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13 KEY STAFF EXPERIENCE

GDOT districts, first responder partners, and the public require experienced and knowledgeable transportation professionals to extend the success of the HERO program statewide. GDOT will benefit from our key staff's over 140 years of cumulative, hands-on experience from past projects, assuring the success of the RAM program and saving lives.

Serco will ensure the success of the GDOT RAM program by providing highly qualified staff with a proven track record of successful deployments and efficient ongoing operations on projects of similar size and scope.

13.1 DETAILS ON RELATED EXPERIENCE ON PROJECTS SIMILAR IN SIZE AND SCOPE

Serco has carefully assembled a highly qualified management team with extensive experience that provides expertise in incident management, patrol operations, dispatch, and agency coordination. Directly reporting to Rick Via, our proposed Program Manager will be Contract Manager, Jennifer Ganzy; Training Manager David McCaffray; Fleet Manager Edward Earnest; Deputy Implementation Manager Scott Evans; and Outreach Coordinator Nora Salinas. Each will draw on their relevant experience, and together they will replicate their effective working synergies and apply them to the GDOT RAM Program.

Our Key Staff has direct experience successfully transitioning and effectively managing other transportation projects. These include relevant and recent contracts with the Virginia Department of Transportation (VDOT), Transurban, Louisiana Department of Transportation (LADOT), and GDOT. With this experience come the knowledge, lessons learned, and best-practices illuminating

how to deliver without mistakes or delays. **Table 13-1** details key staff members' related experience on projects similar in size and scope and their proposed roles on the GDOT RAM Program.

Table 13-1. An Introduction of the Proposed Serco Key Staff for GDOT RAM and Their Roles

Our key staff will draw on their 140+ years of directly related experience to support GDOT RAM.

NAME	DIRECTLY RELATED YEARS OF EXPERIENCE/TOTAL YEARS OF EXPERIENCE	EDUCATION, CERTIFICATIONS, TRAINING	RELATED PROJECTS
Rick Via, Program Manager	8 years' directly related experience and 23 total years' experience including law enforcement	2,000+ hours total training, including 27 NIMS courses, Incident Command Level 1, SHRPS Train the Trainer, FEMA Institute, law enforcement certifications	<ul style="list-style-type: none"> VDOT Safety Service Patrol <ul style="list-style-type: none"> – 180 SSP vehicles – 200,000 mile per week

Related Experience on projects of similar size and scope: Rick Via comes directly from a State DOT organization. Employed for 8 years at VDOT, Rick started in transportation as a Regional Incident Management & Safety Service Patrol Coordinator. Today, as a Program Manager in VDOT's Central Office, he leads Virginia's Incident Management (IM) program, Traffic Operations Program—Floor Operations, Safety Service Program, Super-load Traversing Program, and the National Incident Management System (NIMS) Compliance Program.

Experience Highlights
<ul style="list-style-type: none"> Direct, hands-on, relevant experience from GDOT Traffic Management Center (TMC) Operations Support, VDOT Safety Service Patrol, I-95/495 Express Lanes, and LADOT Statewide Motorist Assist Patrol. Many of our proposed key staff have worked well together on Serco's VDOT contract and will bring their productive team rhythm to GDOT. The PM has been directing some of our key staff for the last 3 years on Serco's VDOT contract. Together, they have maintained 99.96% route coverage by Operator, driving 200,000 miles per week, patrolling 45 routes, and averaging 300,000+ assists/incidents per year.

