

October 8, 2024

Dear Nominating Committee:

This memorandum provides information related to the Austin Transit Partnership (ATP) Board of Directors terms of service as well as the application review process and results for the three Community Expert Directors. The terms for all current Austin Transit Partnership Board Members will expire December 31, 2024. Per the applicable governing documents, ATP initiated an application process for the three Community Expert Director positions on August 12 with an application deadline of September 27. Results from ATP's review of the applications is presented in this memorandum to support the Nominating Committee's process to recommend a slate of candidates that may be considered by the Austin City Council and CapMetro Board before the end of the year.

ATP Board Terms:

The three Community Expert Director positions had four-year terms with initial appointments by the Austin City Council and CapMetro Board of Directors approved in December 2020. The Austin City Council and CapMetro Board of Directors must jointly appoint three Community Expert Directors for terms to begin January 2025.¹

Separate from the application and nomination process of the three Community Expert Director positions, per the Articles of Incorporation, the Austin City Council will appoint a member ("City Council Director") to the ATP Board and the CapMetro Board of Directors will appoint a member ("Capital Metro Director") to the ATP Board, creating the five-member Board of Directors. These two appointed officials have two-year terms also ending December 2024 and require appointments for terms to also begin in January 2025.

The application and nomination process put forward in this memorandum is related only to the three Community Expert Director positions.

Public Information:

In response to Austin City Council [Resolution No. 20221208-074](#), and CapMetro Board of Directors [Resolution No. AI-2022-683](#), ATP published the applications on the ATP web site on October 8, 2024. Additionally, the formal recommendation by the Nominating Committee will be made public at a minimum of two weeks in advance of the approval of nominees by the Austin City Council and CapMetro Board of Directors at their respective, separate meetings.

¹ In February 2024, the Austin City Council and CapMetro Board amended ATP's Articles of Incorporation to stagger the terms of Community Expert Directors going forward. See Article VI (Board) ("At the January 2025 meeting of the Board, following the appointment or re-appointment of the succeeding Community Expert Directors, the Community Expert Directors shall each draw for two-year, three-year, and four-year terms. Subsequent terms of Community Expert Directors shall be four years.")

Qualifications for Community Expert Directors

The qualifications for each position as stipulated in the ATP Articles of Incorporation are stated in the chart below:

Area of Expertise	Qualifications for Community Expert Directors
Finance	- At least 10 years of experience in finance, financial management, banking or investing with a focus on large capital projects; and - Experience with budget over \$250M and/or comparable academic financial policy experience
Engineering & Construction	- At least 10 years of experience in engineering or construction of large capital projects in any sector (transit, energy, industrial, commercial); and - Experience with multiple projects over \$100M (price/value/cost) or \$250M cumulative.
Community Planning or Sustainability	- At least 10 years of experience in urban planning, community planning, equitable Transit Oriented Development (eTOD), sustainability, and/or environmental planning; and - Experience with community engagement with preferably three (3) to five (5) years of specific experience

In addition to determining overall qualification requirements, ATP reviewed the required application documents, which included the following:

- Resume (maximum 2 pages) with information related to the above criteria;
- Letter of interest (maximum 2 pages) detailing relevant experience; and
- City of Austin Residency and Conflict of Interest & Lobbying Form.

Review Methodology:

Austin Transit Partnership reviewers included ATP's General Counsel and executive staff with knowledge of ATP's governing documents. Each reviewed the applications against the criteria in ATP's [Articles of Incorporation](#). Applications were also reviewed for compliance related to the required specifications (i.e., a 2-page cover letter, resume, and conflict of interest form as requested in the application process).

Although not a component of the application process, ATP staff reviewed whether the employment of the applicant is associated with any of the partnership entities. Please note, the employment status of an applicant is not a criterion for consideration for ATP Board service.

Application Review Results:

ATP received ten (10) applications during the application period. Applicants are listed below in alphabetical order:

1. Awais Azhar
2. David Colligan
3. Imad Ahmed
4. Jennifer Kathleen Weaver
5. Juan Garza
6. Kathleen (Kammy) Horne
7. L. Ashley McLain
8. Samuel Franco
9. Veronica Castro de Barrera
10. Zachary Stern

ATP's review results are summarized in the subsequent charts, which includes an initial threshold review for application completeness; City of Austin residency requirement; and indication of conflict of interest. If the applicant was not a City of Austin resident or indicated a conflict of interest, the review process was stopped at that point, and the candidate was deemed ineligible. Of the ten applications received, ATP staff determined that nine applicants meet the threshold requirements. One applicant is reflected as ineligible due to not meeting the City of Austin residency requirement. This information is included in the chart related to the Community Expert in Planning or Sustainability. In addition, another applicant did not evidence the required qualifications and experience as specified in the Articles. This information is included in the chart related to the Community Expert Director in Finance.

Note, the Articles of Incorporation allow for consideration of "Austin's diversity, and an applicant's ability to consider wholly Project Connect's benefits and potential impacts particularly on vulnerable communities aimed to be served by transit." This provides an expanded opportunity for the Nominating Committee to ascertain additional information from each application through the interview process directed by the Nominating Committee.

The following charts related to each area of expertise provide a summary of results to include the following designation as it relates to represented qualifications and experience:

- **Yes.** Required qualifications and/or experience are supported based on submission.
- **No.** Required qualifications and/or experience not supported based on the submission.

At the discretion of the Nominating Committee, additional information may be provided.

Community Expert in Architecture & Engineering

Qualifications:

- At least 10 years of experience in engineering or construction of large capital projects in any section (transit, energy, industrial, commercial).
- Experience with multiple projects over \$100M (price/value/cost) or \$250M cumulative.

Name	Residency	Experience/ Qualifications	Application compliance	Agency Employee	Conflict of interest
Veronica Castro de Barrera	Yes	Yes	Yes	No	No
Samuel Franco	Yes	Yes	Yes	No	No

Community Expert in Finance

Qualifications:

- At least 10 years of experience in finance, financial management, banking or investing with a focus on large capital projects.
- Experience with budgets over \$250M and/or comparable academic policy experience.

Name	Residency	Experience/ Qualifications	Application compliance	Agency Employee	Conflict of interest
Imad Ahmed	Yes	No	Yes	No	No
Juan Garza	Yes	Yes	Yes	No	No
Samuel Franco	Yes	Yes	Yes	No	No

Community Expert in Planning or Sustainability

Qualifications:

- At least 10 years of experience in urban planning, community planning, Equitable Transit Oriented Development (ETOD), sustainability, and/or environmental planning.
- Experience with community engagement with preferably three (3) to five (5) years of specific experience.

Name	Residency	Experience / Qualifications	Application compliance	Agency Employee	Conflict of interest
Awais Azhar	Yes	Yes	Yes	No	No
*David Colligan	No				
Jennifer Kathleen Weaver	Yes	Yes	Yes	No	No
Juan Garza	Yes	Yes	Yes	No	No
Kathleen (Kammy) Horne	Yes	Yes	Yes	No	No
L. Ashley McLain	Yes	Yes	Yes	No	No
Zachary Stern	Yes	Yes	Yes	No	No
Veronica Castro de Barrera	Yes	Yes	Yes	No	No

**Community Expert Director must be a resident of the City of Austin.*

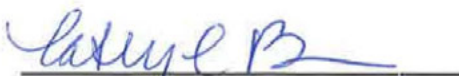
Attached is information submitted by each applicant. Each application consists of a resume, a letter of interest, a residency and conflict of interest form. Also included is the voluntarily submitted demographic information, which was submitted by two of the ten applicants.

The points of contact for each partnership entity are:

- Austin Transit Partnership: Rebecca Giello, Chief of Staff, Rebecca.Giello@atptx.org
- CapMetro: Cheyenne Conyer, Chief of Staff, Cheyenne.Conyer@capmetro.org
- City of Austin Project Connect Office: Liane Conte, Chief of Staff, Liane.Conte@cityofaustin.gov

Applicants may continue to send inquiries to atpboardapp@atptx.org, which has been shared with each applicant.

Respectfully,



Casey Burack
Executive Vice President
Business & Legal Affairs

Summary of Applicants' Selected Area(s) of Expertise and Application Materials

Applicant Name	Expertise: Planning or Sustainability	Expertise: Finance	Expertise: Engineering and Construction	Page
Awais Azhar	✓			7
David Colligan	✓			14
Imad Ahmed		✓		22
Jennifer Kathleen Weaver	✓			31
Juan Garza	✓	✓		42
Kathleen (Kammy) Horne	✓			48
L. Ashley McLain	✓			55
Samuel Franco		✓	✓	74
Veronica Castro de Barrera	✓		✓	82
Zachary Stern	✓			93

Applicants are listed in alphabetical order by first name.

Awais Azhar

EDUCATION

Ph.D. in Community and Regional Planning, Expected 2025

School of Architecture

The University of Texas at Austin

Specialization: Housing and, Economic and Community Development

Master of Public Affairs, 2016

LBJ School of Public Affairs,

The University of Texas at Austin

Professional Report: *Innovation and*

Affordability: Including Workforce Housing in the Austin Innovation Zone

Master of Science in Community and Regional Planning, 2016

School of Architecture,

The University of Texas at Austin

Portfolio Program: Nonprofit Studies

CURRENT COMMUNITY SERVICE AND LEADERSHIP

Vice Chair, City of Austin Planning Commission

Chair, Project Connect Community Advisory Committee

Member, Federal Reserve Bank of Dallas Community Advisory Council

Member, Capital Metro Diversity, Equity, and Inclusion Community Advisory Group

Board Member, Austin Economic Development Corp.

Leadership Team Member, Planning Our Communities

SELECT WORK EXPERIENCE

Executive Director

HousingWorks Austin

Sep. 2024 – Present

- Advance the mission of the organization to expand affordable housing opportunities by expanding its research, education, and advocacy programming and maintaining collaborative projects with partner organizations.
- Manage day-to-day operations and programming, finance and administration, fundraising, and strategic planning for the organization.

Deputy Director

HousingWorks Austin

Dec. 2023 – Aug 2024

- Conducted advocacy to advance housing, community development, and land use policies to address community affordability needs.
- Managed research and education programming for the organization, including collaborating with partner organizations.

Teaching Assistant

Community and Regional Planning Program, School of Architecture, The University of Texas at Austin

Aug. 2019 – Dec. 2023

- Taught Sustainable Land Use Planning, Foundations of Planning Law, Visual Communication and GIS, World Architecture: Industrial Revolution to the Present, and Qualitative and Participatory Methods courses.
- Developed course materials, delivered lectures, graded assignments, and facilitated class discussions.

Graduate Research Assistant

Community and Regional Planning Program, School of Architecture, The University of Texas at Austin

Sept. 2017 – May 2019

- Conducted research on innovative pedagogical approaches in urban planning and develop program management systems.
- Assisted the Graduate Advisor in fulfilling advising responsibilities for the MSCRP program.

Program Manager

HousingWorks Austin

Sept. 2016 – Aug. 2017

- Conducted research regarding affordable housing and its intersection with health, education, and economic opportunities.
- Managed communication and developed educational events for the Austin Community Investment Collaborative Program

Legislative Aide

Office of Texas House Rep. Marisa Marquez, District 77

Jan. 2015 – June 2015

- Researched and promoted legislation on the Colonia Self Help Center Program and the Texas SAFE Act on mortgage loans.
- Managed constituent correspondence and outreach, conducted bill and budget analyses, and coordinated with committee staff.

Research Assistant, Urban Planning Sector

Urban Sector Planning & Management Services Unit (Pvt.) Ltd. Planning & Development Dept., Government of Punjab, Pakistan

July 2012 – July 2013

- Worked on the Lahore Integrated Master Plan 2035, Punjab Urban Land Use Rules 2009 and Murree Master Plan.
- Assisted in teaching the Urban Planning Course at the Civil Service Academy and Cantonment Institute of Land Management.

SELECT AWARDS AND RECOGNITION

Distinguished Service Award, City of Austin, Austin Transit Partnership & Capital Metropolitan Transportation Authority

Proclamation in Recognition of Service, City of Austin Mayor Steve Adler

Ajmal Kardar Gold Medal, National College of Arts of Pakistan

Studentship, Inter. Journal of Urban & Regional Research

Recognition, Tau Sigma Delta National Honor Society

Dean's Ambassador, The University of Texas at Austin

September 27, 2024

Awais Azhar
[REDACTED]
[REDACTED]

Dear Nominating Committee Members,

As a transit rider, planning professional, and transit advocate, I would like to express my interest in serving as a Community Expert Board Member on the Austin Transit Partnership Board of Directors in the Community Planning or Sustainability area of expertise. I have over a decade of work and service experience, including community engagement, in the urban and community planning field. I have served as Chair of the Project Connect Community Advisory since its inception in May of 2021. In this capacity I have engaged in guiding the Austin Light Rail Phase I alignment prioritization, developing the Equitable Transit-Oriented Policy Plan and priorities, creating a funding plan for the Project Connect anti-displacement investments, and providing feedback on bus rapid planning and development.

I currently work as the Executive Director of HousingWorks Austin, focusing on providing affordable housing opportunities to residents in Central Texas that are well-connected to transit, employment centers, green spaces, educational institutions, and other services and amenities critical to developing complete communities. Since I graduated from my undergraduate degree in architecture in 2012, I have worked in the urban and community planning professional and educational fields. During my career I have focused on linking housing and transit through transit-oriented development, affordable housing strategies, sustainable land use planning, and active transportation systems. To holistically support the complete needs of a community in a holistic fashion, it is critical to bring all these items together with a focus on long-term planning through engaged work with residents.

Through my service, professional work, and doctoral education, I have collaborated closely with various communities in Austin to advance their priorities and ensure that their needs are served. From volunteering with Cortez Consulting in 2014 on the Colony Park Sustainable Communities Initiative neighborhood engagement to developing community engagement principles with a broad range of coalition partners to be included in the Project Connect joint powers agreement to designing and facilitating in-person and virtual engagement sessions in the Eastern Crescent to guide anti-displacement funding, I remain committed to ensuring that community voices are highlighted in planning processes to shape the expert professionals. In addition, I have relied on community engaged research design to guide my ongoing doctoral work in collaboration with key partners in Austin.

As a community advocate, I have been fortunate to be able to serve the Austin community and Texans in various capacities, centering on community development, affordable housing, transit

access, and social equity. I currently serve on the Federal Reserve Bank of Dallas Community Advisory Council, City of Austin Planning Commission, Project Connect Community Advisory Committee (CAC), Rally Austin (Austin Economic Development Corporation) Board, and Capital Metro Diversity, Equity and Inclusion Community Advisory Group (DEI CAG). These various experiences have shaped my understanding of what a complete community is and how we can best serve resident needs comprehensively. At the same time, I have had the opportunity to look at complex issues from various angles and address them holistically, such as working on transit-oriented development through policy planning on the CAC, land use and zoning policies on the Planning Commission, and community-engaged collaborative strategies on the DEI CAG.

As a core transit and active transportation user in Austin, I am committed to ensuring that all elements of Project Connect are a success so that residents in our region can benefit from integrated mobility infrastructure. As a first-generation immigrant that grew up in Lahore, Pakistan, I did not learn to drive and utilized public transit and micro transit. Since I first moved to Austin in 2013, I have relied exclusively on CapMetro's transit services and Austin's active transportation network to go to school, join work meetings, shop for groceries, visit friends, and more. As a Texan who does not know how to drive, I fully understand the experiences of transit users or people with limited mobility options in the Central Texas region. It is this lived experience that has continued to shape my understanding of transit, mobility, and the build environment and fueled my passion for ensuring that we have equitable mobility access in our community.

While I have been involved with Project Connect since 2019 and before, I am hoping now to serve my community in a different capacity by joining the Austin Transit Partnership Board. Through this service I hope to be able to guide Austin Light Rail, equitable transit-oriented development, anti-displacement funding, Green Line Planning, and implementation of the bus-rapid infrastructure. It would be an honor to work collaboratively with the City of Austin and CapMetro to ensure that we are collectively advancing project Connect to best serve our community.

Sincerely,
Awais Azhar

View results

Respondent

10

Anonymous

05:00

Time to complete

Introduction

The Austin Transit Partnership is the local government corporation responsible for implementing Project Connect and leading Austin Light Rail Phase 1. ATP's Board of Directors provides strategic oversight of the program and is comprised of community experts and partners who are crucial to delivering the program.

This application is for the three Community Expert Director positions to include *Community Expert in Finance, Community Expert in Engineering and Construction and Community Expert in Planning or Sustainability*.

Separate from this application and nomination process, the Austin City Council will appoint a City Council Director and the CapMetro Board will appoint a CapMetro Director.

Application Instructions

Applications are due by 5:00 p.m. September 27, 2024. (The application deadline may be modified to meet the Nominating Committee's schedule if needed.)

Process Information, Frequently Asked Questions and more information at www.atptx.org/Board-Vacancy.

Complete the two-step process to submit an application for a Community Expert Director Board position:

1. Fill out the online form below.
2. Email a letter of interest (maximum 2 pages) and a resumé detailing relevant experience.

For questions about this application, please contact atpboardapp@atptx.org

Applicants may be contacted related to requests for additional information or related to an interview.

Basic Information & Acknowledgements

1. Public Information Acknowledgement:

Information submitted as a part of the application and nomination process should be considered public and may be requested as information responsive to the Texas Public Information Act. All applications will be published on the ATP website following the close of the application deadline. Following the nomination committee's recommendation, the names of the recommended appointees will be published on the ATP website two weeks prior to the appointment of the Community Expert Directors. *

☒ I acknowledge my information and my application will be made public.

2. Conflict of Interest and Lobbying:

The ATP Board Member shall:

- Not have a contract for property, goods or services with the City of Austin, the Capital Metropolitan Transportation Authority (CapMetro), or ATP;
- Not be employed by a contractor of the City of Austin, CapMetro or ATP;
- Not be a person who is registered or required to register as a lobbyist under City Code Chapter 4-8 or who is employed by a person registered or required to register under City Code Chapter 4-8.

If any of these conditions apply to you, you will not be eligible to be considered for the ATP Board of Directors and should not apply.

Please confirm that you do not have a conflict, are not a lobbyist as described above, and that, if appointed, you will promptly share any future conflicts of interest with the ATP General Counsel.

If you select "I DON'T KNOW" below, ATP Staff will contact you to gather additional information on the potential conflict for further review. *

☒ I DO NOT have a conflict as described above and am not a lobbyist required to register under City Code.

☐ I DO have a conflict as described above or am a lobbyist required to register under City Code.

☐ I DON'T KNOW if I have a conflict.

3. Full Name *

Awais Azhar

4. Address

*Note Address Format: Street, City, State, Zip **

[REDACTED]

5. Are you a resident of Austin? *

☒ Yes

☐ No

6. Email Address *

[REDACTED]

7. Phone Number *

Qualifications

8. Qualifications for the **Community Expert in Finance** position include:

- At least 10 years of experience in finance, financial management, banking or investing with a focus on large capital projects.
- Experience with budgets over \$250M and/or comparable academic policy experience.
- Community expert members of the ATP Board must be residents of the City of Austin.

Qualifications for the **Community Expert in Engineering and Construction** position include:

- At least 10 years of experience in engineering or construction of large capital projects in any section (transit, energy, industrial, commercial).
- Experience with multiple projects over \$100M (price/value/cost) or \$25M cumulative.

Qualifications for the **Community Expert in Planning or Sustainability** position include:

- At least 10 years of experience in urban planning, community planning, Equitable Transit Oriented Development (ETOD), sustainability, and/or environmental planning.
- Experience with community engagement with preferably three (3) to five (5) years of specific experience.

Which **Community Expert Director** position are you applying for? (Choose all that apply.) *

- ☐ Community Expert in Finance
- ☐ Community Expert in Engineering and Construction
- ☒ Community Expert in Planning or Sustainability

For your application to be considered complete, email the following two documents to atpboardapp@atptx.org:

- Letter of interest (maximum 2 pages); and
- Resumé detailing relevant experience.

David Colligan

DAVID A. COLLIGAN

Austin, TX | [REDACTED] | [REDACTED] | www.linkedin.com/in/david-a-colligan

President / CEO / Executive Director — Public Sector & Non-Profit Organizations

Senior leader with demonstrated success creating, scaling, and optimizing the financial and operational performance of public agencies and non-profits that deliver traditional outcomes associated with economic development, possessing the unique ability to authentically connect and translate those efforts for relevant and meaningful community development. Demonstrated strategic planning and execution competencies for establishing innovative, challenging and measurable work plans, including the ability to help organizations define a clear vision and outcomes to rally all involved stakeholders (e.g. employees, volunteers, business leaders, elected officials, strategic partners) around the pursuit of common goals. Recognized consistently for strengths as a change agent, team builder and highly motivational people leader, in addition to exceptional community outreach skills and the ability to serve as an effective organizational spokesperson. Key areas of focus to date include public policy, local and regional community and economic development, social impact, efficient and meaningful public service delivery.

AREAS OF EXPERTISE

Innovation & Thought Leadership
Policy Development
Public Finance
Strategic Partnerships & Alliances
Talent & Team Development
Marketing, Branding & PR

Strategic Planning & Goal-Setting
Community & Economic Development
Public-Private Partnership
High-Profile Project/Program Portfolio Management
Cross-Functional Team Leadership
Budgeting, Reporting & Compliance

Change Management & Transformation
Real Estate Development
Negotiation & Deal Structuring
Operations & Fiscal Management
Public Speaking / Storytelling / Presentations
Program Measurement & Evaluation

PROFESSIONAL EXPERIENCE

Chief Operating Officer | Austin Economic Development Corporation (DBA Rally Austin)

7/20 to Present

Appointed to C-level to establish this new public real estate development and financing corporation created by Austin City Council

- Established the organization as a quasi-public, 501(c)3 non-profit and branded the organization around a "Rally Austin" identity to increase market awareness, managing all related communications and change management activities over an eight-month period
- Oversee delivery/advancement of total project portfolio estimated at \$150M, in addition to a \$35.7M interlocal agreement with the City of Austin that includes \$10.8M in operational funding, \$12M in voter approved bonds for arts, music and cultural venue preservation funding, and \$12.9M in mixed funding
- Led development of financing vertical to include bond issuance, loan services and grant disbursement while coordinating and leveraging the use of other project- and location-specific funding options with the City of Austin and other public bodies in the region
- Provide fiscal stewardship to ensure funding sustainability, including developing and monitoring the organizational budget and serving as the lead for the annual audit, 990, annual reporting, and other regulatory filings
- Supported fundraising and development efforts that have exceeded targets by 15-20% annually, in addition to managing a series of investment accounts to secure an additional \$383,000 in FY24 organizational/project funding
- Rolled out a series of updated procurement policies and practices, negotiating and managing over 30 vendor contracts to enhance the organization's capabilities in the areas of administration, IT, public relations, and other areas—in addition to selecting and managing relations with financial advisors, an outside general counsel, and bond and real estate counsel
- Serve as the Human Resources manager for the organization and authored the Employee Handbook to clarify all expected behaviors, personnel policies, and internal processes—minimizing potential confusion, risk, and liability
- Direct all board development, communications, and compliance activities according to local and state regulations—including the Texas Open Meetings Act and the Texas Public Information Act

Acting Assistant Director | City of Austin, Economic Development Department

4/18 to 7/20

Held executive oversight of approximately 74 full-time employees and \$21+ Million department operational budget

Executive lead for special projects approved by Council and appointed to Economic Development by the City Manager:

- Led development and execution of third-party contracts to deliver \$25 Million CARES Act funding to Austin creatives, non-profits and businesses
- Developed a three-year budget and implementation strategy to support a \$4.6M Strategic Investment Unit, in addition to handling the administrative development and launch of a Chapter 380 Business Expansion Program and developing/proposing additional programs, policies and services to improve collaboration between residents, lodging and music establishments
- Proposed policy, programs and services in support of improving sound compatibility between residents, lodging and live music establishments
- Coordinated the organizations involvement in the regional Workforce Development Roadmap—creating a comprehensive, data-driven contract management framework to improve overall effectiveness of services on behalf of the organization
- Conducted a feasibility study and drafted a specific proposal to create an Economic Development entity to support development of affordable housing, redevelopment, revitalization and other priority projects and goals of the City
- Drove development and execution of programs to combat "food deserts" and attract groceries to areas lacking healthy food access
- Deployed a Business Retention and Expansion Strategy and new CRM system to enable data-driven decision making
- Coordinate evaluation of department and organizational needs for incubation of new or emerging industry development efforts

Manager of Global Business Recruitment and Expansion | City of Austin, Economic Development Dept. 10/13 to 4/18
Held mid-level management role involving supervision of six full-time employees and \$934K divisional budget.

