
2013 Transportation Summit

Agenda
Sessions & Presentations
Moderators & Panelists

Citizens' Independent Transportation
Trust and Miami-Dade County

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Agenda

2013 Transportation Summit

THURSDAY, JUNE 6, 2013 - *First of a series*

Miami-Dade College, Wolfson Campus, Chapman Conference Center (Room 3210, Building 3)

8:00 AM – 8:45 AM	Registration			
9:00 AM – 9:30 AM	Opening Ceremony: Master of Ceremony Commissioner Dennis Moss, District 9, Chair of Transportation & Aviation Committee Welcome Commissioner Rebeca Sosa, District 6, Board of County Commissioners Chairwoman Fermin Vazquez, Sr. Dir. of Campus Administration, Miami Dade College, Wolfson Campus Introduction Paul Schwiep, Chairman, Citizen’s Independent Transportation Trust			
9:30 AM – 10:00 AM	Keynote Address: Mayor Carlos Gimenez, Miami-Dade County “ Visioning the Future of Miami-Dade’s Public Transportation ”			
10:00 AM – 10:15 AM	Showcase Exhibits Open	Breakout to Sessions <table><tr><td>“Financial Planning and Sustainability” Track</td><td>“Technology and Infrastructure” Track</td></tr></table>	“Financial Planning and Sustainability” Track	“Technology and Infrastructure” Track
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10:15 AM – 12:15 PM		<table><tr><td>Innovative Financing Opportunities (Variety of government & private sources for capital costs) Peters, FDOT Page, IMG Fanter, BMO</td><td>Transit Technologies and Mode Choice (Existing and new technologies, such as light rail, bus rapid transit, as to address the transportation network in county) Fernandez, MPO Coven, FDOT Pringle, Parsons</td></tr></table>	Innovative Financing Opportunities (Variety of government & private sources for capital costs) Peters, FDOT Page, IMG Fanter, BMO	Transit Technologies and Mode Choice (Existing and new technologies, such as light rail, bus rapid transit, as to address the transportation network in county) Fernandez, MPO Coven, FDOT Pringle, Parsons
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12:15 PM – 1:15 PM		Lunch Break		
1:30 PM – 3:30 PM		<table><tr><td>Public Private Partnerships (The potential for South Florida) Schneider, HDR InfraConsult Hodgkins, MAT McDonald/Tindall, Atkins</td><td>Corridor Development (Building consensus towards “the next big projects”) Rashid, CDC Ferre, MDX Murray, FIU-MC</td></tr></table>	Public Private Partnerships (The potential for South Florida) Schneider, HDR InfraConsult Hodgkins, MAT McDonald/Tindall, Atkins	Corridor Development (Building consensus towards “the next big projects”) Rashid, CDC Ferre, MDX Murray, FIU-MC
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3:30 PM – 3:45 PM	Reconvene to Main Room			
3:45 PM – 4:15 PM	CITT Update: Charles Scurr, Executive Director, Citizen’s Independent Transportation Trust (CITT), Miami-Dade County			
4:30 PM – close	Community Visioning: Public Involvement Forum Moderators/Masters of Ceremonies: County Commissioner Moss and CITT Chair Schwiep Panel of Transportation Partners Scribes: FIU Metro Center Networking/Summit Adjourned			

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Keynote Address (9:30am)

Honorable Carlos A. [Gimenez](#), Mayor, Miami-Dade County (p. 4)

[“Visioning the Future of Miami-Dade’s Public Transportation”](#)

Topic 1 - Innovative Financing Opportunities (10:15am): Transportation projects utilize a wide variety of revenue and funding from federal, state, local, and private sources. With funding for planning and projects becoming increasingly tighter, transportation agencies are employing innovative strategies to finance capital costs.

Track: “Financial Planning and Sustainability”

Moderator: Ed [Marquez](#), Deputy Mayor, Miami-Dade County (p. 15)

Panelists:

Brian [Peters](#), Assistant Secretary for Finance and Administration of Florida DOT (p. 11)

[“Innovative Financing in the Transportation Sector: A Government Agency Perspective”](#)

Sasha [Page](#), VP, Infrastructure Management Group (CITT Financial Consultant) (p. 16)

[“Using Innovative Finance for ‘BAM’ – BRTs, Availability Payments, and Master Credit Agreements”](#)

Edward [Fanter](#), Managing Director, Infrastructure Banking at BMO Capital Markets (p. 16)

[“Evaluating Public-Private Partnership Structures – Financial and Other Aspects”](#)

Topic 2 – State-of-the-art Transit Technologies and Mode Choice (10:15am): A key transportation issue for our community is weighing the tradeoffs among the various fixed route alternatives. Discover solutions that offer diverse ways to efficiently develop Miami-Dade’s transportation network through ways including bus rapid transit, rail systems, system design, automated guideways, etc.

Track: “Technology and Infrastructure”

Moderator: Art [Guzzetti](#), VP - Policy, American Public Transportation Association (p. 15)

Panelists:

Wilson [Fernandez](#), Transportation System Manager, Miami-Dade MPO (p. 9)

[“Modal Technologies for Rapid Transit Corridors in Miami-Dade County”](#)

Ed [Coven](#), State Transit Manager, Florida DOT (p. 11)

[“Bus Transit Options”](#)

Jeffrey [Pringle](#), Technical Director Rail Systems / Director, Vehicle Procurement, Parsons (p. 9)

[“OCS-free Light Rail Vehicle Technology”](#)

Topic 3 – Establishing Public Private Partnerships (1:30pm): Understand the importance of new partnership efforts between the private sector and the various levels of government in the state. Also hear about innovative programs in several states and share your experiences.

