



*Hillsborough Transit Authority
AGENDA
Executive Search Ad Hoc Committee Meeting*

Committee Members

*Commissioner Lesley "Les" Miller ~ Chair
Rich McClain ~ Vice Chair
Adam Harden
Marvin Knight
Kathleen Shanahan*

*HART Administrative Office
1201 E. 7th Avenue, 3rd Floor
Florida Conference Room
Tampa, Florida 33605
Monday, January 7, 2019
Immediately after regular Board meeting*

AGENDA

*Information not viewable is available upon request through the Clerk of the Board
phone: 813-384-6552 or e-mail: petitl@goHART.org*

TAB

CALL TO ORDER AND PLEDGE OF ALLEGIANCE

PUBLIC COMMENT ON AGENDA ITEMS (3 MINUTES PER SPEAKER)

1. COMMITTEE DISCUSSION ITEMS

- a. Review Resumes and Develop A List of Candidates for the First Round of Interviews**
Gregg Moser, Krauthammer & Associates

- b. Finalize Interview Questions for the First Round of Interviews**
Gregg Moser, Krauthammer & Associates

ADJOURNMENT



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January 2, 2019

HART – CEO
Potential Candidates

CASSANDRA BORCHERS
Chief Development Officer
Pinellas Suncoast Transit Authority

CARRIE OSBORNE BUTLER
General Manager
Lextran (Lexington, KY)

KENYATTA LEE
Chief Administrative Officer/Chief of Staff
Hillsborough Area Regional Transit Authority

CLEVELAND FERGUSON
Senior Vice President/Chief Administrative Officer
Jacksonville Transportation Authority

JACQUELINE HALLDOW
Chief of Staff
New Jersey Transit

BENJAMIN LIMMER
Assistant General Manager
Metropolitan Atlanta Rapid Transit Authority

MIKEL OGLESBY
Deputy Executive Director
South Florida Regional Transportation Authority

DENNIS SOLENSKY
Public Transit Administrator
The State of Connecticut / The Connecticut Department of Transportation

WILLIAM SPRAUL
Chief Operating Officer, Transit Services
San Diego Metropolitan Transit System



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January 2, 2019

PROFILE:	CASSANDRA BORCHERS
Education:	Masters, University of Illinois, 1998 BA, University of Illinois, 1994
Current Position:	Chief Development Officer
Current Employer:	Pinellas Suncoast Transit Authority

Cassandra Ecker Borchers, AICP

Profile

Accomplished transit professional with 20 years of experience in both public and private environments, 15 years of which were at a senior level. Experienced project and agency management including the development of strategic direction and implementation of major projects. Collaborative leader with proven success in development of positive work environment designed to attract and retain highest quality technical and operational personnel. Committed to engaging elected leaders and the public in a meaningful dialogue and decision-making process to accomplish the best service delivery for the community within allotted budgets. Direct approach to ensuring honest communication and high ethical standards.

Experience

Chief Development Officer

October 2012 - present

Pinellas Suncoast Transit Authority, St. Petersburg, FL

- Manages personnel, projects, and operating budgets in the Planning and Scheduling Departments including Public Engagement and Statistics
- Drives efficiency into execution of services through system visioning and route/schedule development for \$81M operating budget
- Expands technical capabilities within the Planning Department to increase completion of in-house projects through successful hiring and mentoring
- Engages Governing Board in discussion on strategic topics and projects
- Provides guidance for the procurement of consultant contracts and development of scopes, budgets and schedules
- Facilitates message development for agency interaction with public and media personnel
- Develops cohesive team atmosphere and cooperative work environment for the successful completion of projects
- Establishes and maintains superior working relationships with key regulatory agencies including the Federal Transit Administration (FTA) and FDOT
- Develops and nurtures collaborative relationships with key local partners such as Pinellas MPO, Tampa Bay Regional Transit Authority (TBARTA), local jurisdictions, Tampa Bay Partnership, local chambers of commerce, and civic organizations
- Negotiates strategic partner funding agreements for capital and operations projects for new and on-going projects
- Secures federal and state discretionary grants for significant service enhancement projects including development of agency legislative agenda
- Responsible for Innovation Project concept development and implementation
- Key Projects:
 - Central Ave Bus Rapid Transit Project Development
 - Planning, NEPA, Small Starts Application
 - Financial Plan and partner negotiations
 - Public and Stakeholder Engagement Program
 - Greenlight Pinellas Plan/Transit Development Plan
 - Community Bus Plan
 - Light Rail Alternatives Analysis

Cassandra Ecker Borchers, AICP

- Light Rail Station Development Concepts
- Financial, Phasing and Delivery Plan
- Public Engagement Program (County-wide)
- Innovative Program Delivery
 - Shelter Match Partnership Program
 - Partnerships with new service delivery models (Uber, Lyft)
 - Autonomous Vehicle Pilot Programs

Senior Project Manager, Southeast Region

Senior Associate

February 2012- September 2012

HWLochner, Inc., Clearwater, FL

- Responsible to Build Lochner Planning Practice in Southeast Region
- Develop Culture of Quality within Southeast Region

Planning Practice Leader, Transportation Planning Group Manager

June 2003 – February 2012

Jacobs Engineering, Inc. (Carter & Burgess acquisition), Tampa, FL

- Built Planning Practice from Start-Up
- Managed group of 16 professional transportation and land use planners, GIS technicians, and graphic designers in Tampa and South Florida offices
- Project Director responsible for project oversight and mentoring of project managers
- Responsible for transportation system planning and National Environmental Policy Act (NEPA) projects
- Designed and Managed extensive public engagement programs
- Clients include Regional Transportation Authorities, Transit Agencies, Metropolitan Planning Organizations, and Municipalities
- Provided staff services, including Board management and communications, to start-up agency (TBARTA)
- Project Manager for contracts up to \$15M
- Key Projects:
 - Tampa Bay Area Regional Transportation Authority (TBARTA) Inaugural Master Plan and Update, Florida Department of Transportation (Tampa Bay, FL)
 - Pinellas Alternatives Analysis, Florida Department of Transportation (Pinellas County, FL)
 - Hillsborough MPO General Planning Consultant, Hillsborough Metropolitan Planning Organization (Hillsborough County, FL)
 - Strategic Regional Transit Plan, South Florida Regional Transportation Authority (SFRTA) (Southeast FL)
 - Strategic Regional Transit Needs Assessment (SRTNA), Florida Department of Transportation (Tampa Bay, FL)
 - LeeTran Maintenance Facility Environmental Assessment, LeeTran (Fort Myers, FL)
 - HART Staff Services, Assistant to Executive Director, Hillsborough Area Regional Transit Authority (HART) (Tampa, FL)

Cassandra Ecker Borchers, AICP

Senior Planner

August 1998 – June 2003

URS, Inc. (BRW, Inc. acquisition), Tampa, FL

- Research and Analyzed Transportation Policy
- Documentation of Environmental Analyses including writing and graphics
 - Land Use, Relocations, Environmental Justice
 - Public Engagement Management and Collateral Materials
 - Station Area Planning
- Geographic Information Systems Analyst
- Public Engagement Specialist
- Key Projects:
 - Tampa Rail Project Environmental Impact Statement, Hillsborough Area Regional Transit Authority (Tampa, FL)
 - Alternative Transportation in Parks and Public Lands, FHWA/FTA (Southeast US)
 - Euclid Corridor Bus Rapid Transit Environmental Assessment, Greater Cleveland Regional Transportation Authority (GCRTA) (Cleveland, OH)
 - US 19 Corridor Study, Pasco County, Pasco MPO (Pasco County, FL)
 - Downtown Tampa Access and Circulation Study, Hillsborough MPO (Tampa, FL)

Education

University of Illinois Urbana-Champaign

- Bachelor of Arts in Geography, 1994
- Masters of Urban Planning, 1998

Memberships and Affiliations

American Planning Association

- American Institute of Certified Planners (AICP)

American Public Transportation Association (APTA)

- Leadership APTA Class 2016
- Mobility Management Committee
- Planning, Policy and Program Development Committee
 - Major Capital Investment Planning Subcommittee
 - Metropolitan Planning Subcommittee
- Rail Transit Committee, Streetcar Subcommittee

Hyde Park Preservation, Inc. Board Member

Women's Transportation Seminar, Tampa Bay Chapter

- Past Chapter President
- Past Program Development Chair

Cassandra Ecker Borchers, AICP



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January 2, 2019

PROFILE:	CARRIE OSBORNE BUTLER
Education:	Masters, Florida State University BA, Bellarmine College
Current Position:	General Manager
Current Employer:	Lextran (Lexington, KY)

Carrie Osborne Butler

Summary

A transit executive with experience in management, planning and operations of public transportation services in both public sector and private sector roles; Energetic, collaborative, and passionate about the role that transit serves in a community

Experience

Lextran – Lexington, KY • General Manager • December 2014 to Present

Lead and manage all aspects of the public transit agency with a \$26 million budget, a fleet of 65 fixed route vehicles, 49 paratransit vehicles and 250 staff and contractors, through a management contract with Transdev.

- Develops strategy and leads communications with local, state and federal funding agencies.
- Executes mission and strategic, operational goals for the system as set by the Lextran Board of Directors.
- Completing a system-wide rebranding project along with a new employee engagement program
- Completed construction of \$26 million headquarters project that combined administrative offices and expanded maintenance functions.
- Implemented fully electric, zero emission and compressed natural gas (CNG) buses into fleet.
- Negotiated two collective bargaining agreements with health insurance benefit changes.
- Expanded service and deepened partnership with University of Kentucky to include a pass program and increased revenue from \$400,000 to over \$2 million.

Civic+Connect • Principal • 2014

Started consulting firm to connect people and their communities with transportation innovations, technology solutions and a strong built environment.

- Completed a number of local projects and business development activities that led to the position at Lextran.

Louisville Collegiate School • Alumni Relations • July 2012 to May 2014

Provided marketing and development services for donor solicitations, field marketing, and annual fund activities in the Advancement Office.

- Served as staff liaison for the school's largest fundraising event; managed a 20 person Alumni Association Board; and managed all communications, social media, and outreach efforts for over 1,600 alumni.
- Coordinated planning efforts for volunteers, donors and consultants for centennial celebration, a multi-million dollar capital campaign, and completion of a new Campus Master Plan.

TranSystems • Senior Planner • March 2010 to July 2012

Provided consulting services for local governments and transit agencies covering a range of transportation, technology and urban design projects at a top 50 architecture engineering and planning firm.

- Served as Project Manager for multiple projects, which includes coordinating work product from multiple offices, client relations, and internal finance for over 10 projects for over \$1 million in revenue.
- Performed business development and marketing activities through proposal development, attendance at trade shows, presentations at industry conferences, and individual client meetings.
- Developed internal marketing materials and presentations for crossover between two market sectors: transportation planning and security services.

Transit Authority of River City • Director of Planning • August 2002 to February 2010

Directed all aspects of planning, scheduling and on-street facilities for a \$65 million budget, 500-employee agency.