- Conducted an 18-month public outreach process for rewriting the City's Economic Development Policy— addressing business expansion, workforce development, small business, creative industries, real estate development, and social enterprise needs
- Analyzed competitive business expansion projects that may be eligible for local incentive programs, successfully negotiating ten performance-based expansion projects estimated to create 2,797 new full-time jobs (average \$91,544), retain 2,671 full-time jobs, and secure \$305 million of investment to the City of Austin
- Developed and deployed the City of Austin's Creative Content Incentive Program to attract short-term, media related projects, in addition to initiating the first-ever Media Production Development Zone in the State of Texas; efforts secured four projects, generating \$28.3M and creating 300 full-time jobs- as well as 1,065 contract positions for local creatives
- Administered \$3M in contracts and determined the Workforce Development Roadmap for the organization, which included the connection of Workforce Solutions Capital Area's *Master Community Workforce Plan* and coordinating with agencies in the region to provide stronger data collection practices and performance measurements while serving as the Mayor's appointee for Economic Development on the Central Texas Workforce Investment Board
- Captured \$52M in local investment from 2016-2018 International Program through development of #ATXBound brand and leading the alignment of community groups focused on international efforts; leveraged relationships with 13 Sister-Cities for cultural, educational and business exchange while also coordinated relationships and shared priorities amongst 11 "Science Cities" designated by the International Association of Science Parks to promote collaboration and exchange; lead out-bound business delegations with elected officials and Chambers of Commerce in markets such as South Korea, Pakistan, India and Mexico; hosted an annual average of 120 international delegations and the facilitation of real-time pitch sessions with Alibaba that supported Austin businesses with promotion of products to more than 13,000 Chinese buyers/distributors; additionally secured an EB-5 partner for the City of Austin through public solicitation

Acting Manager of Redevelopment Services | City of Austin, Economic Development Dept. 3/15 to 1/16
Held mid-level management role involving supervision of ten full-time employees and a \$1.6M divisional budget.

- Managed a portfolio of active design and construction projects— including extensive renovations and improvements within the Seaholm District, Robert Mueller Municipal Airport Redevelopment, Second Street and Downtown Development District
- Worked with Downtown Austin Alliance to evaluate the development of an Economic Development Corporation to realize the vision and goals stated in the 2011 Downtown Austin Plan and possible expansion of their service area to include the South Central Waterfront District; additionally worked with the Downtown Austin Alliance to collect research aimed at addressing needs for policy updates and programmatic use of the Department's Business Retention and Enhancement Fund
- Researched and developed policy recommendations to address current funding and future creation of Public Improvement Districts; additionally engaged in the design and deployment of *Soul-y Austin*, a business district incubation program that serves as the division's new outreach method to support sustainable, business driven, urban place-making

Manager of Business Development | Lafayette Economic Development Authority 8/05 to 10/13

- Conducted community engagement and market research to author a market study and proactive marketing plan for industry development and target markets in Lafayette Region between 2007 and 2010, and the *Lafayette's Creative Blueprint* for growth of the creative industries (2013)
- Developed an innovative model to compare project attributes for economic competitiveness between Lafayette and different locations in the nation; the framework has since been used to prepare more than 60+ proposals and presentation while managing teams for completing an average of 130 annual responses to Requests for Information or Requests for Properties
- Created and implemented an annual marketing schedule of more than 40 activities originating from the Business Development department- with budgets ranging from \$60,000 to \$200,000 per engagement; additionally produced nine marketing campaigns promoting opportunity and resources for seamless market entry to businesses in target industries, two of which were recognized by the Southern Economic Development Council, generating measurable interest in the region including inquiries and visits
- Built and maintained relationships with more than 220 lead generators including national industry consultants, international consulates and business advisors, financial brokers, as well as commercial real estate and site selection agents
- Established relationships with more than 150 local commercial real estate agents and 20 infrastructure providers, allowing the organization to promptly identify and qualify locations eligible for potential expansion or relocations projects while creating and maintaining data sets and promotion of 100 "Fast Sites", 10 Certified Sites, as well as industrial parks and properties owned and managed by the organization
- Project-managed more than 80+ expansion or development projects, with the eight largest projects creating more than 1,185 new jobs and attracting more than \$230M of investment into the region
- Hosted 47 international delegations, provided logistical assistance and corporate match-making services; efforts included hosting three annual business development missions to introduce local leadership to out-of-state company executives
- Directed annual preparations and post-emergency communication between economic development partners along the Louisiana Gulf Coast to identify sites and resources for temporary relocation of Louisiana companies following natural disasters

EDUCATION

Communications Ducktorate & Cast Member Traditions Training | Disney University (2003)

BS Degree in Business Administration: Marketing & Legal Studies | University of Louisiana Lafayette (2006)

Graduate, Economic Development Institute | University of Oklahoma (2010)

Economic Development Finance Professional Certification | National Development Council (2021)

Additional details from early-career experience, professional development, community involvement and leadership are available upon request

DAVID A. COLLIGAN

Austin, TX | [REDACTED] | [REDACTED] | www.linkedin.com/in/david-a-colligan

Members of the Austin Transit Partnership and Austin City Council,

I am excited to express my interest in serving as a Community Expert Board Member on the Austin Transit Partnership Board. The intersection of economic development and transit is critical for fostering a vibrant, inclusive city. An executive from Rally Austin would bring essential skills and perspectives that can help the Austin Transit Partnership achieve its mission effectively. With over two decades of experience implementing strategic community and economic development efforts on behalf of local and regional agencies, I believe I offer a unique perspective that can help shape Austin's transit initiatives into catalysts for holistic and inclusive growth.

My extensive background provides a comprehensive understanding of how public investments impact communities at local, regional, and state levels. I have consistently executed civic-oriented initiatives that achieve tangible outcomes. Focusing specifically on infrastructure, during my time in Louisiana, I collaborated with local, regional, and state government agencies, business associations, and elected officials to assess the need, impact, and financing for the development of enhancements to promote the Energy Corridor. This experience not only strengthened my analytical skills but also deepened my appreciation for how strategic transit investments can initiate and foster broader economic opportunities, particularly in vulnerable and underserved areas.

In my recent role with the City of Austin's Economic Development Department, I elevated policy recommendations, program development and projects with a focus on accessible economic growth that benefits all community members. Leading an 18-month public engagement process to recreate the Economic Development Policy, I was able to address critical issues like business expansion at varying scales, workforce development and targeted hiring opportunities that leverage community partnerships and innovative transactions to support cultural spaces and creative industries. Additionally, I served as executive lead on projects such as the improvements for sound compatibility between residents, lodging and live music establishments, the regional Workforce Development Roadmap, and the proposal to create an Economic Development entity to support development of affordable housing, redevelopment, revitalization and other priority projects and goals of the City (known today as Rally Austin) - all of which demonstrate how I am able to cultivate community feedback to deliver successful solutions.

Today, I work as the Chief Operating Officer for Rally Austin, which serves as a vital partner for the City in promoting collaborative and inclusive placemaking. I have the support of our President and CEO, Theresa Alvarez, as we both believe an executive from our organization should support Austin Transit Partnership in this capacity for several compelling reasons:

- I. **Alignment of Goals and Shared Vision:** Both local government corporations were established at the same time with different resources and a similar focus on enhancing the economic vitality and livability of Austin. As the executive from our organization that understands the historical context and intent for establishing both unique entities, I also have the experience of administratively standing-up Rally Austin. While I can provide insights on how transit initiatives can align with broader development and place making strategies, ensuring that investments lead to sustainable community growth, I can also identify efficiencies and suggest synergies through real connections between our organizations.
- II. **Holistic and Long-Term Planning:** As an executive from Rally Austin, I bring experience in strategic planning and project management skills essential for overseeing development projects that require coordination among various stakeholders. I have worked with the City and other public agencies in Austin to overlay resources for achieving shared goals and I am equipped to think about the big picture and in longer intervals for results. As an economic and community developer, I seek opportunities around catalytic investment that can shape Austin's future, considering factors like regional and urban development, environmental sustainability, and quality of life, making valuable contributions in strategic discussions.

DAVID A. COLLIGAN

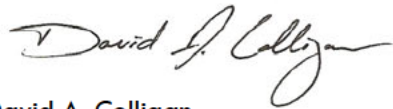
Austin, TX | [REDACTED] | www.linkedin.com/in/david-a-colligan

III. Robust Network for Equity and Inclusion: My approach to communication and leadership is grounded in building meaningful relationships with elected officials, business leaders, and community stakeholders. By understanding diverse perspectives and honoring the lived experiences of others while advocating for equitable policies and solutions, I build consensus and advance common interests. Working with this degree of authenticity and professionalism throughout my career in Austin has provided me with a network that I can extend into these endeavors, to facilitate collaboration and partnerships that enhance transit initiatives and leverage additional resources.

I am well-versed in the challenges that growing cities like Austin face, particularly the need to balance development with sustainability and inclusivity. My skills in strategic planning, stakeholder engagement, and community-focused leadership position me to bridge the gap between economic development goals and the realities of building a fair and accessible while transformative and catalytic transit system. I understand that a robust and inclusive transit network enhances access to economic opportunities, promoting equitable growth across Austin's diverse communities. Having honed my leadership skills by serving on various boards in Austin, such as Mayor Adler's appointee on the Workforce Solutions Capital Area board and the Austin Foreign Trade Zone to serving on the Global Austin board and the board of the Austin LGBT Chamber of Commerce board, I recognize the unique perspective I bring to the role. I am eager to bring my expertise, passion for Austin's success, and commitment to creating a more connected, sustainable and vibrant city.

Thank you for considering my application. I look forward to the opportunity to contribute to the work being done by the Austin Transit Partnership.

Respectfully,



David A. Colligan

View results

Respondent

2

Anonymous

02:49

Time to complete

Introduction

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This application is for the three Community Expert Director positions to include *Community Expert in Finance, Community Expert in Engineering and Construction and Community Expert in Planning or Sustainability*.

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☒ I acknowledge my information and my application will be made public.

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The ATP Board Member shall:

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- Not be employed by a contractor of the City of Austin, CapMetro or ATP;
- Not be a person who is registered or required to register as a lobbyist under City Code Chapter 4-8 or who is employed by a person registered or required to register under City Code Chapter 4-8.

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Please confirm that you do not have a conflict, are not a lobbyist as described above, and that, if appointed, you will promptly share any future conflicts of interest with the ATP General Counsel.

If you select "I DON'T KNOW" below, ATP Staff will contact you to gather additional information on the potential conflict for further review. *

☒ I DO NOT have a conflict as described above and am not a lobbyist required to register under City Code.

☐ I DO have a conflict as described above or am a lobbyist required to register under City Code.

☐ I DON'T KNOW if I have a conflict.

3. Full Name *

David Colligan

4. Address

*Note Address Format: Street, City, State, Zip **

[REDACTED]

5. Are you a resident of Austin? *

☐ Yes

☒ No

6. Email Address *

[REDACTED]

7. Phone Number *

Qualifications

8. Qualifications for the **Community Expert in Finance** position include:

- At least 10 years of experience in finance, financial management, banking or investing with a focus on large capital projects.
- Experience with budgets over \$250M and/or comparable academic policy experience.
- Community expert members of the ATP Board must be residents of the City of Austin.

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- At least 10 years of experience in engineering or construction of large capital projects in any section (transit, energy, industrial, commercial).
- Experience with multiple projects over \$100M (price/value/cost) or \$25M cumulative.

Qualifications for the **Community Expert in Planning or Sustainability** position include:

- At least 10 years of experience in urban planning, community planning, Equitable Transit Oriented Development (ETOD), sustainability, and/or environmental planning.
- Experience with community engagement with preferably three (3) to five (5) years of specific experience.

Which Community Expert Director position are you applying for? (Choose all that apply.) *

- ☐ Community Expert in Finance
- ☐ Community Expert in Engineering and Construction
- ☒ Community Expert in Planning or Sustainability

For your application to be considered complete, email the following two documents to atpboardapp@atptx.org:

- Letter of interest (maximum 2 pages); and
- Resumé detailing relevant experience.

Imad Ahmed

Imad Ahmed

Austin, TX 78702

Executive Summary

Analytical business executive and advisor with experience growing revenue through innovation, operational improvements, and strategic partnerships. Intimate familiarity with online consumer marketplace and FinTech businesses. Strong business strategy, financial, and negotiation skills combined with a technical engineering background

Experience

4/16 – Present	Self-Employed <i>Advisor / Consultant</i>	Austin, TX
	- Assist Austin-based tech companies and entrepreneurs with unit economics analysis / modeling, strategic partnerships, customer acquisition / monetization, and venture capital fundraising - Clients have included Quinstreet, RateGenius, Wondercide, Peddle, and BarChart	
8/20 – 2/23	Floatme <i>Member, Board of Directors and Chief Revenue Officer (Fractional)</i>	Austin, TX
	- Assisted CEO with fundraising, product vision and roadmap, company priorities, executive hiring, KPIs for the company, and Board management. - Worked with CEO to raise a \$16MM Series A round led by Foundry Group and close a \$25MM line of credit with KSD Capital. - Architected and led the launch of the company's credit builder credit card.	
2/20 – 6/21	Rice University <i>Lecturer for MBA@Rice (Managerial Economics)</i>	Remote
2/17 – 8/20	Modernize <i>VP of Business Development (Fractional)</i>	Austin, TX
	- Signed and launched multiple strategic partnerships and supported corporate development efforts - Defined new company marketing KPIs and set up internal processes to improve them	
5/17 – 11/18	Self Financial <i>Member, Board of Directors</i>	Austin, TX
4/16 – 3/17	KindHealth <i>Member, Board of Directors</i>	Austin, TX
9/13 – 4/16	The Zebra <i>Vice President, Business Development (9/13 – 4/16)</i>	Austin, TX
	- Helped grow pre-revenue venture with under 10 employees to a company with over 60 employees, \$10MM+ revenue run rate, and a \$17MM series A funding round - Member of 4-person executive team overseeing half of the company's business functions including all customer (primarily insurance carrier) relationships, the call center P&L (40% of company revenue), all business development efforts, and accounting/finance - Took call center within 20 months from 8 agents, \$30K monthly revenue, and a -81% margin to over 30 agents and support staff, \$350K monthly revenue, and a 27% margin including salaries. Improved 90-day retention rates by 60% - Signed agreement with a leading national auto dealer network to have The Zebra's insurance comparison technology used at its dealerships. Oversaw development and deployment of partnership, which resulted in upwards of 130 policies per dealership per month and a cross-sell	

rate of 30%

- Signed exclusive agreement to have The Zebra's insurance comparison technology integrated into DealerCenter, the nation's largest independent dealer management system, powering 12,000 dealerships
- Signed agreements with major automotive websites, like Edmunds.com, to have The Zebra's auto insurance price widget reside on their vehicle detail pages
- Secured agency appointments with 30+ carriers, including major national carriers like Esurance, 21st Century, and Nationwide. Negotiated national contracts and initiated rate integrations with the carriers
- Convinced all major carriers to pay The Zebra a flat fee per bound policy instead of the traditional agency rev-share commission structure used for all other agencies. This helped The Zebra resolve cash flow issues and facilitate growth
- Presented industry trends to insurance executives at the 2015 USA Insurance Marketing & Distribution Summit

1/08 – 9/13

CreditCards.com / Bankrate Credit Cards

Austin, TX

Vice President, Sales (1/12 – 9/13)

- Member of 5-person executive team; oversee company revenue of \$150MM+ annually
- Led business development efforts to bring 4 of the remaining 5 top-11 credit card issuers on board as customers, including an exclusive relationship with a top 3 issuer
- Commissioned studies with web analytics firms and issuers to quantify the “halo” and branding impact of marketing on CreditCards.com. Expect results to increase pricing by 30%
- Convinced issuers to offer richer card offers, traditionally only available through pre-screen direct mail, through company's CardMatch™ tool. Resulted in \$5MM+ incremental revenue within 3 months
- Performed due diligence for acquisitions and oversaw integration of systems and personnel
- Initiated efforts to obtain account profitability indicators from issuers and incorporate them into company's traffic acquisition and site optimization processes

Director, Sales (1/10 – 1/12)

- Built up and managed team responsible for customer relationships, traffic monetization efforts, operational reporting, and strategic initiatives for company's US and Canadian sites
- Developed and sold issuers on innovative monthly auction process to determine card placements on company's flagship sites. Within one year, competition created by new pricing model increased revenue-per-click (EPC) by 300%, to double the highest pre-recessionary level
- Convinced all top 6 issuers to provide dedicated phone numbers for consumers to apply over the phone, resulting in a net 10% increase in sales volume for impacted cards
- Oversaw internal revenue projections and all pricing/volume analyses for issuers
- Drove site optimizations, pricing negotiations, and acquisition integration efforts that increased EPC and revenue on Canadian sites by 70% and 540%, respectively, from 2010 to Q1 2012

Director, Client Accounts (1/08 – 1/10)

- Responsible for various issuer-facing corporate strategic initiatives
- Architected and oversaw the development of CardMatch™
 - Designed and patented unique process to match consumers with credit-appropriate cards
 - Performed extensive legal due diligence to ensure process fit within credit laws
 - Negotiated numerous contracts with credit bureau vendor and participating issuers
 - Coordinated development of the tool by credit bureau vendor and internal teams
 - Launched tool with 5 issuers, immediately resulting in \$100K+ monthly profit
- Launched company's operations in Australia. Performed legal/tax due diligence, set up relationships with affiliate networks, and oversaw development of site
- Revamped multivariate testing processes and reporting to ensure tests were being run to statistical significance and interpreted correctly. Reviewed setup and results of all major tests
- Architected and managed the development of tool to automate the process by which issuers

- update card rates/fees/features on CreditCards.com's network of owned and affiliate websites
- Designed enhanced internal operational reports and performance reports for issuers to improve revenue optimization efforts and pricing, respectively

11/06 – 3/07 **Austin Ventures** Austin, TX
McCombs ENHANCE Project

- Assessed supply chain security industry and delivered presentation on its investment potential
- Identified and profiled three potential investment / acquisition targets in the industry

4/06 – 8/06 **Enhanced Capital Partners, Inc.** Austin, TX
McCombs ENHANCE Project

- Provided recommendations on four sub-sectors of IPTV market considered by portfolio company
- Performed due diligence for deal under consideration in brokerage industry

1/01 – 1/08 **Intel Corporation** Austin, TX
Validation Team Lead (12/06 – 1/08)

- Headed team of five engineers validating a next-generation graphics chip
- Directed effort to develop innovative validation environment which reduced debug time by 50%

Logic Design and Hardware Validation Engineer (8/04 – 12/06)

- Drove team of engineers to accomplish all aggressive graphics validation milestones on schedule for Crestline, a flagship product of Intel's \$3B mobile chipset business
- Received *Intel Spontaneous Recognition Award* for work in designing "RAM clock gating", a feature that saved substantial power on Crestline
- Held training sessions on graphics architecture for new employees

Performance Architect (1/01 – 8/04)

- Developed software tool to profile workloads 10X faster than before, enabling quicker decisions
- Optimized popular software for Pentium 4; improved performance on some apps by over 70%
- Generated official Pentium 4 performance projections and reported them at corporate-wide meetings; projections used by executives to forecast product's viability in market

8/00 – 12/00 **Carnegie Mellon University** Pittsburgh, PA
Teaching Assistant for "Signals and Systems"

- Taught a recitation and two laboratory sections of 30 students each

Patents

February 2009 **Method, System, and Computer Program Product for Filtering of Financial Advertising**
 US Patent Application #20100217649, published August 2010
 Process to match consumers with credit-appropriate credit cards (CreditCards.com's CardMatch)

July 2013 **Method and System of Consumer Activity Tracking**
 US Patent Application #20150039980, published February 2015
 Process to quantify the "billboard effect" from online aggregator sites

Education

May 2008 **The University of Texas at Austin, McCombs School of Business** Austin, TX
 Master of Business Administration – Evening Program
 Dean's Award for Academic Excellence

December 2000 **Carnegie Mellon University** Pittsburgh, PA
 Master of Science, Electrical and Computer Engineering
 May 2000 Bachelor of Science, Electrical and Computer Engineering
 Engineering College Honors, University Honors, Carnegie Mellon Presidential Scholar

Imad Ahmed
Personal Statement for Austin Transit Partnership Board Application
September 6th, 2024

I moved to Austin 23 years ago after finishing my master's degree. The city won me over with its laid back culture, amazing restaurants, vibrant tech scene, and beautiful rolling hills. Since then, I've convinced my parents, my brother and his family, and my wife to all move to Austin. My two children were born here and sported burnt orange onesies. I have deep roots in Austin, and I love this city. I have a strong desire to see Austin grow into a world-class city that serves the needs of residents from all walks of life.

To achieve that vision, I believe it is vital for Austin to build out the type of urban infrastructure used by most of the world's greatest cities. This includes dense housing to ensure housing supply matches housing demand and home prices remain reasonable for all Austin families. It includes retail areas in walking/biking distance of residential neighborhoods that make it possible for people to buy groceries, access healthcare, and grab a cup of coffee without driving across town. Finally, it includes an extensive and efficient public transportation system that allows people to easily live their lives without cars.

Despite having my hands full with my career and two toddlers, I've done what I can over the past few years to help Austin move towards this vision. I've attended many events held by local non-profits like [TransitForward](#) and [Aura](#) to learn how Austinites can advocate for a better urban infrastructure, and to educate others in my network. I've attended open houses for Project Connect and provided my feedback. I am involved with my neighborhood association and have consistently pushed for projects that improve walkability and bikeability. I have testified at City Council in favor of rezoning cases to allow for denser construction in my neighborhood. I've also supported city council members and candidates who are in favor of Project Connect and the HOME initiatives.

I'd like to continue these efforts in a more formal capacity as a board member of Austin Transit Partnership. I think a successful rail system in Austin is paramount to achieve the urban vision I described above. Given that my home is a 10 minute walk from the MLK train station that we use frequently, a successful light rail network connected to the red line would be particularly valuable for my family and I.

I believe my experience qualifies me to be the "Financial Expert" on Austin Transit Partnership's board. Since completing my MBA at UT Austin in 2008, I've managed, advised, or consulted for businesses of all sizes, from pre-revenue companies to companies with hundreds of millions of dollars in annual revenue. I've help put together and analyzed countless financial projections and company budgets as a senior executive at [CreditCards.com](#) and [The Zebra](#). As a board member of three for-profit tech startups – [Self Financial](#), [Floatme](#), and [KindHealth](#) – I've reviewed financial statements to find ways to increase gross margin and accelerate growth. As a member of the Austin Asian American Resource Center advisory board and a national board

member of the nonprofit [Emgage Action](#), I've also reviewed financial statements to find ways to cut cost and increase social impact. In the early days of The Zebra and Floatme, I served as the de facto CFO as the only executive with an MBA degree. As a Venture Partner at [NextGen Venture Partners](#), I evaluated startups to determine which ones warranted an investment, and as [Mentor at Capital Factory](#), I helped founders position their startups to attract an investment. And as an [economics lecturer for the Rice University MBA program](#), I taught students the theory behind the efficient allocation of scarce resources (e.g., dollars allocated to Project Connect).

What may really set me apart from other candidates for this board position is not my experience in finance, financial management, and investing detailed above. Instead, it is my track record of scaling companies and delivering long-term success. I helped grow CreditCards.com's revenue from under \$100MM to almost \$200MM in three years, I helped grow Floatme from 50K members to 1.5MM members in 2.5 years, and helped both The Zebra and Self Financial become unicorns (\$1B+ valuation) in their most recent funding rounds. These successes are relevant to the Austin Transit Partnership board because Austin needs to not only deliver Project Connect on schedule and on budget, but also ensure that Project Connect has mass adoption and truly improves the lives of Austinites. I have helped many companies make the right strategic decisions that led to long-term success, and I believe I can help Project Connect in the same way as a member of the Austin Transit Partnership board.

