MEMORANDUM

Date: April 7, 2021

To: The Honorable Chair and Members
Pima County Board of Supervisors

From: C.H. Huckelberry
County Administrator

Re: Appointment of Regional Center for Smart Mobility Solutions Director

I am pleased to announce the appointment of Michael Medina to the position of Regional Center for Smart Mobility Solutions Director.

The Regional Center for Smart Mobility Solutions (Center) is being created to focus on optimizing the movement of travelers and freight across the region, as opposed to focusing primarily on optimizing roadway infrastructure as has been the traditional role of transportation departments. Our Transportation Department will continue to focus on infrastructure needs across the unincorporated County whereas the new Center will focus on mobility needs within the region, across jurisdictional boundaries.

The principal purpose of the Regional Center for Smart Mobility Solutions is to enhance regional traveler and freight mobility on existing regional infrastructure, to include more than 5,000 miles of roadways, through management of traffic data analytics, modeling, traffic signal optimization, and active demand management via a Mobility on Demand (MOD) platform. The Center will oversee the creation and procurement of mobility and intelligent transportation systems tools for optimizing traveler and freight performance, while ensuring that all development conforms to autonomous vehicle and smart infrastructure federal data connectivity and security standards. The Center will have an initial Fiscal Year 2022 base budget of $2 million per year paid by the County.

The Center Director will oversee three functional areas:

- Mobility on Demand (MOD) and Active Transportation Demand Management: managing live traffic demand through public vehicular and personal device applications to optimize traveler experience and trip performance;
- Analytics and GIS: modeling, traffic data, statistical analysis and studies to inform decision support for planning and live traffic operations; and
- Transportation Systems Management and Operations: active traffic management of signalized intersections and smart infrastructure.
The Center Director will:

- Produce and manage a Center Work Plan with measurable targets to achieve overall mobility goals and objectives, to include input from regional transportation agencies and the public. The plan shall include budgets, performance indicators, return-on-investment analyses, and timeframes for deployment of a MOD platform;
- Manage Center traffic data subscriptions, information technology systems, platforms and technology staff needed to support the Center;
- Manage Center information technology systems and staff to facilitate rapid technology deployment including direct coordination with data systems of other regional agencies, such as traffic signal coordination, crowdsourced data captured by regional entities and the generation of mobility applications;
- Interface with local, state and federal transportation agencies as well as the general public in pursuing Center goals and objectives;
- Lead a procurement effort to contract for traffic operations and MOD platforms; and
- Pursue additional funding sources from regional, state and federal entities to support Center operations, a MOD platform, and traveler education and incentives.

The Center will be a partnership between the Department of Transportation (DOT), the Information Technology Department (ITD) and regional agencies. Center positions will be located within the DOT and ITD budgets with all ITD Center positions having direct salary charge-out to DOT and all technology costs covered by DOT. The Center will have no cost impact to the County General Fund.

To recruit this position, a total of five candidates were interviewed by a panel representing the University of Arizona College of Engineering, City of Tucson Transportation, County Information Technology, County Administrator’s Office and County Transportation. Mr. Michael Medina was unanimously selected by the panel as the top candidate.

Mr. Medina has 15 years of experience as a transportation planner to include over 11 years in managerial positions. His background is diverse, including travel demand modeling and management, demographic forecasting, regional and international transportation planning, transportation social equity, economic development, air quality, environmental planning, intelligent transportation systems, policy development, training, project management, and business management. Mr. Medina has worked on numerous corridor studies, city and county master plans, transit studies, pedestrian and bicycle plans, international border crossing plans, and regional and statewide transportation plans.
Prior to working for the City of Socorro, Texas as Planning and Development Director, overseeing most City services and capital programs, Mr. Medina was the executive director for the El Paso Metropolitan Planning Organization, worked as a planner for the Texas Department of Transportation and served in the United States Marine Corps. Attached is Mr. Medina’s cover letter and résumé.

Mr. Medina will start in his new role mid-May and will proceed to build the Center team. The Board can expect to receive regular updates regarding Center activities starting next fiscal year.

