full time salary in California is \$123,150. Realizing that a written proposal cannot adequately communicate the benefits I can provide, I would appreciate the opportunity to speak with you personally. I look forward to hearing from you.

Sincerely, Thomas Quigley

Thomas Quigley



130 Darkwater Lake Road, Hawthorne FL 32640
(831) 245-5406 tquigley1@aol.com

CAREER SUMMARY

Over 35 years of executive management experience. Served as innovative and team building General Manager/CEO for transit authorities, and contracted Atlanta Summer Olympics transportation events, supervising 2,000 personnel - "largest peace time movement of people since V Day - WWII." Provided urban paratransit leadership enhancing delivery systems for Cleveland, Los Angeles, Philadelphia, Phoenix, and Washington, DC. Led highway and transportation short and long range planning, and transportation improvement program (TIP) for Cleveland OH, Orlando FL, and San Benito County CA. Promoted to lead corporate planning and system assessments for ATC/Veolia, a leading nationally acclaimed transit management company, and founded national transit consulting division for URS, the largest worldwide transportation engineering company. Coordinated transit projects for University of Michigan, Arizona State University, Los Rios Colleges and Sacramento State, Bridgeport University, University of Houston and Florida State University. Received worldwide recognition for leading Hewlett-Packard's first entry to US SMART card market. Planned and implemented airport ground transportation eliminating curbside congestion for DFW, SFO, IAH, IAD and DCA. Drafted legislation, requested to speak on ADA & ICETEA by the United States Senate with testimony recorded in the Congressional Record.

EDUCATION

Gannon University

MBA - International Economics - emphasis on the Far East - 3.5 cumulative

BS - Business Administration - Finance and Accounting

EXPERIENCE

**President & CEO | Thomas Quigley
Transportation Consultant**

1983 - 2017 (35+ years)

- Responsible for Regional Transit Service Planning Department serving University of Florida - eight largest single campus in the United States; City of Gainesville, and Alachua County
- R&D Autonomous Transit Bus testing partnering with University of Florida, City of Gainesville, and Florida Department of Transportation.
- Planned and implemented Los Angeles County's first paratransit program for LA MTA
- Provided City of Tempe Five Year Bus Plan resulting in 225% ridership increase
- Completed restructuring the Houston METRO bus service in conjunction with the planning of new rail lines and implementing Bus Rapid Transit (BRT) Operations; Completed Houston METRO five year transit plan, the third largest US county with a 3.9 million population, contributing to an acclaimed strategic business plan
- Conducted comprehensive operational analysis (COA) studies for Phoenix Transit System, City of Tempe, Charleston SC, Grand Rapids, Holland, and Saginaw, Michigan
- Planned innovative regional shuttle service for General Motors World Headquarters
- Arizona State University - provided campus route planning and scheduling in scope of work for City of Tempe five year transportation plan
- Associate with Integrity Parking Systems providing parking system advisory services, parking operations management, parking facility development, transportation operations management, and transportation advisory services
- Completed fixed route service expansion planning for San Joaquin Regional Transit
- Developed Short Range Plan and cost tables for OMNITRANS, San Bernardino CA
- Provided transit service development plans for City of Laguna Woods CA
- Planned and completed bicycle lane construction projects for San Benito County CA Southside Road and San Juan Road achieving safe routes to local schools
- Responsible at Hewlett Packard for building a new transit market providing turnkey solutions for electronic payment and re-value; Responsible for the first HP smart card readers sale to merchants in the United States achieving my worldwide recognition

Director of Planning | Sacramento Regional Transit

2011 - 2013 (2yrs. 8 mos.); staff direct reports 7; Budget \$139,053,758

- Responsible for service planning, transportation planning studies, fare policy, downtown circulation study, establishing and

monitoring performance standards, plan and monitor park and ride pay lots; comprehensive operational analysis with extensive community outreach, short range planning and Title VI oversight and fare and service equity analysis

Manager, Service Planning | Houston METRO

2008- 2010 (1yr. 9 mos.); staff direct reports 3, Budget \$330,000,000

- Responsible for short and long range plans, strategic development, service planning with scheduling coordination, comprehensive operational analysis, short range planning, five year operations plan, oversee initial smart card and BRT operation implementation; post rail service planning for 6 new rail extensions. Duties included planning rail and realigning bus service to the University of Houston.

