

Experience in A) Progressive Responsibility, and B) Management

Project Management in Planning

My planning-related P.M. dates back to the late 1970's at the State Level. For the Texas Air Control Board our consulting engineering firm PetroMAS was retained to do a special study that I then ran. This involved doing back-calculations of fence-line emissions to see if specialty chemical firms like Aluminum plants, Pulp & Paper, Sulfuric Acid were accurately reporting their stack emissions.

In the 1980's I was liaison for NZ Synthetic Fuels for all the impact issues of the giant \$1.2 billion plant. That work was done by a consortium of environmental and land use firms: too big for any one firm. Our scope was Noise (45 dbA at fenceline), explosion Risk (moved all homes back 1 km), treated wastewater discharge quality (put it back in the mountain stream cleaner than we got it).

From 1998 -2003 as President of Foxhall Community Citizens Association, I was heavily involved on a volunteer basis with several projects to put DC planning on a sound basis: "SNAP", "DC Atlas", "Citizen Summit," WMATA Bus Shelter maps. (See Attachment C) I also wrote testimony on two EIS projects, one with FONSI from NPS, the other has an agreed Alternate with FHWA (more in Attachment D).

Budgeting & Financial Management

From my work within Mobil R&D developing annual science budgets for both internal and collaborative work, I've many years of developing annual budgets and doing quarterly spreadsheet reports against that.

For DynCorp, I developed workload tools that staff would complete for a week ahead. Through workflow, these provided "exception data" (overcommitted or underutilized staff) to individual Work Assignment Managers. Those WAMs in turn did workload balancing with their EPA or OSHA counterpart WAMs. Although not money directly, the systems I put in place managed hours, 90+% of all discretionary costs

Personnel Management

I've directly supervised staff groups at three times within my career:

From 1985-1990 at N.Z. Synthetic Fuels I had six staff (Library, CAD and four programmers) work for me.

From 1991-1993 at Mobil R&D Corp in Princeton I headed up a group of 17 but then chose to be team lead over a seven-person portion instead that focused on just one area. (We were doing global projects: physical and "span of control" became more a logistical problem than was practical – before we had any web tools).

Since then at DynCorp-CSC (1998-2005) I have worked in a team leader or consultant role. This included a period from 2001-2002: I was on assignment at ICF Consulting as Team Lead for GIS to cover a vacancy they had difficulty filling, but returned to DynCorp after 9/1/2001 terrorist events cut deeply into that work.

Records Management

ZONING:

As member of the Washington GIS Consortium, worked with DC Office of Zoning to facilitate workshops with Land Use attorneys whose paper files were in much better shape than the city's own. By entering into a Voluntary agreement, DC's first electronic zoning map was accurate and complete at Release 1.0 except for Special Districts and Campus Plans. (More on my Campus Plan experience in Attachment D)

PARCELS:

Provided DCRA with GIS technical oversight of the mammoth project by "Dewberry & Davis" to digitize all land parcels to surveyor-grade accuracy: multi-year project was still in progress when we moved but example of the quality spatial architecture that I peer-reviewed is viewable online at <http://about.dc.gov>

Grants Administration

While working at ICF Consulting, as a Principal I was involved in peer review of ICF's software that runs the Office of Justice Programs "Grants Managements Program" GMS. This is now part of GRANTS.gov, since DOJ client Karen Owens went on to head up the federal e-Gov program within Federal CIO Council

Public Comments Management

At the federal level as Principal at ICF Consulting in 2001 I helped critique their "Comment Works" tool for gathering public comment at beta-release. The following summer I worked with Peace Corps returnee Ron Medina to set up I.T. infrastructure at Casey Trees: Ron went in to join EPA and become one of the main developers behind Regulations.gov

Database Design, Integration & Maintenance

I have extensive experience with relational and spatial databases. Specifically I was in charge of a small mainframe IBM4361 at NZSynFuel 1986-1990 that stored all of our Process historian and Lab analytical data in the database product predecessor to DB2.

At DynCorp all our work for Superfund NPL was in Oracle: production version in RTP, North Carolina and development in our offices in Northern Virginia. From my global experience with Mobil I advised on the management of the servers inside and outside the firewall from 1998-1999, as well as directly consulted on spatial links and ran a Superfund Photo Library project.

In 2000 I was seconded to be Architect/Project Lead for a major Oracle/GIS revamp to DOJ Civil Rights tools for analyzing Redistricting per the 2000 decennial Census. (Links to conference presentations on this work are available at www.BobAndrew.info)

In 2004 CSC asked me to audit an Oracle/GIS application called "FACTS" they had developed for USFS that helps manage forestry operations. CSC continues to do the Oracle portion but we gave the GIS work to the firm doing the overall USFS spatial deployment to the web.