- Led or participated in hundreds of meetings using a variety of formats, from focus groups to 'public hearing' style to open house.

- Completed update to the agency's long range plan in seven years and a comprehensive route review; instituted standard monthly reporting procedures; completed a bus stop inventory and passenger activity survey.
- Developed an internship program with the University of Louisville's Department of Planning and Public Affairs and helped four interns find placement in the field of urban planning.
- Developed regulatory language and process for inclusion of transit amenities in local land use development review.
- Participated on the metropolitan planning organization's technical transportation committee with elected officials and government representatives.
- Made the case for improvements to on-street facilities, applied for and received over \$1 million in grant funds, and hired new staff person.
- Secured over \$5 million in grant funds by researching and writing grant applications and coordinated with multiple departments to gather necessary grant information.

Dover, Kohl and Partners City • Project Director • 2000 to 2002

Managed a team of up to ten urban designers, landscape architects, economic and retail planners for "charrette" style, intensive public involvement projects. Long term urban design plans for communities and their interaction with larger, metropolitan areas was a key focus. Select projects and clients include:

- Preserving Town and Country in Woodford County, KY
- Connecting Johnson City in Johnson City TN
- Plan for Central Hercules in Hercules, CA
- Cape Coral Downtown Plan in Cape Coral, FL
- Miami Springs Downtown Plan in Miami, FL
- Collier's Community Character Plan in Collier County, FL

URS/Dames & Moore • Transportation Planner 1999-2000

Worked under a contract for Florida Department of Transportation on an update of Miami-Dade county's long range transportation plan in the Miami-Dade county's Planning Department, research section.

Education

Florida State University • Masters of Science in Urban and Regional Planning

- Worked at Star Metro (then Taltran) in the Planning and Research department on National Transit Database data collection and reporting; and interned at Miami-Dade Transit
- Supported work on an update to the Florida State Comprehensive Plan at the State of Florida Governor's Office of Planning and Budget

Bellarmino College • Bachelors of Arts in Economics

- Worked as Assistant Manager at Kinko's copy shop

Service and Volunteer

- Serving on on National Highway Cooperative Research Panel synthesis study on autonomous vehicles; and on Transit Cooperative Research Panel Synthesis on Transit Service Evaluation Standards; and Zero Emissions Transit Vehicles
- Serve on Mayor's Senior Services Commission in Lexington, KY
- Served on Transit Cooperative Research Panel Synthesis on Paratransit Service Delivery Models
- Served on Louisville Metro's Planning Commission
- Served on American Public Transportation Associations Urban Design Standards Program
- Recognized as Mass Transit magazine 40 under 40
- Awarded the Florida Department of Transportation Transit Fellowship at Florida State

Presentations

"Future Expectations: Agency and Consultant Perspectives on ITS" at APTA TransiTech "Lextran CMAQ Projects"; "Emerging Technologies," at APTA Rail; "Effective Procurements from RFP to ATP," at APTA TransiTech; "Louisville Region TMCC," at ITS America "Bus Stop Inventory and Manager," at the APTA Bus and Paratransit; "TARC's Sustainability Program," at Railvolution "Would you want to wait here? The real truth about bus stops," at Railvolution; "Town Planning and New Urbanism," at Railvolution.



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January 2, 2019

PROFILE:	KENYATTA LEE
Education:	MBA, University of Phoenix BS, Bethune-Cookman University
Current Position:	Chief Administrative Officer/Chief of Staff
Current Employer:	Hillsborough Area Regional Transit Authority

December 28, 2018

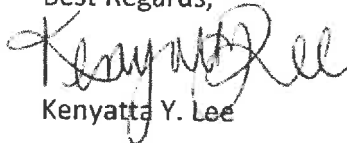
Gregg Moser
K&A
7101 Wisconsin Avenue
Suite 1210
Bethesda, MD 20814

Dear Mr. Moser:

With my solid background as a highly qualified executive with more than 20 years of progressive public sector experience, it is a pleasure to offer my resume for consideration for the position of HART Chief Executive Officer (CEO). As an internal candidate, I have a proven track record of results-driven performance, implementing innovative solutions to address organizational challenges and managing staff equitably.

Several of the strengths I have developed throughout my extensive career have prepared me to be an ideal candidate for this position. I look forward to participating in the interview process to discuss my qualifications and how I can be a transformative leader for HART's future, our riders and the community. I would like to thank the HART Board of Directors, in advance, for their consideration of my diverse professional background for the HART CEO position.

Best Regards,



Kenyatta Y. Lee

Kenyatta Y. Lee

OVERVIEW

- **Dynamic Transportation Executive** with a passion for representing customers, community stakeholders, and government officials to ensure public access to safe and reliable transit services.
- **Broad Functional Expert** with diverse experience in administration, finance, information technology, risk management, safety, internal audit, compliance, human resources, and municipal bond financing.
- **Exemplary Administrator** who works cooperatively to establish clear objectives, develop financially sound plans and implement policies that support the smooth operation of all types of public transportation.
- **Results-Driven Leader** who recruits and retains high-performing employees and motivates them to achieve mission-based goals and metrics while implementing innovative solutions for constituents.

KEY SKILLS

Strategic Planning

Operations Management

Technology & Project Management

People Leadership

Finance & Budgeting

Procurement

Risk Management

Marketing & Promotion

Community Relations

Productivity Improvement

Policy Development

Board-Level Communications

EXPERIENCE

Hillsborough Area Regional Transit Authority (HART)

Tampa, FL

Chief Administrative Officer & Chief of Staff (Interim)

2016—Present

- Responsible for all aspects of administration for HART, providing bus, train, streetcar, vanpool, and alternative transportation to the residents and visitors of Hillsborough County
- Oversees technology and innovation, safety, human resources, risk management, marketing, communications, training and legal services with a department of more than 50 employees and a budget of \$30 million
- Develops and implements financial plans, policies and procedures that improve the efficiency and effectiveness of the organization
- Reviews and identifies areas of improvement and leads multi-disciplinary teams to design and implement changes to achieve desired results
- Leads toward innovative continuous improvement of HART with game-changing programs and results, including:
 - Implemented HART's first employee engagement program – ONE HART
 - Reduced cycle time to close open liability claims and increased subrogation recoveries
 - Fostered improved safety through a new program—SAFE (Stay Accident Free Everywhere)—by increasing employee awareness of important aspects of safety
 - Managed the implementation of several key technology initiatives to improve the overall efficiency, reliability and scalability of HART's network
 - Improved employee engagement and communications by instituting an electronic monitor system which informs employees of ongoing events and projects
 - Served as the "Change Champion" for implementation of the ADP Human Capital Management System
 - Produced professional collateral materials to improve HART's brand awareness in the transportation industry and community

Jacksonville Regional Transportation Authority (JTA)

Jacksonville, FL

Senior Manager, Technology & Innovation

2013—2016

- Served as a key member of the Senior Management Team to lead the Technology & Innovation Department, analyze JTA's technology needs and deliver enterprise-wide technology solutions, including:
 - Implemented JTA's investments of more than \$25 million to modernize its technology infrastructure and build an intelligent transportation system that delivered on key organizational objectives
 - Brought advances in technology and emerging innovation to the Authority in support of JTA's mission and business goals

- Led the first Enterprise Resource Planning (ERP) system implementation using Oracle
- Developed and administered budgets and resources to ensure financial goals were met and exceeded
- Implemented project plans, policies, procedures, training, and resource plans to deliver new technologies and ensure appropriate ongoing support

Jacksonville Port Authority (JAXPORT)

Jacksonville, FL
2006—2012

Senior Director, Administration (2008—2012)

Director, Administration (2006—2008)

- Responsible for human resources, information technology, and risk/safety for the 12-member administration team of the Port Authority
- Developed and executed all administration programs to support JAXPORT's established short-term and long-term goals, achieving initial goal of joining JAXPORT to restore confidence and integrity in areas of responsibility
- Worked effectively with the Executive Leadership Team and Board of Directors to ensure efficiency and effectiveness in all aspects of JAXPORT operations
- Worked with the Executive Leadership Team to develop JAXPORT's strategic plan based on market opportunities and fostering financial stability for future growth
- Directed compensation, benefits, wellness, employee relations, and labor relations, while ensuring compliance with all employment laws, management directives, and relevant procedures; delivered outstanding results, including:
 - Annual cost savings of 10-15% for employee benefits during multiple years
 - Comprehensive employee training to improve effective communications and professional development
 - Improvement in overall performance from metric based pay-for-performance and evaluation criteria
 - Successful union contract negotiation to achieve desired cost controls

ADDITIONAL EMPLOYMENT

Port of Palm Beach (1999—2006)

- Senior Director Finance & Administration (2005—2006)
- Director of Finance & Administration (1999—2005)

EDUCATION & RECOGNITION

- **Master of Business Administration (MBA)**, University of Phoenix, Phoenix, AZ
- **Bachelor of Science, Accounting**, Bethune-Cookman University, Daytona Beach, FL
- **Best Collaboration Award, BizTech**, "Real Time Passenger Information Implementation"
- **American Management Consultant Firms Award**, "Oracle ERP Implementation"
- **IT Dream Team Award, BizTech**, "Oracle ERP Implementation"
- **Business Woman of the Year**, *Tampa Bay Business Journal*

AFFILIATIONS & CERTIFICATIONS

- American Public Transportation Association (APTA)
- Women Transportation Seminar (WTS)
- Society of Human Resources Management (SHRM)
- Conference of Minority Transportation Officials (COMTO)
- Certified Florida Public Sector Labor Relations Professional
- WTS Executive Leadership Certification
- Leadership APTA Certification



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January 2, 2019

PROFILE:	CLEVELAND FERGUSON
Education:	JD, Florida State University, 1997 BS, Nova Southern University, 1994
Current Position:	Senior Vice President/Chief Administrative Officer
Current Employer:	Jacksonville Transportation Authority

Cleveland Ferguson III

BIOGRAPHY



Cleveland Ferguson III is Senior Vice President and Chief Administrative Officer (CAO) for the Jacksonville Transportation Authority (JTA). In this role, he uses his more than 20 years of executive leadership experience to transform the JTA's administrative operations, strategic planning and economic development strategies. At the direction of JTA's CEO, Nathaniel P. Ford Sr., Cleveland works with the Executive Leadership Team to deploy the most innovative approaches to leading JTA's responses to technology disruption of the industry. Some of those innovations include the development of the acclaimed JTA University, a customer service-oriented workforce development training program; the JTA Enterprise Metrics Management System, an analytics platform for administrative and union employees; as well as the JTA See and Say app, which provides two-way reporting of emergency management, safety and security alerts for customers and employees. Cleveland also serves as the lead for board committee administration through

the development of administrative rules, policies and procedures and serves as staff to the Investment, Real Estate and Policy & Procedure Review Board committees. In 2017, he led the board through the revisions to JTA's Vision, Mission and Core Values as well as the adoption of the Safety Management System for fixed route operations.