Executive Director | San Benito County Council of Governments

2003 - 2006 (3 yrs. 1 mo.); staff direct reports 9; Budget \$61,000,000

Achievements:

- Restructured San Benito County CA Local Transportation Authority for enhancing service delivery; Completed Origin and Destination Study to improve routes
- Responsible for the planning and construction of the CA SR-25 Safety and Enhancement Project and the SR-25 Highway By-Pass Project; SR-25 By-Pass - completed Environmental Impact Report (EIR), 100% preliminary engineering plan, right-a-way appraisals and offers, exercised eminent domain, contracted construction management consultants; this project was previously stalled for decades before my tenure

Responsibilities:

- Responsible for public transit authority, county highways, local streets, airport land use commission, SAFE, vanpool, rideshare, and bicycle routes, CIP and TIP, environmental and air quality requirements, strategic planning, annual budget, expenditures, procurement, funding, and revenue management, establish goals and objectives, manage and monitor employee performance; monitor contractors and consultants
- Transportation Development Act (TDA) statutes and

regulations, and the apportionment and allocation of Local Transportation Funds (LTF) and State Transit Assistance

Market Manager - International Transportation Division Hewlett Packard Santa Clara

1999 - 2001

Achievements:

- Responsible for building a new transit market providing turnkey solutions for electronic payment and re-value Directed the 13th largest corporation international EPS transit applications with 80 worldwide HP senior executives
- Responsible for the first HP smart card readers sale to merchants in the United States (San Francisco Bay Area transit consortium)
- Responsible for hardware and software R & D, merchant and consumer deployment, customized software applications, help desk oversight, service and repair, training, installation, and project management
- Manage EPS accepting multiple payment types via electronic cards by kiosks, Internet, PATM, and counter top terminals

Director, National Transit Operations Consulting Division | URS - Chicago

1998 - 1999

Achievements:

- Responsible for building a new nation-wide transit operations consulting practice market
- Provided planning for University of Michigan service options with Ann Arbor Authority
- Formulated planning approach eliminating terminal congestion for Dallas-Fort Worth Airport ground transportation
- Task Manager enhancing inter- modal coordination for Tampa's Hillsborough Area Regional Transit Authority (HART) rail and bus station interface planning
- Conducted operational analysis providing complete route restructuring for Charleston Area Regional Transportation Authority

Responsibilities:

- Responsible for client contacts, organizing and writing major proposals and statement of qualifications, and leading and/or participating in presentations and interviews
- Served as Project Manager on projects related to the planning, financing, and development of transit bus, rail, and paratransit
- Responsible for project direction, presentation to clients, project communications, quality assurance, budget and schedule control, invoicing and preparation of reports
- Served as Task Manager responsible for completing technical work tasks within budget and schedule, and for overseeing staff

General Manager/Corporate Director of Planning and

System Assessments

| ATC/Veolia Transportation Inc. - Chicago

1994 - 1999

Achievements:

- Promoted to Corporate Director of Planning & System Assessments overseeing planning and development of \$400,000,000 international corporate budget
- Conducted Las Vegas CAT comprehensive operation analysis providing reorganization that later attained the national American Public Transportation Association (APTA) Outstanding Achievement Award
- Planned and managed Atlanta Summer Olympics contracted ground transportation; supervised over 2,200 personnel and 2,000 buses

Responsibilities:

- Headed consultant projects and system assessments for 56 national transit locations
- Managed Michigan transit authority; succeeded in local tax referendum initiative
- Responsible for preparing proposals, and creating policies and procedures approaches for current and prospective new business