Track: “Financial Planning and Sustainability”

Moderator: Jose [Abreu](#), Sr VP, Gannett Fleming; former Director, Miami-Dade Aviation (p. 8)

Panelists:

Mike [Schneider](#), Chair, APTA P3 Committee and Sr. VP/Managing Director, HDR InfraConsult (p. 10)

[“Private Sector Participation in Project Delivery”](#)

Chris [Hodgkins](#), VP, Miami Access Tunnel Concessionaire (p. 10)

[“Public-Private Partnerships in Florida”](#)

Jon [McDonald](#), PE & Jon [Tindall](#), Practice Managers - Transit (US) and P3 (UK), Atkins (p. 13)

[“Public-Private Partnerships \(P3s\) — The International Experience”](#)

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Topic 4 – Corridor Development (1:30pm): The planning and development of multimodal corridors – “the next big projects” – starts with consensus among many stakeholders in a region, including the walking, riding & driving public, private sector, government and non-government organizations. Prioritization involves many considerations ranging from design and construction of infrastructure to community values in areas such as mobility needs and desired land uses. These themes cut across bus (bus rapid transit, exclusive bus lanes, etc.) and rail systems (underground, elevated, and surface alignments), as well as stations, etc.

Track: “Technology and Infrastructure”

Moderator: Gus [Pego](#), PE, Secretary - District 6, Florida DOT (p. 11)

Panelists:

J. S. [Rashid](#), President and CEO, Collaborative Development Corporation (p. 12)

[“Transit Corridor Development Impact on Community/Economic Development”](#)

Maurice [Ferré](#), Chair – MDX, former Mayor and Commissioner (p. 13)

[“Visioning the Future of Mobility”](#)

Ned [Murray](#), Ph.D., AICP – Associate Director, FIU Metropolitan Center (p. 14)

[“Corridor Development: Policy-based Strategies”](#)

CITT Update (3:45pm): The People’s Transportation Plan (PTP) is a publicly-supported transportation improvement program established to develop an integrated mass transportation network and to complete roadway improvements in Miami-Dade County and its municipalities. The PTP was approved in a referendum by Miami-Dade County voters in 2002 and is funded by a 1/2-cent Sales Surtax. The voter referendum included the establishment of an independent citizens’ oversight panel: the Transportation Trust. The Program has had significant accomplishments including the Orange Line. This session is an update on 10 years of the broad range of transit and transportation projects.

Presenter: Charles D. [Scurr](#), Executive Director, Citizens’ Independent Transportation Trust (p. 7)

[“The Citizens’ Independent Transportation Trust: 10 Years of Progress”](#)

Community Visioning Forum (4:30pm): featuring our transportation partners and stakeholders with their perspective for visioning, and answering questions or otherwise comment on public input at the session.

Masters of Ceremonies and facilitators:

- Honorable Dennis C. [Moss](#), County Commissioner District 9 and Chair, Transportation and Aviation Committee (p. 5)
- Paul J. [Schwiep](#), Esq., Chair, Citizens’ Independent Transportation Trust (p. 6)

Panelists

- Joe [Giulietti](#), Executive Director, South Florida Regional Transportation Authority/Tri-Rail (p. 12)
- Ysela [Llort](#), Director, Miami-Dade Transit (p. 8)
- Sasha [Page](#), VP, Infrastructure Management Group (p. 16)
- Gus [Pego](#), Secretary - District 6, Florida DOT (p. 11)
- Javier [Rodriguez](#), Executive Director, Miami-Dade Expressway Authority (MDX) (p. 13)
- Kathleen [Woods-Richardson](#), Director, Miami-Dade Public Works and Waste Management Department (p. 8)

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Honorable Mr. Carlos A. Gimenez continues his lifelong commitment to public service after being re-elected as Miami-Dade County's Mayor on August 14, 2012. As the County's top elected official and chief administrator, Mayor Gimenez is responsible for the leadership and management of an organization with over 25,000 employees and an annual budget of nearly \$6 billion.

Mayor Gimenez brings decades of invaluable public service experience to the post, and continues to pursue a set of clearly defined priorities that reflect both his governing philosophy and the challenges of the current economic environment. After successfully championing the largest tax cut in County history during his first year in office, due to a special election, his priorities remain reducing the burden on taxpayers and shrinking the size of government, while preserving essential public safety services and programs for seniors and children. Mayor Gimenez is also focused on creating a fair regulatory environment that will stimulate job creation, expand international trade, and attract businesses and industries to diversify Miami-Dade County's economic base.

Prior to this election, Mayor Gimenez served on the Miami-Dade Board of County Commissioners for seven years. He was first elected on November 2, 2004 and subsequently reelected for a second term without opposition in August 2008. As Commissioner for District 7, he represented numerous municipalities, including the City of Miami, the Village of Key Biscayne, the City of Coral Gables, the City of South Miami, the Village of Pinecrest, as well as areas of unincorporated Miami-Dade County.

As a Commissioner, Gimenez served as Chairman of the Government Operations Committee, as well as Chairman of the Regional Transportation Committee, which oversees Miami-Dade County's transportation systems from a local and regional perspective. He also sat on a number of other committees during his time as a County Commissioner.

From May 2000 to January 2003, Mayor Gimenez was Manager of the City of Miami and was credited with helping to restore stability and integrity to that organization. As Miami's Chief Administrative Officer, he was responsible for an annual budget of \$500 million, a 4,000 employee workforce and provision of services to almost 400,000 residents. During his tenure as the City of Miami's top administrator, the City's bond rating went from "junk" to investment grade and the tax rate dropped to its lowest level in 50 years. At the same time, Miami was able to establish more than \$140 million in reserves.