View results

Respondent

3

Anonymous

05:32

Time to complete

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☐ I DO have a conflict as described above or am a lobbyist required to register under City Code.

☐ I DON'T KNOW if I have a conflict.

3. Full Name *

Imad Ahmed

4. Address

*Note Address Format: Street, City, State, Zip **

[REDACTED]

5. Are you a resident of Austin? *

☒ Yes

☐ No

6. Email Address *

[REDACTED]

7. Phone Number *

Qualifications

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- Experience with community engagement with preferably three (3) to five (5) years of specific experience.

Which **Community Expert Director** position are you applying for? (Choose all that apply.) *

- ☒ Community Expert in Finance
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- Resumé detailing relevant experience.

Jen Weaver

SUMMARY

Jen Weaver founded Vivid Development, focused on weaving together the vibrant threads of our urban fabric, to create sustainable developments. Vivid Development performs consulting, entitlement, and development services for ground-up mixed-use and multifamily development. Vivid Development is a registered WBE with the City of Austin and State of Texas.

Ms. Weaver initiated and served on an ULI TAP sponsorship team to increase adoption of no- and low-parking strategies. She served as co-chair for the ULI Austin Urban Council, creating bi-monthly lunches for shop talk to build comradery among members. She **co-authored legislation** regarding development modifications and advises a few city council members.

As former Chair of City of Austin's Design Commission, Ms. Weaver **wrote "Urban Fabric,"** a new section for the city's Urban Design Guidelines. She served on Austin's Downtown Commission for two years. She currently serves on the Downtown Austin Alliance Built Environment Committee in addition to collaborating with AURA, and the Parking Reform Network to **remove parking mandates city-wide** to promote a more equitable, walkable and vibrant Austin.

Ms. Weaver contributes articles about progressive design policy, financing and implementation for Texas Architect Magazine. She has spoken at events for AIA Austin, ULI Housing Opportunity, Bisnow, and the Center for Tall Buildings and Urban Habitats. Ms. Weaver is a Registered Architect, Registered Interior Designer, and Realtor in the State of Texas. She holds a **Master in Real Estate Development** from the University of Southern California and Bachelor of Architecture from the University of Texas at Austin.

PROFESSIONAL ORGANIZATIONS Urban Land Institute - Austin, **Urban Council, Co-Chair 1/21 – 12/23**, ongoing member
United States Green Buildings Council, member
Downtown Austin Alliance, Built Environment Committee and Housing Committee
Austin Board of Realtors, member

City of Austin **Design Commission, Commissioner, Chair 10/21 – 10/23**
City of Austin Downtown Commission, Commissioner, 1/22 – 1/24

LICENSURE **Registered Architect**, Texas Board of Architectural Examiners
Registered Interior Designer, Texas Board of Architectural Examiners
Licensed Realtor, Texas Real Estate Commission
LEED AP, United States Green Building Council

SKILLS

- **Acquisitions and dispositions**
- Capital Negotiations
- Contract development management
- Cost control and budget management
- Crisis management
- **DCF creation**
- Financial reporting
- **Offering Memorandum creation**
- Organizational leadership
- Partnership negotiation
- Policy origination, leadership, and negotiation
- **PPM creation**
- Project management
- Risk mitigation
- Strategic planning
- Team leadership

EDUCATION **The University of Southern California, Price School of Public Policy**
Master of Real Estate Development, 5/17 - 5/18

- Vice President of Strategy & Innovation, Graduate Real Estate Association

The University of Texas at Austin
Bachelor of Architecture, 8/01 – 12/06

- Mebane Travel Scholarship, Fall 2005

WORK

Vivid Development: Development

President, 10/23 - present

Vivid Development is an urban infill developer in Austin, Texas.

- **22-acre retail core mixed use development (proposed)**
 - Assembly mixes functional retail core with restaurants and grocer core in a fast-growing town to mimic Allen's Watters Crossing.
 - (4) apartment pad sites sales could finance later phases of development.
 - (4) Medical Office Buildings add daily foot traffic.
 - Economic development request to build out infrastructure based on comparable economic development packages in other Texas towns for similar projects.
 - Hold assumes 10 years of operations in an opportunity zone before disposing the retail and MOB together.
- **19-parcel assembly (proposed)**
 - Assumes covered land play during entitlements.
 - Achieved verbal agreements from some landowners.

Weaver Buildings: Architecture + Development

President, 7/14 – 10/23

Weaver Buildings is an architecture and development practice in Austin, Texas.

- Strategy consulting work for real estate attorneys include Architect's Reports, Reserve Studies and Expected Reserve Expenditures based on useful life expectancies of common property elements for new property divisions of existing buildings into condominiums. Life-Safety drawings generated as requested by clients for city regulatory purposes. Successfully legally divided over 400 units of attainable housing.
- **Workforce Housing, urban infill mixed use**
88,000 sf, 8-story, stucco-clad podium new construction (2025)
 - Weaver Buildings acquired the site and acted as developer, procuring entitlements and managing design teams for building permits in alignment with budgets from the contract team.
 - The building holds (70) 3-bedroom, 2-bath units and 3500 sf of retail
 - The building sought Austin Energy Green Building Program and Fitwel certification.
- **Workforce Housing, urban infill mixed use**
45,000 sf, 5-story, stucco-clad podium new construction (2022)
 - Weaver Buildings acquired the site and acted as developer, procuring entitlements and managing design teams for building permits in alignment with budgets from the contract team.
 - The building holds (30) 3-bedroom, 2-bath units and 6200 sf of retail
 - The building earned Austin Energy Green Building 4-star and Fitwel 2-star certification.
- **Haskell Health House: high-performance urban infill residence**
 - Architect and GC for an 850 sf, 2-bedroom/ 2.5-bathroom home that creates a new model for a densifying city with indoor / outdoor living in an historic neighborhood. "The new urban home is a garden home."
 - Collaborated with an urban landscape architect, sustainable mechanical engineer and structural engineer early in the project's conception to create a high-performance home.
 - Integrated new technological products and old passive systems for a truly comfortable living experience.
- **English In Mind Institute: A New Resilient School**
\$500,000, 2-story masonry construction (estimated design completion 9/17)
 - Architect in collaboration with Structures, PE and Building Good Foundation as GC
 - Currently designing a new 6,000 sf educational campus in Port-au-Prince, Haiti using sustainable design features
 - "Designing for change" by using the neighborhood vernacular and teaching safe building practices through community outreach.
- **Bungalow East**
\$100,000, Single-story wood frame bungalow renovation and restoration (1935)
 - Architect and GC for a historic renovation and restoration.
 - Replaced foundation, electrical and plumbing systems, exterior siding and windows to meet current building code requirements. Restored existing siding, shiplap, doors and ceilings.
 - Designed new plan, kitchen, bathroom and finishes for a minimal and elegant solution.
- **Loft Renovation**
Interior Renovation in brick-clad steel frame building (1938)
 - Architect and GC for interior update. Removed existing finishes and upgraded plumbing & electrical fixtures.

Structures: Structural Engineering

Designer, 9/13 – 7/14

Structures is a local leading structural engineering firm in Austin, Texas with residential, commercial and institutional work. In addition to design work, I assisted engineers in building code interpretation and ongoing communication with design teams. I also facilitated **cross-disciplinary communication** among internal and external teams.

Cutsogeorge Tooman & Allen Architects

Architect II, 7/12 – 5/13

CTA is a top renovation and restoration firm in New York City with partners as key faculty members and curriculum-creators at Pratt Institute and Columbia University and on the Landmark Preservation Committee (LPC.) The work also included: creating Construction Documents for New York City Department of Buildings (NYC DOB) permit, Landmark Preservation Committee approval, and for bidding purposes. I surveyed and wrote NYC DOB Façade Inspection Reports indicating unsafe conditions for 18 + buildings, 3 to 57 stories tall. My responsibilities included Construction Administration work, Pay Application review and creation of Change Orders as well as managing client meetings, communications, and expectations. Additionally, I researched and recorded primary archival data from original architectural and shop drawings.

- 36 Gramercy Park East Exterior Restoration
\$4M, 12-story Neo-Gothic terra cotta-clad masonry and steel cage construction (1909)
 - Created Construction Documents for NYC Department of Buildings permit, Landmarks Preservation Committee approval and for bidding purposes. Created NYC Façade Inspection Report indicating unsafe conditions.
 - Performed extensive survey via 12-story hydraulic lift and interior walk-throughs with moisture meter readings.
 - Researched original architectural drawings and shop drawings at the Alexander Architectural Archive.
- 54 Bond Exterior Restoration
\$2.8M, 6-story cast iron and masonry building (1874)
 - Performed CA work, including coordinating structural engineer pull tests, Meeting Minutes and Field Reports.
 - Created sketches for cast iron replacement pieces. Created egress drawings for a new Certificate of Occupancy.
- 160 E 56th Street East Exterior Restoration
\$860k, 12-story steel construction with masonry cladding
 - Performed CA work, including regular site visits, Meeting Minutes and Field Reports.
 - Coordinated the replacement of a corroded steel beam with a structural engineer including interior shoring.
 - Coordinated extensions for an "Unsafe" Façade Inspection Report with the NYC Department of Buildings with updates on construction progress.

Contract Work: Design + Architecture

Project Designer, 7/10 – 7/12

I assisted boutique design firms including: Box 59 Design, Kravitz Design, Zone 6, Tillotson Design Associates and Assembled Space.

- Projects included: Various Brownstone Renovations, \$600,000 and up; 86th Street Condo Renovation, \$250,000; Ritz Carlton Miami, Presidential Suites and Lobby Renovation, \$2M.
- Prepared permit sets for NYC DOB. Created Design Documents, Construction Documents, animations, and renderings.
- Collaborated with design teams, engineers, lighting consultants to create and execute cogent solutions

Cottam Hargrave: Architecture + Construction

Junior Architect, 5/07 – 3/10

Cottam Hargrave was an award-winning architecture and construction in Austin, Texas. I designed and/or project managed notable and award-winning projects including:

- Kinney Residence
\$1.5M, 2,800 sf stucco-clad, steel and wood composite framing new construction (2010)
 - Lead designer for interiors and lighting. Project designer for architectural drawings.
- Wine Grotto
\$125k, 100 sf proto-type racking system and room design (2009)
 - Managed project design, permitting process and day-to-day on-site construction.
 - Researched and applied new technological processes and products.
- Monument Cafe
\$2M, 4,000 sf new construction restaurant (2008)
 - Created period-specific interior lighting plan, fixture specifications and load schedule.

PUBLICATIONS Writing

- "The Emergence of Retail-based Placemaking Development," Texas Architect Magazine, July 2024
- "Houston Brings **Resilience** from Plan to Action," Texas Architect Magazine, July 2023
- "Civility in Architecture," Texas Architect Magazine, July 2023
- "**After the Flood**," Texas Architect Magazine, November 2018
- "Houston Water Considers **Resilience**," Texas Architect Magazine, May 2018
- "Park Life," Texas Architect Magazine, November 2017
- "Haskell Health House: Design Manifesto," September 2016
- "How to Design and Build a Trail," Instructables, February 2015
- "The New Nude: Raw Minimalism," iFashion Network, November 2010
- "Bound: Using Form to Communicate Intent," iFashion Network, October 2010

Speech

- AIA Austin Design Conference "Placemaking as Investment Nexus," August 2024
- Center for Tall Buildings and Urban Habitats, Americas Conference "Americas in Focus: Challenges, Opportunities, and the Downtown Vision," February 2024
- ULI National Housing Opportunity Conference, "A Look Back on the Latest State and Local Housing Policy Innovations," February 2024
- YIMBYtown 2024, "Changing the Perception of Urban Infill Developers," February 2024
- AIA Austin Continuing Education, "Civility in Architecture," August 2023
- Bisnow, Downtown Austin CRE Outlook, October 2023
- Bisnow, Austin Multifamily Annual Conference, August 2022
- Downtown Austin Alliance, State of Downtown, May 2022
- Design Week, "Long Live Design vs Design is Dead," November 2016
- TEDx, "Building Momentum in Post-Recovery Haiti," May 2015

Architecture

- "Haskell Health House" Green Building Magazine Taiwan, May 2018
- "The Call of Hypernature" Austin Home: Winter 2016
- "Haskell Health House / Weaver Buildings," ArchDaily: 4/10/2016
- "Eastside Contemporary Makes Luxury of Smallness," Curbed Austin: 11/11/2016
- "Haskell Health House: Small, tall and built to Maximize Utility," Architizer: 9/27/2016
- "A Metropolitan Wine Retreat in Austin," Metal Architecture: Winter 2009/2010
- "Wine Rooms 2009," Texas Home and Living: October 2009

Developments by Weaver Buildings

- "Multimodal-Friendly Shoal Creek Residences in the Works" Urbanize Austin, April 12, 2021
- "Construction starts on downtown Austin project focused on lower-cost 'workforce housing'" Austin American Statesman, Jan. 28, 2021
- "Car-free development revs up downtown" Urbanize, February 9, 2021
- "Ground breaks on Capitol Quarters, Austin's first carfree multifamily housing development" Community Impact News, January 22, 2021
- "Dirt turns for more downtown housing" Austin Business Journal. January 22, 2021

SERVICE

Downtown Austin Alliance Built Environment Committee
August 2023 +

Urban Land Institute LMC Urban Council, Chair 2021 - 2023
January 2021 +

City of Austin Downtown Commissioner
January 2022 – January 2024

Urban Land Institute Sponsorship Team: Technical Assistance Panel on no and low parking strategies
January 2023 – January 2024

City of Austin Design Commission – Chair
May 2021 – September 2023

VerdExchange Programming Committee

January 2018 - January 2019

Texas Master Naturalist, Balcones Canyonland Chapter at Concordia University

Trail Architect, 8/14 – 5/16

Invisible Children, Austin Chapter

Lead Designer, 5/07- 08/07

REFERENCES

Anne Haynes
City of Austin, Chief Transaction Officer
anne@austinedc.org

Annick Beaudet
City of Austin, Chief Mobility Officer
annick.beaudet@austintexas.gov

Laura Patino
City of San Antonio, Chief Resilience Officer
laura.patino@sanantonio.gov

Sarah Talkington
City of Austin, Consulting Engineer
Sarah.Talkington@austintexas.gov

September 27, 2024

Dear Decisionmakers at Austin Transportation Partnership,

I am writing to express my sincere interest in the Community Planning board appointment for Austin Transportation Partnership. With almost two decades of experience in architecture, construction, and real estate development, a proven track record of published thought leadership regarding walkable urbanism, and a passion for connecting details with the big picture, I am confident in my ability to make a meaningful contribution to the board at Austin Transportation Partnership.

As Chair of Design Commission, I led reviews of many projects by private developers and also created recommendations for City of Austin projects. I led meetings to successfully produce recommendations for City Council through the chaos of up to 40 protestors. I procured and led a group of volunteer design experts in writing the new Urban Design Guidelines Urban Fabric chapter, and served on Downtown Commission as well. I co-led removing parking mandates citywide in Austin. Additionally, I advise several councilmembers on development matters, going as far as collaborating on writing resolutions for City Council. Most recently, I co-authored legislation initiating city staff to create recommendations integrating economic incentives in low parking and no-parking projects as a part of the density bonus calibration. I would feel comfortable leading partnership activities with stakeholders like the Chamber of Commerce and various city departments to move the goal of Austin Transportation Partnership forward.

Throughout my career, I have cultivated a profound understanding of real estate development strategies, entitlement, underwriting, economic development, and urban planning. I am eager to bring this entrepreneurial and pragmatic expertise to Austin Transportation Partnership's leadership and believe that my insights can elevate strategies during this time of change in how we live, work, and play together. I regularly speak at conferences and write articles on topics regarding affordable housing, walkable urbanism, and resilient infrastructure. I am specifically interested in pushing developers private developers to include high-occupancy and inclusive ground floors that embody walkable urbanism to support Austin's modal shift.

My greatest asset is connecting high-level concepts with technical realities of architecture, construction, and real estate development to create actionable plans. I am pleased to share that Texas Architect featured a story authored by me about retail-based placemaking as an investment nexus in their July issue. Additionally, I moderated a panel on the same topic at the Austin AIA Design Conference in August. My passion for community spaces and their role in shaping the future of urbanism is unwavering, and I would consider it an honor to contribute to the fulfillment of Austin Transportation Partnerships' vision in this regard. I have written several stories about Houston's

resilience response in the past for the same publication as well as other policy matters for urban spaces.

Working with private investors in my developments provided a platform to hone my client-oriented approach. Understanding what investors wanted and why informed my ability to put together signable agreements. Sending out monthly investment reports is a requisite; achieving understanding with phone calls and online meetings as needed is what moves agreements forward. Understanding the why can be more important than the actual item being traded – sometimes the other side needs to feel heard and protected more than they need the actual item they are requesting. Business is predicated upon relationships, and I have a deep appreciation for my role in modifying outcomes for the best transaction.

I am particularly excited to work architectural, engineering, environmental, legal, and contracting teams to meet the goals of Austin Transportation Partnership. I am comfortable working through negotiations so that agreements can move forward and can prepare investment reports.

I am eager to explore the possibility of contributing to your team. I welcome the opportunity to discuss how my background, skills, and abilities align with the board's needs at Austin Transportation Partnership to create safe and savvy development strategies.

With thanks,

Jen Weaver
RA RID LEED GA MRED Realtor



View results

Respondent

11

Anonymous

01:56

Time to complete

Introduction

The Austin Transit Partnership is the local government corporation responsible for implementing Project Connect and leading Austin Light Rail Phase 1. ATP's Board of Directors provides strategic oversight of the program and is comprised of community experts and partners who are crucial to delivering the program.

This application is for the three Community Expert Director positions to include *Community Expert in Finance, Community Expert in Engineering and Construction and Community Expert in Planning or Sustainability*.

Separate from this application and nomination process, the Austin City Council will appoint a City Council Director and the CapMetro Board will appoint a CapMetro Director.

Application Instructions

Applications are due by 5:00 p.m. September 27, 2024. (The application deadline may be modified to meet the Nominating Committee's schedule if needed.)

Process Information, Frequently Asked Questions and more information at www.atptx.org/Board-Vacancy.

Complete the two-step process to submit an application for a Community Expert Director Board position:

1. Fill out the online form below.
2. Email a letter of interest (maximum 2 pages) and a resumé detailing relevant experience.

For questions about this application, please contact atpboardapp@atptx.org

Applicants may be contacted related to requests for additional information or related to an interview.

Basic Information & Acknowledgements

1. Public Information Acknowledgement:

Information submitted as a part of the application and nomination process should be considered public and may be requested as information responsive to the Texas Public Information Act. All applications will be published on the ATP website following the close of the application deadline. Following the nomination committee's recommendation, the names of the recommended appointees will be published on the ATP website two weeks prior to the appointment of the Community Expert Directors. *

☒ I acknowledge my information and my application will be made public.

2. Conflict of Interest and Lobbying:

The ATP Board Member shall:

- Not have a contract for property, goods or services with the City of Austin, the Capital Metropolitan Transportation Authority (CapMetro), or ATP;
- Not be employed by a contractor of the City of Austin, CapMetro or ATP;
- Not be a person who is registered or required to register as a lobbyist under City Code Chapter 4-8 or who is employed by a person registered or required to register under City Code Chapter 4-8.

If any of these conditions apply to you, you will not be eligible to be considered for the ATP Board of Directors and should not apply.

Please confirm that you do not have a conflict, are not a lobbyist as described above, and that, if appointed, you will promptly share any future conflicts of interest with the ATP General Counsel.

If you select "I DON'T KNOW" below, ATP Staff will contact you to gather additional information on the potential conflict for further review. *

☒ I DO NOT have a conflict as described above and am not a lobbyist required to register under City Code.

☐ I DO have a conflict as described above or am a lobbyist required to register under City Code.

☐ I DON'T KNOW if I have a conflict.

3. Full Name *

Jennifer Kathleen Weaver

4. Address

*Note Address Format: Street, City, State, Zip **

[REDACTED]

5. Are you a resident of Austin? *

☒ Yes

☐ No

6. Email Address *

[REDACTED]

7. Phone Number *

Qualifications

8. Qualifications for the **Community Expert in Finance** position include:

- At least 10 years of experience in finance, financial management, banking or investing with a focus on large capital projects.
- Experience with budgets over \$250M and/or comparable academic policy experience.
- Community expert members of the ATP Board must be residents of the City of Austin.

Qualifications for the **Community Expert in Engineering and Construction** position include:

- At least 10 years of experience in engineering or construction of large capital projects in any section (transit, energy, industrial, commercial).
- Experience with multiple projects over \$100M (price/value/cost) or \$25M cumulative.

Qualifications for the **Community Expert in Planning or Sustainability** position include:

- At least 10 years of experience in urban planning, community planning, Equitable Transit Oriented Development (ETOD), sustainability, and/or environmental planning.
- Experience with community engagement with preferably three (3) to five (5) years of specific experience.

Which **Community Expert Director** position are you applying for? (Choose all that apply.) *

- ☐ Community Expert in Finance
- ☐ Community Expert in Engineering and Construction
- ☒ Community Expert in Planning or Sustainability

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- Resumé detailing relevant experience.

Juan Garza

Clarification submitted by applicant indicated application should be applied to the Community Expert Director in Planning or Sustainability and the Community Expert in Finance positions.

JUAN GARZA

The staff I have led have achieved meaningful results. From the mundane, such as transitioning from a manual finance and accounting system to a fully digital system in one-third of the allotted time, to securing a city's water future, to becoming the first municipally owned utility to achieve ISO registration, to getting a cooperative through the most scandalous period in its history, the teams I've led get the job done.

 512-422-7150

Education	Experience
MBA Financial Administration - 1977 Bachelor of Science Mathematics - 1972 Loyola University of Chicago, Chicago, IL	Austin Transit Partnership 2022 - present <i>Board Member</i> Juan Garza & Associates 2012 - present <i>Owner</i> Advisory Service to senior executives Central Health 2010 – 2012 <i>Senior Executive</i> Headed up financial functions. Negotiated master agreement with Seton Family of Hospitals. Negotiated leases for parking garage and the Seton Clinical Education Building. Headed up master planning project for the redevelopment of the Breckenridge Hospital Tract. NRG Energy, Inc. 2008 - 2012 <i>President, Advanced Technologies</i> Headed up the effort to secure purchase power agreements to enable the doubling of capacity of the South Texas Nuclear Power Project. This project fell through in the aftermath of the Fukushima disaster. Pedernales Electric Coop 2008 - 2011 <i>General Manager & CEO</i> Following a series of scandals that brought federal and state scrutiny to the largest electric coop in the country, was brought in to get them through the transition to a more open and stable environment. Negotiated major power agreement with LCRA with a value of several billion dollars. City of Austin 2000 – 2008 <i>General Manger, Austin Energy</i> Led Austin Energy through a period of transition from the old monopoly system to the current nodal market. Maintained very competitive rates while achieving high reliability and safety. Driscoll Children's Hospital 1998 <i>Interim Chief Executive Officer</i> After the abrupt departure of the current CEO, stepped in to achieve a smooth transition for the incoming CEO. City of Corpus Christi 1996 - 1998 <i>City Manager</i> Led a staff of around 3,000 employees. Negotiated several labor agreements. Renegotiated industrial district contract with port industries. Secured Major water agreement with Lavaca Navidad River Authority; and purchased 35,000 acres of water rights from the Garywood Irrigation District, thereby securing Corpus Christi's water needs for at least 100 years.

Leadership

I am convinced that work is the exercise of judgment and discretion to achieve desired outcomes while working within prescribed parameters. When you allow employees to do this, work proceeds at the speed of many. The organizations I have led have never failed to achieve desired objectives. I thrive in the public arena, where the skill to recognize what needs to happen to achieve progress is essential.