Attachment C: Project Management within a Planning Environment

These were discussed in Attachment A: here they are simply listed in chronological order for ease of reference. Links to these are on www.BobAndrew.info

1977: Texas Air Control Board: assessment of fence-line air quality impacts, back-calculating stack emissions, from specialized chemical plants: aluminum, pulp, sulfuric acid etc. The result was a study documenting compliance within the accuracy of the monitoring and modeling work, used by TACB to show EPA they were competent to manage their own Air Quality enforcement

1985: Environmental Impact on land around NZ SynFuel. Was the company liaison with a consortium of New Zealand EH&S firms like BECA Carter with international firms like URS. One of the enduring impacts has been the Seismic code for Process Plants adopted by API and others, based on the innovation done at this site between Mobil and Bechtel

2000: Project Lead for DOJ Civil Rights spatial assessment tools for DOJ lawyers to assess Census 2000 driven -changes to voting district boundaries (where they have jurisdiction) per 1965 Voting Rights Act. I was active with NCSL, and presented on this at the 2001ESRI Annual User Conference. This application won the top award in DOJ in 2002

2001+ Founding member of Casey Trees Technical Advisory Board , supporting a \$50 million Foundation to restore the green canopy to Washington DC. Provide ongoing input in technology/programs, currently in identifying orphaned federal slivers that could be declared and kept as city open public space.

2002 Served as Casey Trees Logistics Manager for whole summer. Housed and transported 35 Forestry interns, ran 28 crews per day six days/week, worked with 500 citizen volunteers to attribute 20 data points per tree every 3 minutes with an iPAQ and ArcPad. Did 106,000 trees in 10 weeks including 2 weeks QA: no city has ever or since come close to doing that size inventory. Also assisted in setting up this brand-new organization, than relocating to a permanent location on K Street where it has the first high-rise green roof.

2003-2004 Meetings with DDOT Urban Forestry Administration to get them to incorporate donated Casey Trees data into their work order system: GIS/Oracle challenge to them integrating aerial imagery with tree box distance from intersection: resolved by bringing in GIS staff expertise elsewhere within DDOT.

1998-2003 Working with Nyambi of DC Zoning to get their map viewable online as a tiled atlas, as well as facilitating three rounds of facilitation map: first with land use attorneys to agree to update public record, second with Federation of Citizens Associations to update the overlay districts, and unresolved with the private Universities on definition of “campus plan” boundary: not contiguous, even on a given campus.

2002-2003 On behalf of the Federation of Citizens Associations Board, I personally lead an effort to update the Office of Planning’s neighborhood map layer with the names, boundaries the residents used of over 100 neighborhoods. Then I was on the pilot team with planner Robert Collins to develop “S.N.A.P” (Strategic Neighborhood Action Plans) for 39 clusters of these neighborhoods (at a finer granularity than the Ward boundaries which change every decade). The Mayor’s budget has action items directly tied to SNAP plans.

2003-2005 Working with Dennis Jaffe of Sierra Club, Clear Channel AdShel and Dan Tangherlini, DDOT Director to get new, transparent bus shelters with a laminated route map, ads one end only, and smart sign saying how long until the next bus arrives,

2004 -2005 Recognizing the problems with parcel data, and learning from our experience with using 6” ortho-imagery for the federal GIS for National Capitol Planning Commission, our quarterly Washington GIS Consortium helped develop multi-vendor specs so that Dewberry Inc. would produce the digital plat from survey records etc and Michael Baker Inc would do the Quality Assurance.

Attachment D: Experience in Planning and Development Review Process

CURRENT EXPERIENCE

I arrived in Birch Bay back in October 2005, initially as just a place to stay on a multi-month engagement as a consulting engineer to BP Cherry Point refinery's CXHP project. Since being here I have participated at public meetings held by the all-volunteer "Birch Bay Steering Committee", and have been told by them that they find my safety-first, traffic-calming, analytic approach to traffic management to be useful input.

Because of their need, and my personal/professional interest, I have gone in-depth into the Whatcom PDS web resources about UGA and GMA, as well as spent time at the Bellingham Library boning up on where, if significantly, the SEPA process differs substantially from the NEPA process that I'm very familiar with

NEPA offers a choice of doing just an EA Environmental Assessment vs. a full-blown EIS.

(The NEPA process has a designated federal agency lead: GSA for buildings, FHWA for roads, various for lands depending on whether it is NPS BLM, USFS etc. The electronic approach is getting more consistent through "Modernizing NEPA Implementation" available on NEPA net, by the Executive Branch's CEQ.)

