
EXECUTIVE SUMMARY

Licensed Professional Engineer with 33 years of experience with the California Department of Transportation (Caltrans). Experience includes leading large multidisciplinary engineering organizations and the delivery of a wide variety of transportation infrastructure projects. Effective leader in positions including North Region Construction Division Chief, Construction Division Chief, Engineering Services Division Chief and Interim Chief Engineer.

KEY ACCOMPLISHMENTS

- As Construction Division Chief and Interim Chief Engineer, led the development and implementation of several policies and initiatives such as time-related overhead (TRO) bid item, Alternative Dispute Resolution processes, Flexible Beginning of Work, Risk Management, and Permissible Design Activities during the National Environmental Policy Act (NEPA) process
- Established relationships with numerous transportation stakeholders to foster collaboration and mutual cooperation. Represented Caltrans on the American Association of State Transportation Officials (AASHTO) Subcommittee on Construction
- Brought focus, resources and accountability to the successful delivery of Proposition 1B transportation projects, approved by the voters of California in 2006
- Led the Industry Capacity Expansion effort to assure resources such as labor, aggregates and small business contractors would be available to deliver on the Proposition 1B commitment to voters
- Collaborated with Legislative and Executive Branch officials on innovative program initiatives such as Owner-Controlled Insurance Programs (OCIP), small business utilization, Construction Manager/General Contractor (CMGC) procurement and private sector service contracts. Outcomes included changes in statutes leading to innovative tools for consideration
- Led organizational restructuring of the Division of Engineering Services (DES) and implementation of the Customer Services Improvement Initiative
- Effectively utilized contracts for performance and innovation, communication tools and performance monitoring to guide diverse staff towards common objectives
- Successful as chair and participant on numerous internal/external committees and teams engaged in establishing program objectives and complex problem-solving

Examples include:

- ◆ International Scan: *"Public-Private Partnerships for Highway Infrastructure: Capitalizing on International Experience"*; March, 2009, FHWA-PL-09-010, (Co-Chair)
- ◆ Caltrans/Associate General Contractors (AGC) Committee (Co-Chair)
- ◆ Project Delivery Advisory Committee (PDAC) (Chair)
- ◆ Disadvantage Business Enterprise (DBE) Participation Committee (Co-Chair)

PROFESSIONAL EXPERIENCE

Engineering Services Division Chief
Caltrans, Sacramento, CA

7/2007 – 8/2015

- Led a multidisciplinary engineering organization of 1500 employees (with a budget of over \$250 million) to provide clients with quality products and services including structure design preparation, construction contract administration, geotechnical investigations, materials testing, and construction contract advertisement and award
 - ◆ Responsible for the delivery of plans, specifications and estimates of costs for bridges, walls, buildings and other structures. Responsible for the advertisement and award of Caltrans administered major projects on the state highway system
 - ◆ Responsible for construction contract management for structure work, technical guidance to partners and safety of employees and the traveling public
 - ◆ Responsible for the delivery of all project components within project scope, schedule and budget based on an annual contract for delivery with 12 district clients and 3 corporate programs
 - ◆ Responsible for meeting Caltrans' delivery commitments for projects sponsored by Regional Transportation Planning Agencies

- ◆ Sponsor of various strategic initiatives such as Enterprise Risk Management, Accelerated Bridge Construction and the Strategic Direction for Bridges and Structures in California. Collaborated with stakeholders to establish direction for transportation policy and technical standards

Interim Deputy Director Project Delivery, Interim Chief Engineer

5/2011-12/2012

Caltrans, Sacramento, CA

- Led a staff of 2100 employees and accountable for a statewide staff of over 9000 employees engaged in the delivery of the Caltrans capital delivery program
- Responsible for a construction capital program of approximately 650 projects with an unprecedented contract value of over \$12.3 billion
- Managed six capital delivery divisions: Program/Project Management, Design, Engineering Services, Right of Way/Land Surveys, Construction, and Environmental Analysis
- Initiated policy changes outlined in the Caltrans Program Review to facilitate local-level accountability