JUAN GARZA

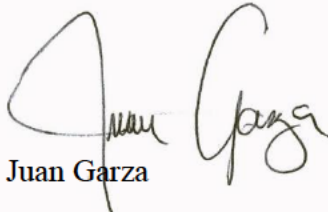
To The Nominating Committee:

Let me begin by thanking the Austin City Council and the CapMetro board for allowing me to serve on the ATP board of directors this last year. It has been a very real privilege. My gratitude extends to the ATP staff for their highly professional and objective assistance.

I would very much like to continue to serve. Given my experience in city management, I believe I can qualify in the three areas of experience that you are seeking. I began my career in public works; spent time in urban planning, served two stints as chief financial officer; served as city manager, hospital administrator, chief executive of two power companies and currently provide advice to chief executives in public service.

If appointed, I will work tirelessly to accomplish the ambitions of the Austin electorate when they voted for a light rail system for our great city.

Thank you for the opportunity to serve.



Juan Garza

View results

Respondent

6 Anonymous

06:30

Time to complete

Introduction

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☐ I DO have a conflict as described above or am a lobbyist required to register under City Code.

☐ I DON'T KNOW if I have a conflict.

3. Full Name *

Juan Garza

4. Address

*Note Address Format: Street, City, State, Zip **

[REDACTED]

5. Are you a resident of Austin? *

☒ Yes

☐ No

6. Email Address *

[REDACTED]

7. Phone Number *

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- Letter of interest (maximum 2 pages); and
- Resumé detailing relevant experience.

Kammy Horne

KAMMY HORNE, AICP

Austin, TX |

| [linkedin.com/in/kammy-horne-aicp/](https://www.linkedin.com/in/kammy-horne-aicp/)

CHIEF EXECUTIVE OFFICER

TRANSPORTATION PROGRAM MANAGEMENT | PROJECT MANAGEMENT | STRATEGIC PLANNING | CHANGE MANAGEMENT

Summary of Qualifications

RESULTS-DRIVEN THOUGHT LEADER AND INNOVATOR with 25+ years of business development and project management experience in the field of transit/transportation with companies in the private and public sectors. **BIG PICTURE THINKER** who leverages a visionary and strategic mindset to identify needs, build a concept, and ensure completion of key project milestones. **EFFECTIVE COMMUNICATOR, PUBLIC SPEAKER, AND MENTOR** who uses negotiation and people skills to build high-performing teams, develop talent, and secure reliable partnerships with government, public, and private agencies within the industry.

- Consulted transit/transportation agencies around the country on program and project development and assisted multiple public sector entities in securing federal funding for large projects.
 - Managed approximately \$60M in capital and operating budgets within the public sector, acquiring strong financial and budget management skills.
 - Built an extensive public transportation industry network that provides access and opportunity potential to every assignment, goal, or strategy.
 - Discovered needs for transportation improvements by voluntarily giving up the personal car for two years.
 - Launched and supported talent for leadership programs and coached future leaders in discovering their potential.
 - Member of the American Public Transportation Association since 2000, focusing on program planning, policy development, and improvement initiatives.
 - Served as a Housing Commissioner for the City of San Antonio, expanding affordable housing opportunities for underserved community members.
 - Licensed with the American Institute of Certified Planners (AICP #015064).
-

Areas of Expertise

Business Development | Transportation Management | Transportation Planning | Public Transport | Quality Assurance | Procurement | Team Leadership | Marketing | Third-Party Management | Feasibility Studies | Regulatory Compliance | Staffing | Environmental Compliance | Workload Projections | Growth Strategy | Recruiting | Business Planning | Transit Infrastructure | Relationship Management | Negotiation | Communication | Public Speaking | Financial Management

Professional Experience

CHIEF EXECUTIVE OFFICER
MPACT

APRIL 2024 – PRESENT

Chief Executive Officer of Mpact, the national organization that connects and supports a network of leaders, practitioners and advocates of transit-oriented development and communities, who are dedicated to engaging with communities to define what's possible and share practical, proven ways to get there. Mpact offers the annual conference as well as Mpact LAB: capacity building and leadership development in communities large and small; and Mpact Voices which provides ways to connect year-round including webinars and podcasts.

SENIOR VICE PRESIDENT OF DEVELOPMENT AND PLANNING

April 2019 – November 2023

VIA Metropolitan Transit | San Antonio, TX

- Developed and improved public transportation within a 1,208 sq mi area covering the City of San Antonio, Bexar County, and 13 surrounding cities, providing multimodal transportation options and connecting communities.
- Led regular strategic discussions and provided presentations directly to the VIA Metropolitan Transit Board of Directors.
- Managed a 36-member division with an administrative assistant and three direct reports, responsible for bus route planning and scheduling, strategic planning, engineering, construction, real estate, and coordination of stops.
- Led the first mobility hub study initiative together with the City of San Antonio, Urban Land Institute, and partners.
- Nominated and recommended team members into San Antonio Business Journal's 40 under 40, the Alexander Briseño Leadership Development Program, and ENR's Top Young Professionals Program.
- Led VIA as a Thriving Community program and partnered with the DOT to receive program-based technical assistance.
- Secured \$8M in FTA planning funding for VIA's Silver Line through advanced CIG allocation; won FTA TOD grant award.
- Presented VIA successes as part of a [USDOT webinar](#) on key accomplishments of the Bipartisan Infrastructure Law.
- Oversaw the construction completion of VIA's Corridor-Based BRT projects such as the Zarzamora and Military lines, as well as the Brooks Transit Center constructed in conjunction with these projects.

- Developed the strategy for the Keep San Antonio Moving umbrella, a voter-approved plan to improve the transit system.
- Drove multiple initiatives to address bus scheduling and service planning during the COVID pandemic and subsequently through bus operator shortage challenges.
- Managed the development of VIALink Mobility-on-Demand services to provide customers with flexibility when scheduling their trip and cover areas where traditional bus service was unavailable or impractical.
- Secured over \$400M from the Federal Transit Administration for the first-ever major transit projects in San Antonio, the first of which is scheduled to begin construction in 2025.

VICE PRESIDENT & AUSTIN GROUP DIRECTOR

January 2018 – April 2019

HNTB | Austin, TX

- Evaluated and formulated transit options within Austin’s Central Core that led to the successful launch of Project Connect.
- Managed several project initiatives for the GPC Planning Contract for Capital Metropolitan Transportation, encompassing project planning, engineering design, and environmental documentation.

VICE PRESIDENT – TRANSPORTATION REGIONAL BUSINESS LINE LEADER – GULF/SOUTHWEST REGION

October 2016 – January 2018

AECOM | Austin, TX

- Built a high-performing team of planners and analysts to effectively balance business development and project management work and secure the success of transportation projects for a variety of public sector clients.
- Led and supported development of successful transportation business for regional clients, including TxDOT, Capital Metro, Utah Transit Authority, and DART.

NATIONAL BUSINESS LINE LEAD FOR TRANSPORTATION PLANNING NEPA REGULATORY PRACTICE

January 2015 – October 2016

AECOM | Austin, TX

Additional Experience

TEXAS-OKLAHOMA TRANSIT RAIL BUSINESS LINE MANAGER <i>URS Corporation (acquired by AECOM)</i> Austin, TX	2014 – 2015
MOUNTAIN REGION TRANSIT RAIL BUSINESS LINE MANAGER <i>URS Corporation (acquired by AECOM)</i> Phoenix, AZ	2011 – 2014
MULTIMODAL TRANSPORTATION PLANNING MANAGER <i>URS Corporation (acquired by AECOM)</i> Phoenix, AZ	2007 – 2013
ENVIRONMENTAL MANAGER & TEAM LEADER <i>AECOM</i> Phoenix, AZ	2004 – 2007
ENVIRONMENTAL MANAGER <i>Michael Baker International</i> Salt Lake City, UT	2001 – 2004
ENVIRONMENTAL SPECIALIST <i>Federal Transit Administration</i> Washington, D.C.	2000 – 2001
SENIOR PLANNER <i>The Louis Berger Group</i> Washington, D.C.	1999 – 2001
PLANNER <i>URS Greiner Woodward Clyde (acquired by AECOM)</i> Gaithersburg, MD	1998 – 1999
TRANSPORTATION PLANNER <i>Texas Department of Transportation</i> Austin, TX	1995 – 1998

Professional Involvement

LATINOS IN TRANSIT (LIT)	2021 – Present
AMERICAN PUBLIC TRANSPORTATION ASSOCIATION	2000 – Present
• Spearhead national policy development and drive public transportation improvement initiatives. • Serve on the Board of Directors since October 2022 as the Chair of the Planning and Program Development Committee. • Act as the Secretary for the APTA Innovative Funding, Finance, and P3 Committee.	
WTS INTERNATIONAL	1998 – Present
• Lead mentorship and professional development programs for the Phoenix, Austin, and San Antonio, TX Chapters. • Served in local and national roles, enabling advancement of women in transportation.	
MOVE AMERICA ADVISORY BOARD MEMBER	August 2023
INTELLIGENT TRANSPORT ADVISORY BOARD MEMBER	April 2023
SAN ANTONIO BUSINESS JOURNAL WOMEN’S LEADERSHIP AWARD RECIPIENT	2022
MEMBER OF LEADERSHIP SAN ANTONIO CLASS	2022
GRADUATE OF THE ENO TRANSPORTATION SENIOR EXECUTIVE PROGRAM	2021
MEMBER OF LEADERSHIP AUSTIN CLASS	2019
GRADUATE OF THE WOMEN’S TRANSPORTATION SEMINAR (WTS) EXECUTIVE LEADERSHIP PROGRAM	2015
GRADUATE OF LEADERSHIP APTA	2012

Education

MASTER OF SCIENCE IN COMMUNITY AND REGIONAL PLANNING <i>University of Texas</i> Austin, TX
BACHELOR OF SCIENCE IN ENVIRONMENTAL SCIENCE/BIOLOGY <i>Long Island University</i> Southampton, NY

KAMMY HORNE, AICP

Austin, TX |

| [linkedin.com/in/kammy-horne-aicp/](https://www.linkedin.com/in/kammy-horne-aicp/)

September 26, 2024

Austin Transit Partnership (ATP) Board of Directors Nominating Committee

RE: Community Expert Board Member, Community Planning/Sustainability

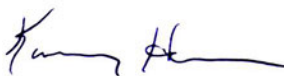
Dear ATP Board of Directors Nominating Committee,

As a City of Austin resident and experienced transportation leader with a unique background that encompasses business development, project management, public outreach, and consulting across public and private sectors, I am writing to express interest in the Austin Transit Partnership Community Expert Director Board position. Originally raised in El Paso, a UT Austin graduate of the Master's Program in Urban and Regional Planning, and a most recent resident of Austin since 2014, this opportunity to serve the community is of great interest to me. I am a cyclist and transit rider, using the Capital Metro service frequently through the routes that serve my neighborhood in Northwest Hills. My extensive background in public transportation combined with my unwavering commitment to connecting people with quality transportation, makes me a strong candidate for this Board role. In addition to other leadership courses noted on my attached resume, I am a 2019 graduate of Leadership Austin. I have also served as a Court Appointed Special Advocate (CASA) of Travis County.

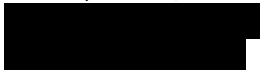
Because of my current and past work directly in public transportation, I have the requested 10 plus years of experience in transit-oriented development, sustainability, environmental planning, and public engagement that is required for this position. For over 22 years, I have been involved in policy development and public transportation improvement under the American Public Transportation Association's umbrella. Since 2022, I have served on the Board of Directors and as the Chair of the Planning and Program Development Committee, managing changes in community and transit planning based on personal commuting experiences and securing funding for high-potential and urgent programs. I will begin a three-year term as a Director on the APTA Board of Directors in October 2024.

I am particularly drawn to this unique opportunity to serve the City of Austin as this is a perfect place to leverage my unique background to support public transportation and the planned light rail in Austin. I am eager to contribute to the successes in Austin as a Board member, transferring my public sector and environmental background in addition to transportation planning experience. Please feel free to contact me via email at kammy.horne@outlook.com or phone at 512-809-3584 with questions or to schedule an interview. Thank you for your time and consideration, and I look forward to hearing from you.

Sincerely,



Kammy Horne, AICP



View results

Respondent

9

Anonymous

03:31

Time to complete

Introduction

The Austin Transit Partnership is the local government corporation responsible for implementing Project Connect and leading Austin Light Rail Phase 1. ATP's Board of Directors provides strategic oversight of the program and is comprised of community experts and partners who are crucial to delivering the program.

This application is for the three Community Expert Director positions to include *Community Expert in Finance, Community Expert in Engineering and Construction and Community Expert in Planning or Sustainability*.

Separate from this application and nomination process, the Austin City Council will appoint a City Council Director and the CapMetro Board will appoint a CapMetro Director.

Application Instructions

Applications are due by 5:00 p.m. September 27, 2024. (The application deadline may be modified to meet the Nominating Committee's schedule if needed.)

Process Information, Frequently Asked Questions and more information at www.atptx.org/Board-Vacancy.

Complete the two-step process to submit an application for a Community Expert Director Board position:

1. Fill out the online form below.
2. Email a letter of interest (maximum 2 pages) and a resumé detailing relevant experience.

For questions about this application, please contact atpboardapp@atptx.org

Applicants may be contacted related to requests for additional information or related to an interview.

Basic Information & Acknowledgements

1. Public Information Acknowledgement:

Information submitted as a part of the application and nomination process should be considered public and may be requested as information responsive to the Texas Public Information Act. All applications will be published on the ATP website following the close of the application deadline. Following the nomination committee's recommendation, the names of the recommended appointees will be published on the ATP website two weeks prior to the appointment of the Community Expert Directors. *

☒ I acknowledge my information and my application will be made public.

2. Conflict of Interest and Lobbying:

The ATP Board Member shall:

- Not have a contract for property, goods or services with the City of Austin, the Capital Metropolitan Transportation Authority (CapMetro), or ATP;
- Not be employed by a contractor of the City of Austin, CapMetro or ATP;
- Not be a person who is registered or required to register as a lobbyist under City Code Chapter 4-8 or who is employed by a person registered or required to register under City Code Chapter 4-8.

If any of these conditions apply to you, you will not be eligible to be considered for the ATP Board of Directors and should not apply.

Please confirm that you do not have a conflict, are not a lobbyist as described above, and that, if appointed, you will promptly share any future conflicts of interest with the ATP General Counsel.

If you select "I DON'T KNOW" below, ATP Staff will contact you to gather additional information on the potential conflict for further review. *

☒ I DO NOT have a conflict as described above and am not a lobbyist required to register under City Code.

☐ I DO have a conflict as described above or am a lobbyist required to register under City Code.

☐ I DON'T KNOW if I have a conflict.

3. Full Name *

Kathleen (Kammy) Horne

4. Address

*Note Address Format: Street, City, State, Zip **

[REDACTED]

5. Are you a resident of Austin? *

☒ Yes

☐ No

6. Email Address *

[REDACTED]

7. Phone Number *

Qualifications

8. Qualifications for the **Community Expert in Finance** position include:

- At least 10 years of experience in finance, financial management, banking or investing with a focus on large capital projects.
- Experience with budgets over \$250M and/or comparable academic policy experience.
- Community expert members of the ATP Board must be residents of the City of Austin.

Qualifications for the **Community Expert in Engineering and Construction** position include:

- At least 10 years of experience in engineering or construction of large capital projects in any section (transit, energy, industrial, commercial).
- Experience with multiple projects over \$100M (price/value/cost) or \$25M cumulative.

Qualifications for the **Community Expert in Planning or Sustainability** position include:

- At least 10 years of experience in urban planning, community planning, Equitable Transit Oriented Development (ETOD), sustainability, and/or environmental planning.
- Experience with community engagement with preferably three (3) to five (5) years of specific experience.

Which **Community Expert Director** position are you applying for? (Choose all that apply.) *

- ☐ Community Expert in Finance
- ☐ Community Expert in Engineering and Construction
- ☒ Community Expert in Planning or Sustainability

For your application to be considered complete, email the following two documents to atpboardapp@atptx.org:

- Letter of interest (maximum 2 pages); and
- Resumé detailing relevant experience.

L. Ashley McLain



L. Ashley McLain AICP

Business Founder & Environmental Consultant (Retired)
30 years of experience in environmental field · Austin, Texas

With two partners, Ashley founded Cox|McLain Environmental Consulting, Inc. overseeing the establishment of multi-state offices and a force of 100 full-time and part-time environmental specialists. She was President and CEO from 2007 through 2021 when the company joined Stantec. She is a thought leader on NEPA compliance for transportation infrastructure and has been responsible for marketing, business development, growth strategy, and leadership. She served as the Environmental Services Regional Business Leader for the Gulf Coast Region while CMEC integrated into Stantec in 2023.

Ashley successfully managed NEPA compliance projects in the southwest for 25+ years. In addition, Ashley was an environmental educator and researcher from 1991 to 1997 (Lower Colorado River Authority, Natural Resources Defense Council, and the United Nations Environment Program) and was a consultant assessing the environmental impacts of public and private projects from 1997 - 2023. She is an experienced NEPA practitioner with a focus on socioeconomic and community impact issues and extensive experience with transportation and transit projects. She is accomplished in multi-disciplinary Project Management and is adept at overcoming challenges associated with project development in Texas and Oklahoma. Ashley has led concurrent projects for years, including Environmental Impact Statements, Environmental Assessments, Community Impact Assessments, Planning and Environmental Linkage studies, and Categorical Exclusions. Specialties include NEPA documentation, Environmental Justice, Indirect and Cumulative impact analyses, and quality control.

EDUCATION

MS, Community and Regional Planning, Concentration in Environmental and Natural Resources Planning, University of Texas, Austin, 1997

BA, American Studies, Stanford University, Stanford, California, United States, 1990

CERTIFICATIONS & TRAINING

Texas Department of Transportation (TxDOT)
Precertification:

1.1.1 Policy Planning

1.2.1 Systems Planning

1.3.1 Subarea/Corridor Planning

1.4.1 Land Planning/Engineering

1.6.1 Major Investment Studies

2.5.1 Geological Assessment for Edwards Aquifer Recharge Zone

2.12.1 Socio-Economic and Environmental Justice Analyses

2.12.13.1 Hazardous Materials Initial Site Assessment

2.14.1 Environmental Document Preparation

#015785 APA, American Institute of Certified Planners
1997 - present

TxDOT ENV211 ECOS Training 2019

EJ, NEPA and Public Involvement. FHWA Training, ODOT 2017

Best Practices for GHG and Climate Change, TxDOT 2017

Basis of a HUD Part 58 Review, Office of Environment and Energy HUD 2012

USDOT Public Meetings on Justice 40 2021

MEMBERSHIPS

Women's Transportation Seminar (WTS) – Heart of Texas Chapter: Recognitions Committee Chair (2006-2008), Professional Development Committee Chair (2011-2013), Chapter Advisory Committee Liaison and International Conference Committee (2014-2016); Southwest Region Liaison (2016-2018)

PROJECT EXPERIENCE

PLANNING & NEPA COMPLIANCE

Dallas Area Rapid Transit (DART) General Planning Consultant Team/South Oak Cliff 3 (Blue Line Extension)* | URS Corporation now AECOM | Dallas, Dallas County, TX | Project Manager

CMEC Project Manager for tasks assigned under mentor-protégé relationship with URS. Responsibilities include environmental assessment, alternatives analysis, environmental data collection, and project management. Projects included South Oak Cliff 3 Blue Line Extension – Existing Conditions, Conceptual Alternatives Analysis, and Detailed Alternatives (October 2011). PE/EA plus THC studies and USACE Jurisdictional Determination completed and public hearing supported by Ashley was conducted fall 2012.

West Loop Transit Assessment* | DMJM+Harris | Houston, Harris County, TX

Worked with planning team to conduct a field investigation for bus transit resources in the Westheimer area of Houston. Tasks included creating an inventory of sidewalks, bus stops, and bus shelters for use in determining connectivity of transit amenities in an increasingly pedestrian-friendly neighborhood.

Sessom Creek Wastewater Improvement Project* | Friese & Associates/City of San Marcos | San Marcos, Hays County, TX | 2012-2015 | Project Manager

Project Manager for wastewater line improvement project; oversaw preparation of Environmental Technical Memorandum, informal coordination with USFWS, PCN permit application for possible impacts to Sessom Creek and the San Marcos River during construction, and early stages of cultural resources coordination (ultimately project required data recovery excavations and monitoring for archeological resources under CMEC Cultural Resources Manager Chris Dayton in close collaboration with the Center for Archeological Studies at Texas State).

Arterial A – Alternatives Analysis Phase I and County Environmental Assessment* | AECOM | Travis County, TX | 2011-2012

Prepared environmental constraints mapping, alternatives analysis matrices, and actively participated in Context Sensitive Solutions public meetings and prepared Environmental Assessment for a route between Parmer Lane and US 290 (December 2011). Phase II included an Environmental Assessment and Archeological Survey (submitted to Travis County 8/2012).

Franklin Lift Station* | K. Friese & Associates | San Marcos, Hays County, TX | 2012 | Project Manager

CMEC Project Manager for preparation of a due diligence Environmental Technical Memorandum for a proposed lift station for wastewater line improvements in San Marcos, Texas. September 2012.

UEC Burke Hollow ISR Mine Socioeconomic and Ecological Assessment (SEA)* | Uranium Energy Corp | TX | 2012

Community impact analyst for SEA in support of radioactive materials license for proposed in-situ removal (ISR) uranium mine and processing facility. Socioeconomic tasks included detailed data collection and analysis within 80-km windrose around site center and determination of Environmental Justice status of various sections of the windrose, along with discussions of local economic conditions and basic study area health information for approximately 700+ acre study area.

Environmental Technical Memorandum and Archeological Investigations for the Proposed San Antonio Water System (SAWS) Cibolo Creek Sewershed Flow Diversion* | SAWS/Kimley-Horn and Associates | Bexar County, TX | 2011-2012

CMEC performed archeological pedestrian survey and shovel testing in 3.2-mile, 17.2-acre area of potential effects for SAWS sanitary sewer improvements in northeast San Antonio. One known prehistoric site revisited, one new prehistoric site recorded. CMEC also provided ecological services (hazardous materials Phase I ESA, threatened and endangered species habitat assessment, wetland/jurisdictional waters delineation) for the project.

Environmental Technical Memorandum and Archeological Investigations for Proposed San Antonio Water System (SAWS) Sanitary Sewer Improvements Along W-2 Huebner Creek: Eckhert to Bandera* | SAWS/Kimley-Horn and Associates | Bexar County, TX | 2011-2012

CMEC performed archeological pedestrian survey and shovel testing in 2.3-mile, 32.9-acre area of potential effects for SAWS sanitary sewer improvements in northwest San Antonio. CMEC also provided ecological services (hazardous materials Phase I ESA, threatened and endangered species habitat assessment, wetland/jurisdictional waters delineation) for the project.

Grand Street Overpass at 3rd Avenue/BNSF Railway CE for the TxDOT Amarillo District* | TxDOT Amarillo District | TX

This project involved an alternatives analysis considering a rail relocation compared to an overpass to eliminate a situation where a residential neighborhood was often blocked in between railroad lines when trains were on the lines. Extensive public outreach coordinated through TxDOT and the Amarillo MPO including widely distributed flyers and mailers in four languages (English, Spanish, Laotian, and Vietnamese based on socioeconomic and environmental justice research conducted by CMEC and community outreach specialists) resulted in well-attended public meetings. The project was cleared on a fast-track schedule to retain funding under the American Recovery and Reinvestment Act project. CE was approved 2/2/2010.

* denotes projects completed with other firms prior to working for Stantec

Lava Lane Improvements* | Rhed Oaks Engineering | Travis County, TX

Prepared an Environmental Assessment document for HUD-funded street and drainage improvements for a roadway extension and school bus turnaround. The area had very limited access from a county road and designs aimed to provide for safe emergency services and school bus turnaround in an area without adequate access for services. EA FONSI March 2010.