Chief Executive Officer | Greater Bridgeport Transit Authority CT

1989 - 1993

Achievements:

- Negotiated two landmark labor contracts with Amalgamated Transit Union (ATU) achieving health benefits employee contribution, COLA and wage freeze for 3 years
- Received international recognition for pioneering bus ceramic engine technology that reduces fuel consumption by 20 percent
- Testified on ISTEA and ADA issues at the United States Senate's request - documented in Congressional Record
- Reduced operating expenses by 9% while maintaining service levels
- Reorganized paratransit non-profit consortium of public and social service transportation for efficiencies and effectiveness

Responsibilities:

- Managed 100 bus fleet and administration reporting to the Board of Directors serving a multi jurisdictional population of 882,467 and the University of Bridgeport

Manager of Marketing and Planning | LYNX - Orlando FL

1988 - 1989

Achievements:

- Recipient of national APTA Ad Wheels Marketing Award
- Created nationally acclaimed radio, television, and billboard promotions
- Conducted comprehensive operational analysis improving downtown pulse and regional timed transfers, and correcting schedule deficiencies

Responsibilities:

- Managed short and long range planning with TIP, marketing, paratransit, customer service, express bus, and rideshare departments, Transportation Demand Management (TDM) and Transit Oriented Development (TOD)
- Led planning needs for 2 million pop. and three counties, and Florida State University with a staff of 30 professionals

OTHER CAREER HIGHLIGHTS

- Managed Metropolitan Planning Organization (NOACA) and Greater Cleveland Regional Transit Authority (GCRTA) transportation planning; Led planning needs of Greater Cleveland Metropolitan Area for 2.9 million population, multi jurisdictional five counties, and \$150 million budget with a staff of 30 professionals; Managed NOACA MPO TIP, CIP, Short and Long Range Planning, TOD & TDM; Conducted GCRTA Euclid Corridor rail alternative analysis, and on-board origin and destination survey
- Led Los Angeles County paratransit planning needs for 10.3 million population and \$500 million total transit budget with a staff of 3 direct report professionals
- Established paratransit brokerage with Southeastern Pennsylvania Transportation Authority (SEPTA), 6 contractors, and 50 non-profit organizations; published in manual by US DOT for this award winning Philadelphia paratransit brokerage
- Developed pre- trip vehicle inspection procedures adopted by Federal Transportation Administration (FTA) manual
- Coordinated public and social service paratransit resources for Crawford Area Transportation Authority as CEO and the Greater Erie Community Action Committee

INTERESTS

- Life time student of Chinese culture, traditions and economic revolution
- First traveled to China on 30 day tour in 1983 - Mongolia & twelve major cities
- Independent periodical traveler to China collecting treasured art & antiques
- Private Mandarin Chinese language instructions from native professors since 1977
- Avid long distance runner since 1977 - run daily without

missing a day since 1990

- Completed Art History and Studio curriculum at Stanford University 1999 - 2015
- Personal art collection of over two hundred original paintings and collectable prints

TRAINING

Microsoft Certificates of Completion - Microsoft Certificates of Completion Horizon Centers - San Jose and Santa Cruz, California - HTML 4 - Advanced Front Page -Advanced Windows - Advanced Word- Advanced Excel-Advanced Access -- Intermediate Power Point - Windows - Intermediate Outlook - DOS 6.2, Grove

Caltrans Training Certificates -- Traffic Engineering - Traffic Operations and Highway Capacity Analysis - Finance and Project Funding - Goods Movement **ESRI** - Certification of Completion - Learning Arc View GIS Desktop; **CUTA** - Scheduling and run cutting certificate; **Trapeze & Hastus** - Certification Fx Bus scheduling software ; **FTA** - New Starts, Third Party Procurement, Transit Planning - NTD Reporting **Sigma Six Certification** - MIS