Prior to his appointment to City Manager, Mayor Gimenez spent 25 years with Miami's Fire-Rescue Department. The last nine of these years he served as the Chief of Fire-Rescue, during which time he was credited with modernizing the City's Fire Department and overseeing the largest reorganization in the department's history. He is a former member of the International City Managers Association, the International Association of Fire Chiefs, the National Fire Protection Association, the Florida Fire Chiefs and the Fire Officers Association of Miami-Dade. Mayor Gimenez also served on the Federal Emergency Management Agency Urban Search and Rescue Advisory Committee and as the Chair of FEMA's Legal Issues Subcommittee.

A longtime Miami-Dade County resident, Mayor Gimenez is an alumnus of Christopher Columbus High School and earned his Bachelor's Degree in Public Administration from Barry University. In 1993, he completed the Program for Senior Executives in State and Local Government at Harvard University's John F. Kennedy School of Government.

Mayor Gimenez is married to Lourdes Portela. They have three children - Carlos, Julio and Lourdes - and four grandchildren.

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Honorable Mr. Dennis C. Moss was first elected to the Miami-Dade Board of County Commissioners in April 1993 representing the constituents of District 9 in South Miami-Dade County. He was re-elected to a fifth term in 2008. His commission district is geographically one of the largest and one of the most diverse in the county. Having been elected shortly after Hurricane Andrew, the second worst natural disaster in the history of the United States, Commissioner Moss immediately focused his efforts on the recovery of South Miami-Dade. His tireless efforts resulted in a comprehensive plan to rebuild distressed and declining areas affected by Hurricane Andrew. Named in recognition of Commissioner Moss, The Moss Plan was approved on September 7, 1993 by the Board of County Commissioners.

Commissioner Moss is the past Chairman of the Board of County Commissioners and currently serves as Vice-Chair of the Recreation & Cultural Affairs Committee. He also serves as a member of the Economic Development & Social Services Committee and the Regional Transportation Committee. He chairs the Zoo Oversight Board that oversees Zoo Miami and its development; the Community Image Advisory Board, whose mission is to improve the maintenance and aesthetics of our major roadways and transportation facilities and the Tourist Development Council, that develops and promotes tourism by investing in the performing arts, concerts, festivals, art exhibits, sports events and other tourist related activities.

Commissioner Moss has served in the past as the honorary Chair of the Bahamas Sister Cities program, and Chairman of the Governmental Structure Task Force, which focused on helping the County identify efficient and effective government. Under the late Governor Lawton Chiles, Commissioner Moss was appointed to the Land Use and Water Planning Task Force.

A lifelong resident of District 9, Commissioner Moss has been actively involved in community affairs and has been appointed to serve on many boards including the Community Action Agency, the South Dade Alliance for Black Neighborhood Development, and the Metro-Miami Action Plan Trust.

For more than 29 years, Commissioner Moss has served as the Executive Director of the Richmond Perrine Optimist Club, where his agency provides programs for delinquent and at-risk youth, and disadvantaged families.

Commissioner Moss is a 1974 graduate of Grinnell College, Grinnell, Iowa, where he earned a bachelor's degree in Economics. He is married to Margaret Hawkins-Moss and has three children.

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Mr. Paul J. Schwiep, Esq., is an attorney with the law firm of Coffey Burlington, P.L. where his practice focuses on business and environmental litigation in federal and state courts. He has successfully tried numerous business contract and tort disputes, including cases involving distribution agreements, class action insurance disputes and business and real estate contracts. He has also represented the Natural Resources Defense Council, Friends of the Everglades and Biscayne Bay Water Keepers in local impact environmental cases. He has served on the boards of the Florida Board of Bar Examiners and Florida Legal Foundation boards. He attended law school at the University of Oregon, where he was class valedictorian and editor of the law review. After graduating from law school, Mr. Schwiep served as law clerk for the Honorable H. Theodore Milburn of the United States Court of Appeals for the Sixth Circuit and joined Coffey Burlington in 1995.

In addition to his legal practice, Mr. Schwiep has been active in Miami community services. He served as a member of the Charter Commission for the Village of Palmetto Bay and on Miami-Dade County's Bicycle Pedestrian Advisory Committee and Citizens Transportation Advisory Committee before joining the Citizens Independent Transportation Trust. He is a member of the boards of directors of the Urban Environment League and was appointed to the Trust from Commission District 8. Mr. Schwiep is most proud of being a regular bicycle commuter who has logged thousands of miles riding to and from work in Coconut Grove each day.

The **Citizens' Independent Transportation Trust (Transportation Trust, or CITT)** is the 15-member independent organization comprised of citizens who serve as volunteers with the mission to oversee expenditure of Charter County Transportation Surtax (Surtax) Funds and implementation of the People's Transportation Plan (PTP). The PTP is a broad based and long term program of transportation, roadway and transit improvements funded by the Surtax. The Transportation Trust works closely with members of the Board of County Commissioners (BCC), the County administration, staff at Miami-Dade Transit (MDT), the Public Works and Waste Management Department (PWWM) and officials in the municipalities to ensure that PTP funds are spent in the approved manner.

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Mr. Charles D. Scurr currently serves as the Executive Director of the Citizen's Independent Transportation Trust. The Transportation Trust is responsible for the oversight of the Peoples Transportation Plan and the ½ penny sales tax approved by the voters of Miami-Dade County in 2002. The Trust administers approximately \$180,000,000 in funding annually and is financing major transportation investments such as the \$506,000,000 extension of the Metrorail System to Miami International Airport. He also teaches as an Adjunct Professor of Public Administration at Florida International University.

Mr. Scurr has had an extensive and distinguished career in the public sector. He served as the first City Manager of the Village of Palmetto Bay, Florida. Palmetto Bay, the "Village of Parks", was incorporated in late 2001 and has become one of the finest municipalities in Miami-Dade County. Mr. Scurr also served as City Manager of the City of South Miami, Florida, which received the "All-America City" award from the National Civic League in 2001. This award is one of the highest and most prestigious honors a city can receive.