Cleveland has represented the JTA at congressional hearings, as well as before the US Department of Transportation on matters ranging from federal support for safety-sensitive operations, the interconnection between transit-oriented development and bus rapid transit, policy development on autonomous vehicle technology and workforce development initiatives, and enhancing analytics in transit operations. He also led governmental affairs strategies that resulted in statewide policy changes and federal grant awards.

Cleveland has provided subject matter expertise to industry panels at annual meetings of the American Public Transportation Association (APTA) as well as at conferences for Transit CEOs, Business Member Board of Governors, Legal Affairs, Transit Support Administrators, Transit Tech and Fair Collection. He has similarly presented at the Florida Public Transportation Association meetings.

In addition to being recognized as the 2016 APTA Outstanding Public Transportation System Achievement Award winner (mid-size), the JTA has earned accolades and commendations strengthening its best-in-class position. Most recently, JTA was inducted into the North Florida Small Business Hall of Fame, and received the 2018 Community Partner Award from the US Small Business Administration, as well as the 2018 FFTA Gold-Tier 1 Bus Safety Award, efforts Cleveland championed.

He previously served as the Deputy CAO for the Consolidated City of Jacksonville, Florida. In addition to providing strategic direction to more than 5,000 employees in eight city departments, he led the effort to expand the use of analytics through JaxScore, reform the delivery of citizen-based services and increase transparency into city operations. Successes include the establishment of the Property Asset Management Optimization process, innovations in procurement with online auctions, and the development of the employee performance management system, JaxOps. He also coordinated the Renew Jax effort, a P3 that invested in infrastructure and community development projects in some of the most neglected areas of the community. Under his leadership, city departments earned the most rigorous peer recognition in planning, IT, parks and recreation and emergency management.

Prior to joining the city, Cleveland served as a chaired professor of law with progressive leadership responsibilities including the successful co-direction of a summer abroad program at the Université d'Auvergne in Clermont-Ferrand, France, which earned accreditation by the American Bar Association. A lawyer by training, he represented clients in commercial transactions, administrative law and regulatory policy matters.

In addition to being consistently recognized for his teaching and scholarship, Cleveland has a distinguished record of board service in civic, nonprofit, legal and international associations including serving as a mayoral appointee to the Jacksonville Economic Development Commission. This year, he serves on the Northeast Florida Council of Leadership Florida and the Jacksonville Regional Chamber Board of Governors. He is a member of Leadership Broward Class XXIII, Leadership Jacksonville (2010), Leadership Florida Class XXXIII, the 2017 ENO Transit Senior Executive Program and the 2017 APTA International Study Mission on Safety and Infrastructure.

Cleveland received his Juris Doctor from Florida State University College of Law, and a B.S. degree from Nova Southeastern University (NSU). He was conferred with a Doctor of Humane Letters by NSU in 2018.

CLEVELAND FERGUSON III, ESQ.

Professional Experience

Senior Vice President and Chief Administrative Officer

Vice President of Administration

Vice President of Risk Compliance and Human Resources

Jacksonville Transportation Authority (JTA)

June 2018 – Present

August 2015– May 2018

July 2015- August 2015

Provides strategic executive leadership in the areas of safety and security, organizational development, compliance, risk management, legal affairs, government affairs, business intelligence, strategic planning, human resources, communications and marketing, contracts and procurement, diversity and equity matters (including ADA and Title VI issues) and economic development (including transit-oriented development).

Safety and Security	<ul style="list-style-type: none">Established a robust safety culture; revamped department and recruited top talent, certified in emergency management as well as safety; professionalized security force; launched JTA See and Say App; through a series of voluntary peer reviews to establish best practices for FTA, APTA and FDOT, achieved board adoption of SMS framework Authority-wide; realigned use of technology to improve safety across systemRevamped incident management team process to respond to security crises and weather events
Risk Management	<ul style="list-style-type: none">Established enterprise risk management (ERM) approach to Authority service delivery, safety and security operations and compliance processesJTA Board adopted ERM framework in 2018Championed fully automated policy, procedure and work instruction process for Authority
Business Intelligence	<ul style="list-style-type: none">Secured support from senior leadership and led the reform of employee performance management by integrating score card and board-level dashboards with the creation of the JTA Enterprise Metric Management System (JEMMS) in 2016FY 2019 JEMMS 2.0 will launch connecting all of Authority's systems into dashboards and departmental scorecardsPlaced the Authority on an employee performance-based evaluation system that cascades from the CEO to the individual employee and rolls up from the individual employee to the CEO's goals and objectives as measured yearly by the JTA Board of Directors
Human Resources and Organizational Development	<ul style="list-style-type: none">Established JTA University being examined by US GAO as a best practice for workforce development as system transitions to increased use of technology including smart and connected autonomous vehiclesEstablished environmental graphics program in support of vision, mission and core values of AuthorityMoved Authority to tracking containers approach where every department gets credit for cost savings, costs avoided, and processes improvedReformed health and benefits plan design for cost-savings; facilitated the increase in health and morale of Authority employees through enterprise health and wellness program; established telemedicine program with majority of employee adoption
Government Affairs	<ul style="list-style-type: none">Championed strategy that led to dual award of 2018 BUILD grant to Authority and City of JacksonvilleShepherded the strategy that led to the passage of legislation to increase bus safety and reduce rear end collisions that was signed by the governor during the 2016 Regular Legislative Session

Diversity and Equity	<ul style="list-style-type: none"> ◆ Presides over retraining of team members to ensure greater sensitivity on ADA and Title VI planning; secured JTA Board support to enter into partnership with Jacksonville Aviation Authority to increase small business certifications for small businesses to be eligible for Disadvantaged Business Enterprise participation in procured work
Strategic Planning	<ul style="list-style-type: none"> ◆ Developed the plan to revise the Authority's vision, mission and core values ◆ Developed environmental graphics program launched in 2018 as a part of the Authority's route and mobility optimization program
Economic Development	<ul style="list-style-type: none"> ◆ Working to invigorate the Authority's Transit-Oriented Development program in time for the Jacksonville Regional Transportation Center at LaVilla coming on line in March 2020 <ul style="list-style-type: none"> Building an experienced team Authority working group proposing amendments to city's comprehensive plan Cultivating stakeholders Proposing changes to board policies and procedures

Representative State or National Accomplishments and Presentations that Exemplify Organizational Leadership and Strategic Planning

- | | |
|---|--|
| ◆ (2016) American Public Transportation Association Outstanding Public Transportation System of the Year | ◆ (2016) APTA BMBG Conference (presenter) |
| ◆ (2016) Florida Public Transportation Association (FPTA) Outstanding Public Transportation System of the year | ◆ (2017) APTA International Study Mission to Asia on Safety and Infrastructure (participant) |
| ◆ (2018) FPTA Gold Bus Safety Excellence Award - Tier 1—JTA See and Say App, early adoption of SMS on fixed route service | ◆ (2017) APTA Annual Meeting (presenter) |
| ◆ (2018) FPTA Marketing Awards for choice ridership campaigns and community programming | ◆ (2017) ENO Transit Senior Executive Program (participant) |
| ◆ (2018) US SBA Community Partner of the Year Award | ◆ (2018) APTA CEOs Conference (presenter) |
| | ◆ (2018) APTA Legal Affairs Conference (presenter) |
| | ◆ (2018) APTA TransitTech Conference (presenter) |
| | ◆ (2018) APTA Transit Board Administrators Conference (presenter) |

Selected Community Resource Involvement

- Leadership Florida Northeast Florida Regional Council 2018 – present
- JAX Chamber Board of Governors 2017 – present
- "Technology Helps Make Case for Performance Metrics with JTA's Labor Unions" **Passenger Transport** March 23, 2018 at <http://passengertransport.apta.com/aptap/issues/2018-03-23/14.html>.
- 2027 International APTA Study Mission Report (reviewer)

Deputy Chief Administrative Officer (Acting CAO January 2015 – July 2015) August 2012 – July 2015
Consolidated City of Jacksonville, FL – Strong Mayor form of government

Responsible for administration of all departments under mayor's control. Assisted with management of the city's \$2 billion budget, emergency operations center, and over 5,000 full-time, non-sheriff's office employees. Served as member of Mayor's Budget Review Committee (MBRC), mayor's designee on inaugural Inspector General Search and Retention Committee, and supervised law school externship and business intelligence programs.

Operations Reform and Transparency in Government	<ul style="list-style-type: none"> ◆ Led the reform of delivery of citizen-focused services by incentivizing innovation, increasing transparency in city-wide operations through expanded use of technology, and facilitating the promulgation of standard operating procedures, executive orders and passage of ordinances focused on improving efficiency and generating revenue ◆ Provided policy direction to stabilize service delivery after an approximate 20% reduction in force and the loss of millions in city revenue over three years ◆ Led the establishment of Jax Score 1.0 and Jax Score 2.0, citizen-facing accountability dashboards in conjunction with visioning process of Jax 2025 ◆ Facilitated the establishment of the Property Asset Management Optimization (PAMO) process by executive order to better dispose of under-utilized city assets ◆ Facilitated the reduction of various forms of risk and increase in safety within the city's public building maintenance programs as well as security protocols ◆ Facilitated the outsourcing of parts operations resulting in \$120,000 in year-over-year savings and a one-time reduction of \$1 million in overhead ◆ Provided executive sponsorship of city-wide Enterprise Resource Planning (ERP) process, website redesign (coj.net) as well as mobile and web-based applications (My Jax)
Accountability of Employees	<ul style="list-style-type: none"> ◆ Developed comprehensive employee performance management system through score cards and dashboards (JaxOps and JMIS) to increase accountability to better ensure organizational focus on the mayor's priorities ◆ Facilitated county-wide online employee skills-based training programs as well as ADA compliance programs due to U.S. Department of Justice settlement agreement
Community Redevelopment	<ul style="list-style-type: none"> ◆ Launched the mayor's signature community development initiative, Renew Jax, resulting in public private partnerships and an initial \$40 million investment in key city neighborhoods, corridors, and infrastructure ◆ Facilitated the restoration of the North West Jacksonville Economic Development Trust Fund and its Advisory Committee ◆ Provided strategic direction to the Office of Jacksonville Small & Emerging Businesses (JSEB) to secure 150% increase year-over-year in professional services for JSEB participants
Negotiations and Settlement of Contracts and Legal Disputes	<ul style="list-style-type: none"> ◆ Renegotiated the city facilities management contract after a 19-year exclusivity agreement resulting in year-over-year taxpayer savings of \$900,000; secured \$1 million contribution to general fund and repairs to Veteran's Memorial Arena concession services ◆ Provided strategic direction to the Ombudsman to more rapidly settle disputes with sub-contractors

Representative Accomplishments that Exemplify Organizational Leadership and Strategic Planning

♦ (2013) *Planning & Development, Building Inspection Division*—received unlimited accreditation by International Accreditation Service with the Major Jurisdiction Committee of the International Code Council (ICC) identifying one of five “notable practices” in Jacksonville as an ICC “best practice”