LAKE-SUMTER METROPOLITAN PLANNING ORGANIZATION
 CANDIDATE QUESTIONNAIRE
 EXECUTIVE RECRUITMENT
 EXECUTIVE DIRECTOR

Your Name	<u>Thomas Quigley</u>
Mailing Address <i>(to include City, State, and Zip Code)</i>	130 Darkwater Lake Road Hawthorne FL 32640
Home Phone	N/A
Business Phone	N/A
Mobile Phone	831-245-5406
Home Email Address	TQuigley1@aol.com
Work Email Address	TQconsulting@aol.com

(This contact information will be used to communicate with you regarding this position unless otherwise instructed by you)

CURRENT POSITION, TITLE AND ORGANIZATION	Director of Planning; Sacramento Regional Transit District
REPORTS TO (TITLE)	CEO
POPULATION SERVED	1.452 million
TOTAL DEPARTMENT STAFF/BUDGET	8 staff/ \$45.4 million- capital, \$155.5 million operations
TOTAL STAFF/BUDGET YOU ARE RESPONSIBLE FOR	same
EDUCATION AND LICENSES	MBA and BS Gannon University; Traffic Engineering Certificate – California Department of Transportation
CURRENT SALARY	\$123,150

*The purpose of this questionnaire is to provide us with additional information about your experience and qualifications. Be succinct in your responses and describe your direct level of involvement in any projects or initiatives described. **Please do not reformat this document.***

1. Please tell us why you are interested in this position and why you are considering a career move at this time?

Answer: The MPO’s priorities for ethics and accountability in transportation match my own. The match of what you need with what I can do is clear, and the additional benefit of having the same values and community interests in excellent transportation leads me to want to be here more than anywhere else. The position presents an ideal opportunity to provide leadership that includes a growth area that struggles with maintaining transportation infrastructure. My senior executive management experience provided opportunities to learn state of the art solutions from industry leaders such as URS, Hewlett Packard, Veolia Transportation, and the LA MTA. My current career search targets opportunities such as this position which capitalize on my related extensive experience.

2. Please describe your management style. How do you get things done?

Answer: Teamwork approach with members working as colleagues respecting the intelligence and

capabilities of the other members. The team collaborates in working towards the achievements of the team's goals. In a well coordinated team, members anticipate every action teammates will make and be prepared to react to it. As team leader and coach, I guide the team to setting goals, works with the team to coordinate the members' actions, and motivate the team to work creatively toward its goals. I get things done by management of tasks, budgets, schedule, and deliverables. I make decisions based on analysis of weighted alternatives and substitutes to provide the best outcome.

3. What kind of feedback have you received from people at all levels with whom you work on a regular basis with regard to your strengths?

Answer: My technical skills provide the foundation for consistent successful solutions to logistical challenges. Team members appreciate the opportunity I provide to develop team goals collaboratively with them. I don't dominate the team. I encourage team members to share ideas with me and other associates.

4. What kind of feedback have you received from people at all levels with whom you work on a regular basis with regard to areas of professional improvement?

Answer: new positions frequently require mastering proprietary software.

5. How would others characterize your communication style – both formal and informal?

Answer: My communication is two way to ensure that members understand what I convey to them and that I understand what they convey to me. An advocate for face-to-face communication which is valuable when a significant amount of feedback is required. Believes that problem solving and brainstorming is always best done face to face, as solutions can be found then and there. Promotes these processes which see co-workers and clients coming together also help create the bonds that make for stronger organizations. Frequent communicator with mobile messaging, emails to provide a paper trail, and phone calls for follow ups.

6. Describe your experience and approach in working for a Board of Directors or similar governing structure.

Answer: Reported directly to Board of Directors for LA MTA; Crawford Area Transportation Authority, Bridgeport Transportation Authority, San Benito County Council of Governments. My approach is the Board is responsible for policy and the Executive Director is responsible for the day to day operations implementing the Board policy.

7. Describe your knowledge and experience in maintaining good working relationships with regulators, community transportation groups, and members of the public.