EIS Process and Case Study Analysis for TxDOT Environmental Affairs Division (under TxDOT Document Preparation Evergreen), Austin* | TxDOT Environmental Affairs Division | Travis County, TX

CMEC and ICF (subcontractor) performed case study analysis of four EIS documents in four different states to determine what lessons may be learned for TxDOT's benefit as the agency updates their EIS guidance for increased efficiency, clarity, and legibility. The analysis included preparing a table comparing details including schedule, major issues, public involvement, whether Technical Reports or appendices were used and other information. Additional analysis was conducted to determine the reasons certain Technical Reports were updated between the DEIS and the FEIS phase where applicable. Several working conference calls with TxDOT ENV leadership were held. CMEC and ICF were also provided an opportunity to review draft EIS and Required Content guidance documents to support TxDOT ENV's efforts to update those tools for distribution via TxDOT's environmental toolkit. Completed February 2021.

TxDOT Environmental Document Preparation Evergreen, TxDOT Environmental Affairs, Austin* | TxDOT Environmental Affairs Division | Travis County, TX

For on-call contract for environmental document preparation, roles have varied from Deputy PM to Task Leader, CIA Preparer, and QA /QC Reviewer. Conducted more than 20 Quality Assurance/Quality Control Document reviews. Served as ENV Planner for August 2010. Numerous documents prepared include Categorical Exclusions and EAs in numerous districts statewide; prepared guide on How to Use Census data; helped develop revised Indirect and Cumulative Impacts guidance; conducted analysis of four EISs to provide suggestions for TxDOT ENV's updated EIS guidance. Current assignment includes I-35 Capital Express DEIS – Additional Studies for transportation equity analysis. Evergreen Contracts were for 2009–2010; 2011–2012; 2013–2014; 2015–2016; 2017–2018; 2019–2020; 2021–2022.

Camino Real Regional Mobility Authority On-Call Engineering and Environmental Services* | CEA Group | El Paso County, TX

CMEC supports CEA Group for several projects that are currently underway under this contract, including Winn Road Environmental Assessment, Paseo del Norte Roundabout CE, Pellicano Drive D-list CE, John Hayes Extension, and Bob Hope Road improvements. CMEC has led extensive public involvement efforts to comply with TxDOT El Paso District outreach and documentation requirements. Projects involve coordination with engineer, city, county, Camino Real Regional Mobility Authority, and TxDOT. 2019–2024.

SH 6 Feasibility Study – I 10 to Clay Road, TxDOT Houston District* | AECOM (for TxDOT Houston District) | Harris County, TX

Project Manager for feasibility study comparing various options for raising SH 6 above the floodplain of Addicks Bayou in an area of increased development and flooding concerns. Project Manager for preparation of a Feasibility Study – environmental considerations and alternatives analysis, including GIS mapping and evaluation matrix with feasibility study report. Managed additional analysis of potential USACE permitting issues should cut and fill considerations be included in future permitting beyond feasibility study phase. 2017.

North Houston Highway Improvements Project (NHHIP) – DEIS and FEIS* | AECOM | Harris County, TX

CMEC Project Manager. For this approximately 25-mile project along I-45 from US-59/I-69 to Beltway 8 North, including improvements on US-59/I-69 between I-45 and Spur 257 in Harris County, Texas, CMEC supported AECOM and TxDOT Houston District as task leader for indirect impacts analysis presented in the DEIS; peer reviewer for Environmental Justice analysis and Community Impacts Assessment; task leader for the Cumulative Impacts Technical Report; and coordinator of the FEIS. CMEC staff participated in public hearings, conducted archeological survey and prepared an Archeological Survey Report, the Biological Services Technical Reports, and the Hazardous Materials Technical Report in support of the EIS documents. CMEC compiled the FEIS for the project team and coordinated with TxDOT Houston District and Environmental Affairs Division. Record of Decision signed February 3, 2021. Title VI and EJ consulting – ongoing with TxDOT Houston District staff under a Houston District Environmental work authorization.

** denotes projects completed with other firms prior to working for Stantec*

Project Connect – Blue Line and Gold Line, Capital Metropolitan Transportation Agency (CapMetro)* | HNTB | Travis County, TX

CMEC Project Principal and Project Manager. CMEC supported HNTB working with CapMetro to plan and develop major enhancements to Austin's transit infrastructure. Coordinated with planning and cultural resources staff. QA/QC reviewer for Station Area Evaluation including detailed socioeconomic analysis and GIS mapping. Supported CMEC staff and coordinated with client's task leads for preparation of multiple deliverables including the Environmental Analysis Memorandum, Alternative Analysis, Bridging Document, and Planning and Environmental Linkages study. Participated in twice monthly status calls and tracking environmental aspects of public and pre-NEPA project development phase. 2018-2020; project proceeding into NEPA and Section 106 compliance phase in late 2020; CMEC is responsible for hazardous materials, neighborhood and community impacts, environmental justice, historic resources, archeological resources, DEIS and indirect and cumulative support. Ongoing in 2022.

Williamson County Corridor Studies (A -1, A-2: SH 130 to SH 95) and Environmental Compliance Documentation for Proposed Williamson County Southeast Loop Roadway Project (SH 130 to FM 3349)* | JMT/Williamson County | Williamson County, TX

Project Principal responsible for preparing early stages of Route Study environmental analysis and reporting for dozens of conceptual corridors between SH 130 and SH 95 in Williamson County. Supported public engagement events and consulted with client and GEC on regulatory compliance issues. For the subsequently defined "Southeast Loop", Ashley held QA/QC responsibilities for historic resources survey for risk management considerations related to Section 106; archeological survey and reporting; water and biological resources (wetland delineations, rare species habitat assessments, vegetation surveys); land use mapping reports. Historic resources report received concurrence on findings from SHPO in 2020. Ecological Technical Memos were accepted by the County in 2019 and 2020. THC reporting for Archeological Survey Permit 9235 in progress in 2022.

TxDOT Scientific Services Indefinite Deliverables Contract for Environmental Documentation for the TxDOT Houston District, Houston* | TxDOT Houston District | Harris County, TX

Served in various roles from Community Impact Analyst, Public Involvement Specialist, Hazardous Materials ISA Preparer, QA/QC Reviewer, and Project Principal for numerous work authorizations. CMEC has prepared Technical Memoranda including historic resources project coordination reports, archeological background studies, historic resources survey reports, archeological surveys, biological evaluation forms and reports, wetlands/waters of the U.S. reports, noise and air quality analysis QC, land use and community impact assessments, public meeting summary and analysis reports, hazardous materials initial site assessments, indirect and cumulative impact analysis, agency coordination facilitation, and GIS mapping analysis for multiple work authorizations. Several projects are substantially completed and in TxDOT review; other projects are in the data collection phase. Ashley conducts QA/QC reviews on numerous technical documents and submittals to TxDOT. Ashley has been charged with tasks that vary from project to project for numerous work authorizations during 2014 and 2015; CMEC was reselected for 2016-2017; 2018-2019; 2020-present.

I-35 Northeast Expansion (NEX) – EA Reevaluation, from I-410 South to FM 1103, TxDOT San Antonio District, Bexar, Comal, and Guadalupe Counties* | Garver | TX

TxDOT proposes to expand I-35 to improve mobility from I-410 South to FM 1103. This project builds on a past PEL study and EA FONSI from 2015 and would construct two 15-mile long bridges (i.e. upper decks) between the I-35 main lanes and frontage roads from I-410 South to FM 3009. These upper decks would carry one high occupancy vehicle (HOV) lane and two general purpose lanes in each direction. Additional bridges would be constructed to connect the new upper decks of I-35 to I-410 South, I-410 North, Loop 1604 West, and Loop 1604 East. The proposed improvements between FM 3009 and FM 1103 would include at-grade widening of the main lanes for the addition of two general purpose lanes. The project would require approximately 36.5 acres of new right of way. CMEC prepared the Tier 1 Site Assessment and Biological Evaluation Form; Water Resources Tech Report; Historic Resources Project Coordination Request Memorandum; Archeological Background Study; and supported the Documented Reevaluation Checklist. CMEC managed the public involvement process including the Public Hearing for the Garver team. The project was cleared (EA FONSI verification) in September 2019.

I-45 North Planning and Environmental Linkage Study for the TxDOT Houston District* | AECOM/TxDOT Houston District | Montgomery County, TX

Project Principal, QA/QC review for environmental constraints identification and public involvement support for a wide corridor centered on existing I-45 from Loop 336 to Beltway 8. CMEC collected GIS-based constraints data for cultural, ecological, and human environment considerations, prepared maps for public involvement open houses, and participated in open house activities such as identifying public transportation priorities, mobility needs, and concerns that could be remedied with transportation improvements. 2018-present.

Pensacola Dam Widening Project* | Benham | Mayes County, OK

CMEC Project Manager: oversaw historic, archeological, biological, and socioeconomic tasks; coordinated meetings between GRDA and ODOT; prepared property owner notification letters; conducted field investigations; and oversaw preparation of the Socioeconomic Specialist Study and prepared environmental sections of a federal BUILD grant application. CMEC historians prepared a Section 4(f) analysis for the historic bridge and conducted a historic resources survey. CMEC biologists prepared Biological Resources and Water Resources Specialist Studies, according to ODOT specifications. Field investigations included a delineation of waters of the U.S., Bald and Golden Eagle nest assessment, and habitat assessment for nine federally listed threatened and endangered species. ODOT and USFWS consultation was completed in September 2019 with approval of all completed surveys and reports. Although the BUILD grant application was not successful, all Specialist Studies remain valid for work within the study areas investigated by CMEC staff. 2018-2019.

Loop 88 Environmental Assessment (FM 1585 to US 62/82) for the TxDOT Lubbock District* | Bridgefarmer & Associates/TxDOT Lubbock District | Lubbock County, TX

Senior Planner for TxDOT Lubbock District's proposed construction of a segment of a new loop along a portion of the existing Farm-to-Market Road (FM) 1585 from 0.5 miles north of U.S. Highways (U.S.) 62/82 to 0.5 miles east of U.S. 87 in Lubbock, Texas. The project length is approximately 12.4 miles. The proposed improvements would convert the existing two-lane rural FM 1585 roadway section to an access-controlled, four-lane divided freeway section with frontage roads and ramps. The improved roadway would be designated as State Loop 88. Community impacts included more than 137 residential or commercial plus 8 "other" displacements, and the EA was supported by a detailed technical report and Environmental Justice analysis. Detailed Indirect and Cumulative Impacts analysis was also constructed on a constricted timeline for reviews and revisions to maintain the schedule. FONSI 2/27/18.

Zaragoza Port-of-Entry, Pan American Drive and Winn Road Build Improvements Environmental Assessment for the TxDOT El Paso District* | CEA Group/TxDOT El Paso District | El Paso County, TX

CMEC Project Manager: This project would consist of widening the existing Winn Road between Pan American Drive and Southside Road plus construction of a new location roadway extension heading west and then north from Southside Road to connect the existing Winn Road to Rio Del Norte Drive. The project forms a "J" shape and is approximately 2.03 miles long. Approximately 7.6 acres of proposed right-of-way would be required for project implementation, including land for roadway construction and the expansion of the detention basin. The proposed project design would alleviate congestion, facilitate movement of cross-border traffic through the Zaragoza Port-of-Entry, and help reduce freight congestion on State Loop 375. Key issues included coordination with the City of El Paso (local government project), Camino Real RMA, and TxDOT in addition to historic irrigation canals, biological resources, air quality coordination with FHWA, EJ outreach and public involvement. FONSI 8/15/2018.

Socioeconomic Impact Assessment for a Consolidated Interim Spent Fuel Storage Facility (CISF) at the Waste Control Specialists Site* | Interim Storage Partners (formerly Waste Control Specialists, LLC) | Andrews County, TX

Project Manager and Community Impact Analyst. CMEC prepared a Socioeconomic Impact Assessment (SIA) in support of a Nuclear Regulatory Commission license application for the proposed CISF in Andrews County, Texas. The Environmental Report was prepared consistent with the requirements specified in Title 10 CFR Part 72, Licensing Requirements for the Independent Storage of Spent Nuclear Fuel, High-Level Radioactive Waste, and Reactor-Related Greater Than Class C Waste. The Environmental Report including the SIA was prepared consistent with NUREG-1748, Environmental Review Guidance for Licensing Actions Associated with Nuclear Material Safety and Safeguards (NMSS) Programs and The National Environmental Policy Act (NEPA). Components of the SIA included compiling demographic and socioeconomic information within 30 miles of the project site, existing social structure in the region of interest; historic, scenic, cultural and archeological resources. Ashley presented the preliminary findings at a pre-application meeting at the Nuclear Regulatory Commission in Rockville, MD in June 2015. An updated analysis was prepared for ISP, a partnership between WCS and Orano. CMEC managed an update of the original report in late 2019. The FEIS for the license application has been published by the NRC in 2020. 2015-2019. NRC issued the license to Interim Storage Partners on September 13, 2021.

VIA Transit Agency General Planning Contract, San Antonio* | Cambridge Systematics | Bexar County, TX

Project Manager. For Cambridge Systematics, CMEC prepared high level environmental constraints for five rapid transit corridors assessed as potential routes for various transit options in San Antonio. CMEC contributed to the Alternatives Analysis Report and prepared the Environmental Screening Analysis, including a matrix to assess comparative impacts based on constraints within each corridor. CMEC prepared the draft Categorical Exclusion and environmental approach sections to support the BUILD grant application for the Robert Thompson Transit Center Joint Development project (July 2019). February 2017-2019.

VIA Transit Agency General Planning Contract* | HNTB | San Antonio, Texas, United States

Project Manager. For HNTB, CMEC prepared a more detailed assessment of environmental constraints for five rapid transit corridors, including additional data collection, and fleshed out discussions of existing conditions within the study area. CMEC researched and provided a discussion of environmental regulatory requirements that may apply to projects. This information was folded into the Standard Operating Procedures for VIA during project development (2018). CMEC also prepared a Phase I Environmental Site Assessment for a proposed paratransit facility (the BMW site) (2018).

VIA Transit Agency General Planning Contract - Advanced Rapid Transit Corridor Studies* | WSP | San Antonio, Texas, United States

Project Principal. For WSP, for the North/South Advanced Rapid Transit Corridor, CMEC now Stantec prepared an alternatives analysis and Red Flag constraints analysis document including extensive GIS mapping for the 12-mile transit line with 27 potential station locations running from the San Antonio International Airport to Roosevelt Avenue. Responsibilities included preliminary Section 106, Section 4(f), and Section 6(f) documentation (completed in 2021). NEPA and Section 106 compliance phases are currently underway in 2022.

Capital Metropolitan Transportation Authority (Cap Metro), Downtown Redline Station, Austin* | Downtown Gateway Partners | Travis County, TX

Project Manager: CMEC was a subconsultant for environmental services to Downtown Gateway Partners. CMEC assessed the previously cleared CE document against 30/60/90 percent design changes to determine whether additional environmental investigations or clearances would be needed. CMEC has reviewed previously prepared documents, assessed design changes/potential impacts, prepared the Documented Reevaluation Checklist and supporting documentation (including public involvement information), and relayed information to DGP and Cap Metro staff. COA Environmental Resources Inventory was completed. TxDOT Documented Reevaluation Checklist was approved May 3, 2018. CMEC was tasked with compliance monitoring during construction. 2017-2020.

ODOT NEPA Services Projects*

Project Principal, QA/QC Lead for ODOT NEPA projects. Oversight and QA/QC of specialist studies including US 270 Latimer County; SH 152 Beckham County; SH 36 Tillman County; SH 11 Tulsa County; US 59 Ottawa County; SH 29 Stephens County and several other work authorizations. QA/QC and Project Principal role for the Local Government IDIQ contract as well. 2016-2020.

Dallas Area Rapid Transit (DART) Colorado Beckley Dallas CBD Streetcar Circulator State CE* | URS Corporation (now AECOM) | Dallas, Dallas County, TX | Project Manager

CMEC Project Manager for preparation of Technical Reports in support of a CE determination by TxDOT Dallas District (funding partner) for an extension of the Union Station to Oak Cliff Street Car farther into the Bishop Arts District. Tech Reports were prepared for Biological Resources, Water Resources, Parklands, and Socioeconomics. Approved by Dallas District Environmental Coordinator January 18, 2015.

I-20 (Robinson Rd. Grand Prairie) Frontage Roads Environmental Assessment (SH 161 – FM 1382) for the TxDOT Dallas District* | TxDOT Dallas District | Dallas County, TX

Co-Project manager responsible for QA/QC for the preparation of the EA which proposes the construction of new frontage roads, ramps, and other improvements along I-20 within the City of Grand Prairie, Texas. Supported the community impacts assessment and indirect/cumulative impacts analyses. Presented the environmental portion of the public hearing script at the project hearing held in March 2015 and was responsible for the public hearing summary and analysis. FONSI 11/2/15.

Municipal Landfill Environmental Justice Analysis* | Green First | Waller County, TX

Planner and Community Impact Analyst for a Demographic Study for a one-mile study area around a proposed municipal landfill in Waller County, Texas. 2010 Census Redistricting data for race/ethnicity and American Community Survey data (2005-2009) for income and poverty were obtained. EPA standards for identifying bilingual populations by funding to nearby elementary schools were used. Field investigations and land use mapping were conducted to assess the potential for disproportionate, adverse impacts to low-income and/or minority populations in the study area. 2010.

Loop 360 Landfill Relocation for the City of Austin* | Halff Associates | Travis County, TX

Project Manager responsible for the preparation of the City of Austin Environmental Assessment for relocation of an illegal landfill located in Barton Creek greenbelt parkland. Project also includes preparation of a revegetation plan, infrastructure application under the BCCP, and construction phase monitoring. EA and compliance documents completed fall 2010/spring 2011. Construction monitoring winter 2012 for air quality, tree protection, and water quality BMPs. 2010-2012.

** denotes projects completed with other firms prior to working for Stantec*

SH 80 Shared Use Path PCE, Thorpe Lane Improvements SCE, San Marcos* | Kimley-Horn and Associates | Hays County, TX

CMEC prepared a Programmatic Categorical Exclusion for review by TxDOT Austin District / the North Region for a shared use path for vehicles and bicycles over a railroad. CMEC prepared a State Categorical Exclusion for intersection improvements at SH 80 and Thorpe Ln. 2011.

La Entrada al Pacifico Corridor Study* | HDR, Inc.

Project Manager through existing conditions assessment phase for the corridor study from Midland-Odessa, through the Alpine area across the Texas/Mexico border. Participated in public meetings in Alpine, Presidio, Fort Stockton, and Midland-Odessa to request input from residents about the proposed corridor alternatives. Coordinated environmental constraints mapping for use at public meetings. At Hicks & Company; Fall 2006 – Spring 2007.

Texas Facilities Commission Site Services Engineer, Phase 1 Environmental Services, Austin* | Cobb-Fendley & Associates | Travis County, TX

Contract and Project Manager. Coordinated with Cobb-Fendley and the Texas Facilities Commission (TFC) to perform various environmental investigations at two specific sites under the purview of TFC. The North Austin Complex is a multi-block facility in north Austin, Texas. The Capitol Complex is part of the State of Texas Capitol Complex downtown. For both sites, Ashley collaborated with the project Site Services Engineer (SSE) to understand work proposed at each location and clearances that needed to be documented prior to construction. Specific technical investigations that were conducted by the CMEC staff included historic resources assessments, archeological subsurface testing near Bob Bullock Museum, Texas Historical Commission communications, and hazardous materials documentation (Phase 1 Environmental Site Assessments). Project management tasks required proactive communication and closely tracking field activities for hazardous materials and archeology tasks. 2016-2017.

City of Lubbock Erskine Street (Texas Tech Parkway to Indiana Ave.) Environmental Assessment* | Kimley-Horn and Associates | Lubbock County, TX

Project Manager for Environmental Assessment for City of Lubbock project with oversight by TxDOT Lubbock District. The proposed improvements would take place along the existing Erskine Street, with new right-of-way to be added at various locations on both sides of the existing roadway. Additional sidewalks would be added on the north side of the project at the locations where sidewalks are not present. Environmental considerations included changes in travel patterns and access, documentation that a 4(f) analysis would not be required despite some Texas Tech golf course property falling within the existing roadway, drainage patterns related to Texas Tech conservation land on the south side, and hazardous materials considerations. Public involvement included MAPOs and NAOPH. FONSI 4/7/2016.

FM 1560 from SH 16 to Loop 1604 Environmental Assessment* | Rodriguez Transportation Group | Bexar County, TX

Community Impact Analyst for completion of EA preparation for roadway improvements along FM 1560 from SH 16 to Loop 1604 in Bexar County, Texas; analysis included socioeconomic impact assessment and indirect and cumulative impacts analysis with local expert planner interviews. FONSI 2015.

Capital Metro Lakeline Station City of Austin Environmental Resource Inventory, Austin* | Capital Metro/Chan & Partners Engineering, LLC | Travis County, TX

QA/QC reviewer for preparation of a COA Environmental Resources Inventory related to a proposed expansion of parking facilities at the Lakeline bus terminal. Resource considerations and coordination included the preparation of a Geologic Assessment (by others). 2015.

Tyler Longview Regional Toll and Environmental Justice Analysis, for the TxDOT Tyler District* | LJA | Tyler District, TX

Supported LJA to conduct a regional toll network analysis for TxDOT and the Tyler and Longview MPOs. Prepared Tyler MPO analysis including GIS scenario and analysis mapping for Build and No Build options to supplement 2035 MTP and assess the overall indirect and cumulative impacts associated with the future planned toll network. Analyzed how the overall toll network and tolling could affect low-income and minority environmental justice populations, land use and air quality in Tyler. As segments of Toll 49 are evaluated through the NEPA process, project level toll analysis will be conducted, with excerpts from this RTA being included in those documents. Presented to MPO Boards July 2014, final approval anticipated January 2015.

SH 45 Southwest Environmental Impact Statement From Loop 1 (MoPac) to FM Road 1626, for the TxDOT Austin District (CSJ 1200-06-004, 1200-07-001), Austin, Travis and Hays Counties* | TxDOT Austin District and CTRMA | TX

CMEC was the Water Resources/Water Quality (Larry Cox) and Indirect and Cumulative Impacts Analysis Task Manager (Ashley McLain) for this state-funded EIS, a controversial limited access four-mile toll road project in a relatively undeveloped part of south Austin. Public concerns about potential impacts to endangered species required design coordination to minimize adverse impacts to sensitive resources associated (karst features, groundwater flow paths, and adjacent woodlands). CMEC provided water quality analysis, Technical Appendices, and EIS chapters. CMEC developed the Indirect and Cumulative impacts section. Robust technical analysis and planner interviews were conducted. The Draft EIS was produced in collaboration with other technical/agency partners in a compressed schedule to publish a final EIS signed by TxDOT ENV on January 20, 2015. Record of Decision signed 3/4/2015.

* denotes projects completed with other firms prior to working for Stantec

Metropolitan Transit Center of Harris Authority (METRO), Houston* | WSP | Harris County, TX

CMEC provides support services for METRO's General Planning Consulting Services contract on an as-needed basis. These services include environmental compliance documentation services for approval by the Federal Transit Administration (FTA) (Categorical Exclusions, Environmental Assessments), biological assessments and evaluations, hazardous materials investigations, cultural resources investigations and coordination (archeology and historic resources), wetland delineations and assessments, water resource studies and investigations, community impacts analysis (environmental justice, socio-economic impacts), indirect and cumulative impact analyses, as well as various regulatory permits (US Army Corps of Engineers, U.S. Coast Guard, etc.). Projects include Metro Police Department CE, West Bellfort and Missouri City Park and Ride CEs; and Inner Katy Bus Rapid Transit CE. Project Principal and co-Project Manager with Susan Patterson. 2018-2020; reselected for 2021 GPC cycle.

IH 35 Central Planning and Environmental Linkage Study for the TxDOT San Antonio District* | TxDOT San Antonio District/HDR Engineering | Bexar County, TX

Project Manager and Community Impact Analyst. For this PEL study (which is similar to a Feasibility Study), CMEC collected environmental, land use, and cultural resources constraints data for a large study area that included a one-mile buffer around downtown San Antonio bordered by I-35 to the north and west, I-10/US 90 to the south, and I-37 to the east. CMEC supported the PEL Questionnaire documentation plus developed the Affected Environment Technical Report, the Purpose and Need Technical Report, the Alternatives Evaluation Report for nine categories of potential environmental impacts from the No Build alternative, two complementary strategies, five operational strategies, and five capacity and re-routing strategies. CMEC prepared extensive constraints mapping for meetings and documentation; participated in numerous stakeholder and technical work group meetings. Completed summer 2015.