♦ (2013) *Information Technology Division*—city website rated as the “Most Transparent in Florida” by the First Amendment Foundation

♦ (2013 – 2014) *Regulatory Compliance Department, Division of Animal Care & Protective Services*—received Agency of the Year and Outstanding Supervisor of the Year from the Florida Animal Control Association

♦ (2013) *Information Technology Division*—Top 10 Digital City, *Center for Digital Government*

♦ (2014) *Information Technology Division*—Top Three Digital City, *Center for Digital Government*

♦ (2014) *Division of Emergency Management/Office of Grants*—Rockefeller Foundation “Resilient City” (one of six American cities)

♦ (2014 – 2016) *Intra-Governmental Services Department, City Link Office (630 CITY)*—Public Technology Institute named city as a “Citizen Engaged Community”

♦ (2014 – 2015) *Intra-Governmental Services Department, Fleet Management Division*—recognized as among the “100 Best Fleets in North America” (2014 #90, 2015 #63)

♦ (2014 – 2015) *Fire & Rescue Department*—recognized by Insurance Services Office (ISO) for improving the safety rating of county which immediately lowered homeowner insurance premiums in the most safety-challenged parts of the county

♦ (2014 – 2015) *Information Technology Division*—Smart and Connected Community for Telemedicine Pilot (one of 10 in the nation)

♦ (2015) *Parks & Recreation*—USTA Outstanding Facility Award

♦ (2015) *Employee Services Department, Compensation & Benefits Division*—moved city to fully self-insured in 2015 and reached the IRS-mandated reserves by second quarter

♦ (2015) *Information Technology Division*—“Top 100 CIO” One of 100 Innovative Organizations that uses IT effectively to create business value, *CIO Magazine* (one of a handful of cities so recognized)

♦ (2015 – 2016) *Public Works Department*—GE Intelligent City Pilot member (one of two cities in the world)

Selected Community Resource Involvement

- Leadership Florida Graduate – Class XXXIII.
- Crystal Moyer, “Renew Jax: Project to Solve Drainage Problems in Magnolia Gardens,” *News4Jax.com*, June 16, 2015, <http://www.news4jax.com/news/project-to-solve-drainage-problems-in-magnolia-gardens/33611308>.
- Colleen Michele Jones, “City of Jacksonville’s 2.0 Digital Dashboard Almost Ready for Prime Time,” *Jacksonville Business Journal*, October 21, 2014 at www.bizjournals.com/jacksonville/news.
- Presented “Technology and Citizenship in Florida” at “Spring 2014—From the Chambers to the Cloud: Connecting Citizens and Local Governments”, *The Lou Frey Institute Symposium*, University of Central Florida, Orlando, FL, March 10, 2014.
- Colin Wood “Jacksonville, Fla., Publishes Online Scorecards for Better Transparency” *Government Technology Magazine*, March 31, 2014 at www.govtech.com.

Commissioner

October 2010 – August 2012

Consolidated City of Jacksonville, FL – Jacksonville Economic Development Commission (JEDC)

Recruited by Mayor John Peyton and confirmed by Jacksonville City Council to evaluate applicants’ abilities to support regional economic development and job creation using state and local matrices

- Developed and executed policies that resulted in economic development opportunities in the City of Jacksonville
- Increased small business initiatives in the City’s Enterprise and Empowerment Zones
- Served as a member of the
 - Industrial Development Authority
 - Community Redevelopment Agency

Adjunct Professor of Law
Research Professor of Law
Professor of Law (tenured)
Associate Professor (tenure track)
Chaired Professor in Human Rights and Strategic Initiatives
Assistant Professor (tenure track)
Florida Coastal School of Law (Coastal Law)

August 2014 – July 2015
 June 2013 – July 2014
 August 2009 – May 2013
 August 2007 – 2009
 August 2004 – May 2013
 August 2003 – 2007
Jacksonville, FL

Served as a tenure-track law professor. Exercised progressive leadership responsibility and led several Coastal Law committees including a taskforce that recommended expansion of distance education curriculum development. Co-directed Coastal Law's inaugural summer abroad program at the Université d'Auvergne, Clermont-Ferrand, France through accreditation by the American Bar Association. Attained progressive leadership positions throughout The Florida Bar, the American Bar Association and the DW Perkins Bar Association.

Teaching Excellence	<ul style="list-style-type: none">♦ L.L.M. coursework included the following constitutional and commercial law courses: Florida Constitutional Law (asynchronous) and Contracts and Sales (synchronous and asynchronous)♦ Pre-J.D. (AAMPLE) coursework included the following course: Negotiable Instruments [Uniform Commercial Code Articles 1, 3, 4] (synchronous and Face-to-Face)♦ Juris Doctor coursework included the following courses:<table><tr><td>Commercial Law and Business Law areas:</td><td>Constitutional and Administrative Law areas:</td><td>Human Rights Law area:</td></tr><tr><td><ul style="list-style-type: none">• Contracts I and II• UCC-Sales• Negotiable Instruments (Articles 3 and 4)• Business Associations• Accounting, Auditing and Finance for Lawyers</td><td><ul style="list-style-type: none">• Florida Constitutional Law (course creator)• Statutory Interpretation & Legislative Procedure• Election Law (course creator)• Administrative Law• Litigating Using the Florida APA (course creator)</td><td><ul style="list-style-type: none">• Comparative Enforcement of Human Rights (course creator)• International Rights of Children (course creator)• International Health and Human Rights (course creator)</td></tr></table>	Commercial Law and Business Law areas:	Constitutional and Administrative Law areas:	Human Rights Law area:	<ul style="list-style-type: none">• Contracts I and II• UCC-Sales• Negotiable Instruments (Articles 3 and 4)• Business Associations• Accounting, Auditing and Finance for Lawyers	<ul style="list-style-type: none">• Florida Constitutional Law (course creator)• Statutory Interpretation & Legislative Procedure• Election Law (course creator)• Administrative Law• Litigating Using the Florida APA (course creator)	<ul style="list-style-type: none">• Comparative Enforcement of Human Rights (course creator)• International Rights of Children (course creator)• International Health and Human Rights (course creator)
Commercial Law and Business Law areas:	Constitutional and Administrative Law areas:	Human Rights Law area:					
<ul style="list-style-type: none">• Contracts I and II• UCC-Sales• Negotiable Instruments (Articles 3 and 4)• Business Associations• Accounting, Auditing and Finance for Lawyers	<ul style="list-style-type: none">• Florida Constitutional Law (course creator)• Statutory Interpretation & Legislative Procedure• Election Law (course creator)• Administrative Law• Litigating Using the Florida APA (course creator)	<ul style="list-style-type: none">• Comparative Enforcement of Human Rights (course creator)• International Rights of Children (course creator)• International Health and Human Rights (course creator)					
Service to Coastal Law Community	♦ Faculty Advisory Council, 2010 –2013; Retention, Promotion & Tenure Committee, Chairperson, 2010 – 2012 (elected); Education Technology Committee, Chairperson, 2010 – 2011; Library, Information and Technology Committee, Chairperson, 2007 – 2009; Mentoring Taskforce, 2005 –2006; Academic Standards Committee, 2003 –2007, Chairperson, 2004 – 2007; Convention on the Rights of the Child Project Coordinator, 2004 –2005; Library Director Search Committee, 2004 –2005; Coastal Law Clinics in Child Advocacy Taskforce Chairperson, 2004 –2005; Faculty Appointments Committee, 2003 – 2004, 2011 – 2012						
Service to InfiLaw Consortium	♦ AAMPLE Negotiable Instruments Teaching Taskforce, 2010 – 2012; Distance Education Taskforce, Chairperson, 2009 – 2010; Intellectual Property Taskforce Florida Coastal, Charlotte Law, Phoenix Law, Chairperson, 2006 – 2007						
Service to the Profession and the Community	♦ Vision 2016, The Florida Bar, 2013 – present; ABA Business Law Committee, 2005 – 2014; Vice Chair – American Bar Association SIL Human Rights Committee August, 2009 – July 2015, Chairman of Publications, Editor in Chief – <i>Human Rights News</i> ; Vice Chair – ABA SIL Nonprofit/NGO Committee, July 2008 – July 2015; Editor – <i>American & Caribbean Law News/Review</i> , April 2005 – May 2013; Mayor Alvin Brown’s General Counsel Advisory Subcommittee, May – July 2011; Grand Historian – Kappa Alpha Psi Fraternity, Inc., July 2011 – August 2013; Selected for Jacksonville Chamber of Commerce Political Leadership Institute – Class III, 2011; Leadership Jacksonville Class of 2010, Class Representative-Board of Directors; 2010 –2011, American Bar Association (ABA) Site Team Evaluator, 2007 – 2013						
Selected Recognition	<ul style="list-style-type: none">♦ 2011 Colloquia United States Representative, Université d’Auvergne, Clermont-Ferrand, France♦ 2009 –2010 Faculty Vision Award (voted on by the students)♦ 2007–2008 National Policy Board Chairman’s Award						

Selected Community Resource Involvement

- Melissa Ross "Class Size Amendment Debate" **First Coast Connect, WJCT**, September 14, 2010 (radio show) (state constitutional law issue)
- "Implications of Florida Governor Charlie Crist Becoming an Independent U.S. Senate Candidate" **WJXT, News 4 Jax**, April 10, 2010 (television news show) (election law issue)
- Tia Mitchell, "Jacksonville School Board Continues Appointed v. Elected Debate" **Florida Times Union**, December 29, 2009 (state constitutional law issue)
- Tia Mitchell, "Law Professor: Its Language is in the City's Legal Favor" **Florida Times Union**, April 23, 2009 (interpretation of government contracts issue)

Visiting Assistant Professor
NSU Shepard Broad Law Center

July 2001 – June 2003
Fort Lauderdale, FL

Taught the following courses: Administrative Law, Lawyering, Skills & Values I and Lawyering, Skills & Values II and Negotiable Instruments; also published scholarship.

Broward County Sistrunk Historical Festival Executive Director
Broward County Government

August 1999 – February 2003
Broward County, FL

Redeveloped and managed the Sistrunk Historical Festival; reported to Broward County Library administrator and community board of directors. Using private-sector approaches, reinstated the confidence of the community in the Festival (it began in 1980).