Answer: I have been in senior executive management positions since to mid-1970s. All positions require working with elected officials. Typically the organization boards consist of elected officials. The road to funding on the local, state, and federal level is through elected officials. I have been active on the APTA legislative committee, and addressed the US Senate upon their request. Recently, I conducted 99 percent of the outreach with 50 external stakeholders for Sacramento Regional Transit District's Comprehensive Operational Analysis as well as a dozen different minority types that met the threshold for Title VI. This included business representative of the four minority based Chamber of Commerce organizations, and over a dozen transportation management associations.

8. Describe your experience with the development and implementation of long-term strategic plans.

Answer: Strategic plans typically have the same formula that begins with a mission statement, goals

and objectives. Each agency assigns tasks, budget, deliverable and schedule priorities based on their respective policy board's direction. Long range planning is based on demographic trends, clean air goals, the asset management plan, and solutions to reducing single car occupancy and congestion. State and federal guidelines dictate transportation planning and programming strategic and long range planning and programming requirements. I have held key positions for these responsibilities throughout my career since the mid 1970s in CEO and Director of Planning positions. Additional MPO programming responsibilities include NOACA, the Cleveland five county MPO, and San Benito County Council of Governments as Executive Director.

9. Describe your knowledge of developing an organizational budget including your methodology for forecasting revenues, expenditures, and growth.

Answer: Over 35 years of organization budget experience of both the private and public sector related to transportation inclusive of CEO for four transportation agencies, nationwide consulting for URS and Veolia Transportation, Inc, and Hewlett Packard Transportation R & D. Sunline Transportation Agency: responsible for the annual operating budget of the operations and maintenance departments and the capital budget; assisted the General Manager in the planning and budgeting for the construction of new administration and maintenance facilities. NOACA: responsible for the programming of state and federal funding for transportation for five counties in the Cleveland Metropolitan area.

LYNX: responsible for the budgets for all state and federal grants, farebox revenues, bus operations, rideshare and vanpool programs, marketing, customer service and planning departments, and contracted express bus and paratransit.

Greater Bridgeport Authority: responsible as chief executive for all operations and capital budgets. The state reduced funding by 23% during my tenure. I found efficiencies in order to maintain service levels.

ATC/Veolia Transportation, Inc.: I was responsible with a team of CPAs to provide proposals with budgets for contract extensions and new business as well as the Atlanta Summer Olympics.

San Benito County: responsible for the programming of state and federal funds of public transportation, roads and highways.

Responsible for forecasting local, state, and federal revenues; budgeting expenditures based on revenue forecasting, and developing an constrained and non-constrained long range growth plan based on potential revenue scenarios.

10. Describe your experiences with intergovernmental cooperation and regional endeavors.

Answer: Philadelphia: planned and implemented a paratransit brokerage with SEPTA and fifty social service agencies; Los Angeles: planned and implemented paratransit demonstration projects with 89 county jurisdictions. San Benito CA: held the first joint meeting of two city councils, the county board of supervisors, and the council of governments for 100 percent approval to forego all highway projects for two years in order to complete a state highway bypass construction project that had been delayed for 10 years prior to my tenure. Bridgeport CT: arranged a funding swap with Connecticut Transit in order to replace the aging bus fleet.

11. Provide an example of a creative solution you suggest to solve a local or regional transportation issue.

Answer: As Executive Director of San Benito Council of Governments, I provided leadership that led to construction of a state highway by pass that had been stalled out for 10 years prior to

my arrival. The project was delayed for a year as my Board of Directors, made up of elected officials, directed me to reappraise properties that were headed to eminent domain. During the year the price of fuel and asphalt spiked. I had an unprecedented joint meeting of two city councils, the County Board of Supervisors and my own Council of Governments Board of Directors to unanimously agree to forego all state road and highway projects for two years in order to complete the state highway project. In addition, I addressed the California Transportation Commission in order to extend state funding for the additional year. Parsons Consultants and the California Department of Transportation were active partners in the project along with County Department of Public Works engineers. The project had extensive public presentations at each major milestone.