He served as Executive Assistant (Chief of Staff) for Miami-Dade County and the City of Miami. He also served with the Urban Mass Transportation Administration in Washington, DC and Atlanta, Georgia, with the Miami-Dade Transportation Administration and as an Associate Vice President at Florida International University.

He has been active in civic, charitable, business and sports in South Florida for over 25 years. He is currently President-Elect of the South Florida Chapter of the American Society for Public Administration and is a Member of the Board of Directors of the Greater Miami Chamber of Commerce. He has served as President of the South Florida Super Bowl XXIII (1989) and Super Bowl XXIX (1995) Host Committees, Managing Director of the National Football League Youth Education Town, Vice President and Chief Administrative Officer for the Lipton Championships. He has served as a Board Member of Chamber South, ASPIRA of Florida and Treasurer of Coral Gables Congregational Church.

Mr. Scurr has been featured in Miami Today, MVP Magazine and other publications. He has been recognized with a number of awards including the Bronze Medal Award for Superior Achievement from the US Department of Transportation and the Outstanding Leadership Award from the United Way.

Mr. Scurr received a Bachelors Degree from Indiana University and a Masters Degree from the University of Chicago. He is currently pursuing a Ph.D. at Barry University.

He is married to Barbara Ibarra and has three sons - Adam, Brian and Daniel. Barbara is Executive Director of the Miami Coalition for the Homeless. Adam is graduate of Piedmont College and is now a teacher in the Atlanta, Georgia area. Brian served in the United States Navy and is currently a Chief in the Naval Reserve and is a Police Officer in the Atlanta area. Daniel is a recent graduate of Vanderbilt University with a Bachelors Degree from the Blair School of Music and a Masters Degree from the Peabody School of Education. He served as the Director of Bands at Coral Gables Senior High School and is currently the Director of Bands at Centennial High School in the Nashville area.

The **Office of the Citizens' Independent Transportation Trust (OCITT)** provides professional administrative staff support the Transportation Trust to fulfill its statutory requirements to monitor, audit, oversee and investigate the use of Surtax proceeds and the implementation of the People's Transportation Plan. The OCITT also coordinates public outreach efforts to inform the community regarding the improvements that have been implemented using surtax funds.

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Ms. Ysela Llort is the Director of Miami-Dade Transit. She was appointed to this position by Mayor Carlos A. Gimenez in February 2012. From August 2011 to February 2012, she served as MDT's Interim Director. Prior to being at the helm of MDT, Ms. Llort served as an Assistant County Manager, responsible for the County's major transportation departments, which included Miami-Dade Transit, Public Works, Miami-Dade Aviation, and Seaport (Port of Miami), as well as the County's Consumer Services Department. Ms. Llort also was responsible for overseeing the Citizens' Independent Transportation Trust and the Metropolitan Planning Organization.

Before working for Miami-Dade County, Ms. Llort was the Florida Department of Transportation's Assistant Secretary for Intermodal Systems Development; she was responsible for the executive management and operation of the Department's planning, environmental management and public transportation programs. Ms. Llort directed the long range and strategic planning and formulation of policy for developing capital improvement and investment plans for the State's intermodal transportation facilities.

Miami-Dade Transit (MDT) provides public transportation to all of Miami-Dade County and into select areas in Broward County. Our mission statement is "To meet the needs of the public for the highest quality transit service; safe, reliable, efficient and courteous." MDT is the largest transit agency in the State of Florida and is the primary public transit agency in Miami-Dade County. The Department operates heavy rail (Metrorail), an automated people mover system (Metromover), an extensive bus system (Metrobus), and special services for mobility impaired persons (Special Transportation Services – STS). MDT oversaw the design and construction of a \$505 million extension of the Metrorail system to Miami International Airport (The Orange Line), plus is also responsible for the procurement of a \$375 million new fleet of railcars and a wide range of other construction and equipment projects.

Ms. Kathleen Woods-Richardson is an accomplished public administrator with more than 30 years of experience in County government. She began her career with Miami-Dade Transit and held progressively responsible administrative positions in the Department of Solid Waste Management. She was appointed as the County's first female Solid Waste Director in 2004, and in 2011 she became head of the newly merged Public Works and Waste Management Department. Ms. Woods-Richardson directs a staff of more than 1,700 employees performing duties in 16 operations and administrative divisions. She is a graduate of Florida International University with a bachelor's degree in Public Administration.

The **Miami-Dade County Public Works and Waste Management Department** is the merger of the former Public Works and Solid Waste Management Departments. Public Works operations entail a variety of infrastructure-related services that include engineering, construction and maintenance of the County's numerous roads, bridges, canals, sidewalks, street signs, pavement markings, traffic signals, street lights, and storm water drainage facilities. Additionally, Public Works divisions collect tolls on both the Rickenbacker and Venetian Causeways; create Special Taxing Districts; and implement mosquito control programs. The Department's waste management divisions are responsible for managing the largest government-owned and operated waste collection and disposal system in the southeastern United States.

Mr. José Abreu, P.E., F.ASCE, is senior vice president of Gannett Fleming, where he is responsible for business development initiatives related to transportation in Florida, and in

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national and international markets. Abreu has more than 37 years of dynamic experience, including his role as director of the Miami-Dade Aviation Department, where he oversaw operations at Miami International Airport, one of the busiest international passenger and cargo airports in the U.S. Prior, Abreu served as secretary of the Florida Department of Transportation where he oversaw all seven districts and Florida's Turnpike Enterprise. In advance of his appointment as secretary, Abreu served in progressively senior positions at FDOT for more than 18 years, eight of which were spent as secretary of FDOT District Six.