Organizational Leadership	<ul style="list-style-type: none">♦ Led strategy meetings of the board of directors, cultivated members and patrons, and established standard operating and auditing procedures that resulted in the restoration of the county-wide cultural program♦ Established a Broward County Artist-in-Residence Program♦ Provided policy recommendations to the Broward County Library administrator and various county coordinators♦ Facilitated the establishment of curating process for Sistrunk Historical documents and artifacts♦ Facilitated the reduction of risk and increase in safety within festival operations<ul style="list-style-type: none">• Received commendations from Broward County Mayor and Commission• Received commendations from City of Fort Lauderdale Mayor and Commission• Honored as 2001 Outstanding South Floridian
Strategic Partnerships	<ul style="list-style-type: none">♦ Established multi-year public-private partnerships or sponsorships with Black Entertainment Television, the North Broward Hospital District, Florida A&M University, Nova Southeastern University, and various local governments♦ Facilitated county-wide volunteer programs with community partners
Marketing and Program Implementation	<ul style="list-style-type: none">♦ Provided year-long cultural programming to historic Mid-town and North West communities in central Broward County through aggressive grant-funding<ul style="list-style-type: none">• Managed the 2000, 2002 and 2003 Festivals• Managed the 2000-2003 Annual Parades♦ Restored public private funding, including grants and sponsorships to surplus♦ Established a Broward County Artist-in-Residence Program
Negotiations and Settlement of Contracts and Legal Disputes	<ul style="list-style-type: none">♦ Renegotiated a variety of county, constitutional officer and city facilities and use agreements, risk management agreements, and security agreements

Director of Student Activities and Leadership Development
Nova Southeastern University (NSU)

May 1999 – June 2001
Fort Lauderdale, FL

Recruited by Vice President of Student Affairs to become Assistant Director and provide organizational leadership and strategic reform to the student activities and leadership development programs. Promoted to Director within first year; supervised 40 employees and graduate assistants.

Director
Florida State University – Office of Legislative Affairs

December 1996 – May 1997
Tallahassee, FL

- Developed the Office of Legislative Affairs and coordinated the inaugural legislative agenda
- Served as chief lobbyist; testified before Florida House and Senate Committees
- Coordinated with president of FSU, Board of Regents, and FSU's Office of Governmental Relations on local and system-wide issues
- Developed statewide marketing plans, including writing, directing and producing television, newspaper, and radio spots and advertisements

Legal Experience

Legal Counselor, Consultant, and Attorney-at-Law
Ferguson & Associates, LC

May 1999 – present

Maintains part-time consulting practice with emphasis on local governments, contracts, commercial, environmental, and international business transactions, administrative procedures and regulatory policy; non-profit organization grant-writing and business entity organization; served as lead attorney on complex commercial litigation matters including Developments of Regional Impact (DRI) and Florida Quality, Development (FQD) management and multiparty litigation, regulatory challenges, trademark actions and state constitutional law challenges (litigation activity ended in 2012); currently editing international publications and supporting community service organizations.

- Florida Bar Foundation Board of Directors (2014-2016)
 - Florida Legal Services, Inc. Board of Directors (2007-2015)
 - The Florida Bar Board of Governors—Young Lawyers Division – Governor—17th Circuit, Seat 4 (2001-2003)
 - The Florida Bar Journal, The Florida Bar News Editorial Board Member (1998-2004)
- Member - The Florida Bar, United States Supreme Court Bar**
- Certified in Latin American and Caribbean Studies
 - Certified Expert for the United Nations International Legal Exchange
 - Completed Florida Circuit Civil Mediation Training

Staff Attorney – Division of Legal Services, Bureau of Water & Wastewater
Florida Public Service Commission (FPSC)

July 1997 – May 1999
Tallahassee, FL

Prosecuted investor-owned utilities for delinquent regulatory assessment fees; second chaired Commission proceedings in the Division of Administrative Hearings, FPSC and the United States Middle District Court; advised General Counsel and PSC commissioners; represented technical staff of the Bureaus of Water and Wastewater and Telecommunications

- NARUC Utility Rate School Certification
- 1998 Nominee FPSC Superior Accomplishment Award

Education/Honors

D.H.L.

Nova Southeastern University

Received the Doctor of Humane Letters during the May 2018 Commencement Ceremonies.

2018

Fort Lauderdale, FL

Juris Doctor

Florida State University – College of Law

1994 –1997

Tallahassee, FL

- Florida Bar Foundation Scholar **Concentration** in International Law
- Research Editor *Journal of Land Use and Environmental Law*
- National Mock Trial Team – Lead Advocate
- Legal Intern: Florida Election Commission, Department of Business and Professional Regulation, Parks & Crump, LLC
- Legislative Intern, Florida House of Representatives Committee on Ethics and Elections
 - Commendation Speaker of the House Hon. Peter Wallace
- Research Assistant, Dr. Albert K. Fiadjoe Dean and Professor of Law University of the West Indies
- Guardian Ad-Litem
- Received Commendation by Hon. Phil Padavano, Chief Judge, 2nd Circuit
- Public Service Fellow
- 1994-1997 Distinguished *Pro Bono* Award Recipient
- 1996-1997 Student Senator of the Year
- Justice – Phi Alpha Delta Law Fraternity, International
- BLSA member, SALSA member
- University Constitution/Statute Revision Commission
- Burning Spear, Inc., Inductee
- Seminole Torchbearers, Inc., Inductee

B.S. Legal Studies

Nova Southeastern University

Minor: Communications

Specialty: Latin American and Caribbean Studies

1989 –1994

Fort Lauderdale, FL

- Dean's List **Concentration** in International Law; **Field Study:** La Ruta Maya
- NSU Academic Scholar
- Henry E. Kinney Journalism Scholar
- Dr. James W. Parker Scholar
- Florida Student of the Year Finalist
- NSU Student of the Year
- Two-term Student Body President
- Florida Independent Students Association Governmental Affairs Director

References and citations to publications are available upon request.



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January 2, 2019

PROFILE:	JACQUELINE HALLDOW
Education:	BA, College of Saint Rose, Albany, 1996
Most Recent Position:	Chief of Staff
Most Recent Employer:	New Jersey Transit

JACQUELINE LEWIS HALLDOW

PROFESSIONAL SUMMARY

Strong drive to success. Understands clear connection from mission to goal and vision to results. Excellent project and program management. Proven communication skills. Resourceful.

PROFESSIONAL EXPERIENCE

NEW JERSEY TRANSIT, CORPORATION

Chief of Staff | 2017-April 2018

2010- 2016

Coordinate NJ TRANSIT's operating and non-operating/administrative departments to support delivery of on-time, safe and customer-focused transportation services for the nation's third-largest provider of bus, rail and light rail transit; linking major points in New Jersey, New York and Philadelphia. Coordinating executive communications, multi-modal operations information and reporting for an active fleet of 2,221 buses, 1,231 trains and 21 light rail vehicles on 252 bus routes and 12 rail lines statewide, NJ TRANSIT provides nearly 270 million passenger trips each year by 11,000 employees.

Work directly with the CFO and the budget department to review and recommend operating initiatives on a \$2 billion budget on an annual basis to ensure that initiatives over a base budget (service delivery) funding is aligned with organization strategy.

Planned, developed and oversaw the implementation of NJ TRANSIT's long-and short range agency-wide performance measurement program and related metrics 'Scorecard' to allow the Board of Directors, management, employees and customers to transparently observe the efficiency in the delivery of services and amenities. Metrics set corporate-wide standards of accountability and create transparency for the public, helping NJ TRANSIT make strategic decisions to maximize its resources as well as illustrating how the agency manages its commitment to excellence. In addition, the Scorecard highlights the agency's strengths and weaknesses, providing clear insight into where NJ TRANSIT needs to improve in order to provide a greater return to the taxpayer and retain transit customers at a higher rate.

Planned, developed and oversaw the consistent implementation of the NJ TRANSIT customer satisfaction survey; marking the first time in the agency's history that system-wide customer satisfaction surveys are conducted on a regular, ongoing basis. NJ TRANSIT utilizes results to target specific improvements needed to increase customer satisfaction. Quarterly surveys allow NJ TRANSIT management and staff, as well as members of the public to track results. As of the Summer 2017, NJ TRANSIT had conducted 24 consecutive survey periods, each reaching an average of 20,000 customer participants.

Responsible for restructuring the Executive Management Team during leadership transitions to create and sustain high productivity, supportive of the strategic initiatives of the Executive Director.

Redesigned the employee hiring approval process to ensure that critical operational and support positions were filled during an 8-year statewide hiring freeze. Ensuring position grading and salary administration were consistent for a field of nearly 1,800 non-union employees.

Planned, led and oversaw a human resource team to conduct the first employee engagement survey in decades to identify employee engagement strategies to reduce staff turnover, improve productivity and efficiency. Survey results directly translated into a redesigned, redeployed employee talent development and training program.

Planned, developed and oversaw a comprehensive campaign for an extended, regional public transportation service disruption during the Summer of 2017. Created a multi-faceted communication strategy for over 25,000 customers who had their commuting pattern disrupted. The campaign was comprised of discounted fares, a branded web portal, geo- targeted digital and radio ads, social media and a consumer App-- as well as Employee Brand Ambassadors.

OFFICE OF THE NEW JERSEY GOVERNOR, CHRISTOPHER J. CHRISTIE
DIRECTOR OF COMMUNICATIONS | 2016-2017

Planned, developed and implemented day-to- day strategic communications strategies supporting Administration policies and initiatives. Led a robust digital communications team with over 1 million followers, with messaging directly aligned with strategic objectives and events. Directed a research team responsible for real-time monitoring of major U.S. and New Jersey print and radio media outlets, network and cable TV outlets, and social media. Directed a team to maintain a catalog of the Governors record on top issues facing New Jersey including the creation of comprehensive archive of relevant materials.

Coordinated and facilitated communications between the Office of the Governor and the executive branch agencies to ensure a unified and uniform message. Approved all executive branch agency press releases that quoted the Governor, discussed agency policy or articulated proposed policy; conferred with Governor, Chief of Staff, counsel and Cabinet members.

Developed and collaborated on the strategic development of a state-wide \$20 million public awareness campaign called ReachNJ designed to educate New Jerseyans about the State's drug abuse epidemic. Designed the scope of work as the State's subject matter expert, served as the State's Contract Manager, while collaborating and approving all creative content and placement for digital, TV, radio, social media and out of home messaging and advertising.

Leveraged existing State resources by augmenting and training existing staff to launch a 24-hour day, 7-days a week addiction helpline. The ReachNJ helpline provided an individualized assessment of callers' need. The helpline offered 24-hour services focused on addiction, and served as New Jersey's one-stop shop to simplify the process for those seeking help with addiction.

ROCHESTER-GENESEE REGIONAL TRANSPORTATION AUTHORITY

VICE PRESIDENT OF COMMUNICATIONS | 2008-2010

DIRECTOR OF COMMUNICATIONS | 2004-2008

Managed all external and internal communications and marketing in the Rochester metro and seven county region for the area's sole Public Transportation Authority; annual budget exceeding \$80 million, 17 million customers annually and 800 employees.

Collaborated on a fare payment team that ended the use of the antiquated bus tokens and a complicated distance-based, multi-fare zone system with the creation of the "One Fare. One Zone" structure for customers and branded and launched a customer friendly 'Freedom Pass'.

Directed the brand development, oversight of third party market research, customer awareness and legislative outreach for the **nation's only public transportation customer fare reduction**.