IH 10 from SH 46 to Fair Oaks Parkway (CSJ 0072-06-074; 0072-06-075; 0072-07-068; 0072-07-070), Bexar and Kendall Counties* | HDR Engineering | TX

Project Manager and Community Impact Analyst for Categorical Exclusion. TxDOT proposes shifting the mainline pavement toward the frontage roads by 17' per side to allow for future expansion of the freeway. The frontage roads would be widened or rebuilt to accommodate one-way operation and an X-ramp configuration. Conducted field work and provided QC for Technical Reports including need and purpose, biological evaluation including TPWD coordination, water resources, hazardous materials ISA, and noise analysis. Supported public involvement activities. 2015. Cleared 12/27/2016.

US 87 Railroad Underpass, Dalhart Environmental Assessment for the TxDOT Amarillo District via ENV (CSJ 0040-03-059), Dalhart* | TxDOT Amarillo District | Dallam County, TX

This project involved lowering US 87 up to two feet under the Union Pacific Railroad (UPRR) bridge and the addition of a detention facility to improve drainage during flooding situations. Under the bridge, US 87 would be one 12-foot lane and one 14-foot shared use lane in each direction. A 10-foot sidewalk would be constructed on both sides of US 87 between US 54 and US 385. Approximately 0.4 acres of new ROW would be required. As Community Impact Analyst, Ashley prepared EA-level documentation with a community profile including census-based and American Community Survey data depicting demographic and socioeconomic information, income/poverty information, and industry data. She conducted Environmental Justice and Limited English Proficiency analyses. One business displacement was required for a detention pond, and hazardous materials monitoring was undertaken given past contamination. Prepared an Indirect Impacts analysis and a limited cumulative impacts analysis was included in the EA. Responsible for the public hearing summary report. FONSI 02/10/2015.

Fairgrounds Road from Pecan Avenue to State Loop 250 for the TxDOT Odessa District, City of Midland* | Dunaway Associates, Inc. | Midland County, TX

The City of Midland, with FHWA funding support, proposes to widen the existing N. Fairgrounds Road from two to five lanes from Pecan Avenue to Loop 250 (approximately 1.5 mile). The proposed project would require approximately 0.5 acre of proposed right-of-way. The technical report determined the project's potential effects from impacts to community cohesion, changes in access and travel, and beneficial impacts associated with the proposed project. Ashley was QA/QC reviewer for the socioeconomic impact assessment and the Section 4(f) de minimis determination under the DOT Act. Clearance obtained 4/29/2015.

VIA Transit Agency – Modern Streetcar Environmental Assessment, San Antonio* | AECOM | Bexar County, TX

Deputy Environmental Project Manager supporting AECOM and managing CMEC staff for preparation of Alternatives Analysis for eight alignment options. Conducted field work, prepared technical documentation, and managed preparation of Technical Memoranda for Water Resources, Parks, Ecosystems, and Cultural Resources in support of FTA NEPA EA document. Agency coordination management for cultural resources and ecology considerations. Managed preparation, coordination, comment response, and QC for Historic Resources Survey Report and Assessment of Effects Report. Prepared Section 4(f) Analysis and TxDOT Property Report. Provided communication support and QC for Martin/Medina Maintenance Facility Archeological Survey Report and Full Alignment Reports. Participated in numerous public and agency meetings, including Section 106 public outreach. Documents were shelf ready when project was paused by the City of San Antonio in August 2014.

Sun Bowl Drive CE for the TxDOT El Paso District* | TxDOT El Paso District (for ENV) | El Paso County, TX

Prepared socioeconomic assessment and QA/QC tasks for a Categorical Exclusion; reviewed technical documents including habitat assessment, vegetation mapping, wetland determination, hazardous materials ISA, and public involvement materials for a road widening project on University of Texas El Paso campus in El Paso County, Texas. Clearance received June 2013.

City of Round Rock – Downtown Revitalization and Mainstreet Improvements* | City of Round Rock | Williamson County, TX

As a subconsultant to Huggins, Seiler and Associates, CMEC prepared a HUD Categorical Exclusion checklist for with supporting documentation for this project. Technical issues included hazardous materials, historic structures, ecological resources, floodplains, and water resources. Widening would occur on Main Street from Mays Street to Blair Street, which will include removal of the existing pavement, sidewalks, curbs and gutters along Round Rock Avenue from Mays Street to Blair Street. This will change the current 5-way intersection to a 4-way intersection at Main Street and Mays Street. South of the widening project, illumination poles will be added to the roadway from the railroad/Lake Creek bridge to Nash Street. North of the widening project, an ADA-compliant sidewalk will be added to the east side of Mays Street to US 79. Project was cleared as a CE in June 2013.

Loop 335 Improvements from IH 27 East to FM 1541, Added Capacity CE for the TxDOT Amarillo District* | TxDOT Amarillo District | Randall County, TX

Project Manager and Community Impact Analyst. The proposed roadway would consist of improvements to Loop 335 in southeast Amarillo from IH 27 East to FM 1541 (3.5 miles). Approximately 57.5 acres of additional right-of-way would be required for this project, including land for a stormwater detention pond and drainage ditch. Conducted field work to identify communities and current and proposed land uses in the project area. Prepared the socioeconomic, EJ, and LEP analysis, which included some institutional populations. Interviewed local planners who provided specific information about potential induced development along the corridor. Assessed changes in travel patterns with regard to a cul-de-sac requested by residents typically affected by large church crowds and ingress/egress to/from Loop 335 and those impacts were assessed in the EA. CMEC prepared public meeting materials. Project was completed under a TxDOT ENV Evergreen contract. FHWA clearance 02/25/2013

Veterans Outreach and Transition Center Section 106 Analysis, City of San Antonio* | Terracon (and City of San Antonio) | Bexar County, TX

Served as Project Manager for Section 106 documentation efforts including managing coordination among Alamo Colleges, City of San Antonio Office of Historic Preservation, Texas Historical Commission, and Terracon. Project did not initially anticipate HUD funding but once that funding source was identified, Section 106 documentation had to be completed in a compressed timeframe. Worked with staff historian as she prepared Addendum to Background Research and Historical Standing Structure Survey Related to the Planned Development of a New Alamo Colleges Office Complex and Veterans Outreach and Transition Center, San Antonio, Bexar County, Texas. Coordination and documentation efforts led to a No Adverse Effects to NRHP properties determination so that the project could move forward and receive scheduled HUD funding (Section 106 clearance September 30, 2013).

IH 35 from IH North to IH 410 South Added Capacity CE for the TxDOT San Antonio District* | Kennedy Consulting, Inc. | TX

Managed an Added Capacity CE for operational improvements expanding capacity to four travel lanes. Project included a Scoping Checklist, Technical Memoranda including water resources, hazardous materials, noise, air quality, karst habitat survey, and Coordination for historic resources and archeology. Proactive communication/public outreach, solid technical work, and early submittal of the Technical Memos ensured the schematic design and environmental process under new environmental rules was completed in less than a year. CMEC prepared public meeting materials and attended to answer questions including environmental constraints graphics. Clearance obtained June of 2013, securing a \$25M funding grant for interchange construction and LOA.

Tyler Loop 49 West and South EIS Reevaluation for the TxDOT Tyler District* | TxDOT Tyler District | Smith County, TX

Task leader for socioeconomic issues for Reevaluation of Environmental Impact Statement for a 20-mile new location freeway through East Texas Piney Woods outside the City of Tyler (TxDOT – Tyler District). A detailed environmental justice and tolling analysis was conducted, focusing on origin/destination data with respect to socioeconomic characteristics of Tyler neighborhoods. 2016

Dallas Area Rapid Transit (DART) Union Station to Oak Cliff Streetcar Environmental Assessment* | URS Corporation | Dallas, Dallas County, TX | Project Manager

Project Manager for key environmental tasks, GIS, and Environmental Assessment preparation. The 1.6 mile streetcar project was funded by a TIGER grant; FONSI received from FTA in less than one year (July 21, 2011). Received Outstanding Achievement Award for Excellence in Environmental Document Preparation in the EA category from Federal Transit Authority (October 2011).

** denotes projects completed with other firms prior to working for Stantec*

Lime Kiln Road Environmental Services* | K. Friese & Associates | Hays County, TX

Project Manager for alternatives analysis, public meeting graphics, Tech Memo preparation, and oversight of THC coordination and archeological survey for proposed replacement of the bridge on Lime Kiln Road over Sink Creek. Project included informal coordination with USFWS. 2011.

Water Treatment Plant #4, City of Austin* | City of Austin/MWH Constructors | Travis County, TX

CMEC served as Environmental Compliance Manager to MWH Constructors, Construction Manager at Risk for the plant construction. Responsibilities include environmental components of training, site inspections, and periodic compliance audits. Plant opened December 2014.

North Tarrant Express, Segment West CDA Project for the TxDOT Fort Worth District* | AECOM | TX

Supported environmental tasks including initial environmental risk assessment, preparation of white papers on technical issues in EA with implications for construction phase, field investigations, coordination on Section 4(f), wetlands, and noise commitments. TxDOT Fort Worth District. 2009-2012.

Gilbert Lane Subdivision EA* | Crespo Consulting | Travis County, TX

Prepared socioeconomic, and managed wildlife habitat and vegetation, and HUD noise analysis for an Environmental Assessment for a Habitat for Humanity project for construction of affordable housing. FONSI received July 2010.

CR 273/274 from US 183 and 183A to RM 2243 (Leander "T") Environmental Assessment (CSJ 0914-05-149), City of Leander* | Klotz Associates, Inc. | Williamson County, TX

CMEC prepared an Environmental Assessment (EA) for this project. The City of Leander, with funding assistance from the Texas Department of Transportation (TxDOT), proposed to develop a new location roadway (CR 273) and a roadway upgrade (CR 274) in support of a Transit-Oriented Development district in Leander, Williamson County, Texas. Due to the Advanced Funding Agreement, the EA had to be prepared to TxDOT standards for NEPA compliance. Community Impact Analyst for preparation of a NEPA Environmental Assessment for a 1.1 mile roadway (CR 273/274) that will serve as the backbone for the 2,300 acre Transit-Oriented Development (TOD) adopted by the citizens of Leander, Texas. Extensive coordination was required between the City, their Urban Development officer, the engineer, and TxDOT. Prepared Indirect and Cumulative Impacts analysis section under NEPA per TxDOT's 2010 Guidance on Indirect and Cumulative Impacts Assessment. Land uses were mapped within a fairly large Area of Influence and for Resource Study Areas that included the full TOD. Analyzed land use, socioeconomic, community cohesion, impacts to public facilities, environmental justice, and limited English proficiency. Arranged the public hearing, presented technical data, and prepared a Summary and Analysis of the hearing which was held 10/5/2010. FHWA FONSI 11/19/2010.

Travis County Correctional Facility – Firing Range Expansion EA* | Travis County Sheriff's Office | Travis County, TX

Prepared EA for firing range expansion federally funded through the Community Office of Policing Services, Department of Justice. Addressed population growth in the area, race and ethnicity characteristics, income and poverty data, and assessed economic impacts utilizing the Bureau of Economic Analysis' Regional Input-Output Modeling System (RIMS II) using data on the local area personal income and the national input-output accounts. Employment, output, and earnings were estimated using the regional data for the construction industry sector. Responded to specific questions from DOJ reviewers regarding adjacent land uses such as Bergstrom International Airport and potential impacts such as noise, dust, and safety concerns about publicly-accessible baseball fields. Fences with barbed wire and several other Correctional Facility buildings separate the ball fields from the proposed firing range. These safety controls plus the design of the firing range eliminate any chance of members of the public coming into contact with live fire activities. Construction and energy impacts were also evaluated by Ashley to gain the DOJ FONSI. FONSI received November 2010.

NEPA Assignment Analysis and Training Materials* | University of Texas at Austin - Center for Transportation Research | Austin, Texas, United States

Ashley served as Consultant Advisor for this research project led by CTR staff. Abstract: Federal transportation law has authorized delegating the National Environmental Policy Act (NEPA) review and approval processes to state Departments of Transportation. The Texas Department of Transportation (TxDOT) is the second state DOT to assume this responsibility. The research assists the Environmental Affairs Division of TxDOT with the interpretation of the roles and responsibilities outlined in its current MOU with FHWA. The report includes an analysis of FHWA's audit findings for the California Department of Transportation's implementation of NEPA Assignment and makes recommendations for performance measures. The report identifies risks for MOU noncompliance through case law review of NEPA and has developed training power points for different groups involved in NEPA documentation. 2015.

University of Texas Center for Transportation Research
The National Environmental Policy Act: The City Staffer's Guide | 2021

Webinar Presentation Session 1: Introduction and Overview of NEPA Session 2: Conducting NEPA Analysis

I-35 Capital Express Final Environmental Impact Statement/ROD – Transportation Equity and Access Additional Studies supplementing the Community Impact Analysis | TxDOT Austin District and Environmental Affairs Division | Austin, Travis County, TX | 2021-2023 | Project Manager

Stantec Project Manager for additional studies to supplement the NEPA Community Impacts Analysis with a transportation equity investigation of the surrounding community. In the spirit of Justice40, the studies involved a novel screening process using socioeconomic data, health indicators, and existing active transportation infrastructure mapping plus remotely collected GPS data for pedestrian and bicycle transportation (using the Streetlight program) to understand the community with respect to the proposed highway improvements. By assessing equity focus Neighborhood Planning Areas and their bicycle/pedestrian heat maps and existing infrastructure, we aimed to understand how these communities currently do (or do not) use active transportation and do (or do not) cross I-35. The analysis included observations and potential opportunities to stitch together bicycle and pedestrian facilities between equity focus Neighborhood Planning Areas across I-35 in association with the Cap Ex project. Record of Decision 8/18/2023. Project was selected for WTS Heart of Texas Chapter Innovative Transportation Solutions Award for 2023.

Highland Heights Environmental Assessment* | AECOM (City of San Antonio Environmental On-Call). | San Antonio, Bexar County, TX

CMEC prepared the HUD compliance documents for this affordable housing project in the City of San Antonio. The project was proposed to meet the affordable component within the Highland Heights Tax Increment Refinancing Zone (TIRZ) and serve as a catalyst for revitalization of the surrounding area. The project would help meet the goal of San Antonio 2020 of providing mixed income housing to a largely market rate community. CMEC prepared the following documentation including all technical support data tables, analysis, and mapping: Environmental Assessment (EA), Compliance Checklist for §58.6 Statutory Worksheet and Checklist for the §58.5 authorities, Environmental Assessment Worksheet and Checklist in accordance with subpart E of 24 CFR Part 58. Project was cleared in October 2012.

Qualia Drive Relief Route Environmental Assessment (CSJ 0922-11-031)* | MACTEC (now AMEC) | Val Verde County, TX

The project involved construction of the Qualia Drive Relief Route from near Pepper Road to U.S. Port of Entry Facility Ingress/Egress Road connecting to Spur 239 in the city of Del Rio, Val Verde County, Texas. The length of the proposed project is approximately 0.34 miles and would require approximately seven acres of new right-of-way. The project is needed because there is currently no direct access from the existing Qualia Drive to Spur 239. Ashley conducted the community impact analysis for the project. Census data revealed that the area was an environmental justice community of concern from both a race and income perspective. However, Ashley determined that the community benefits outweighed the adverse effects (primarily during the construction phase) and therefore no disproportionately high and adverse impacts would occur. Open house and public meeting notices were published in Spanish to ensure full and fair opportunities to participate in public involvement activities. FONSI 12/09/2011.

Blocker Solar Renewable Energy Project Environmental Assessment* | Private Client | Travis County, TX | Project Manager

Project Manager for NEPA EA and THC archeology survey for USDA Rural Development Program - Rural Energy for America Program. Project covers ~26 acres of privately-owned land in southeast of Austin. The project would consist of the construction of a fixed ground-mount solar photovoltaic array, a pad-mounted utility transformer, a pad-mounted distribution switchgear, cabling, an access road, and a security fence, on privately owned land. The array would connect to an existing BEC transmission line. Agency coordination was conducted with TPWD, EPA, THC, and NRCS. Challenges included fast-track schedule (EA and agency clearance accomplished in four months). Achieved agency approval and FONSI on 4-30-2019.

* denotes projects completed with other firms prior to working for Stantec

COMMUNITY INVOLVEMENT

Panelist at various professional development events (GirlSmart, University of Texas Student Chapter panelist on career development/professional networking), WTS Heart of Texas Chapter

Selected Participant, WTS International - Women's Business Owners Roundtable 2017-2019

Multi-University Initiative Sponsor and Presenter, University of Texas - Cooperative Mobility for Competitive Megaregions (CM2), 2019-2020

Program Participant, HiPower – National Women's Professional Empowerment Network. Austin Ring 7 Signature Program, 2019

Austin Co-Leader, HiPower Alumni Board, 2021-Present

Forklift Danceworks Board Member, 2024-Present

University of Texas Environmental Science Institute Advisory Council and CRESSLE Task Force Leader 2023-present

PRESENTATIONS

Guest Speaker on Environmental Documentation. *Texas State University Aquatic Resources Ph.D. Program*, 2006.

Speaker on Environmental Justice, Megaregions, Census Data. *University of Texas Community and Regional Planning Program (Masters Level)*, 2015.

Guest Speaker on NEPA and Archeology Overview, with Sarah Luthman, Archeologist. *University of North Texas - PADM 4180: Urban Planning Studio*, 2022.

Getting Real: The Stories Behind the Impact. *WTS San Antonio Chapter Lattes & Leadership Quarterly Speaker Series*, 2022.

Environmental Science Professionals Course: Recurring Guest Panelist. *University of Texas*, 2018, 2019, 2021.

Working with Environmental Data in Transportation Planning and Development – panelist with Sr. staff from TxDOT AUS and CAMPO. *WTS Heart of Texas Professional Development Day*, 2021.

Panelist with Nicolle Kord and Adrienne Boer (TxDOT), and Samantha Champion (Hicks & Co). *TxDOT Environmental Affairs Division Conference Indirect Impacts Analysis under NEPA*, 2021.

State of the Coast Conference, New Orleans, LA. March 2023. Corporate Sponsor, Panel Introduction for Women's Leadership Breakfast.

Infraday Austin, TX. March 2023. Moderator for Transit Panel: Adding Access and Mobility to Texas Transit - Moderator for leaders from DART, VIA, Capitol Metro. Audience of 250 professionals.

L. Ashley McLain, AICP



September 9, 2024

Dear Selection Committee:

I appreciate the opportunity to submit my qualifications for consideration for the position of Community Expert in Community Planning/Sustainability for the Austin Transit Partnership Board of Directors. After 30 years in the environmental field (including non-profit work, education/outreach, and regulatory compliance consulting), I retired in November 2023 after managing the acquisition of Cox|McLain Environmental Consulting, Inc. (CMEC – a certified WBE/DBE/HUB company) by Stantec. My husband J.C. Schmeil and I have lived in Austin (78704) since 1994. We raised our sons here in AISD public schools and are now empty nesters.

During the last 10 months, I have served in several fulfilling volunteer capacities. I am on the board of Forklift Danceworks, an Austin-based not-for-profit organization that celebrates essential workers while educating community members. I serve on the University of Texas - Environmental Science Institute Advisory Council (UT ESI AC) and am the Task Force lead for Project CRESSLE, (Community Resilience integrated into an Earth System Science Learning Ecosystem). Through this grant-funded project, UT scientists partner with traditionally underserved communities to identify and tackle local climate challenges. I am part of the coordinating group for HiPower, a professional organization which helps executive level women take their work from success to significance. I was active in WTS Heart of Texas chapter for nearly two decades. Though these volunteer activities are rewarding, they do not require significant time commitments.

For me, these uncompensated experiences represent purposeful work without the constraints of maintaining paid employment. I am in the fortunate position to choose how I spend my time and resources. I am not employed in the public or private sector, and do not plan to rejoin the consulting world (unforeseen circumstances notwithstanding). I am committed to completing a personal writing project over the next few years, which would align well with completing a term as a volunteer ATP board member.

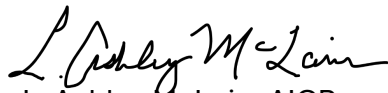
The attached professional resume shows project specific work in NEPA compliance for projects in Texas and Oklahoma, and a Gulf Coast regional business position for Stantec during CMEC's integration. As an AICP planner trained in community and regional planning, my technical work focused on socioeconomic and community impact analysis including environmental justice compliance under NEPA. In the latter years of my career, my responsibilities shifted to company management and strategy commensurate with my CEO

role. I have always been committed to transit in general and Austin in particular, so had a leadership role for CMEC then Stantec working on aspects of NEPA compliance for Project Connect Blue Line – Planning and Environmental Linkage and initial DEIS phases (prior to redesign). My team handled community impacts, hazardous materials, archeological resources, historic resources including Section 4(f), supporting the HNTB team for related deliverables. I last worked on this project in late 2022 and know the past couple years have been devoted to developing a new viable alignment that has undergone extensive analysis by ATP and its partner organizations.

When I saw the board announcement, I was reminded that one thing I vowed to support should the opportunity arise would be helping get light-rail transit over the finish line for Austin. I am especially interested in the efforts to minimize/mitigate displacements and the exploration of equitable transit-oriented developments. I know what life is like in a city with strong transit assets: I have lived and worked in New York, Washington D.C. and Paris and have traveled to Japan, Germany, Switzerland, and Scandinavia. I have always wished that all Austinites could experience a few days using a truly robust mature transit system.

If my past professional work constitutes a conflict of interest, I am not aware of it. Rather, I believe my technical and entrepreneurial experiences give me insight that could be helpful. The ATP board and staff include individuals I have known for years and for whom I have the utmost respect. If given an opportunity to serve on the board, I would devote the time and attention that such an important responsibility deserves.

With gratitude,

A handwritten signature in black ink, reading "L. Ashley McLain". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

L. Ashley McLain, AICP

Business Founder and Environmental Consultant (retired)



Business Founder and Environmental Consultant (Retired)

Ashley is an AICP-certified environmental planner and expert in National Environmental Policy Act (NEPA) compliance for infrastructure. Her experience stems from assessing impacts of private and public projects with Cox|McLain Environmental Consulting, Inc., a company she co-founded and led as CEO for 15 years. After expanding to multi-state offices (Texas, Oklahoma, DC Metro) and 100 environmental specialists, CMEC joined Stantec in 2021. Stantec is a global professional services firm with 28k people in 400+ locations. Ashley steered integration then in 2023, she served as the Regional Business Leader for the U.S. Environmental Services 9-state Gulf Coast Region. With her governance team, she led 400+ specialists in coastal resilience, ecosystem restoration, cultural resources, energy transition, nature-based solutions, assessment and permitting.

In November 2023, after 30 years in the environmental field and with legacy Cox|McLain staff firmly planted in key regional and national positions at Stantec, Ashley retired from consulting. She is exploring non-fiction/memoir writing, pursuing personal projects, and designing her next chapter. Ashley is a proud alumna of Stanford University and the University of Texas at Austin Community and Regional Planning program. She serves on the University of Texas Environmental Science Institute Advisory Council and volunteers for Forklift Danceworks. Ashley is a co-coordinator for the Austin rings of the professional organization HiPower.org – taking executive women from success to significance.

Son Beckett is a senior at Elon University in North Carolina and son Corbin is working in New York after completing undergraduate and graduate degrees at Stanford. Ashley's husband, J.C. Schmeil, AIA LEED AP attended Stanford University and UT Architecture School and is in private practice. Traveling with family is Ashley's favorite hobby, followed closely by hosting dinner parties for friends. She loves music, skiing, yoga, and founded a book club in 1997 that's thriving.