CHH/dym

Attachment

c: Jan Lesher, Chief Deputy County Administrator
Carmine DeBonis, Jr., Deputy County Administrator for Public Works
Yves Khawam, PhD, Assistant County Administrator for Public Works
Ana Olivares, Director, Transportation Department
Dan Hunt, Director, Information Technology Department
Michael Medina, Director, Regional Center for Smart Mobility Solutions
Mr. Yves Khawam, PhD.
Assistant County Administrator for Public Works
Pima County Government
130 W. Congress, 10th floor
Tucson, AZ 85701

Dr. Khawam,

The Regional Center for Smart Mobility Solutions Director for the Pima County must have a rare combination of hard and soft skills: not only the experience and strategic vision necessary to make plans a reality, but also the ability to work with multiple stakeholders across varied jurisdictions to ensure regional harmony and collaboration. As the former executive director of the El Paso Metropolitan Planning Organization and the current city planner development director for the City of Socorro, Texas, I have spent more than a decade developing exactly these capabilities. I am writing to express my interest in the Regional Center for Smart Mobility Solutions Director position.

In my previous role at the metropolitan planning organization, I worked on various emerging technologies initiatives designed to study and anticipate regional transportation concerns to develop and implement local and cross-border strategic plans, projects, and programs such as Metropia El Paso, El Paso Regional Ports of Entry Operations Plan, Traffic Analysis Tools Program, Federal Transit Administration All-Hazards Recovery Plan, and Integrated Corridor Management Deployment Planning Grant Program. In my current role, I oversee all departments of the City of Socorro, from grant application to land-use management to public infrastructure planning. In both positions, my responsibilities have required me to interact and preserve relationships with elected leaders of different parties and nationalities, as well as with local, state, and federal agency officials, tribal and military leadership, community leaders and residents, private stakeholders, and subject-area experts to identify areas for improvement and advancement, design innovative strategies to address district and regional needs, and guide these plans into action.

The region in which I work shares many similarities with the Pima County community. Like the Tucson Metropolitan Statistical Area, El Paso, and the surrounding areas contain a diverse, multicultural population. El Paso and Socorro are also geographically situated such that the economic, environmental, and social concerns that animate local planning efforts have broad implications for national conversations about community and public capital infrastructure. I understand how a regional matter can raise important and politically sensitive concerns around subjects such as air quality, transportation accessibility, mobility, reliability, and sustainability. My professional success and reputation have depended on my ability to anticipate and respond to such issues. For example, I advocated for the El Paso MPO to become the designated recipient for Enhanced Mobility for Seniors and Individuals with Disabilities FTA Section 5310 Funds to better administer and address accessibility needs of this group.

My resume outlines the many transportation planning activities I have overseen. I have experience in several areas of special relevance to Pima County including budgeting, managing federal grants, developing multi-agency and multi-jurisdiction master plans, implementing public participation programs, designing multi-modal transportation improvement programs, and partnering with universities.

I am excited by the challenge and opportunity presented by the Regional Center for Smart Mobility Solutions Director position. I would welcome the opportunity to further discuss the region’s vision and how my skills and background align with it. Thank you for your time, and I hope to hear from you soon.

Sincerely,

Michael Medina, CNU-A
Michael Medina, CNU-A

Redacted Personal Information

Professional Experience
Mr. Medina has 15 years of experience as a transportation planner to include over 11 years in managerial positions. Throughout his career, Mr. Medina has focused managing and directing a complex bi-state organization with an emphasis on developing and maintaining partnerships in strategic planning. His background is diverse, including travel demand modeling and management, demographic forecasting, regional and international transportation planning, air quality and environmental planning, intelligent transportation systems, policy development and planning, training, project management, and business management. Mr. Medina has also worked on numerous corridor studies, city and county master plans, transit studies, pedestrian and bicycle plans, and regional and statewide transportation plans, to include technical assistance for the papal visit to Ciudad Juárez, Chihuahua. His skills also include technical report writing, as well as public speaking and report preparation and presentation. Prior to joining the City of Socorro, Mr. Medina was the executive director for the El Paso Metropolitan Planning Organization (EPMPO), worked as a planner for the Texas Department of Transportation and served in the United States Marine Corps.