Led a third party market research team to provide strategic and tactical insight to underscore the Authority's planning process. This research developed a better understanding of the community's perceptions and priorities. The intent was to provide a backdrop for better-informed transportation-related planning decisions on the community's behalf. Research results provided in-depth gap analysis of key priorities for customers to better understand the motivators individuals consider when weighing daily commuting choices and dually test offers and benefit that can make public transportation an attractive option. Additionally, conducted baseline analysis of a Net Promoter Score program, a straightforward metric that is used to hold companies and employees accountable for how they treat customers.

Collaborated on an annual comprehensive plan (adopted by the Board of Directors). Created departmental and individual employee's blueprints that were aligned with overall annual plan and set performance metrics that outlined individual employee's performance compensation opportunities above their base salaries.

Directed brand development, customer awareness that created a non-profit foundation that assists customers who experience challenges paying the fare for para-transit services.

Collaborated and implemented a simplified customer printed timetable and informative, easier to use bus stop sign program.

NEW YORK STATE ASSOCIATION OF COUNTIES

CONFERENCE COORDINATOR | 1997-2003

Developed, planned and produced all the activities that made multiple, annual statewide conferences, events, annual golf-tournament and meetings successful while managing all project delivery elements within budget. Organized facilities and managed all event details including location, venues, lodging, transportation, catering, entertainment, special guests, equipment, and promotional material. Responsible for all marketing

and advertising to promote and publicize events to all 62 member counties and corporate sponsors. Raised substantial corporate sponsorships to decrease conference registration costs for elected officials. Events often attracted over 800 attendees.

Ensured compliance with insurance, legal, and safety obligations. Specified internal staff requirements and coordinate their activities.

EDUCATION

Bachelor of Arts, History/Political Science | 1996

The College of Saint Rose, Albany, New York



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January 2, 2019

PROFILE:	BENJAMIN LIMMER
Education:	Master, Cleveland State University BA, University of Northern Iowa
Current Position:	Assistant General Manager
Current Employer:	Metropolitan Atlanta Rapid Transit Authority

Benjamin T. Limmer, AICP

December 27, 2018

Gregg A. Moser
Krauthamer & Associates
7101 Wisconsin Avenue
Suite 1210
Bethesda, MD 20814

RE: Chief Executive Officer, Hillsborough Area Regional Transit Authority

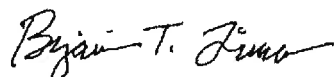
Mr. Moser,

It comes with great excitement that I write to you to express my interest in the Chief Executive Officer recruitment with the Hillsborough Area Regional Transit Authority (HART). I have over 15 years of transit management experience with multimodal transit agencies across the United States.

HART is uniquely positioned to enhance and expand mobility options for the citizens of Hillsborough County. With the passage of the transportation referendum in the fall 2018 comes enormous opportunity. I bring a strong and robust background of implementing and directing sales tax programs in Phoenix and Atlanta and am uniquely suited to take HART into the future. I am a collaborator who focuses on fiscal discipline, creating an employer of choice environment and operational excellence. These are the necessary elements to create an efficient and innovative transit service to the customers.

Please take another moment to review my qualifications through the attached resume, which represent my qualifications to fill the position of Chief Executive Officer. I look forward to discussing this position with you in the near future.

Sincerely,



Benjamin T. Limmer
Enclosure

Benjamin T. Limmer, AICP

Executive Summary

Industry leader with over 15 years of transit experience, with an extensive record of achievement in the public and nonprofit sectors nationally. Includes successful experience as a public transit executive leading effective teams in an agency setting to deliver safe and efficient transit services within complex political environments.

Employee Leadership
Agency Management
Budgeting/Financing

Communications/Marketing
Program Development/Implementation
Community Affairs/Government Relations

Strategic Planning
Transit Ballot Initiatives
Operations/Scheduling

Professional Experience

Metropolitan Atlanta Rapid Transit Authority, Atlanta, Georgia **2016 – Present**

Multimodal regional transit authority operating bus and heavy rail for the Atlanta metropolitan area.

Assistant General Manager

- Serve as key executive advisor to the MARTA General Manager/Chief Executive Officer on planning and community affairs at the nation's 9th largest transit agency.
- Provide direction and management over assigned functional areas such as system planning and innovation, marketing, customer service, community outreach and monitoring of key performance indicators.
- Lead executive on the development and implementation of transit expansion initiatives throughout metro Atlanta.
- Responsible for implementing all transit services throughout the MARTA service area including heavy rail, streetcar, fixed route and mobility services.
- Work with the appropriate stakeholders and interested parties on local, state and federal legislation related to transportation and transit matters.
- Coordinate with relevant federal, state and local agencies, regional planning bodies, stakeholder groups, and private entities to deliver effective transit services.
- Build collaborative partnerships with state and local elected officials, business community, major stakeholders, community organizations and the public on enhancing the regional transit system services to maximize customer satisfaction.

City of Atlanta/Atlanta BeltLine, Incorporated, Atlanta, Georgia **2014 – 2016**

A non-profit implementation agent for the City of Atlanta transportation improvements, including the Atlanta Streetcar.

Transportation Director

- Partner with the Board of Directors, Atlanta City Council and general public on the City of Atlanta transit program, expansion projects and strategic policy initiatives.
- Build effective partnerships with elected officials, government officials, the business community and major stakeholders to advance transit initiatives.
- Provide recommendations to the Board of Directors and City of Atlanta staff on transit issues and participating on internal and external committees.
- Develop, prioritizing and implementing a range of transportation projects based on approved master plans to develop transportation ballot initiatives.
- Work with the appropriate stakeholders and interested parties on local, state and federal legislation related to transportation and transit matters.

Benjamin T. Limmer, AICP

Valley Metro, Phoenix, Arizona

2005 – 2014

Multimodal regional transit authority operating bus and light rail for the Phoenix metropolitan area.

Various Management Positions

- Assist Chief Executive Officer and Leadership Team in defining and implementing agency strategic vision, mission, values, projects and opportunities.
- Direct transit planning and environmental studies for transit service delivery through the approved local and regional sales tax programs, in partnership with the Federal Transit Administration's Capital Investment Grant program.
- Direct the coordination of regional light rail and local bus services.
- Lead planning and programming functions including the department budget, Capital Improvement Program, Transportation Improvement Program and Regional Transportation Plan updates.
- Develop communication, marketing and outreach strategies for strategic initiatives.
- Serve as the primary liaison with the Federal Transit Administration, elected officials and agency member cities on transit policy and planning issues.

University Circle Incorporated, Cleveland, Ohio

2003 – 2005

Community development corporation serving Cleveland's premier cultural district.

Senior Planner

- Responsible for all comprehensive and long range planning functions, including transportation, urban design and land use planning, including the University Circle community engagement component of the HealthLine bus rapid transit design.

Greater Cleveland Regional Transit Authority, Cleveland, Ohio

2002 – 2003

Multimodal regional transit authority operating bus, light and heavy rail for the Cleveland metropolitan area.

Planning Intern

- Compile station area plans, ridership analysis and transit-oriented development plans.

Education

Cleveland State University, Cleveland, Ohio

Master of Urban Planning, Design, and Development

University of Northern Iowa, Cedar Falls, Iowa

Bachelor of Arts in Public Administration

Bachelor of Arts in Geography

Affiliations & Committees

American Planning Association

American Public Transportation Association (Several Committee Leadership Positions)

American Public Transportation Association (Leadership Class of 2014)

Conference of Minority Transportation Officials

ENO Center for Transportation (Senior Executive Leadership)

Georgia Transit Association (Board of Directors)

Mass Transit Top 40 Under Forty

Regional Leadership Institute

Urban Land Institute

Women's Transportation Seminar



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January 2, 2019

PROFILE:	MIKEL OGLESBY
Education:	BA, University of Massachusetts at Amherst
Current Position:	Deputy Executive Director
Current Employer:	South Florida Regional Transportation Authority

December 20, 2018

Gregg Moser
Krauthamer & Associates
7101 Wisconsin Avenue
Suite 1210
Bethesda, MD 20814

Re: Chief Executive Officer -- Hillsborough Area Regional Transit Authority

Dear Mr. Moser:

Thank you for the opportunity to express my interest in the position of Chief Executive Officer for the Hillsborough Area Regional Transit Authority (HART). As I understand your requirements, you are seeking a dynamic leader capable of directing HART through strong collaboration while providing direction for the future. I am excited about the opportunity to be that leader.

My 27 years in multi-modal transportation, 10 of which were in California running Bus and Paratransit service, have well prepared me to accept this challenge. My experience is varied coming from both small and large systems with positions to include Deputy Executive Director, General Manager, Assistant General Manager and Operations Section Chief. I believe that the depth of my experience will continue to add value to the HART. I am currently the Deputy Executive Director of the South Florida Regional Transportation Authority (SFRTA) and have been instrumental in decision making while providing direct consultation to the Board of Directors. My accomplishments include taking an underperforming organization, and transforming it into one of the top Ten Transit agencies to work for in the United States and Canada (Metro Magazine 2008). My strengths include being an innovator, a visionary leader, and an effective agent of change.

I believe my experience, as well as my passion for public transportation, will make me an asset for HART and the people and communities it serves. I look forward to discussing my qualifications with you in the near future.

Thank you for your consideration.

Sincerely,


C. Mikel Oglesby

EXECUTIVE RESUME

MIKEL OGLESBY

Oglesby is a career transportation executive with more than 25 years of experience and a proven track record in all facets of public and private transportation service and delivery.

Mission/Objective

To continue to use the institutional knowledge, leadership and management skills gained while serving as Deputy Executive Director, National Business Development Manager, General Manager and Assistant General Manager of public and private transportation systems throughout the country, to advance the vision and support the mission and goals of the organization.