Gannett Fleming is a global infrastructure firm that provides planning, design, technology, and construction management services for a diverse range of markets and disciplines. With 2,000 employees, the firm has helped shape infrastructure and improve communities through transportation, environmental, water, energy, and facility-related projects in more than 65 countries. The company embraces sustainability and innovation for all activities, finding the best solutions and the most efficient processes while being responsible stewards of the environment. Founded in 1915, Gannett Fleming had \$305.6 million in revenues in 2012 and has more than 60 offices around the world.

Mr. Wilson Fernandez has been employed since 2000 by the Miami-Dade Metropolitan Planning Organization (MPO) as a Transportation Systems Manager, and serves as the MPO's project manager for various multi-modal transportation studies including the 2040 Regional Transportation Plan. He chairs both regional and statewide travel demand model committees. Mr. Fernandez assisted the County Manager's Office during the half penny surtax initiative in 2002 and worked at Miami-Dade Transit (MDT) for ten years as project manager for the North Corridor project and development of MDT's 5-year service plans. Prior to coming to Miami-Dade County, he worked three years with the Broward County MPO. Mr. Fernandez holds a Masters Degree in Urban and Regional Planning from the University of Iowa.

The **Miami-Dade Metropolitan Planning Organization** staff is responsible for the transportation planning process in Miami-Dade County. A major role of the MPO is to ensure conformance with federal and state laws and regulations. Federal rules require that highways, mass transit and other transportation facilities and services be properly deployed and developed in relation to the overall plan of urban development. Furthermore, they must comply with approved plans for regional and state transportation network accessibility.

Mr. Jeffrey C. Pringle joined Parsons in November 2008 subsequent to seven years with Washington Metropolitan Area Transit Authority in the Chief Engineers Office, as the Manager of Rail Car Programs. Mr. Pringle manages Parsons' Rail Vehicles Sub-sector Group, which provides technical and management expertise primarily for vehicles in new start systems, as well as rehabilitation and extensions to existing rail transit systems.

He has over 36 years of broad-based experience in rail vehicle manufacturing and engineering developed numerous large scale program teams for industry leading vehicle manufacturers and transit authorities. Mr. Pringle has experience with vehicle procurement management for Commuter, LRV and Metro vehicles ensuring quality-driven acquisitions of high value vehicles. Currently he is assigned to the Houston Metro light rail expansion \$1.34B with the Facility Provider, and is responsible for providing the vehicle supplier project oversight, including technical direction, manufacturing guidance, specification compliance, vehicle integration, and gap analysis.

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Parsons, a leader in the transportation construction industry, provides safe and competitive services on projects of any size and complexity. From the world's largest airports to the most demanding bridges, highways, and transit systems, Parsons has the resources, people, and experience to deliver world-class performance. Visit us at www.parsons.com.

Michael Schneider is co-founder and managing partner of InfraConsult LLC, an international consultancy providing advisory, development and management services to public authorities and private organizations focused on the development and financing of infrastructure projects and solutions. InfraConsult has recently become a member of the HDR family, where Mr. Schneider now serves as senior vice president of HDR's global consulting practice.

Mr. Schneider is a member of the Board of Directors and Chairman of the Joint Committee on Public-Private Partnerships of the American Public Transportation Association. He has been involved in numerous P3 programs since the early 1980's as an owner, developer and advisor, most recently as Director of the advisory team for the \$20+ billion Los Angeles Metropolitan Transportation Authority (LA Metro) Public-Private Partnership Program. Mr. Schneider developed and directed the development of the first privately funded/financed/operated toll road in the Western United States, SR 125 in San Diego; advised the privately-financed E-470 Highway program in Colorado; and led the team responsible for development of a public-private partnership approach for development of the multi-billion dollar toll highway program in Orange County, CA.

Mr. Schneider is a frequent speaker at industry meetings and conferences and a guest lecturer at Stanford, Yale, UCLA and the University of Texas, and is the author of more than 100 publications on infrastructure finance, project management and program delivery. In 2007, he received lifetime achievement recognition from the Association of Road and Transportation Builders (ARTBA) for his contributions to furthering the practice and utilization of public-private partnerships in the delivery of transportation infrastructure.

HDR is a global employee-owned firm providing architecture, engineering, consulting, construction and related services through our various operating companies. Our professionals are committed to helping clients manage complex projects and make sound decisions. The firm was founded in 1917, has more than 185 locations with projects completed in 60 countries. This includes the 2012 acquisition of InfraConsult LLC, an organization specializing in the development and financing of sustainable infrastructure projects and solutions. It comprises experienced and knowledgeable professional partners with a range of disciplines and practices that spans the continuum of infrastructure development, from advice and consulting to development and operation.

The American Public Transportation Association (APTA) Executive Committee established the **APTA Public-Private Partnerships Task Force** in November 2006 to develop a set of specific policy principles as it relates to innovative financing. Mike Schneider is the Committee Chair and its staff advisor is Art Guzetti.

As the Miami Access Tunnel Vice President, **Mr. Chris Hodgkins** is in charge of the external operations, public affairs and outreach for the \$1 billion design, build, finance and operation (DBFO) contract that will represent 35 years of infrastructure innovation building a tunnel to

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connect the Port of Miami to I-395. The Miami Access Tunnel is the first Public-Private Partnership (P3) in South Florida. As the VP, he has been recognized for his energetic work with local communities, vendors and labor unions for the initiation of "OPERATION 305", a program to aggressively pursue people and businesses from the Miami-Dade area for inclusion on the Port of Miami Tunnel Project. Over 80% of all jobs and over \$300 million dollars have been targeted to those in the 305 area code (Miami-Dade County).