Education
B.S., City & Regional Planning, New Mexico State University, 2005

Professional Certifications
Congress of New Urbanism (CNU-A), 2011

Awards
Star of Geography, College of Arts and Sciences, New Mexico State University, 2015
Career Recognition Resolution 18R3080, Texas 85th Legislature, 2018

Industry Tenure
15 Years

Current Responsibilities
Mr. Medina is the city planner development director for the City of Socorro, Texas. The city planner oversees all departments and daily operations of the city and coordinates activities with outside agencies, to include regional strategic planning. Currently, Mr. Medina is tasked with the evaluation and redirection of public capital infrastructure along with expanding economic development opportunities reflecting the values and vision for the City of Socorro.

Positions
City Planner Development Director August 2018 – Present (2 years 7 months)
Executive Director (EPMPO) November 2013- July 2018 (4 years 8 months)
Interim Executive Director (EPMPO) January 2013- November 2013 (11 months)
Assistant Director (EPMPO) July 2010- December 2012 (2 years 4 months)
Transportation & Urban Planning Manager (EPMPO) August 2007- July 2010 (2 years 11 months)
Planner (Texas DOT) July 2006- August 2007 (1-year 1 month)
Transportation & Special Projects Planner (EPMPO) October 2005- July 2006 (9 months)
Project Superintendent (VistaCON, Inc.) June 1996 - September 2005 (9 Years 3 months)
United States Marine Corps August 1990 - August 1994 (4 years)
Relevant Projects

Major Thoroughfare Plan – Development, management and implementation of a transportation plan identifying and guiding extant and future multi-modal transportation needs for the City of Socorro. The new plan incorporates a re-examination of availability and ease of mobility and connectivity within the various areas of the city and the region and identifies tiered enhancements through capital improvement projects via federal, state, and local funding opportunities.

Master Planning Ordinance – Development, management and implementation of a master planning ordinance to guide future land development, transportation patterns and networks for the City of Socorro. The City of Socorro is transitioning from conventional zoning to form based codes and incorporating multi-modal travel options as part of the land development code.

MS4 Program – Development, management, implementation, and code enforcement of Storm Water Management Program (SWMP) as required for coverage under the Texas Pollutant Discharge Elimination System Program General Permit No. TXR040000. The SWMP describes the minimum control measures and Best Management Practices that are being implemented by the City of Socorro.

2020-2030 Capital Improvement Plan - Development, management and implementation of a 10-year capital improvement plan identifying and guiding extant and future infrastructure needs for the City of Socorro.

Braceros Program Historic Preservation Site Project – Overseeing project phasing and tourism development. The Rio Vista Farm Reception Center was only one of five processing sites for temporary U.S. guest worker program. The City of Socorro along with non-profit organizations have partnered to preserve the buildings and processing site.

Neighborhood Traffic Management Program – Development and deployment of a neighborhood traffic management program for the City of Socorro. The goal of this program is to address speeding and cut-through traffic on local residential streets using a set of traffic-calming tools.

Unified Planning Work Program (UPWP) - Development and management of various UPWPs. UPWP lists the transportation studies and tasks that MPO staff and member agencies will perform to support the metropolitan transportation planning process. It must identify the funding source for each project, the schedule of activities, and the agency or agencies responsible for each task or study. The federally required UPWPs reflect regional issues and strategic priorities.

Public Participation Program (PPP) – Development, maintenance and implementation of Public Participation Programs. The PPP provides the MPO policies and principles that guide its communications and coordination with interested parties such as: residents, neighborhood associations, private and public agencies, and transportation providers, and other members of the public.

Congestion Management Process (CMP) - Development and deployment of a systematic and regionally-accepted approach for managing congestion that provides accurate, up-to-date information on transportation system performance and assesses alternative strategies for congestion management that meet state and local needs while reducing the adverse impacts of congestion on the movement of people and goods.