Interim District Director

8/2009-11/2009

Caltrans, District 11, San Diego, CA

- Accountable for all transportation related activities on the state highway system in San Diego and Imperial Counties
- Led a staff of 1400 employees engaged in traffic operations, maintenance, planning and project delivery in District 11
- Collaborated with elected officials of city, county, and state jurisdictions to formulate and implement effective transportation solutions. Represented Caltrans on the San Diego Association of Governments (SANDAG) and San Diego County Regional Airport Authority Boards

Construction Division Chief

1/2000-6/2007

Caltrans, Sacramento, CA

- Set strategic direction for program management and policy development for all aspects of Caltrans construction program. Led a staff of 65 employees and accountable for a statewide staff of 3000 employees engaged in the delivery of a construction program of over 650 on-going projects valued at \$11.0 billion
- Led the development and implementation of several innovative construction contract provisions including A+B bidding, flexible beginning of work, TRO bid item, and alternative dispute resolution processes
- Partnered with the insurance and construction industries to reduce insurance and bonding barriers for small businesses; implemented an OCIP
- Decision-maker in the resolution of complex construction contract disputes

North Region Construction Division Chief

1/1997-12/1999

Caltrans, Marysville, CA

- Responsible for the delivery of \$450 million construction program in the twenty-two counties of Northern California, Caltrans Districts 1, 2 and 3
- Managed a staff of 240 employees engaged in the delivery of transportation projects
- Led the reconstruction of numerous state highways in Northern California after devastating floods of 1997, including opening of the vital highway 50 corridor after it was closed by the Mill Creek Slide

Chief, Office of Roadway Maintenance

7/1996-12/1996

Caltrans, Sacramento, CA

- Program Advisor for the Roadway Rehabilitation Program: determined the statewide funding priorities and strategies for roadway rehabilitation projects
- Program advisor for various programs including electrical and traffic guidance, snow and storm response. Responsible for allocating resources for 2000 positions and \$133 million in expenses

District Liaison, Maintenance Program

1/1994-6/1996

Caltrans, Sacramento, CA

- Responsible for field review and approval of district maintenance plans and level of service activities
- Provided expertise to districts on application of roadway preventative maintenance strategies
- Responded with programmatic support to critical unforeseen events such as the 1994 Northridge earthquake and National Resources Defense Council lawsuit

OTHER RELEVANT EXPERIENCE

- External Financed Liaison Engineer - Responsible for oversight, review and approval of consultant designed structures within the state right-of-way
- Resident Engineer - Potato Slough Bridge Project in San Joaquin County. Unique structure, 3000 feet long, with a moveable span to allow passage of navigation traffic
- Structure Local Assistance Engineer - Administered federal funds and provided design oversight for local agency projects. Responsible for administration of Certification Acceptance to local agencies

EDUCATION AND LICENSES

- Bachelor of Science in Civil Engineering 1982
California Polytechnic State University, San Luis Obispo
- Registered Civil Engineer, California license number 39846
- UC Davis Executive Program 1998
- Department of Personnel Administration, Labor Relations Academy 2000
- Caltrans, Leadership Training Program 2005
- The Dispute Resolution Board Foundation, Dispute Review Board Training 2017
(Caltrans and the Nevada Department of Transportation)

ACTIVITIES AND AFFILIATIONS

- Recipient, Southern California Contractor's Association (SCCA) VIP Award 2004
- California Public Works Contract Arbitration Committee 2000-2007
- AASHTO Highway Subcommittee on Construction 2000-2007
- Co-Chair, Association of General Contractors (AGC)/Caltrans Liaison Committee 2000-2007
- Co-Chair International Scan, *"Public-Private Partnerships for Highway Infrastructure: Capitalizing on International Experience"*; FHWA-PL-09-010 2009
- Caltrans Co-Team Leader, FHWA Every Day Counts Summit 2012
- Mentor, Caltrans Executive Development Program
- Panel member, Purcell, Moskowitz, and Roberts Awards
- Member, Dispute Resolution Board Foundation