Education

- B.A. Business Administration, University of Massachusetts at Amherst
- Transportation Business Management Certificate, Massachusetts Institute of Technology

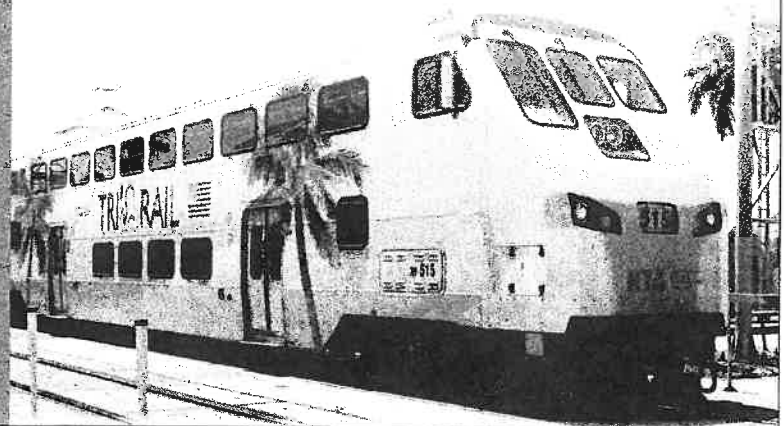
Past & Present Affiliations

- American Public Transportation Association, Member - one of 25 candidates selected for leadership Africa's second class in recognition of leadership potential
- American Public Transportation Foundation, Board of Directors
- Florida Public Transportation Association, Member
- Conference of Minority Transportation Officials (COMTO), Vice President Boston Chapter
- Coachella Valley Economic Partnership, Board of Directors
- Women's Transportation Seminar (WTS), Member
- California Transportation Association, Member
- CalAct, Member
- Calstart-Weststart, Member
- California Fuel Cell Partnership, Member



Qualifications at a Glance

- Proven experience and leadership with multi-modes of transportation including:
 - Commuter Rail
 - Heavy Rail
 - Light Rail
 - Fixed Route Bus
 - Bus Rapid Transit
 - Paratransit Service
 - Ferries
 - Taxi Cab Regulation
- Successful in Generating Comprehensive Operations Analyses to Enhance Bus Service and Efficiencies
- Leader in Green Energy and Alternative Fuels
- Long Range Transit Planning
- Public and Private Transportation
- Forming Public-Private Partnerships
- Regional/Stakeholder Collaborations
- Government Relations
- Employee Relations
- Innovative and Strategic Leadership
- Positive Train Control Implementation



Professional Career



South Florida Regional Transportation Authority (SFRTA)

Deputy Executive Director • 2015 - Present

Key Accomplishments

- Led the SFRTA effort to bundle the operating, maintenance and dispatching functions into one contract resulting in operating performance levels that had not been experienced by passengers in more than two decades.
- Intricately involved in negotiations and development of the Downtown Miami station that included obtaining new funding sources, developing solutions for Positive Train Control (PTC) and Level Boarding and oversaw overall project implementation. Collaborated with the Federal Railroad Administration, the Federal Transit Administration, the Florida Department of Transportation and the media. Successfully worked with the Federal Railroad Administration to identify and approve an alternative criteria allowed by statutory requirements to ensure project success and reduce risk to the agency.
- Restructured first and last mile options to include a new Commuter Bus Request for Proposals to address customer needs. Significantly modernized Commuter Bus vehicles with Wi-Fi, GPS tracking, luggage racks and security cameras to enhance customer service, safety and security.
- Redesigned system network to improve on-time transit operations from below 70 percent to an average of 94 percent, an average almost unprecedented at SFRTA.
- **Completed State of Good Repair & Station Expansion Projects on schedule and on budget for:**
 - Pompano Beach Station Renovation and New SFRTA Operations Center
 - The Opa-Locka Station Parking Lot Expansion
 - Iris and Northwood Connections
- **Strategic Decision Maker on Capital Improvement Projects such as:**
 - Tri-Rail Downtown Miami Link
 - Positive Train Control
 - Northern Layover and Light Maintenance Facility
 - Miami River- Miami Intermodal Center Capacity Improvement Project (MR-MICCI)
 - Tri-Rail Coastal Link
 - Boca II Tri-Rail Station
 - South Florida Rail Corridor Capital (SFRC) Corridor Plan

Proven Regional Leadership and Key Accomplishments

- **Hurricane Irma:** Chief decision-maker during the worst hurricane in recent Florida history, providing leadership on timing of SFRTA system shut down to recovery and start up. Spearheaded meetings with regional transportation officials, public safety and emergency operations teams for nearly one week until the storm passed, ensured that the Authority sustained minimal damage and oversaw critical service to enhance the safety and security of customers.
- **Regional Fare Card:** Partnering with the three county transit providers to develop a single regional fare card for SFRTA and Miami-Dade Transit customers. Collaborating with FDOT on bringing Broward County Transit and PalmTran into the system.
- **Awards:** Led a management team that won State and National awards in Finance, Engineering, Procurement and Marketing.
- **Guest Host/Speaker:** Positioned SFRTA as a regional leader at Florida Public Transportation Association Annual Conferences, Transportation and Safe Streets summits, and the Florida Transportation Commission.
- **Iris and Northwood Connections** SFRTA has completed the two critical rail connection projects to enhance connectivity between the South Florida Rail Corridor (SFRC) and the Florida East Coast (FEC) railway corridor.

Total Transit Inc.

National Business Development Manager for Public Transportation • 2014 - 2015

Key Accomplishments

- Provided insight and industry expertise on federal, state, regional and local regulatory trends and compliance necessary for public/private partnership and related public transportation opportunities.
- Developed and maintained revenue growth in compliance with established business plans and budgetary expectations.

- Served as the primary source of industry-specific expertise, advice, and direction regarding market conditions and trends, as well as competitive strategic analysis and developments for the transportation operations line of business.
- Implemented a regularly scheduled process to measure, evaluate, and report on customer satisfaction levels.
- Lead negotiations with contractors that included preparation of contracts and possible structuring of financing solutions.

SunLine Transit Agency

General Manager • 2004 - 2013

Key Accomplishments

- Provided leadership and direction to the Agency consisting of a \$23 million operating budget, 300 employees and 100 buses.
- Transformed agency to appropriate transit industry alignment resulting in effective organizational structuring and high performance, cost-effective business operations. Reorganized activities to make better use of employee's strengths, resources and equipment.
- Enhanced the Agency's public image among customers and stakeholders and established clear lines of communication networks to address public issues and concerns.
- Effectively sustained operational efficiencies and productivity and avoided staff layoffs and service reductions during the worst recession in modern history by strategically planning and forecasting resources and sound financial management.
- Strengthened community and business relationships to ensure continual input and feedback to address and meet the demand for public transit services and programs.
- Improved internal and external communications and increased transparency between the organization and stakeholders.

- Commissioned a Comprehensive Operational Analysis to efficiently and effectively address long range transit planning to meet local and regional public transit needs.
- Improved the physical infrastructure by initiating improvement projects to upgrade facilities and equipment.
- Implemented employee training and development initiatives to increase organization competencies and to maintain competitiveness within the transportation industry.

ATC Transportation Services

General Manager • 2003 - 2004

Key Accomplishments

- Led the country's single largest paratransit program as well as private transportation for non-ADA customers seven days a week with a fleet of 293 vehicles and 313 employees.
- Successfully managed, directed and oversaw daily operations for paratransit rides that averaged more than 75,000 monthly trips.
- Provided high-quality service by ensuring vehicle and facility safety, enhancing client relations and building employee morale.
- Provided regional leaders in the private sector with special assignment information on topics such as operations, labor relations, scheduling, bus rapid transit, paratransit, transportation policies and procedures, and strategic planning.
- Developed short and long range plans to improve service while maintaining affordability.

Massachusetts Bay Transportation Authority

Assistant General Manager • 1997-2002

Operations Chief for Administration and Finance, 1996-1997

Project Manager, Human Resource Information Systems, 1995-1996

Special Assistant to the General Manager, 1994-1995

Senior Manager, Budget Development, 1992-1994

Operations Analyst, 1989-1992

Key Accomplishments as AGM:

- Assisted MBTA's General Manager with leadership and oversight of an Executive Leadership Team, 29 department directors, 6,500 employees, 28 unions, a \$1.2 billion operating budget and ridership of more than 1 million daily trips.
- Initiated the development of a new strategic planning effort that resulted in the creation of the MBTA 5-year vision and implementation plan (the first comprehensive effort of its kind undertaken since 1946).
- Identified new sources of revenue for new or continuing operations, maximizing returns on investment and increasing productivity.
- Acted as liaison to federal, state and local government agencies and the MBTA Office of Public Affairs on media and community relations.
- Reorganized MBTA's Capital Plan Guide to invest in infrastructure.
- Created a Diversity Program to enhance the number of women and minorities at MBTA.
- Established MBTA's first public/private partnership.
- Restored the Old Colony Railroad line to three communities providing service from downtown Boston to the Plymouth/Cape Cod area.
- Extended service to Newburyport, providing four new stations.
- Overhauled paratransit service to better serve customers.
- Launched the Annual Service Plan, a cutting-edge initiative to evaluate service and improve community relations.
- Managed and implemented the MBTA Strategic Plan and effectively transitioned MBTA into "forward funding," an ambitious balance between investments for system expansion and investments for system modernization.
- Established the First Capital Management Group and maximized the lease benefit of the Boston Engine Terminal.



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January 2, 2019

PROFILE:	DENNIS SOLENSKY
Education:	MBA, Pennsylvania State University BA, College of Wooster
Current Position:	Public Transit Administrator
Current Employer:	The State of Connecticut The Connecticut Department of Transportation

Dennis G. Solensky

November 18, 2018
Gregg Moser
President
Krauthamer and Associates

Dear Mr. Moser:

Attached please find my current resume submitted in response to your recent advertisement for a CEO for the Hillsborough Area Regional Transit Authority. Upon review you will find that my experience lies in the specific areas that you highlighted. Of particular interest to you and HART will be that I have been a transit CEO for the majority of my career and have had exceptional success in building organizations and forging strategic partnerships that make transit authorities grow and prosper.

Today I am on the cutting edge of the industry and am leading major mass transit service initiatives and projects that bring transformational change. At the Connecticut DOT we directly operate our network of transit systems including eight divisions of the CT Transit branded state owned system. We operate and I participate in working with one of the most heavily patronized passenger rail lines in the country. I am directly responsible for one of the premier BRT routes in the U.S., and am actively developing autonomous bus projects, three micro transit projects, as well as Connecticut's first two Electric Bus Pilots. Our operating budget is 189 million, and we provide 40 million passenger trips annually.

Throughout my career my accomplishments have been achieved through consensus building board development efforts and comprehensive strategic planning. By conducting accurate budgeting, sound operations management, effective workers compensation light duty and management programs, problem solving, best practices, and diligent and tactical lobbying for funding. As well as through constructive labor negotiations, and sincere and direct media relations. I am a hands on manager with a tremendous track record for getting things done. I move projects along and am doggedly persistent in acquiring discretionary capital funding. Most importantly I am a transparent public official who strives to provide value to the community for every dollar I spend. I truly understand who the customer is and that is why all of the organizations I have managed have grown and flourished under my leadership.

My focus lies on empowering our organization to drive growth in our region. In our industry my reputation has been built on growing transit and delivering projects through building targeted and deep professional alliances and relationships with all stakeholders. Everywhere I have been we have conducted thorough inclusive strategic planning that drives development. I am known as a manager who gets results and moves organizations forward.

I look forward to presenting in greater detail how my tremendous energy, talent, experience, and passion for public service will positively impact the Hillsborough Area Regional Transit Authorities short and long term business objectives.

Sincerely,

Dennis G. Solensky

Dennis G. Solensky, MBA

Executive Summary:

A true results driven transformational leader with an overwhelmingly successful track record directing public transit systems. Known for creating growth by implementing comprehensive strategic planning and disciplined financial management. Highly accomplished in capturing large amounts of discretionary funding and implementing safe and effective operations policy. A passionate leader with unparalleled media relations skills and public awareness programs that endear transit authorities to their local communities.