Metropolitan Transportation Plans (MTP) - Managed the development of multiple metropolitan transportation plans. The MTP is a comprehensive, multimodal blueprint for transportation systems and services aimed at meeting the mobility and financial needs of the MPO planning area. The plan also outlines the expenditure of federal, state, and local funds expected to be available for transportation improvements for a minimum of 20 years.

Transportation Improvement Programs (TIP) - Managed the development of various short-range, four-year program of priority transportation improvements drawn from the metropolitan transportation plans. The MPO creates the TIP with spending, regulating, operating, management, and financial tools. The TIP represents immediate priority actions to achieve the MPO’s goals and associated system performance targets.

State of the El Paso MPO 2008 - 2011 - Developed and coordinated five State of the MPO reports. The various State of the El Paso MPO detailed the annual activities of the study area emphasizing federal, state, local, and international transportation planning concerns, efforts, and trends.
**Federal Certification Reviews** - Led the El Paso MPO audits conducted by the U.S. Department of Transportation. All reviews conducted were certified by the federal partners.

**Air Quality Planning** – Development and management of various conformity transportation reports and project level analyses and reports for the El Paso MPO to ensure that federal funding was preserved, and regional transportation plans and activities are consistent with air quality regulations and goals.

**El Paso Regional Ports of Entry Operations Plan** - Participated with assessing the current and future operations of the region’s six international border crossings, from Santa Teresa, New Mexico, to the planned Tornillo-Guadalupe port of entry in Texas. The plan identified operational improvements, including implementation of a Border Traveler and Cargo Information System to provide wait time and queue length information, to advance the current performance of the existing system and determining whether improvements would allow ports of entry to absorb future demand.

**SunCycle Bike Share Program** – Planning, programming and deployment of a regional bike share program including solar-powered stations throughout Downtown El Paso, El Paso Community College and the University of Texas at El Paso.

**Regional Multi-Modal Plan** - The multi-modal plan was a mechanism to identify the current state of pedestrian, bicycling, and transit infrastructure. The goal was to identify gaps in these modes to provide the opportunity to advance projects and further reinforce strategies identified in the Congestion Management Process.

**El Paso/Santa Teresa - Chihuahua Regional Border Master Plan** - Stakeholder participation in development of a comprehensive, binational, long-range plan to improve the border transportation system in the El Paso/Santa Teresa-Chihuahua Region to: inventory transportation and port-of-entry (POE) infrastructure that facilitates trade, prioritize and promote planned POE and related transportation projects, inform decision making, allocate limited funding resources and ensure continued dialog and coordination on future POE and supporting transportation infrastructure needs and projects.

**New Mexico-Chihuahua Border Master Plan (BMP)** - Stakeholder participation in development of plan. The purpose of this study was to develop an integrated BMP to improve the efficiency and effectiveness of New Mexico-Chihuahua cross-border traffic. The BMP takes a binational comprehensive approach to coordinate the planning and delivery of projects to improve land ports of entry and the transportation infrastructure serving these ports in the New Mexico-Chihuahua border region. The BMP study area covers a wide range of jurisdictions, including federal, state, county and city governments, along with others including port authorities, planning associations and railroad companies.

**International Ports of Entry and Border Planning** - Coordinated various meetings with local stakeholders including partners representing Ciudad Juarez and State of Chihuahua for the implementation of multimodal and ITS projects at all 6 international ports of entry to alleviate congestion, travel wait times, and improve infrastructure reliability.

**Santa Teresa International Rail Study** - The New Mexico Border Authority in coordination with the State of Chihuahua was conducting a study to evaluate the potential environmental impacts and economic benefits of relocating the existing international rail crossing between Ciudad Juarez, Chihuahua, Mexico and El Paso, Texas to a westerly location entering the United States in the vicinity of Santa Teresa, New Mexico. Represented the El Paso MPO during development of the plan.