I am also contemplating submitting written comment to GSA on the federal Peace Arch crossing about my concerns for improved cellular access for waiting vehicles, and need for mobile wireless hot spots (sit in back of a van) to assist border patrol on their pursuits.

I have the technical background in this from my CSC work in upgrading all the videocom, satcom, telecom, datacom and in-basement cellular for the EPA's Emergency Operations Center in a Washington DC federal building. However, I have NOT submitted any comments since I am submitting this application to become a County employee: should I be employed I feel it is only proper to allow the county Executive to have the right to understand my commerce/ public safety concerns; whether EIS public comment is the best means.

PRIOR EXPERIENCE

My former Foxhall neighborhood in Washington DC is a desirable location for private schools because VA or MD commuters from the South, West or North can easily drop off kids on the way to school. So between the 1995 DC Comprehensive Plan until imminent update, the number of private schools within mile went up from five to nine. I participated in the comment, counter-proposal, voluntary agreement process that went in to each school's BZA order, and instituted quarterly school update meetings to inform neighbors for Georgetown Day School, Rock Creek International School, the Field School and St. Patrick's.

From 1999-2001, in my role as President of Foxhall Community Citizens, I was legally Party to a 10-year renewal of the Georgetown Campus Plan, a Census 2000 driven demographic look at off-campus impact of undergraduate and graduate housing. This was repeated in 2002-2003 for Mt Vernon campus of GWU. In GWU case they submitted individual specific projects (Residence Hall, Parking Garage, Softball field) with the Master Plan: in GU's case they sorted out the Master plan caps first, then individual projects.

From 1995-1998 for Mobil Corp Global Professional Services, I was Project Manager of their "GENIE" project - Global Environmental Network Information Enabler" which used secure collaboration tools to share within Mobil's 45,000 employees the "Best Practices". This work was published by Benchmarking Magazine and also presented as slides at the 1998 LotuSphere conference

From 1983-1985 in Yardley PA, I served on that town's Planning Commission, Major cases that we dealt with included approval for an assisted Senior Living Center on a brownfields site, redevelopment of a strip mall in the heart of town with improved streetscape, and remote employee parking with a shuttle.

Attachment E: Comprehensive Plan Admin (Docket), Critical Areas Admin, Shoreline Master Program Admin

Comprehensive Plan Administration

My local government experience is with the DC Comprehensive Plan, and in working with DC Office of Planning to take a fresh approach to Comprehensive Planning. DC has only had its own government since 1965, and under the Home Rule Charter has 8 Wards, plus elected Advisory Neighborhood Commissions.

Those boundaries move with every Census, plus up until they have been separate ward-based updates, so the wealthy Ward 3 Comp. Plan section is highly prescribed, while poorer Ward 8 has almost all the dump sites, half-way houses and wastewater plant. In addition, DC Council always “marked up” the plan so that some of the key grass-roots input was lost to special interests.

Working through the Committee of 100 as a nominated member, I and others gave DC Office of Planning the clout to go back to Council and ask for a two-year deferment to get the process right. This was still in play when we moved from DC, and the debate over the DC Baseball Stadium siting or MLK memorial are examples of what happens when the process is more political than analytic.

Docket Administration

As a support contractor to EPA from 1998 through 2005, I am fully familiar with their eight paper dockets which then became EDOCKET within EPA and now Regulations.gov for all agencies. In 2003 I moved my CSC office from Alexandria to downtown DC (from the Science and Engineering contract to their contract on Data/Voice/Video/Servers/Network/Computing Infrastructure, two blocks from EPA Docket office.

Shoreline Master Program Administration

As someone new to the Pacific Northwest, I do not know all the specifics but understand the State DOE mandate for periodic review and update under the Shoreline Management Act ([SMA, RCW 90.58](#)) that resulting in the December 2003 issuance of the new, revised Shoreline Master Program Guidelines. The Whatcom PDS website on this topic is silent on progress to date, but the page is dated 2003, although the Update Process talks about a Feb 2005 public workshop and overlap between CAO and SMP updates. With my strong background in GIS (I ran a GIS ‘Center of Excellence’ for natural resource agencies at CSC) I believe I could help direct development of public outreach visuals about the update process.

Critical Areas Administration

For Whatcom county, because of where it sits on the earth’s crust, I understand the Critical Areas includes Geologically Hazardous, having grown up in New Zealand a seismically active country. Having taught a Mineral Processing class and lived in Woodland Pak Colorado at 9,000 ft down a pass to go to work, I do understand landslides from seismic activity or soil saturation. From all the rain we have had this winter I am getting a good sense of where are the frequently flooded areas are!