12. Describe the steps you have taken in your organization to build a culture that fosters teamwork, communication, and an appreciation for diversity.

- Answer: Know each team member's abilities and give them assignments based on these abilities.
- Give clear directions that are understood and accepted.
- Develop team member's goals collaboratively with the team.
- Allow team members to make decisions related to their jobs.
- Be accessible. Listen actively and empathetically.
- Give them credit and praise for jobs well done.
- Treat team members fairly, and with respect and consideration.
- Show interest and concern for each person as an individual.
- Make each person an integral member of the team.
- Keep team members challenged and excited with their work.
- Support team members in their efforts to perform superbly.
- MBWA: Manage by walking around. Get out of my office and into the areas where my corporate employees and contractors work.
- Leveraging a diverse and inclusive workforce to achieve superior business results.
- To build and leverage a diverse and inclusive workforce and workplace by building leadership capability and organizational capacity.

13. Describe a situation that illustrates your ability to build important relationships with community partners, financial leaders, and public leaders to advance regional

planning. Comment on your specific role and the outcome of the situation.

Answer: As Executive Director of San Benito Council of Governments, I met monthly with the California Department of Transportation Director and other MPO and COG Directors, the California Transportation Commission and representatives of the FTA regarding local, state and federal public transportation regulations. As an outcome, rural San Benito County had an equal voice with major metropolitan areas.

14. Please describe any additional areas of expertise or experiences/project involvement you have/have had that are relevant to the Lake-Sumter MPO Executive Director position.

Answer: **Microsoft Certificates of Completion – Microsoft Certificates of Completion** Horizon Centers – San Jose and Santa Cruz, California - HTML 4 - Advanced Front Page –Advanced Windows - Advanced Word– Advanced Excel–Advanced Access -- Intermediate Power Point – Windows - Intermediate Outlook - DOS 6.2, Grove

California Department of Transportation Training Certificates -- Traffic Engineering - Traffic Operations and Highway Capacity Analysis - Finance and Project Funding – Goods Movement **ESRI** – Certification of Completion – Learning Arc View GIS Desktop; **CUTA** – Scheduling and run cutting certificate; **Trapeze & Hastus** – Certification Fx Bus scheduling software ; **FTA** – New Starts, Third Party Procurement, Transit Planning – NTD Reporting; **Sigma Six Certification** - MIS

15. Are you currently interviewing with an employer and/or a finalist in any other recruitment process? If so, when will it be concluded?

Answer: Ongoing recruitment process as a finalist for multiple senior level positions

16. Have you previously been a candidate in a Waters, Springsted, Oldani Group or Waters-Oldani recruitment process? If so, which position (s)?

Answer: Virginia DRPT Chief of Public Transportation and HRPDC/HRTPO MPO Executive Director position

LAKE-SUMTER METROPOLITAN PLANNING ORGANIZATION (MPO)
DUE DILIGENCE QUESTIONNAIRE
EXECUTIVE RECRUITMENT
EXECUTIVE DIRECTOR

Name: Thomas Quigley

Date Completed: 1/8/18

1. Have you been subject to a formal charge regarding a conflict of interest, violation of ethical conduct, malfeasance or misfeasance in the performance of duties? If so, please explain the circumstances. No.
2. Have you been investigated or censured by a grand jury, board of inquiry or similar body? If so, please explain the circumstances. No.
3. Have you been subject to any disciplinary actions, including suspension, probation, or demotion in your adult working career? If so, please explain the circumstances. No.
4. Have you been dismissed or asked to resign from a position? If so, please explain the circumstances. No.
5. Have you been subject to a bankruptcy or adverse financial circumstances that would limit your ability to be bonded or placed in a position of fiduciary responsibility? No.
6. Is there anything about your professional or personal conduct that could be potentially embarrassing to your employer or could impair your ability to perform your work, if it were learned at a later time? If so, please explain the circumstances. No.
7. Do you understand that if reliable information arises contrary to your above responses, it could be disqualifying? Yes.