View results

Respondent		
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		Time to complete

Introduction

The Austin Transit Partnership is the local government corporation responsible for implementing Project Connect and leading Austin Light Rail Phase 1. ATP's Board of Directors provides strategic oversight of the program and is comprised of community experts and partners who are crucial to delivering the program.

This application is for the three Community Expert Director positions to include *Community Expert in Finance, Community Expert in Engineering and Construction and Community Expert in Planning or Sustainability.*

Separate from this application and nomination process, the Austin City Council will appoint a City Council Director and the CapMetro Board will appoint a CapMetro Director.

Application Instructions

Applications are due by 5:00 p.m. September 27, 2024. (The application deadline may be modified to meet the Nominating Committee's schedule if needed.)

Process Information, Frequently Asked Questions and more information at www.atptx.org/Board-Vacancy.

Complete the two-step process to submit an application for a Community Expert Director Board position:

1. Fill out the online form below.
2. Email a letter of interest (maximum 2 pages) and a resumé detailing relevant experience.

For questions about this application, please contact atpboardapp@atptx.org

Applicants may be contacted related to requests for additional information or related to an interview.

Basic Information & Acknowledgements

1. Public Information Acknowledgement:

Information submitted as a part of the application and nomination process should be considered public and may be requested as information responsive to the Texas Public Information Act. All applications will be published on the ATP website following the close of the application deadline. Following the nomination committee's recommendation, the names of the recommended appointees will be published on the ATP website two weeks prior to the appointment of the Community Expert Directors. *

☒ I acknowledge my information and my application will be made public.

2. Conflict of Interest and Lobbying:

The ATP Board Member shall:

- Not have a contract for property, goods or services with the City of Austin, the Capital Metropolitan Transportation Authority (CapMetro), or ATP;
- Not be employed by a contractor of the City of Austin, CapMetro or ATP;
- Not be a person who is registered or required to register as a lobbyist under City Code Chapter 4-8 or who is employed by a person registered or required to register under City Code Chapter 4-8.

If any of these conditions apply to you, you will not be eligible to be considered for the ATP Board of Directors and should not apply.

Please confirm that you do not have a conflict, are not a lobbyist as described above, and that, if appointed, you will promptly share any future conflicts of interest with the ATP General Counsel.

If you select "I DON'T KNOW" below, ATP Staff will contact you to gather additional information on the potential conflict for further review. *

☒ I DO NOT have a conflict as described above and am not a lobbyist required to register under City Code.

☐ I DO have a conflict as described above or am a lobbyist required to register under City Code.

☐ I DON'T KNOW if I have a conflict.

3. Full Name *

L. Ashley McLain

4. Address

*Note Address Format: Street, City, State, Zip **

[REDACTED]

5. Are you a resident of Austin? *

☒ Yes

☐ No

6. Email Address *

[REDACTED]

7. Phone Number *



Qualifications

8. Qualifications for the **Community Expert in Finance** position include:

- At least 10 years of experience in finance, financial management, banking or investing with a focus on large capital projects.
- Experience with budgets over \$250M and/or comparable academic policy experience.
- Community expert members of the ATP Board must be residents of the City of Austin.

Qualifications for the **Community Expert in Engineering and Construction** position include:

- At least 10 years of experience in engineering or construction of large capital projects in any section (transit, energy, industrial, commercial).
- Experience with multiple projects over \$100M (price/value/cost) or \$25M cumulative.

Qualifications for the **Community Expert in Planning or Sustainability** position include:

- At least 10 years of experience in urban planning, community planning, Equitable Transit Oriented Development (ETOD), sustainability, and/or environmental planning.
- Experience with community engagement with preferably three (3) to five (5) years of specific experience.

Which **Community Expert Director** position are you applying for? (Choose all that apply.) *

- ☐ Community Expert in Finance
- ☐ Community Expert in Engineering and Construction
- ☒ Community Expert in Planning or Sustainability

For your application to be considered complete, email the following two documents to atpboardapp@atptx.org:

- Letter of interest (maximum 2 pages); and
- Resumé detailing relevant experience.

Samuel Franco



Samuel Franco

PUBLIC-PRIVATE PARTNERSHIP EXPERT /
INFRASTRUCTURE PROFESSIONAL

Motivated infrastructure professional with extensive experience in public-private partnerships, government affairs/policy, cost/schedule, risk analysis, project management and project finance.

Work Experience

INFRAVEST STRATEGIES LLC

Founder / President, Mar 2018 - Present

Provide consulting services to public and private sector organizations on infrastructure development utilizing the public-private partnership (P3) process or other alternative delivery/finance methods.

- City of Pflugerville - P3 Delivery Options Analysis
- Consulted on student housing developments for the university system; delivered procurement documents and evaluation criteria for the project.
- Aided redevelopment of Puerto Rico's water meter infrastructure
- Led project management of the Travis County Civil and Family Courts Facility in Austin, Texas, from commercial to financial close
- Performed P3 suitability analysis on land border crossings for the El Salvador government
- Worked with the Department of Commerce through their Commercial Law Development Program, educating government sector officials on Public-Private Partnerships in Nepal and Mongolia.

CENTER FOR ALTERNATIVE FINANCE AND PROCURMENT

Director - Jan 2016 - Jan -2018

Launched the State of Texas' P3 initiative for social infrastructure and oversaw the Texas Facilities Commission's P3 program

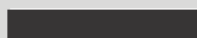
- Wrote and oversaw the Center's implementation plan
- Spearheaded the rewrite and ultimate adoption by the state legislature of the *Guidelines for Public-Private Partnerships* for the State of Texas
- Led P3 suitability analysis for the redevelopment of the GJ Sutton State Office Building in San Antonio, Texas
- Represented the Texas Facilities Commission and the Center at various national P3 conferences on the value of alternative delivery methods
- Conducted meetings with state legislators, local municipal elected officials and government relations professionals

FERROVIAL-AGROMAN U.S. CORP

Project Manager - Aug 2012 - Dec 2015

Worked in the Madrid-based firm's North American operations headquarters, overseeing multiple sectors of infrastructure construction and contract delivery methods

- Led a global team of design and construction professionals in the preparation and submission of proposals (price and technical) to various governmental agencies
- Oversaw successful proposal for a \$444 million award to Ferrovial-Agroman to build California High Speed Rail Construction Package 4



Work Experience

CENTRAL TEXAS HIGHWAY CONSTRUCTORS

Segment Engineer/Project Manager - Dec 2008 - Aug 2012

Monitored performance of Central Texas Highway Constructors workforce and subcontractors, including scheduling, cost control and forecasting of a \$250M, multiple highway interchange.

- Project was completed on three months ahead of schedule
- Finished project 10% under original estimated budget

Notable Projects

CHSPR - CONSTRUCTION PACKAGE 4 (RFP), Contract Value \$444M - CALIFORNIA HIGH SPEED RAIL AUTHORITY - PM for proposal submission

BERGSTROM EXPRESSWAY (RFP), Contract Value \$750M - CENTRAL TEXAS REGIONAL MOBILITY AUTHORITY - PM for proposal submission

PORTSMOUTH BYPASS PROJECT (RFP), Contract Value \$800M - OHIO DEPARTMENT OF TRANSPORTATION - PM for proposal submission

SH 183 MANAGED LANES PROJECT (RFP), Contract Value \$850M - TEXAS DEPARTMENT OF TRANSPORTATION - PM for proposal submission

Aerospace Propulsion Technician, United States Air Force - Rank: E5 (2001-07)

Commissioner, Austin Design Commission (2015 - 2023)

Chair, Austin South Central Waterfront Advisory Board (2017 - 2023)

Commissioner, Austin Urban Transportation Commission (2019 - 2023)

Anti-Defamation League, Glass Leadership Institute (2017-2018)

Board Member, Austinites for Urban Rail Action - nonprofit

Board Member, Center for Austin's Future - nonprofit

Board Member, (Vice President), El Paso in Austin Network - nonprofit

Board Member, MAS Cultura, Latino arts nonprofit serving South East Austin

Board Member, Del Valle ISD Education Foundation

Mentor, The New Philanthropists - Board Mentors of Color - diversity, equity, and inclusion board service preparation program

Strategic Advisor (Political), have advised several elected officials during their local political campaigns

Member, Association for Improvement of America's Infrastructure (AIAI)

Member, Urban Land Institute (ULI) - Local P3 Advisory Council

Education

BACHELOR OF SCIENCE - CIVIL ENGINEERING (DEC 2006)

The University of Texas at El Paso

MASTER OF SCIENCE - CIVIL ENGINEERING (MAY 2008)

The University of Texas at El Paso

Skills

- Exceptional communication and networking skills
- Fluent in Spanish, both verbal and written
- The ability to work under pressure and multi-task

Interests

- Running on Town Lake
- Two-stepping
- Rubbing my dog's belly

Samuel Franco



September 26, 2024

Attention: Austin Transit Partnership selection committee

Dear committee members,

As a civil engineer who has worked in the infrastructure industry for more than ten years, I have extensive experience in not just design and construction but also project finance and financial management of infrastructure with a focus on large capital projects — I know I'd be a great asset to the board of the Austin Transit Partnership (ATP). I have personally been “on board” with the notion of a robust, equitable transit system for our community for many years. Therefore, I'm eager to put myself forward for consideration as a community member of the Austin Transit Partnership board.

Growing up in a small farm town on the border, I understand what inadequate access to basic services can be. There were no public libraries or medical facilities in my town growing up. With no major grocery store, if we ran out of basic items like milk or eggs, we had to make do until we could justify the trip into El Paso, miles away. While mine was not a total lack of access, many Austin-area residents do struggle without access to robust, equitable transit. And my own experience has shown me the importance of transportation options for all.

My humble, hard-working parents made do with what they had to give us the opportunities that they did not. My father, a heavy-equipment operator who cleaned the Rio Grande for a living, instilled my desire to become a civil engineer. My mother always told me, “Mijo, you are better than no one and no one is better than you.” She instilled in me a deep desire for community service and a commitment to helping others.

I am proud of my strong Latino upbringing on the U.S.-Mexico border and hope to utilize my lived experience in the best and most appropriate way that I can on the ATP board.

Beyond my many years of experience in the infrastructure industry, my dedication to community work as a longtime, active Austin resident makes me a great fit for the ATP board. I have served on the Urban Transportation Commission and previously on the board of the nonprofit, Austinites for Urban Rail Action (AURA). As part of my community service work, I have performed community outreach for the East-Link Trail, an urban trail that connects North-Central Austin to the river east of I35. Lastly, I am currently running unopposed for

Samuel Franco



Del Valle ISD School Board Trustee in Single Member District 1. These and other experiences have deepened my ties in the community and made me aware of the various issues that Project Connect may face, including the potential displacement of people from their homes, the implications on the environment, and the importance of building an inclusive and equitable system. If selected for this board, I will actively seek the knowledge and input of the community along with field experts to craft solutions beneficial for all.

Furthermore, I am committed to working with the other board members, stakeholders, grass-roots organizers, nonprofit groups, and most importantly, the community, to ensure that Austin's transit expansion succeeds in a transparent and equitable manner. If there is one thing I have learned in my career thus far, it's that problems are best approached with humility and a willingness to learn from one another. In short, success in my eyes is everyone having their seat at the table.

As both a member of the board and the community, I will work to ensure that every cent of the those dollars approved by the voters are spent responsibly, thoughtfully and in a way that benefits not only the voters but all who will feel the impact of the decisions we make for generations to come, including our children and others who for whatever reason, cannot vote. The taxpayers have entrusted us with great responsibility. We must keep in mind that with these funds, we are not just investing in concrete, steel or even trains — we are investing in our communities and the region's bright future. I will not take such responsibility lightly. In closing, I would be honored to serve on the board of the Austin Transit Partnership.

Thank you for your time and your service to our community.

A handwritten signature in cursive script, appearing to read 'S. Franco'.

Samuel Franco

View results

Respondent

8

Anonymous

09:52

Time to complete

Introduction

The Austin Transit Partnership is the local government corporation responsible for implementing Project Connect and leading Austin Light Rail Phase 1. ATP's Board of Directors provides strategic oversight of the program and is comprised of community experts and partners who are crucial to delivering the program.

This application is for the three Community Expert Director positions to include *Community Expert in Finance, Community Expert in Engineering and Construction and Community Expert in Planning or Sustainability*.

Separate from this application and nomination process, the Austin City Council will appoint a City Council Director and the CapMetro Board will appoint a CapMetro Director.

Application Instructions

Applications are due by 5:00 p.m. September 27, 2024. (The application deadline may be modified to meet the Nominating Committee's schedule if needed.)

Process Information, Frequently Asked Questions and more information at www.atptx.org/Board-Vacancy.

Complete the two-step process to submit an application for a Community Expert Director Board position:

1. Fill out the online form below.
2. Email a letter of interest (maximum 2 pages) and a resumé detailing relevant experience.

For questions about this application, please contact atpboardapp@atptx.org

Applicants may be contacted related to requests for additional information or related to an interview.

Basic Information & Acknowledgements

1. Public Information Acknowledgement:

Information submitted as a part of the application and nomination process should be considered public and may be requested as information responsive to the Texas Public Information Act. All applications will be published on the ATP website following the close of the application deadline. Following the nomination committee's recommendation, the names of the recommended appointees will be published on the ATP website two weeks prior to the appointment of the Community Expert Directors. *

☒ I acknowledge my information and my application will be made public.

2. Conflict of Interest and Lobbying:

The ATP Board Member shall:

- Not have a contract for property, goods or services with the City of Austin, the Capital Metropolitan Transportation Authority (CapMetro), or ATP;
- Not be employed by a contractor of the City of Austin, CapMetro or ATP;
- Not be a person who is registered or required to register as a lobbyist under City Code Chapter 4-8 or who is employed by a person registered or required to register under City Code Chapter 4-8.

If any of these conditions apply to you, you will not be eligible to be considered for the ATP Board of Directors and should not apply.

Please confirm that you do not have a conflict, are not a lobbyist as described above, and that, if appointed, you will promptly share any future conflicts of interest with the ATP General Counsel.

If you select "I DON'T KNOW" below, ATP Staff will contact you to gather additional information on the potential conflict for further review. *

☒ I DO NOT have a conflict as described above and am not a lobbyist required to register under City Code.

☐ I DO have a conflict as described above or am a lobbyist required to register under City Code.

☐ I DON'T KNOW if I have a conflict.

3. Full Name *

Samuel Franco

4. Address

*Note Address Format: Street, City, State, Zip **

[REDACTED]

5. Are you a resident of Austin? *

☒ Yes

☐ No

6. Email Address *

[REDACTED]

7. Phone Number *

Qualifications

8. Qualifications for the **Community Expert in Finance** position include:

- At least 10 years of experience in finance, financial management, banking or investing with a focus on large capital projects.
- Experience with budgets over \$250M and/or comparable academic policy experience.
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Which **Community Expert Director** position are you applying for? (Choose all that apply.) *

- ☒ Community Expert in Finance
- ☒ Community Expert in Engineering and Construction
- ☐ Community Expert in Planning or Sustainability

For your application to be considered complete, email the following two documents to atpboardapp@atptx.org:

- Letter of interest (maximum 2 pages); and
- Resumé detailing relevant experience.

Veronica Castro de Barrera

Veronica Castro de Barrera, aia, leed ap

██████████

██████████

██████████

E-mail: veronica@atptx.org

PROFESSIONAL QUALIFICATIONS

Texas Board of Architectural Examiners | Registration #21497

American Institute of Architects | Texas Society of Architects

United States Green Building Council | LEED AP | GBCI # 10469511

Lean Six Sigma Green Belt Certification

EDUCATION

Jan Gehl Studio | Masterclass | Copenhagen, Denmark | 2017

University of Texas at San Antonio | Bachelor of Science in Architecture | 1997

International Scholarship | Istituto Universitario di Architettura di Venezia | Venice, Italy | 1997

International Scholarship | Academy of Architecture Restoration and Conservation | Milan, Italy | 1996

PROFESSIONAL EXPERIENCE

The University of Texas at Austin | Austin, Texas | Office of Planning, Design and Construction | Lead Campus and Mobility Planner | 2024-present

Responsible for the planning efforts to connect the UT Austin community of students, staff and visitors of the main campus better with the urban fabric of Austin and with all other campuses in the city and state. I am leading efforts to improve the experience, safety and operations of active mobility, transit, and diverse operational initiatives on the campuses including the Lady Bird Johnson Wildflower Center, Pickle Research Campus, McDonald Observatory, the Marine Studies campus and preliminary planning for the IH-35 UT cap.

Austin Transit Partnership | Austin, Texas | Chairwoman, Board of Directors | 2021-present

Serving on her second term as chairwoman in the role of Engineering, Architecture and Construction (EAC), Veronica serves as one of the three community representatives on the Austin Transit Partnership (ATP) Board of Directors. ATP is a Joint Local Government Corporation created to act on behalf of the City of Austin & Capital Metro in the design, financing, and construction of Project Connect, the multi-year, multi-billion dollar investment of transit expansion in Austin, Texas.

VCdB Architecture & Art | Austin, Texas | Founder + Principal Architect | 2020-2024

As the founder and sole practitioner of her consulting firm, Veronica leads and manages transit, active mobility, public art and placemaking/placekeeping projects. Veronica consults on a broad spectrum of design services locally, nationally and internationally ranging from commercial tenant improvements for small business owners, mixed-use, live/work and residential clients as well as civic projects. Veronica believes that good design can strengthen communities, especially when the urban fabric is respectful to the human scale and the environment.

KAI Design & Build | Principal – Transit Studio | Dallas, Texas | 2017–2019

Responsible for managing the firm's transit architecture portfolio in five cities in three states. (Dallas, Fort Worth, San Antonio, St. Louis & Atlanta). Veronica was the primary point of contact and liaison between Owner & Client and design team on Public and Private projects to ensure internal and external success of project design, quality, schedule, deliverables and budget compliance. In the role of Principal in the 185-person firm, Veronica was involved in the firm's decision-making leadership team to pursue key clients & projects, staffing, firm profitability and proper implementation and adherence to protocols and procedures. Experience with marketing efforts including preparation of RFQ/RFP responses and attend interview presentations with clients and stakeholders.

MWM Design Group | Austin, Texas | Sr. Project Architect | 1998-2017

Responsible for the planning and design of architecture and civil engineering projects including mass transit, educational, religious, recreational facilities as well as adaptive reuse of commercial retail and office spaces. Responsible for project team and consultant coordination, project management, and construction administration. Responsible for scope, budget, and schedule definition and programming. Responsible for graphic presentations to clients and stakeholders and providing direction for project team and consultants to achieve functional, technical, and aesthetic solutions to meet the client's program.

Veronica Castro de Barrera, aia, leed ap



E-mail: veronica@atptx.org

AWARDS AND ACKNOWLEDGEMENTS

“Women Who Move the Nation” Award recipient | Conference of Minority Transportation Officials -COMTO | Smithsonian Portrait Gallery, Washington, DC | 2023

John V. Nyfeler Honor Award for Community Service | American Institute of Architects | Austin, Texas | 2023

“Luna Award nominee for Woman of the Year A/E/C” – Regional Hispanic Contractors Association | Austin, Texas 2023

Next Big Idea Impact Award for Project Connect | Urban Land Institute | Austin, Texas | 2021 <https://tinyurl.com/yvwmpb5k>

“Footprint: World Tour of Successful Ecological Initiatives” - 2015 United Nations Climate Change Conference - Paris City Hall | Paris, France | November 2015 - December 2015

Texas Grow Home Exhibit | Texas State Capitol | Austin, Texas | 2008

City of Austin Proclamation | Gus Garcia Park | Austin, Texas | 2007

Gus Garcia Park Ideas Competition | Second Place Award | Austin, Texas | 2007

La Fenice Opera House Competition | Second Place Award | Venice, Italy | 1997

La Darsena di Milano Competition to Redefine Leonardo Da Vinci’s Water Channels | Honorable Mention | Milan, Italy | 1996

BOARDS AND COMMITTEES

Austin Transit Partnership | Board Chair | 2021 -Present

Design Austin | Board Member | 2023 - Present

AIA Austin | Board of Directors | 2021-2023

The Congress for New Urbanism | Board member | Governance & Nominations Committee Chair | 2017-Present

Creative Action - Non-Profit Organization | Board Member- Building Headquarters Co-chair | 2012-2019

American Institute of Architects | Partnership Forum Chair | 2011-2013

American Institute of Architects | Architecture in Schools Volunteer | 2011 - 2014

Imagine Austin | Comprehensive Plan Working Group | Volunteer | 2010-2012

Community Mentor Protege Initiative | Board Member | 2009-2012

Pecan Street Smart Grid and Clean Energy Research & Development | volunteer | 2010-Present

SKILLS AND LANGUAGES

Foreign language fluency: English and Spanish. Intermediate knowledge of French and Italian

Public Speaking, Lecturer, Community and Stakeholder Engagement in English and Spanish.

Architectural Design Tools: Vectorworks BIM Modeling, AutoCAD and Revit, Sketchup 3d modeling Photoshop, InDesign, Contribute, Illustrator, Impression, Microsoft Office 365, Bluebeam, Procore.

Project Management and Accounting Software: Deltek Vision and Deltek Ajera

Arts: Photography, Metal Embossing, Calligraphy, Graphic Design rendering and visualizations as well as hand rendering skills with watercolor and ink

Veronica Castro de Barrera, aia, leed ap



E-mail: veronica@atptx.org

REFERENCES

Roberto Martinez, P.E. | Founding principal of MWM Design Group and former supervisor | 512.797.5498

King Kaul, P.E. | Principal Project Manager | Capital Metropolitan Transportation Authority | 818.536.1505

Nadine Crutcher, AIA | Principal Architect | All Forms Green | 214.223.1981

Elaine Timbes | Retired Executive | Capital Metropolitan Transportation Authority | 512.618.5859

Gary Gregson | Project Manager | Austin Bergstrom International Airport | 512.426.8252

RELEVANT PROJECT EXPERIENCE – HIGH-CAPACITY TRANSIT & ACTIVE MOBILITY

VCdB A+A | Advanced Rapid Transit Project North/South and East/West Corridors Project Definition | San Antonio, Texas | Client: KAI D&B in partnership with WSP | Owner: VIA Metropolitan Transit | Role: Project Architect for station design

VCdB A+A | VIA Contract #20-201 Architectural and Engineering Services IDIQ | San Antonio, Texas | Client and Owner: VIA Metropolitan Transit | Role: Project Principal Architect and Owner/Client Liaison

KAI D&B | DART Silver Line Early Project Development - Task #32 | Fort Worth to Plano, Texas | Client: HDR | Owner: Dallas Area Rapid Transit (DART) | Role: Principal Transit - Design Architect.