What I do know: How to do is carefully read minutiae but prioritize the important in all my years of R&D plus regulatory response work with the American Petroleum Institute e.g. if processing heavier crude oils, watch out for increased selenium particularly in sensitive waters like San Francisco Bay, Great Lakes and now Puget Sound’s Birch Bay shellfish.

Similarly in DC, I worked closely with Sally Blumenthal from NPS on protecting a small wetlands on the former Brady estate that had been sold for \$25 million – most expensive residential land sale in DC. This was part of a green string of pearl strips of land connecting the former forts over DC, and drained into the Archbold-Glover Park certified by Audubon as a flyway stopover for migrating birds. This was solved by a simple land exchange in return for a green easement.

SEPA See my comments on NEPA above in Attachment C. The differences appear mainly to be semantic, e.g. DNS for Determination of Non-Significance vs. FONSI. Procedurally though, the SEPA looks to be more streamlined e.g. 14-day comment period for a DNS. Best of all, there is a designated SEPA Official, so the public have a designated point-of-contact.

Attachment F: Watershed Management, Salmon Recovery, Permit Processes

Watershed Management

In this section I am laying out history and experience from New Zealand, and some ideas on what could be.

I was fortunate during graduate school to learn from a relative by marriage, Dr. Geoff Fish, whose expertise in limnology was in shallow lakes at the end of their life cycle. We have such a situation on the Canadian border, plus the shallow end of Lake Whatcom historically was abused by the timber processing effluents.

In the 1980's I taught Process Engineering Design including Pulp & Paper Industry, so I understand what differentiates their wastes: tannins and lignins, plus sulfites if they didn't use hydrogen peroxide bleaching. I may even know of some engineering solutions to mitigate the shallow end of Lake Whatcom, but would reserve further comment until I have more facts.

I believe Whatcom County could make use of fallow, non-construction period in sensitive watersheds to set voluntary standards for planting proven, robust, non-invasive species that will act as buffers to run-off. Landscape design firms like Twenty-Twenty that do landscape protection for custom homes could become a partner for the County on planting design standards in return for credit on a document as being its source.

Where I am staying at Birch Bay Get Away, bonsai artist and site Manager Bill Shoemaker has made a plant sanctuary, sing species mentioned in Vancouver's writings,. along Cottonwood Court below where the eagles roost.

In my own family, our great-great-uncle Ted established an acre of plantings in the pumice lands around Lake Taupo, where nothing much other than scrub and pine trees grew, and established what has become the genetic seed nursery for what will grow on that land.

Salmon Recovery

From summers as a kid in Taupo, NZ, I helped in nurseries raising Rainbow and Brown trout, so I fully understand the importance of protecting aquaculture. My sister Heather is continuing to do her share of protecting the land with a large 300-acre conservation easement on a valley on the Coromandel.

The same applies to protecting Salmon streams from losing clarity as applies to preventing Lake Whatcom being eutrophied. Engineering controls only protect during construction: the right plantings last for ever. In water pollution terms, tillage, fertilizer and pesticide application processes may be the largest danger. If the county is not doing so already, it should be leveraging the USDA County Extension Service and literature / enablement from 4H. In my work in DC, I worked closely with 4H's Tom Tate who runs their CyberTeens programs, ready to enable this generation of kids re-educate their parents on good farming practices.

Permit Processing

Through the historic property designation process, I have been on the other end of Permit Processing, but also professionally advised DC government officials on redesigning their business processes within DCRA. They improve in one-stop shopping, like PDS, but where still waiting on the big electronic plat project.

Because of the work that Geo-Imaging and I had done with GIS for fiber-optic At one stage, DC asked me to apply to be the above-grade R-O-W engineer, but had trouble in H.R. making the distinction with below-grade (e.g. with electrical vaults that transcend), could not get it unraveled and so never posted the job!

As someone skilled with both ESRI's ArcGIS and AutoDesk's products//viewers, I bring a lot technically to providing ready oversight from my desktop without having to run out to the public counter. I also have a working knowledge of Accela "Land Management tools", with options for web hosted, like New Orleans.