Prior to working with the Miami Tunnel, Chris helped create and operate three of the nation's top Public-Private Partnerships. Most recently, Chris served as the Vice President and Business Development Leader for AECOM, and during this time he helped establish the teams to successfully win two of the largest Design/Build and P3 water projects in South Florida.

Chris has over 20 years of experience in municipal infrastructure and public sector development. His goal has been to always promote opportunity, diversity and cooperation on all aspects of public construction.

MAT Concessionaire LLC, known as Miami Access Tunnel, is the private sector company carrying overall responsibility for the finance, design, construction, operation and maintenance for the 35 year duration of the concession contract entered into with the Florida Department of Transportation (FDOT).

Mr. Gustavo "Gus" Felix Pego, PE, was appointed District Six Secretary of the Florida Department of Transportation on May 8, 2008. He is responsible for the overall planning, design, construction, maintenance and operation of the State Highway System in Miami-Dade and Monroe Counties. A graduate of the University of Florida (BSCE 1978), Mr. Pego has been with the Florida Department of Transportation for 34 plus years. As District Secretary, Mr. Pego serves on the Department's Executive Leadership Team, Miami-Dade Expressway Authority Board of Directors, Miami-Dade Metropolitan Planning Organization, and on Florida International University's Engineering Advisory Board.

Mr. Brian Peters joined the State of Florida, Department of Transportation (FDOT) as Assistant Secretary of Finance and Administration in April 2012. Brian brings to FDOT over 30 years of experience in a variety of key leadership roles in Fortune 500 companies. Prior to joining FDOT he held positions of President and Chief Operating Officer, Chief Financial Officer and Corporate Treasurer in the financial services, banking and manufacturing sectors. He has worked for such companies as Bombardier Capital, Whirlpool Corporation and Chase Manhattan Corporation. Brian holds a BS in Economics from Providence College and an MBA in Finance from Pace University.

Mr. Ed Coven was appointed Manager of the Public Transit Office for the Florida Department of Transportation in March 1996. In this position he is responsible for statewide transit planning and operations programs, federal and state grant programs, commuter assistance programs, transit research, and departmental policies and procedures relating to public transit. He is responsible for the development and implementation of the State of Florida's New Starts Transit Program, and he currently serves as the Department's advisor to the Florida Commission for the Transportation Disadvantaged.

He originally joined the Florida DOT in 1989 as a public transportation specialist in the Office of Policy Planning. Prior to joining the DOT, he served for seven years as a transit planner with the Broward County Office of Planning and MPO in Ft. Lauderdale, Florida. Mr. Coven holds a

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Bachelor of Science degree in Geography, and a Master of Science degree in Urban and Regional Planning, both from Florida State University in Tallahassee.

The **Florida Department of Transportation (FDOT)** coordinates the planning and development of a safe, viable and balanced state transportation system serving all regions of the state. FDOT reports directly to the governor and has seven districts. District Six serves Miami-Dade and Monroe counties.

Mr. J.S. Rashid is cited by Coconut Grove Village West Homeowners and Tenants Association as, “a visionary taking an organization that was struggling to survive and re-energized it to the point of being productively engaged in the affairs of the community.” Under [his] guidance, the Collaborative is building affordable housing, contributing measurably to the economic development of Grand Avenue Mercantile area and helping to crystallize a vision for Coconut Grove’s Village West sector.”

He has singularly crafted this agency into a true partnership and collaborative force. Rashid set forth bold and creative initiatives that has resulted in the construction of affordable single family infill homes, 27 car-parking facilities, rehabilitation of a 85 year old Bahamian style “shotgun house” that serves as the Collaborative’s administrative offices and community design center.

Collaborative Development Corporation (CDC) is a private, nonprofit community development corporation whose mission is to plan, coordinate and execute neighborhood revitalization projects, expand affordable housing availability, and increase employment opportunities In South Florida.

CDC seeks to achieve its mission by expanding and retaining local business operations, providing affordable homeownership and other housing opportunities, increasing employment opportunities, and helping to rebuild the civic fabric in South Florida communities. Working in collaboration with other community-based organizations, religious and financial institutions, the Development Corporation has a goal of leveraging existing assets and attracting new investment to the community while ensuring that residents have access to the opportunities that result from the organization's efforts.

Mr. Joseph “Joe” Giulietti serves as the Executive Director of the South Florida Regional Transportation Authority (SFRTA), and as such leads the only commuter rail system in the State of Florida, Tri-Rail. He has spent more than 40 years in the transportation industry, working in a series of increasingly responsible management positions for such systems as Metro North, Penn Central Railroad, and Con Rail. Under his leadership, the SFRTA has doubled the number of Tri-Rail trains it operates since 2000 and has been recognized as one of the fastest growing commuter rail systems in the nation in terms of ridership. He has testified before the House Transportation and Infrastructure Committee about PTC and is considered one of the experts on the subject in the industry.

South Florida Regional Transportation Authority / Tri-Rail is South Florida's premier commuter rail service that promotes a transportation system with transit-oriented, pedestrian-friendly connections in the Miami-Dade, Broward and Palm Beach tri-county area.

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Mr. Maurice A. Ferré has a long and distinguished public sector career. He currently serves as Chair of MDX, where he was appointed by the Miami-Dade Board of County Commissioners. Other current positions include re-appointment to Florida Transportation Commission, and continued service at Intelligent Transportation Society of America - ITS World Congress Board, the Universidad de Puerto Rico - Junta de la Editorial UPR, and as the Carlos Albizu University's Board of Directors Emeritus.