KAI D&B | DART D2 Subway Project Development-General Planning Consultant VI (GPC6) Task #39

Dallas, Texas | Client: HDR | Owner: Dallas Area Rapid Transit (DART) | Role: Principal Transit –Production support

KAI D&B | Brooks Transit Center Design and Construction | San Antonio, Texas | Client and Owner: VIA Metropolitan Transit | Role: Project Architect and Project Manager

KAI D&B | Cortex Station & Central West End Platform Extension | St. Louis , Missouri | Client: HNTB |Owner: Bi-State Metro | Role: Project Manager

MWM DG | Project Connect Comprehensive Transit Assessment | Austin, Texas | Client: AECOM | Owner: Capital Metropolitan Transportation Authority | Role: Project Manager & Project Architect

MWM DG |North Operations Rail Maintenance Facility MetroRapid Offices and Dispatch Project | Austin, Texas | Client and Owner: Capital Metropolitan Transportation Authority | Role: Project Manager & Project Architect

MWM DG | Leander to Austin Commuter Rail Project | Austin, Texas | Client & Owner: Capital Metropolitan Transportation Authority | Role: Project Architect and Wayfinding Designer

MWM DG | North Operations Rail Maintenance Facility Storage Addition |Austin, Texas | Client: RPS Klotz Associates Owner: Capital Metropolitan Transportation Authority | Role: Project Manager & Project Architect

MWM DG | North Operations Rail Maintenance Facility Addition for MetroBus Probe Station | Austin, Texas | Client and Owner: Capital Metropolitan Transportation Authority | Role: Project Manager & Project Architect

MWM DG | City of Austin Sidewalk Master Plan/ADA Transition Update | Austin, Texas | Client & Owner: City of Austin Transportation Department | Role: Project Architect for peer cities research & shared streets concepts

MWM DG | MetroBike Shelter at Kramer Station | Austin, Texas | Client HNTB | Owner: Capital Metropolitan Transportation Authority | Role: Project Manager & Project Architect

MWM DG | Convention Center Exterior Renovation and ADA Improvements | Austin, Texas | Client & Owner: City of Austin Role: Project Manager, Project Architect & Artist commissioned for public art

MWM DG | Tech Ridge Park & Ride | Austin, Texas | Client: Jacobs | Owner: Capital Metropolitan Transportation Authority Project Manager, Architectural Designer

MWM DG | Lakeline Station Park & Ride | Austin, Texas | Client and Owner: Capital Metropolitan Transportation Authority | Role: Project Manager, Architectural Designer

Veronica Castro de Barrera, aia, leed ap



E-mail: veronica@atptx.org

PROJECT EXPERIENCE – CIVIC, RECREATIONAL, COMMERCIAL, RESIDENTIAL

VCdB A+A | Fire Station and EMS 1, 3 & 22 Construction administration | Austin, Texas | Client: West-East in partnership with Flintco Construction | Owner: City of Austin | Role: Construction Administration and Leadership in Environmental Design Certification Manager for Fire Station 22

VCdB A+A | Castro + Barrera Residential Restoration | Austin, Texas | Clients and Owners | Role: Project Principal, Architect, Project Manager, General Contractor and Construction support for the team

VCdB A+A | Melhem + Smith Residence | Austin, Texas | Clients and Owners: Leila Melhem & Michael Smith | Role: Project Principal, Architect & Project Manager

VCdB A+A | Kuey + OLeary Live-Work Addition/Ino Boutique | Austin, Texas | Clients and Owners: Hatice Küey OLeary & Mr. Kevin OLeary | Role: Project Principal, Architect & Project Manager

VCdB A+A | Mi Tradicion Bakery | Austin, Texas | Client and Owner: Jesus and Imelda Guevara | Role: Design Architect

VCdB A+A | Cabañas Quinta Patricia – Event Venue Restrooms | Tequisquiapan, Queretaro, Mexico | Client and Owner: Cynthia Castro | Role: Project Principal & Architect & Distant Construction Administration.

VCdB A+A | Kumon Tenant Improvement | Austin, Texas | Client and Owner: Raquel Macleod | Role: Project Principal, Architect & Project Manager

KAI D&B | Sam Houston High School Renovations | San Antonio, Texas | Client and Owner: San Antonio Independent School District | Role: Project Manager & Construction Administration Field Architect

MWM DG | TPWD Headquarters Renovations | Austin, Texas | Client & Owner: Texas Parks & Wildlife Department | Role: Project Manager & Project Architect

MWM DG | Copperfield Neighborhood Park | Austin, Texas | Client & Owner: City of Austin Parks and Recreation Department | Role: Project Manager, Project Architect & Construction Administration Field Architect

MWM DG | Mansfield Dam Park | Austin, Texas | Client: Jacobs-Carter Burgess | Owner: Travis County | Role: Architectural Designer

MWM DG | Our Lady of Guadalupe Outdoor Shrine | Austin, Texas | Client & Owner: Sacred Heart Catholic Church | Role: Architectural Designer & Art coordinator

LECTURES, PANELS & PUBLIC SPEAKING

Design Tour Ambassador: “Flowing Forward: Mobility in the Heart of Austin” | Organized by the Austin Foundation for Architecture | Lady Bird Lake, April 24, 2024

Panel speaker: “The Future of I-35: Caregiver and Youth Voices” | Organized by The Parents’ Climate Community & Rethink35 | Austin Community College, Highland Campus, January 20, 2024

Panel speaker: “What Texas Women Are Doing to End Traffic Deaths” | Organized by Texas Vision Zero Summit | November 28, 2023

Panel speaker: “Pivoting to Plan B in Austin” | Organized by Mpact: Transit and Community Conference | Phoenix, Arizona, November 7, 2023

Keynote speaker: “La Mujer y El Urbanismo” | Organized by the Autonomous University of Saltillo School of Architecture –in partnership with the Mexican Association of Urbanists | Saltillo, Coahuila via Zoom | November 7, 2023

Panel Moderator: “B.R.A.V.E - Honest Conversations in the AEC Industry” | Organized by Women in Architecture Committee of the American Institute of Architects | San Antonio, Texas October 24, 2023

Panel speaker: “Sitting at the Table” | Organized by Latinos in Transit Leadership Summit | Dallas, Texas, September 24, 2022

Panel Moderator: “Run! That! Bus!: Strategies for Investing in Frequent Bus Service” | Organized by the National Association of City Transportation Officials (NACTO) | Boston, Massachusetts, September 5, 2022

Panel speaker: “Transit Allies” | Organized by Transit Forward | Austin, Texas, July 27, 2022

Panel speaker: “Transportation Equity” | Organized by the Austin Chamber of Commerce Regional Growth & Mobility Summit | Austin, Texas, August 30, 2021

Fully Charged Live Panel Presenter: “How to have a fully charged home” | Circuit of the Americas | Austin, Texas, February 2, 2020.

Veronica Castro de Barrera, aia, leed ap



E-mail: veronica@atptx.org

Texas Society of Architects Convention - Pecha Kucha Presenter: "Stories: Knowledge, Resilience, Inclusion. Topic: 'From Tequisquiapan to Copenhagen and Texas In Between'" | Galveston, Texas, October 24th, 2019

Panel speaker: "Análisis 'Perspectivas de Movilidad Urbana para la Región Sureste de Coahuila' | Organized by: 'Imaginemos Coahuila-Sureste' - Universidad Autónoma de Coahuila, Unidad de Seminarios 'Emilio J. Talamas' | Saltillo, Coahuila, Mexico, May 16, 2019

Keynote Speaker: "Adventures in New Urbanism: The Mueller Redevelopment from the Perspective of a Mexican Architect" | Universidad del Valle de Mexico | Saltillo, Coahuila, Mexico, July 22, 2016

Art Alliance 20X20 Pecha Kucha Austin 25 - City Shaper Presenter | Austin, Texas, June 8th, 2016 - [link: http://bit.ly/2rkYEWf](http://bit.ly/2rkYEWf)

PUBLICATIONS

BBC Story Works: Transforming Cities, <https://www.bbc.com/storyworks/specials/transforming-cities/the-cities-addressing-inequality/>

Espacio Publico Saltillo, Edicion 03 - Instituto Municipal de Planeación Mexico - [link: http://bit.ly/2bflmnt](http://bit.ly/2bflmnt)

Empreinte: Des Initiatives Ecologiques Réussies (Footprint: Successful Ecological Initiatives) - Collectif Argos - ISBN: 978-2-81231339-4
[link: http://amzn.to/2rxGbTR](http://amzn.to/2rxGbTR)

Veronica Castro de Barrera, aia, leed ap



E-mail: veronica@atptx.org

September 18, 2024

City of Austin and Capital Metro Nominating Committee

Re: Letter of Interest for Community Expert Director for the Austin Transit Partnership Board of Directors

Dear Nominating Committee Members:

I would like to begin by thanking you for your overall service and your consideration to recommend a slate of candidates to be considered by the Austin City Council and CapMetro Board of Directors. Your review and due diligence in this process are crucial to retaining the current momentum to accomplish the goals of Proposition A approved in the 2020 historic election. I want to express my gratitude for the appointment to serve in 2020 and for your consideration for continuing service on the ATP Board now four years later.

I believe continuity in leadership at this critical juncture is fundamentally one of the most important considerations of the Nominating Committee. I would value your lens to this factor in your nominating process. I am honored to have served the past four years with the esteemed colleagues who have represented ATP. The accomplishments have been both rewarding at a community level but also deeply professionally and personally fulfilling. One of the most important aspects of the past four years has been the work of the joint partners for the implementation of Project Connect. This effort has been a success due to the combined policy leadership of all partners and our community. The Austin Light Rail Implementation Plan for the first phase of light rail is rigorously underway. Continued informed leadership is crucial for building on the momentum that is helping us advance through the competitive federal process as we seek necessary funding from FTA.

At the organizational level, I have valued the professional partnership of each of the ATP Board Members –both current and prior professionals. Each have served and offered wisdom and vision for the organization. It's crucial the leadership of the ATP Board continues to work across the joint partnership to evidence corporation stewardship, project outcomes, and best practices to implement Project Connect. This important charge for ATP has been successful with all partners continuing to work side by side. I believe my continued role on the Board can serve as an important conduit to the already strong relationships that have been built across the first Board term. With your support, I seek to continue this important work.

As an experienced licensed architect I have worked alongside teams of engineers on high-capacity mass transit projects in five cities and am an early adopter of innovative mobility technologies. I am well prepared and eager to continue to serve my community in the capacity of Community Expert for Architecture, Engineering & Construction or for Planning & Sustainability roles. Either of these important roles align with my values, experience, expertise and curiosity. As I have done previously, I share a brief story of my formative years and my professional experience to illustrate the unique set of skills I can provide in the service of our community – as well as to demonstrate the true passion I have for this work.

My love for walkable cities was fostered at an early age thanks to the courage of my parents to trust the city to take care of their young, meaning that I had the privilege of being raised in a safe and pedestrian- friendly city in the heart of Mexico. Fast forward to the year 1986 and I found myself at the age of 13, in a new country, with my mother and two of my siblings working to survive in a very difficult and different environment. The most challenging part of those years was coping with the sudden decline in my mother's health and the reality that we depended on a car for survival while living in a disconnected suburb of San Antonio, Texas. All the while, my older siblings worked three jobs to support our family with scarce resources, and with no public transportation, nor employment nearby.

Veronica Castro de Barrera, aia, leed ap



E-mail: veronica@atptx.org

This dramatic contrast at such an early age is what inspired me to study architecture and urban design and where the genesis of my career in designing the architecture of mobility to connect people to opportunities was born. I began my professional journey in 1998 in Austin, Texas after having obtained my degree in Architecture from the University of Texas at San Antonio. I am an architect, licensed by the Texas Board of Architectural Examiners, and an accredited professional in Leadership in Energy and Environmental Design (LEED AP).

My curiosity to learn best practices and innovative transit solutions from other communities has led me to travel extensively around the United States, Mexico, Europe and in 2017 to Denmark to study with Jan Gehl, the architect leading the way on human-scale urban design and mobility. Lessons from my studies and research continue to inform my projects and advocacy efforts, including the preliminary designs for 13 commuter rail stations in North Dallas for the new DART Silver Line and preliminary engineering support for DART's D2 line in downtown Dallas.

In my prior roles, I am proud to have designed and managed a diverse portfolio of civic investments for both public and private entities while managing my own consulting practice and earlier while employed at a local architecture & engineering firm and a national design-build firm, leading their transit studio. My most notable projects are in the field of transit, including the design of the Metrorail stations for the first commuter rail "Red Line" in Austin for Capital Metro, and the design of a light rail infill station for Bi-State Metro in Saint Louis, Missouri. I completed the design, management and construction administration for the Brooks Transit Station in San Antonio in 2019 and most recently I participated in the design of the N-S Advanced Rapid Transit (ART) bus corridor for VIA Metropolitan Transit.

My robust experience in implementing transit projects, active mobility strategies, placemaking, and inclusive urban design have recently given me the opportunity to work for the prestigious University of Texas at Austin as the Lead Campus and Mobility Planner in the Planning, Design and Construction Department of the university. I believe my employment with UT and my other volunteer efforts with organizations such as the Congress for the New Urbanism and Design Austin, affords me the opportunity to continue to build partnerships towards a common purpose to connect our region in a more sustainable, and productive way.

In my role as the Chairwoman of the ATP Board for the past four years, I have ensured that community engagement efforts continue to be genuine and robust. Being an empathetic listener to the pressing needs of our community is key to the success of this program for it is in these efforts that inspiring ideas are born, and trust is forged.

Project Connect is the continuation of a journey that we have all embarked on together as a community who recognizes the overwhelming responsibility to solve our most pressing issues of sustainable mobility and affordability for current and future generations.

I am available should the Nominating Committee desire additional information. Thank you for considering my qualifications as I seek the honor of continued service on behalf of the Austin community on the ATP Board.

A handwritten signature in blue ink, appearing to read "Veronica Castro de Barrera".

Veronica Castro de Barrera, AIA, LEED AP

View results

Respondent			
7	Anonymous	02:31	Time to complete

Introduction

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This application is for the three Community Expert Director positions to include *Community Expert in Finance, Community Expert in Engineering and Construction and Community Expert in Planning or Sustainability*.

Separate from this application and nomination process, the Austin City Council will appoint a City Council Director and the CapMetro Board will appoint a CapMetro Director.

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☒ I acknowledge my information and my application will be made public.

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The ATP Board Member shall:

- Not have a contract for property, goods or services with the City of Austin, the Capital Metropolitan Transportation Authority (CapMetro), or ATP;
- Not be employed by a contractor of the City of Austin, CapMetro or ATP;
- Not be a person who is registered or required to register as a lobbyist under City Code Chapter 4-8 or who is employed by a person registered or required to register under City Code Chapter 4-8.

If any of these conditions apply to you, you will not be eligible to be considered for the ATP Board of Directors and should not apply.

Please confirm that you do not have a conflict, are not a lobbyist as described above, and that, if appointed, you will promptly share any future conflicts of interest with the ATP General Counsel.

If you select "I DON'T KNOW" below, ATP Staff will contact you to gather additional information on the potential conflict for further review. *

☒ I DO NOT have a conflict as described above and am not a lobbyist required to register under City Code.

☐ I DO have a conflict as described above or am a lobbyist required to register under City Code.

☐ I DON'T KNOW if I have a conflict.

3. Full Name *

Veronica Castro de Barrera

4. Address

*Note Address Format: Street, City, State, Zip **

[REDACTED]

5. Are you a resident of Austin? *

☒ Yes

☐ No

6. Email Address *

[REDACTED]

7. Phone Number *

Qualifications

8. Qualifications for the **Community Expert in Finance** position include:

- At least 10 years of experience in finance, financial management, banking or investing with a focus on large capital projects.
- Experience with budgets over \$250M and/or comparable academic policy experience.
- Community expert members of the ATP Board must be residents of the City of Austin.

Qualifications for the **Community Expert in Engineering and Construction** position include:

- At least 10 years of experience in engineering or construction of large capital projects in any section (transit, energy, industrial, commercial).
- Experience with multiple projects over \$100M (price/value/cost) or \$25M cumulative.

Qualifications for the **Community Expert in Planning or Sustainability** position include:

- At least 10 years of experience in urban planning, community planning, Equitable Transit Oriented Development (ETOD), sustainability, and/or environmental planning.
- Experience with community engagement with preferably three (3) to five (5) years of specific experience.

Which **Community Expert Director** position are you applying for? (Choose all that apply.) *

- ☐ Community Expert in Finance
- ☒ Community Expert in Engineering and Construction
- ☒ Community Expert in Planning or Sustainability

For your application to be considered complete, email the following two documents to atpboardapp@atptx.org:

- Letter of interest (maximum 2 pages); and
- Resumé detailing relevant experience.

Zachary Stern

Zachary E. Stern

EDUCATION

University of Texas at Austin, School of Architecture <i>Masters of Science in Community and Regional Planning, May 2011</i> President of CRP Student Organization	Austin, TX
McGill University <i>Bachelors of Arts in Anthropology, May 2003</i>	Montreal, Quebec
Austin Community College <i>GIS Certificate Level 1, May 2022</i>	Austin, TX

TECHNICAL SKILLS

- Geographic Information Systems (GIS), ESRI ArcGIS Pro and Online Suite
- Feature Manipulation Engine (FME)
- Microsoft Power Platform (Power BI, Power Automate, Power Apps, Sharepoint, and Forms)
- Microsoft Office, with a high degree of proficiency in Excel, Access, Word and PowerPoint.

EMPLOYMENT

2024-Present Feb-May	Texas General Land Office <i>Manager</i>	Austin, TX
	○ Disaster Recovery and Mitigation manager overseeing a team of six staff responsible for the development of CDBG-DR and CDBG-MIT Action Plans as well as data analysis, program design, stakeholder outreach, and geospatial application development for all presidentially declared disaster events in Texas. ○ Management responsibilities include: hiring of team members, employee evaluations, holding weekly team and individual meetings, directing the efforts of staff, review of staff work, and responding to director level supervisors. ○ Ongoing work responsibilities include: development of applications for funding using Survey123, business process improvements and data automation using the Microsoft Power Platform and Safe FME, and data analysis and visualization using ArcGIS Pro and the ArcGIS Online suite of applications as well as Power BI.	
2023-2024 Feb-May	Texas General Land Office <i>Planner V</i>	Austin, TX
	○ Disaster Recovery and Mitigation data analysis, program design, stakeholder outreach, and geospatial application development for all presidentially declared disaster events in Texas. ○ Responsibilities included: geospatial analysis, complex data analysis and modeling, research, technical writing, administrative interpretation, and training to vendors and staff in support of state efforts to allocate resources to local communities to assist with long-term recovery. ○ The position involves a detailed understanding of the federal Community Development Block Grant - Disaster Recovery program and requirements and use of that knowledge to craft and update the State's Disaster Recovery Action Plan.	
2020-2022 May-December	City of Austin Housing and Planning Department <i>Planner Principal</i>	Austin, TX
	○ Principal Planner with a focus on business process solutions and strategic data initiatives for the department. ○ Responsibilities include: creation and administration of the Affordable Housing Inventory a Sharepoint/PowerApps database and application that tracks the department's affordable housing stock; administration of the Affordable Housing Online Search Tool which allows users to locate affordable housing; administration of the department's GIS data automations using FME; creation and	

maintenance of internal and public-facing data visualizations through ArcGIS Online and PowerBI; development of data workflows and processes to improve accuracy, transparency, and efficiency using Microsoft Power Automate, Sharepoint, and Power Apps; and conducting internal trainings on department systems and processes.

2018-2020
July-May

Texas General Land Office
Planner

Austin, TX

- Disaster Recovery data analysis, program design, and stakeholder outreach for \$10 billion in CDBG-DR and MIT funds in response to Hurricane Harvey, as well as previous presidential declared disaster events in Texas.
- Responsibilities included: geospatial analysis, complex data analysis and modeling, research, technical writing, administrative interpretation, and training to vendors and staff in support of state efforts to allocate resources to local communities to assist with long-term recovery.
- The position involves a detailed understanding of the federal Community Development Block Grant - Disaster Recovery program and requirements and use of that knowledge to craft and update the State's Disaster Recovery Action Plan.

2015-2018
Jan-July

Grantworks, Inc
Senior Planner

Austin, TX

- Planner in charge of all aspects of CDBG funded comprehensive planning for client cities.
- Responsibilities included: conducting mobile GIS based fieldwork to capture housing, land-use, streets and drainage attributes; conducting base population and economic development research using federal, state and local data sources; conducting public workshops to solicit community feedback; writing and production of the comprehensive plan for client cities; and preparing all closeout documents for state review.

2012-2015
May-Jan

City of Austin Neighborhood Housing and Community Development
Planner III

Austin, TX

- Project Coordinator for the Colony Park Sustainable Community Initiative, responsibilities included: serving as point of contact to the HUD Office of Sustainable Housing and Communities; supporting the administration of the \$3 million HUD Community Challenge grant, including research, evaluation and reporting activities; initiating and attending events related to project goals and work plan deliverables including neighborhood association meetings, forums, community meetings, stakeholder sessions, and internal/interdepartmental planning meetings.
- Served as GIS point of contact for NHCD on the Corporate GIS Operating Board of the City of Austin.
- Performed GIS mapping services for division including creation of Affordable Housing Inventory.
- Assisted in the planning, production and technical assistance to staff for the Consolidated Plan, Action Plan, CAPER, and additional federal reporting requirements.
- Assisted with marketing/outreach events and activities to promote department programs.

2011-2012
Nov-May

Austin Energy
Conservation Program Specialist

Austin, TX

- Worked for the Austin Energy Home Weatherization Program that provided home upgrades for income eligible residents in need of weatherization to increase the energy efficiency of their homes.
- Responsible for project tracking, data analysis, and auditing of home weatherization activities to ensure projects were completed to plan specifications and on budget.

2010-2011
Apr-Apr

Department of Housing Preservation and Development
Planner/Project Manager

New York, NY

- Project Manager for affordable housing development in New York City.
- Conducted research, analysis, and provided presentations of neighborhood stability factors in New York City with an emphasis on Geographic Information Systems.
- Responsibilities included: Managing the application of proposed affordable housing developments as they seek approval through the Uniform Land Use Review Procedure (ULURP), conducting analyses related to the feasibility and propriety of proposed and amended development scenarios throughout the Bronx.

2007-2010 <i>Sept-Apr</i>	Department of Housing Preservation and Development <i>Planner/Analyst</i>	New York, NY
	○ Conducted research projects addressing issues of housing preservation in New York City. ○ Responsibilities included: analysis of housing and demographic data using Access, Excel and Crystal Reports; mapping of data utilizing ArcGIS; research and processing of literature relating to housing preservation and related topics; and the production of the Office of Preservation's Annual Report, including the creation of content, design, and layout of the report along with securing a commercial printer for final print. ○ Participated in HPD Green Teams to develop strategies for incorporating environmentally beneficial practices into HPD activities.	
2007-2007 <i>Jan-May</i>	Lockwood, Andrews and Newnam, INC. <i>GIS Technician</i>	Austin, TX
	○ Utilized mobile GPS and handheld GIS (ESRI ArcPad) to survey sidewalk conditions and ADA accessibility throughout the city of Austin to inform the Austin Pedestrian Master Plan.	
2006-2007 <i>Sept-May</i>	University of Texas at Austin <i>Graduate Research Assistant</i>	Austin, TX
	○ Conducted research for Dr. Ming Zhang, Associate Professor of Planning at UT-Austin comparing Bus Rapid Transit (BRT) with rail-based transit system across various factors including level of service and price-premium for transit accessibility.	
2006 <i>Jan-Aug</i>	RJ Rivera Associates <i>Planning Intern</i>	Austin, TX
	○ Performed planning analyses using Geographic Information Systems (GIS) software to measure constraints and impacts of potential new route configurations; created spreadsheets analyzing constraints as well as cost calculations for route options. ○ Facilitated public participation meetings; authored reports analyzing meetings and participant surveys.	

Zachary E. Stern



September 11, 2024

Austin Transit Partnership

Attn: Board of Directors Recruitment

Dear Members of the Selection Committee,

I am writing to express my interest in serving on the Board of Directors for the Austin Transit Partnership. With a master's degree in Community and Regional Planning and 17 years of professional experience in the fields of affordable housing, disaster recovery, and comprehensive planning, I believe my background and passion for transit would make me a valuable addition to the board.

Having been born and raised in New York City, I intimately understand the importance of high-capacity transit in shaping the identity and functionality of a city. During my formative years, I took the train to school every day, gaining firsthand experience of how public transit connects communities, fosters equitable access to opportunities, and serves as a critical piece of urban infrastructure.

Having spent my career focused on improving the livability and resilience of cities, I am acutely aware of the transformative potential that comprehensive, high-capacity transit systems hold for Austin. This city is at a crucial point in its growth, and ensuring that all residents, especially those most in need, have access to affordable and reliable transportation is key to building a more inclusive and sustainable future.

I would be honored to contribute to the effort that finally brings high-capacity transit to Austin. I am eager to apply my skills in community planning, my understanding of urban systems, and my deep appreciation for the social and economic role of transit to help shape the future of Austin's public transportation system.

Thank you for considering my application. I look forward to the opportunity to discuss how my background and vision align with the Austin Transit Partnership's mission.

Sincerely,

Zachary E. Stern

View results

Respondent		02:27
1	Anonymous	
		Time to complete

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3. Full Name *

Zachary Stern

4. Address

*Note Address Format: Street, City, State, Zip **

[REDACTED]

5. Are you a resident of Austin? *

☒ Yes

☐ No

6. Email Address *

[REDACTED]

7. Phone Number *

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