**Toll Roadway System Planning** - Developed travel model simulations to deploy projects for the development of a regional toll roadway system. Currently two of the original five toll roadway projects are operational or under construction.

**Traffic Analysis Tools Program** - The Traffic Analysis Tools Program was formulated by FHWA to strike a balance between efforts to develop new, improved tools in support of traffic operations analysis and efforts to facilitate the deployment and use of existing tools. FHWA established two tracks under the Traffic Analysis Tools Program: the deployment track and the development track. Participated in the development track using DynaSmart, a traffic model, to help support transportation decisions.
Regional Toll Analysis - Developed travel demand model simulations to deploy projects for the development of a regional toll roadway system. Several projects from this effort were programmed for implementation.

Integrated Corridor Management (ICM) Deployment Planning Grant Program - El Paso MPO was selected by US Department of Transportation for the Integrated Corridor Management (ICM) Deployment Planning Grants program ($250,000 total funding). The purpose of the ICM program was to advance the integrated approach to transportation systems management and operations on 1-10 from US-54 to Loop 375, US-54/1-110 from 1-10 to Loop 375 which also includes the Bridge of the Americas and Zaragoza international ports of entry. The ICM team includes the City of El Paso, Sun Metro, Texas Department of Transportation, Texas A&M Transportation Institution, and University of Texas at El Paso.

Metropia El Paso - Managed the federally funded Metropia El Paso project. Metropia is an innovative approach to traffic management that uses a free smartphone app to incentivize drivers to utilize the various roadways more fully within the region's transportation system to reduce congestion peaks.

Economic Costs of Critical Infrastructure Failure in the El Paso-Ciudad Juarez Region - Managed the research project. The El Paso MPO and Texas A&M Transportation Institution team used a simulation-based modeling methodology combined with an innovative economic analysis to derive monetary costs associated from such an event. A hypothetical case study analyzed the collapse of the Bridge of the Americas port of entry and the IH-10/US 54 interchange for both short-term (immediately after) and long-term (weeks later) basis to determine the total economic cost of freight commodity disruption.

Transportation Reinvestment Zones (TRZ) - Commission various studies on transportation reinvestment zones. TRZ facilitate value capture of the tax increment from a future transportation project. An innovative financing tool, value capture leverages real estate potential due to urban asset investments. The El Paso MPO has capitalized on this tool to finance various project in the previous long-range plan in the amount of over $200 million.

Regional Emission Reduction Calculator - Managed the development of a web-based tool specific to the El Paso MPO region. The web-based tool enabled the public to estimate the potential air quality benefits in reducing single occupant vehicle travel by incorporating changes to travel behavior and choosing multimodal travel options.

Transportation Air Quality Sketch Planning Tool - Managed the development of a forecasting tool specific to the El Paso MPO planning area. The original focus of the GIS tool was on nitrogen oxides and volatile organic compounds but was expanded to be capable of estimating emissions from carbon monoxide, particulate matter up to 10 micrometers in size, carbon dioxide and greenhouse gases. The tool enables staff to identify areas of pollutant origins and concentrations and estimate the potential benefits in reducing single occupant vehicle travel via scenario planning utilizing the travel demand model.

Rider 8 and Rider 7 - Development, management, and implementation of Rider 8 and Rider 7 work plans and projects. The Texas Legislature provided funding through the Texas Commission on Environmental Quality to develop plans/projects and identify strategies to mitigate potential new ozone standard for the El Paso MPO planning areas in New Mexico and Texas. MPO worked with New Mexico State University, Texas A&M University, and University of Texas at El Paso to execute regional projects.

Camino Real Consortium's Sustainability Plan - the Camino Real Consortium which encompasses 12 New Mexico agencies, including the El Paso MPO, applied for and won a $2 million Sustainable Communities Regional Planning Grant funded by The Partnership for Sustainable Communities to integrate housing, land use, economic and workforce development, transportation, and infrastructure developments in a manner that empowers the region to consider how all of these factors work together to create more jobs, economic opportunities, and increased quality of life for generations to come.