Mr. Ferré has mostly held electoral positions throughout his public career, most notably his 12 years of service as Mayor of the City of Miami (1973 - 1985). He has also served in the Florida House of Representatives, as a City Commissioner of Miami and as Vice Chairman of the Miami-Dade Board of County Commissioners (1994 - 1995). In addition to public positions, he has served as president and director of corporations in Miami, Puerto Rico, Venezuela and Panama. He is a member of the Council on Foreign Relations and the Inter-American Dialogue. Mr. Ferré earned his bachelor's degree in architectural engineering and master of business administration at the University of Miami.

Mr. Javier Rodriguez, PE, has served as Executive Director of the Miami-Dade Expressway Authority (MDX) since March 2007. His responsibilities encompass the operation and maintenance of the existing toll road system, its expansion and financing. This includes long-range planning, design, right-of-way acquisition, construction, purchasing and contracting, and enhancing relations with its partners, namely, state and local agencies and municipalities. Prior to joining the Authority, Mr. Rodriguez worked with the Florida Department of Transportation, District Six (FDOT) for 16 years, including four years as Director of Transportation Development. While holding this position, Mr. Rodriguez supervised various projects to be implemented with future Public-Private Partnerships such as the Port of Miami Tunnel. He was responsible for the delivery of production and public transportation projects such as the interchanges on SR 826 Palmetto Expressway, Miami International Airport and the Miami Intermodal Center. He serves on the Board of Directors of the International Bridges Tunnel and Turnpike Association as the Second Vice-President, the advisory board for the Miami-Dade Public Schools Academy of Engineering and on the Salvation Army advisory board.

Mr. Rodriguez holds a Bachelor of Science degree in Civil Engineering from Florida International University. He has received numerous awards recognizing his public service and engineering ability. Mr. Rodriguez resides in Miami with his wife Katharine and two daughters Katharine Ann and Isabella.

Miami-Dade Expressway Authority (MDX) was created by the State of Florida and the Board of County Commissioners of Miami-Dade County to serve as an innovative transportation agency dedicated to the enhancement of mobility in Miami-Dade County.

Mr. Jonathon McDonald, PE is the Sector Manager for Atkins Transit & Rail business throughout North America, where he and his team are involved in the number of traditional design, design-build, and P3 implementation schemes including Denver's Eagle P3, the newly awarded Ottawa P3, California HS Rail, Asset Management and Systems Engineering work for NYCT, and a number GEC contracts.

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He has more than 20 years of experience in rail transit and is one of the leading forces in the transit industry for advancing the state-of-the-art of both the technology and the methods used to successfully implement technology. He has successfully led the systems development on some of the largest and most advanced transit projects in the world including California's High Speed Rail, Hong Kong's \$10 billion mixed freight/passenger Westrail Line, multiple San Francisco Bay Area Rapid Transit (BART) extensions with its state of the art ATO system, and Seattle's Central Link Light Rail with its mixed bus/rail tunnel operations.

In addition to his day job, Mr. McDonald serves as the Chair of the Research & Technology Committee and is a Board Member of the American Public Transportation Association. He also serves on the Transportation Research Board's project selection committee and has represented the US transit industry at the Asia Pacific Economic Cooperation. He holds a BS in Electrical Engineering from the University of Illinois, a Professional Engineering license in the State of Washington, and MBA from the University of Chicago's Booth School of Business.

Mr. Jon Tindall is a Director in the UK's Highways and Transportation business. He is a Transport Planner, with over 20 years' experience in transport planning consultancy. He currently leads the UK Rail Planning business.

Jon specialises in managing and directing the transport planning elements of major infrastructure projects, particular public transport. He has extensive experience of leading feasibility studies for, and providing technical input on, rail and light rail projects, throughout the world. Jon has been involved in the planning of a number of major rail projects in recent years. Including: Business Case work for the major cross-London Thameslink Upgrade Programme; and Kuwait Public Transport Master Plan, which involved the role of examining metro and light rail, along with all supporting infrastructure.

Jon has been involved in a number of PPP projects in recent years. He led the transport planning and demand and revenue forecasting work on the Kuwait Metro Transaction Advisory Services project. He has also led Lenders Traffic Advisor work, advising on the demand and revenue forecasts, for a number of rail projects such as Arlanda Connect in Sweden and Charles de Gaulle Airport Express Rail Link in France.

Atkins is one of the world's leading design, engineering and project management consultancies. We have the depth and breadth of expertise to respond to the most technically challenging and time-critical infrastructure projects. Atkins has been an integral part of Miami-Dade County Transit's MetroRail and MetroMover projects from their inception.

Dr. Ned Murray, AICP, is the Associate Director of the Florida International University (FIU) Metropolitan Center. Dr. Murray is a leading expert on economic development and housing market issues in South Florida. Dr. Murray has served as Principal Investigator (PI) on a range of transportation corridor studies here in Miami-Dade including the *City of Miami FEC Railway Corridor Strategic Redevelopment Plan*, the *79th Street Neighborhood Corridor Economic and Market Study*, the *City of Miami Springs NW 36th Street Commercial Corridor Plan* and the *City of Miami MLK Boulevard and 54th Street Commercial Corridor Study*.

Dr. Murray is a former city planning and development director, a member of the American Institute of Certified Planners (AICP) and former editor of the American Planning Association (APA) Economic Development Division's *News and Views*. Dr. Murray has authored and presented numerous papers on economic development and urban planning, including published

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articles in *Economic Development Quarterly* (EDQ), the *Economic Development Journal*, the *Journal of Public Affairs Education* and the Council for Urban Economic Development's *Commentary*. He holds a Ph.D. in Urban and Regional Planning with a concentration in Economic Development from the University of Massachusetts-Amherst.