Employment History:

The State of Connecticut (2016-current)
The Connecticut Department of Transportation
Public Transit Administrator

Lead the Public Transit division of the Connecticut Department of Transportation. The state of Connecticut directly operates its network of transit systems including 8 Divisions of the CTtransit, its branded state owned system. Comprising a 189 million dollar operating budget and serving 42 million customers annually. Promoted to Conn DOT Public Transit Administrator from former state position at The University of Connecticut.

UCONN – The University of Connecticut
General Manager of Transportation and Fleet Services
Lead the Transportation Services Department and manage the fleet of 600 vehicles.

Aramark Corporation
District Manager (2015-2016)

Direct the South East Washington & North East Oregon Region of Aramark Corporation. Including Richland, Pasco, and Kennewick Washington. Umatilla, Boardman, Hermiston, La Grande, and Pendleton, Oregon.

Responsibilities:

Manage all business development, service provision, and warehousing for one of Aramark's largest geographic districts.

Ben Franklin Transit
General Manager

Direct the Ben Franklin Transit Authority (2014-2015).

Dennis G. Solensky, MBA

BFT has a budget of 38 million and 280 employees.

Select Accomplishments:

Conducted Board Retreat and developed comprehensive two-year Strategic Plan.
Implemented first year Franklin\Covey leadership training with management staff.
Lifted morale of agency from transition of previous CEO.
Began process of lobbying for and developing water taxi/amphibious vehicle program.
Conducted successful lobbying efforts with Board of Directors in Washington DC.
Purchased new camera system for fixed route and dial a ride buses.
Purchased 64 Van Pool vehicles, 6 fixed route vehicles, 33 Dar Vehicles, 4 shelters 53 MDT's and 32 radios totaling over 7.2 million.
Recommended, budgeted, and prepared system for comprehensive passenger amenity study and complete route restructuring.
Networked relationships with school district Superintendents and negotiated expansions to the Richland school district service.
Met with and developed improved route structure and service level for Tri-Cities Regional Boat Races.
Ordered new low floor trolleys for use in shuttle services to wineries, tourism, and other businesses.
Restructured Sr. management staff program and assigned committees to conduct development of major projects.
Conducted annual review of senior management staff for the first time in many years.
Served as Board member to Visit Tri-Cities.
Improved labor relationship with local Teamster Union officials.

Erie Metropolitan Transit Authority 4/01-1/14

Executive Director

Direct the Erie Metropolitan Transit Authority which has an operating budget of 20 million, 250 employees, and operates 80 fixed route buses and 70 para transit vehicles.
Report to the Erie Metropolitan Transit Authority Board of Directors.

Select Accomplishments:

Acquired 31 million in discretionary capital funds over last 16 months for construction of new operating facility. Acquired 13 blighted properties, completed demolition of existing Brownfield buildings, and broke ground on new 29 million dollar facility.
Have grown ridership steadily for the last twelve plus years to 3.8 million riders.
Reversing a thirty year slide.
Brought EMTA to its current position as one of the strongest financially run transit systems in the country.
Orchestrated the first and four successive comprehensive strategic plans for the Board of Directors.
Constructed the \$10,000,000 Erie Intermodal Transportation Center on Erie's Bayfront.
Successfully navigated the authority through the worst funding period in Pennsylvania transit history with no service cuts or fare increases.

Dennis G. Solensky, MBA

Established the EMTA as a recognized community business development leader.
Completely restructured the entire fixed route service for the first time in the modern history of the authority.
Helped to design and construct the low floor Bayliner trolley system.
Implemented the real time AVL trolley tracking system with LCD monitor maps for the Erie Bayfront attractions and website.
Reduced Workers Compensation Liability to less than \$200,000 from over \$1,000,000 annually.
Completely re-branded the system with new a moniker, media profile, web site, signage, logo, colors, etc.

Portage Area Regional Transportation Authority 4/96-4/01
General Manager

Directed the Portage Area Regional Transportation Authority. Reported to the Portage Area Regional Transportation Authority Board of Trustees.

Select Accomplishments:

Was the first ever PARTA employee
Completely built the organization from top to bottom.
Terminated the administrative and operational service provider contracts.
Hired and trained the PARTA administrative and operations staff.
More than doubled PARTA's ridership.
Spearheaded community transit advocacy and regained PARTA's respect.
Repaired PARTA's relationship with FTA and ODOT, contract agencies, and local public officials.
Purchased the 14 acre property with Maintenance Facility
Designed and acquired funding for new Administrative Building.

Medina County Ohio 6/93 - 4/96

Transit Director

Directed the Medina County Transit System. Reported to the Medina County Board of Commissioners.

Select Accomplishments:

Started system from scratch as a coordinated demand response human service system.
Transitioned MCT into a public transit system.
Successfully acquired first public transit funding for Medina County.
Hired all transit staff for new organization.
Replaced and expanded entire fleet of vehicles in 3 1/2 years.
Acquired and renovated new facility.

Dennis G. Solensky, MBA

Education:

The Pennsylvania State University
Master of Business Administration

The College of Wooster
Bachelor of Arts Degree

*All North Coast Athletic Conference football player

*Vice president – Phi Delta Sigma Fraternity

Youth Football & Basketball Coach – 10 years



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January 2, 2019

PROFILE:	WILLIAM SPRAUL
Education:	BS, Northern Kentucky University, 1983
Current Position:	Chief Operating Officer, Transit Services
Current Employer:	San Diego Metropolitan Transit System

San Diego Metropolitan Transit System

Chief Operating Officer, Transit Services

June 2013 - current

Oversee, lead and provide executive management for all aspects of MTS' bus system: \$190 million operating budget, 800 CNG, hybrid and propane buses, 1,700 employees, 50 million passenger trips.

Oversight includes both internally-operated fixed route and BRT system and contracted fixed route and paratransit systems, operating urban, suburban, commuter, BRT and paratransit bus services. MTS also operates an extensive light rail system. As COO, also provide executive leadership and collaboration for the agency as a member of the MTS executive team; working in close partnership with the Board of Directors, CEO, light rail system, community groups and stakeholders.

- Manage multiple bus operations, both in-house and contract operations, to assure safe, efficient, effective and transparent-to-the-customer service to San Diego
- Built an empowered, high performing leadership team and implemented streamlined, more efficient organizational structure
- Implemented a culture based on employee ownership, vision and accountability
- Agency has achieved four consecutive (twelve years) "perfect"/no findings FTA Triennial Reviews and six consecutive "perfect"/no findings annual CHP (California Highway Patrol) Bus Safety Reviews
- Directed major capital programs and construction projects including construction of LEED silver operating facilities, CNG stations, facility upgrades, fleet replacement, communications CAD/AVL and fare technology systems
- Managed construction and implementation of BRT system including multiple routes, 50 stations, facilities and buses
- Negotiated multiple successful labor contracts and improved labor relations with multiple unions
- Implemented a system-wide route review and revision project (Transit Optimization Plan) which is reversing ridership trends. Over 60% of bus routes and all light rail lines were improved for system reliability, frequency and service
- Implemented a comprehensive system-wide safety program achieving accident reduction by 40%, improved safety awareness and culture, and resulting in receiving the APTA 2015 and 2017 Gold Awards for Safety Excellence
- Implemented a performance monitoring, incentives and recognition program, focusing entire employee team on enhancing system performance and service quality, achieving significant improvements in areas such as safety, fleet reliability, customer satisfaction, system productivity
- As a part of agency's senior leadership team, work with community groups and stakeholders developing transit options, plans and potential tax and funding measures

William R. Spraul

TRANSPO, South Bend Transportation Corporation, South Bend Indiana

Executive Support and Transition (Transdev)

January 2013 – March 2013

Provide on-site corporate support and management oversight, board relations, transition, training and mentoring for new CEO/General Manager.

- Directed Board through strategic planning sessions and development of Board Goals

CEO / General Manager, TRANSPO, South Bend, Ind. (Transdev)

August 2012 - January 2013

Chief Executive Officer for TRANSPO, South Bend Transit Corporation

- Built and maintained a positive, collaborative working relationship with Board, community groups, labor union, stakeholders and customers
- Implemented a more dynamic, consistent, accountability-based leadership culture
- Completed negotiation, ratification and implementation of fixed route and paratransit labor contract
- Balanced 2012 and 2013 operating budgets
- Implemented improved safety program, achieved 167 consecutive days without a preventable accident
- Effectively resolved outstanding FTA Triennial Review findings
- Developed University Student Fare Discount Program
- Prepared system for transition from flag stop to designated stop system
- Prepared system for fleet replacement program, and transition to CNG

Public Transportation Consultant

June 2012 – May 2013

Work as an independent contractor, assisting Transdev Inc. with business development, service provision, project management, and service transitions.

Southwest Ohio Regional Transit Authority / Metro

1982 to 2012 (retired)

Director of Transit Operations

2006 - 2012

Led all aspects of Transit Operations. Provide executive level, professional leadership oversight of over 500 employees, 350 buses and 16 million customers a year. Led an operations culture transformation and two complete reorganizations to create a functional and performance-based structure and a high performance management team focused on and achieving significant improvements in key service quality metrics of customer service, reliability and safety. Managed successful implementation of new CAD/AVL and communications, farebox and fare collection and new Operations Management Information systems.

Director of Queensgate Operating Division

2004 to 2006

Director of Bond Hill Operating Division

1993 to 2004

Led all aspects of Division Operations, including transportation, fleet and facilities maintenance, service operations, dispatching, fleet, facility and grounds maintenance, revenue collection and support functions. Provide leadership oversight of 475 employees, 240 buses, serving over 12 million annual customers.

William R. Spraul

Manager of Access

1990 to 1993

Led all aspects of paratransit service, direction of internal staff and managed service provider and contracts. Transitioned system to ADA complementary paratransit service.

Fleet Manager, Queensgate Division

1987 to 1990

Led all aspects of fleet maintenance and daily servicing operation and quality, managed a staff of over 70 mechanics, service employees, managers and support staff and a 235 bus fleet.

Supervisor, Maintenance Scheduling and Maintenance Coordinator

1982 to 1987

Supervised staff employees, developed and implemented budgeting, planning and project management functions.

Cincinnati West Soccer Club

2007 to 2013

Director of Coaching - CEO / COO position directing a large competitive level youth soccer club, directing professional staff, players, coaches, teams

McCormick Parking Systems

1978 to 1983

Full time parking attendant, cashier and night shift manager while attending college full-time.

Education

Northern Kentucky University, 1983

Bachelor of Science, Public Administration graduated cum laude, 3.71 GPA

Other

- Chairperson, California Transit Association Operations Committee
- Board member, San Diego Regional Clean Cities Coalition
- Member, California Air Resources Board Transit Advisory Committee
- Member, American Public Transit Association's Bus and Paratransit CEO, Operations and Mid-Size Systems Committees
- Numerous management development programs including Steven Covey leadership program, numerous transit management seminars and programs, presenter at APTA and TRB conferences and workshops.