Attachment G: Leadership Style

Community Involvement

As you will see my list of references, www.foxhall.org site and my own www.BobAndrew.info/civic.htm website, I have a strong, consistent track record in this area. I was re-elected to the Board's of FCCA and DC Federation of Citizens Associations and only stepped down because I moved for family health reasons. I can provide H.R. with contact information and / or letters of reference upon request for anyone named

County/City Council

I grew up in Piako County in New Zealand, but much of my adult life has been urban except for one year in Colorado. Oil and Gas moved us around the globe, but now I'm ready to work and live at the county level. Per www.foxhall.org/issues.htm I frequently testified before City Council and Public Utility Commission and backed it up with a weekly column that I wrote on issues: See www.foxhall.org/Current/column.htm

Hearing Examiner

Similarly, as head of a civic association I have prepared letters supporting e.g. a private school but with conditions on noise, planting, parking, drop-off/pickup, play area etc

Special Interest Groups

One of the areas that I believe I could be of greatest benefit to the Director of PDS is in sharing with him the night-time workload of meeting with community groups in public forum. From what I've seen of him, and he of me, at BBCS meetings, I trust that he is comfortable with how I professionally handle myself.

As far as commercial special interest groups, they also deserve an ear, and if not able to be in a public forum at least in a meeting with more than one staff witness present taking notes: again I believe I can provide great assistance in that area.

Although I can warm to my topic when talking, I endeavor to be professional and objective. As a P.E. who knows that a mistake in process design can mean death, I am not swayed by money, emotion or rhetoric.

I also had the great fortune to support the School of Public service in DC for two summers, so learned first hand from Tim Russert and Chris Matthews live with the students just how to handle "hard-ball questions

Attachment H: Manage & Direct Professional & Technical Staff

Small Groups:

Per Attachment A, I managed six staff at SynFuel 1995-1990 and 17 at Mobil R&D Corp 1991-1995, while at DynCorp (bought by CSC in 2003) I had team lead, peer reviewer, or consultant roles

Work in Teams:

1995-1998 Lead a 9-person team on "GENIE" then "BestNet" networks at Mobil Global Prof. Services.

Now connected with an entrepreneurial peer services network called "Focus NorthWest" which works!

Multi-Department Coordination Efforts:

1998-2005 ongoing coordination with DC Planning, Zoning and Transportation at GIS and policy levels

2003-2005 Stood up CSC's "GIS Center of Excellence" for natural resource agencies (EPA, USDA)

Attachment I: **Planning & Development Services References**

FEDERAL GOVERNMENT

- Dr. Dennis Crow, Geospatial Coordinator, US Dep't of Agriculture
- Wayne Savage, Business Analyst –CSC, former senior EPA official
- Sally Blumenthal, Deputy Mgr in National Park Service HQ region
- Larry Koskinen, Business Process Improvements, US Peace Corps
- Robert Knisely, SES retired (he set up Bureau of Traffic Statistics)

WHATCOM COUNTY

- Genée Hawes, President, Birch Bay Chamber of Commerce
- Susan Templeton, President, “Focus NorthWest” network
- “Mo” Dwyer, Manager, Latitude 49 Resort Park
- Nicole Perry, owner of the Custer General Store

Birch Bay Steering Committee:

- Doralee Booth, Transportation / Public Safety Subcommittee
- Ted Morris, Parks, Recreation & Open Space Subcommittee
- Kelvin Barton, Land Use subcommittee (meets with above 2)
- Jim Calhoun, Governance (incl. Incorporation) Subcommittee

Sudden Valley:

- Dee Spreitzer, Sudden Valley Community Ass. Board
- Ambassador Roger Bull, “Better Borders NorthWest”

DISTRICT OF COLUMBIA – GOVERNMENT

- Ellen McCarthy, Director, DC Office of Planning
- Colleen Hawkinson, Planner, DC Department of Transportation
- Bill Rice, Public Information Officer for DDOT
- Nyambi Nyambi, Information Technology Director, DC Office of Zoning
- Robert Collins, Mayoral “SNAP” (Strategic Neighborhoods Action Plan)

DISTRICT OF COLUMBIA – BUSINESS, NON-PROFIT

- Dennis Jaffe, Sierra Club Transportation & citizen rep on WMATA Board
- Sheila Hogan, former Executive Director Casey Trees Foundation ([link](#))
- Barbara “Georgetown Waterfront Park” (with National Park Foundation)
- Jill Frick, first Director of Georgetown Partnership B.I.D. now at FlexCar
- Scott Pomeroy, “Main Street” Program Director for U St/14th St corridors

DISTRICT OF COLUMBIA – CIVIC ORGANIZATIONS

- MaryAnne Waikart, Director, School of Public Service
- Secretary, Advisory Commission ANC2E (Georgetown)
- Nancy MacWood, Chair ANC3C (Cathedral, Woodley)
- Barbara Zartman, Chair, “The Committee of 100”

INTERNATIONAL

- Merv Jones, Director for Australia-New Zealand, URS Corp
- Gerry Kennedy, Public Affairs, Methanex: was NZ SynFuel