The **FIU Metropolitan Center** is an applied social science research and training institute focusing on economic development, planning, performance improvement and policy solutions to public, private and non-profit organizations in South Florida. We are part of the School of International and Public Affairs in the College of Arts and Sciences.

Mr. Edward Marquez was appointed as Deputy Mayor of Miami-Dade County Government in August 2011 by the Honorable Mayor Carlos A. Gimenez. As Deputy Mayor, Mr. Marquez is responsible for overseeing the internal management functions of the County, which include the County's Management and Budget, Internal Services, Finance, Audit and Management, and Information Technology Departments. In addition to serving as Deputy Mayor, Mr. Marquez is also serving as Finance Director/CFO of the County

Prior to becoming Deputy Mayor, Mr. Marquez was Senior Vice President of First Southwest Company and managed the Miami Office. He has also served as chief financial officer of the Miami-Dade County School Board - the fourth largest school board in the country with operating and construction budgets of \$2.6 and \$1.7 Billion, respectively. Prior to his tenure at the School Board, Mr. Marquez served as City of Miami Manager where he directed the development of the Five-Year Fiscal and Operational Recovery Plan, and coordinated a joint business-government blue ribbon task force to improve municipal efficiencies. As a result, Mr. Marquez effectively guided a near bankrupt city government, with a \$400 Million operating and capital improvement budget and a workforce of 3,500, into fiscal well-being.

Mr. Art Guzzetti, a 33 year veteran of public transportation at the local, state and national levels, serves as Vice President-Policy for the American Public Transportation Association, the trade group representing the public transportation industry in the United States. Among other things, Mr. Guzzetti is responsible for APTA's extensive policy research agenda, policy analysis and development, transportation information and statistics. Mr. Guzzetti and the APTA team work with legislative and executive branches of all levels of government, and with other national associations, think tanks and interest groups to cultivate the ideas, relationships and advocacy initiatives that will propel public transportation forward.

Prior to coming to APTA in June 1997, Mr. Guzzetti had 16 years in management at two of the nation's leading public transportation systems: New Jersey Transit, and Port Authority of Allegheny County, plus two years at the New Jersey Department of Transportation.

Mr. Guzzetti has a Political Science degree from Edinboro State University, and a Master of Public Administration Degree from the University of Pittsburgh. He has been married for 33 years, the father of four children, and the grandfather of two.

The **American Public Transportation Association (APTA)** is an international organization that has been representing the transit industry for over 100 years, since 1882.

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APTA members serve the public interest by providing safe, efficient and economical transit services, and by improving those services to meet national energy, environmental, and financial concerns. Over ninety percent of passengers using transit in the U.S. and Canada are carried by APTA members.

APTA members are public organizations that are engaged in the areas of bus, paratransit, light rail, commuter rail, subways, waterborne passenger services, and high-speed rail. Members also include large and small companies who plan, design, construct, finance, supply, and operate bus and rail services worldwide. Government agencies, metropolitan planning organizations, state departments of transportation, academic institutions, and trade publications are also part of our membership.

APTA has six different categories of membership, and offers a "Basic option" to certain of those. APTA members are encouraged to participate in, contribute to, and benefit from a myriad of programs, activities, and services.

Mr. Sasha Page is Vice President for Transportation and Finance at Infrastructure Management Group based in the Washington, DC area. Mr. Page has over two decades of experience in finance, project development and public-private partnerships with bus, rail transit, and other transportation agencies. Mr. Page has advised on transit and rail financings and financial issues in several US cities, including in Chicago, Dallas, Denver, and St. Louis and currently serves as an advisor to the Miami-Dade Citizens Independent Transportation Trust. Mr. Page also advises the US DOT TIFIA program on innovative finance loans to transit and toll road projects, including the \$1.9B Northern Virginia Capital Beltway, \$1.7B Los Angeles Crenshaw Light Rail Project, and the \$300M US 36 managed lanes/bus rapid transit project. Mr. Page is a member of the Transportation Research Board's taxation and finance committee and the American Public Transportation Association's Finance and P3 committees.

Infrastructure Management Group, Incorporated (IMG) is a full-service infrastructure consulting firm specializing in improving the management, finance, and operations of utilities, airports, transportation, and public-use facilities. IMG's mission is to help its clients bridge the gap between their infrastructure needs and financial resources by focusing on efficient management and project delivery strategies, public private partnerships, technology and innovative capital financing. Our corporate motto *"bringing business to government"* is a testament to both the demands of our times and IMG's commitment to achieving our clients' public service goals.

Mr. Edward Fanter is a Managing Director in BMO Capital Market's Infrastructure Banking Group, with sector experience that includes transportation, water and wastewater, social infrastructure, and power/energy. Edward has over 20 years of infrastructure experience working for both financial institutions and a multi-national consulting firm specializing in infrastructure projects.

Edward's transportation experience includes the Denver FasTracks Eagle P3 Rail Project, the Port of Miami Tunnel Project, The JFK International Arrivals Terminal Expansion, the SR-91 Express Lanes, the Central Texas Turnpike Project, the Port of Seattle Fuel Facility, and the P&O Ports acquisition. Edward has been associated with three recent transactions that were named Deal of the Year. Edward has a Bachelor of Engineering Degree from The Cooper

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Union, a Master of Environmental Engineering Degree from Manhattan College, and a MBA from New York University's Stern School of Business. Edward is a CFA charter holder and a licensed professional engineer.

BMO Capital Markets is a leading, full-service North American financial services provider, with 2,200 employees operating in 30 offices worldwide including 17 in North America, offering corporate, institutional and government clients access to a complete range of investment and corporate banking products and services. BMO Capital Markets is a member of BMO Financial Group, one of the largest diversified financial services providers in North America with total assets of \$555 billion and more than 46,000 employees as of April 30, 2013.