Five Points Quiet Zone Project - Participated in the development of the City of El Paso's Five Points Quiet Zone in Central El Paso. The joint project by the Union Pacific Railroad and the City of El Paso included modifications to six railroad crossings, allowing trains to pass quietly through the central El Paso neighborhood.
Regional Rapid Transit Service - Lead the planning and programming of projects in MPO and federal documents. The El Paso region invested in a premier form of bus transportation known as the Rapid Transit System (RTS). Sun Metro broke ground on the first of four RTS corridors, which introduced El Pasoans to a high-quality transit service that offers similar benefits to light rail transit, such as improved speed and reliability, but at a much lower implementation cost. This new system is now known as the Sun Metro Brio.

El Paso Streetcar Project- Led the planning and programming of project in MPO and federal documents. The El Paso Streetcar Project is an electrified streetcar system in El Paso, Texas, and operates for nearly 5 miles from Downtown El Paso to University of Texas at El Paso. The system has been constructed under the authority of the Camino Real Regional Mobility Authority but is operated by Sun Metro (City of El Paso).

Vámonos Vanpool Program - Led the planning and programming of project in MPO and federal documents. The program offers vanpooling to El Paso County residents for traveling to and from work to save on their daily commuting costs while reducing vehicle emissions.

El Paso County Transit Services- Led the planning and programming of project in MPO and federal documents. El Paso County provides service on six county bus routes, the Gold Route intercity bus between Las Cruces, NM, and El Paso, TX, and the Vámonos Vanpool program. The six county bus routes operate along established routes with set schedules, and passengers can get on and off the bus by flagging the bus driver. The county bus routes link communities throughout El Paso County, and all routes connect to a Sun Metro transfer center. The services are funded with federal funding to include FTA Section 5311 Formula Grants for Rural Areas.

Active Transportation System (ATS) Planning - Led the development and implementation of an Active Transportation System to promote greater accessibility, mobility, tourism, historical and cultural assets, bicycle and pedestrian-friendly retail development, greater economic opportunities, land use development/redevelopment, human health and greater quality of life within the planning areas of the El Paso MPO, the Mesilla Valley MPO, and the Institute Municipal de Investigación y Planeación by identifying regional significant infrastructure existing or planned with the following seven segments: Avenida de Estrellas; International Beltway; El Paso Mission Trail; Paseo del Este; Warrior's Way; Transmountain Trail; and Solstice Track. The ATS also encompasses the El Paso Bike Share Program and any future expansion thereof to include the International Bike Share Project.

Enhanced Mobility for Seniors and Individuals with Disabilities FTA Section 5310 Funds – Advocated for the EPMPO to become the Designated Recipient for 5310 funds allocated to the El Paso urbanized area. Mr. Medina’s role included administering, managing, programming these funds, selection, and overseeing the implementation of the projects.

Federal Transit Administration (FTA) All-Hazards Recovery Plan - The Association of Metropolitan Planning Organizations was a partner in a FTA research grant to Portland State University - Transportation Research and Education Center develop and test comprehensive emergency preparedness plans that included robust and coordinated Transportation Demand Management strategies for the initial response and for subsequent recovery periods. The plan served as a template for the development of a prototype two-day course that was pilot tested in Portland, OR. The course then finalized and was offered in El Paso and five additional MPOs. The two-day training course facilitated development of an emergency recovery plan in each host region that focused on using transit and TDM strategies while leveraging social media and ITS applications to improve recovery time and travel options.

Transportation Planning Training - Developed, coordinated and lead training for the El Paso MPO’s Transportation Policy Board and elected/appointed officials within the planning area. The various workshops, presentations, and individualized sessions focused on federal, state, and local transportation planning requirements, state of practice, policy development, concerns and trends.
Publications


Presentations

FTA Training to Develop All-Hazards Emergency Transportation Recovery Plans workshop at Portland State University in Portland, OR September 2017.


El Paso, TX and Ciudad Juárez, Mexico — Bike Sharing across the Borders presented at 2017 TRB Annual Meeting in Washington, D.C.

Sustainable Performance-Based Methodology for Strategic Metropolitan Planning presented at 2017 TRB Annual Meeting in Washington, D.C.

FTA Training to Develop All-Hazards Emergency Transportation Recovery Plans workshop at Texas Department of Transportation El Paso District in El Paso, TX March 2018.

Active Transportation Planning: Access to Opportunities and Heritage Tours to be presented at Walk Bike Place Annual Meeting in New Orleans, LA September 2018.

Strategic Active Transportation Planning for Metropolitan Planning Organizations with Limited Resources presented at 2019 TRB Annual Meeting in Washington, D.C.

Committees, Panels

**Plan El Paso** - City of El Paso's Comprehensive Plan Advisory Committee. The Advisory Committee served under the city manager to monitor and approve all aspects of the comprehensive plan. 2010-2012.

**Statewide Rail Steering Committee** - Texas Department of Transportation - Mr. Medina represented the El Paso MPO on statewide rail transportation related issues and projects. 2013.

**Association of Texas Metropolitan Planning Organizations (TEMPO)**. Mr. Medina represented the El Paso MPO and its board on statewide transportation related matters. He also is a member on the Travel Demand and Performance Measures sub-committees. 2013-2018.

**New Mexico Metropolitan Planning Organizations Quarterly**. Mr. Medina represented the El Paso MPO and its board on statewide transportation related issues in New Mexico. 2013-2018.

**Borderplex 2020** - Borderplex Alliance. The Borderplex Alliance released the Regional Strategic Plan, which provided a blueprint for success for the next five years. Borderplex 2020 unifies the Borderplex - Las Cruces, NM, El Paso, TX, and Cd. Juarez, CH - and leverages the many combined assets within the area to compete globally, grow emerging industry sectors, and attract new investments and jobs. As part of the active efforts to identify specific goals, several task forces were created in the following areas: Regional Planning, Education & Workforce, Defense & Aerospace, Advanced Manufacturing, Advanced Logistics, Business Services, Life Sciences, Tourism, and Entrepreneurship. Member of the Steering Committee and Co-chair of the Regional Planning Committee. 2015-2018.

**El Paso Bike Plan's Internal Steering Committee** - City of El Paso. The Internal Steering Committee served under the city mayor to monitor and recommend all aspects of the Bike Plan to the city council. 2015-2016.

**Guide for Scalable Risk Assessment Methods for Pedestrians and Bicyclists** - FHWA. This report summarized the variety of methods used to estimate and evaluate exposure to risk in pedestrian and bicyclist safety analyses. There was also consensus on a theoretical definition of exposure as a measure of the number of potential opportunities for a crash to occur. Served on expert panel. 2016–2018.

**House Bill (HB) 20 Committee** - 84th Texas Legislature. Voting Stakeholder. HB 20 requires the Texas Transportation Commission (TTC) to develop rules and implement performance-based planning and programming dedicated to providing the executive and legislative branches of government with indicators that quantify and qualify progress toward attaining TxDOT and MPO goals and objectives established by the Legislature and the TTC. 2016-2018.

**Border Trade Advisory Committee** - Texas Secretary of State. The Border Trade Advisory Committee serves as a forum for agency transportation decisions affecting trade and the movement of freight at the Texas border and to aide TxDOT in defining and developing a strategy and make recommendations to the commission and the governor for addressing the highest priority border trade transportation challenges. 2017-2018.

**Joint Advisory Committee** - The Joint Advisory (JAC) serves as the local community-based organization overseeing the process to achieve the process cleaner air for the Paso del Norte region, an air group under the La Paz Agreement. The JAC is comprised of binational federal, state, local governments and universities. 2013-2018.

**2017 Association of Metropolitan Planning Organizations (AMPO) Policy Committee**. Appointed by AMPO Board of Directors. The Policy Committee is tasked with reviewing current and proposed federal policies and guidance and providing recommendations or actions to the Board of Directors. 2017-2018.