NAME	DIRECTLY RELATED YEARS OF EXPERIENCE/TOTAL YEARS OF EXPERIENCE	EDUCATION, CERTIFICATIONS, TRAINING	RELATED PROJECTS
<p>Role Description: Rick will lead a team of about 100 people across the State of Georgia and provide comprehensive oversight of the operational and administrative aspects of the RAM Program. Rick will:</p> <ul style="list-style-type: none"> • Stand up Serco’s overall program management organization, ensuring its alignment with the GDOT structure. • Manage operations, including responsibilities received by the Transition Manager--after the GDOT-approved ramp-up, and will serve as the direct point of contact throughout the contract. • Be 100% available to the GDOT Project Manager, District Management, and Partner Agencies. • Perform day-to-day management of staff. • Proactively deal with the public on any concerns, coordinating with the District Public Information Officer (PIO). • Maintain the relationships between the program and all impacted parties. • Manage program initiation, develop staffing plans, and establish hiring policies. • Review dispatch and communication protocols, operator SOPs, personnel training, and performance metrics for the program in coordination with GDOT staff. • Conduct strategy development to ensure continuous improvement and growth. • Maintain awareness of emerging innovation to ensure the program remains an industry leader. • Monitor performance and post-incident lessons learned and ensure contract requirements are met. • Identify and raise infrastructure operational issues to the district for consideration. 			
<p>Stephen Childress Implementation Manager</p>	<p>38 years’ directly related experience</p>	<p>BA, Criminal Justice Administration; Virginia State Police Academy; SHRP2 Instructor Trainer certified, Police Admin course</p>	<ul style="list-style-type: none"> • VDOT Statewide Safety Service Patrol • LADOT Statewide Motorist Assistance Patrol • Transurban I-95/495 Express Lanes
<p>Related Experience on projects of similar size and scope: Through Serco, Steve Childress has supported the VDOT contract in three management roles: Regional Safety Service Patrol (SSP) Manager, Statewide SSP Manager, and Senior Program Manager. He accomplished the following transition goals for VDOT:</p> <ul style="list-style-type: none"> • VDOT Regional consistency of SSP, Transportation Operations Centers (TOCs), and Intelligent Traffic System maintenance operations across five regions of the state. • Standardized and centralized VDOT’s statewide system and operations (five regions) based on established policies, protocols, guidelines, and coordination with the regional VDOT SSP contacts. <p>He also managed the start-up of Serco’s Transurban I-95 Express Patrol Program and is currently transitioning the Louisiana Motorist Assistance Patrol (MAP) program to a uniform statewide operation.</p>			
<p>Role Description: Steve will manage the seamless transition of the GDOT RAM Program to a level necessary to deliver mission-critical support as our team will be in transition mode for the first 6 months of the program. He will coordinate with the PM, partner with GDOT, and lead a team of about 10 people. These include the Deputy Transition Manager, Outreach Coordinator, District Managers, Incident Managers, and various Dispatchers and Supervisors. The transition ramp-up will include Operator and Dispatch staffing and training and establishing the fleet, and he will serve as the primary focal point for all transition/transformation activities and be responsible for developing and implementing procedures to support program services. He will also foster relationships across GDOT and help the PM and Outreach Coordinator to develop a strategic stakeholder plan. After the contract transition, Steve Childress will leave the Program.</p>			
<p>Jennifer Ganzy, Contract Manager</p>	<p>8 years’ related experience/12 years’ total experience</p>	<p>NIMS and TIM training, certified NaviGator operator, POST certified</p>	<ul style="list-style-type: none"> • GDOT • VDOT Statewide Safety Service Patrol
<p>Related Experience on projects of similar size and scope: Jennifer Ganzy has served in three positions supporting VDOT and one for GDOT. For GDOT, she was a senior TMC Operations Supervisor who directly supervised TMC staff and ensured smooth day-to-day operations. She has 6 years of experience using and adhering to GDOT-specific processes, manuals, and guidance. More recently, she has supported VDOT as a TOC Floor Operations Manager, Operations Manager, and Statewide Performance Manager. She applies her expert knowledge of DOT-specific processes, manuals, and guidance so that the teams she supervises consistently meet performance goals.</p>			

NAME	DIRECTLY RELATED YEARS OF EXPERIENCE/TOTAL YEARS OF EXPERIENCE	EDUCATION, CERTIFICATIONS, TRAINING	RELATED PROJECTS
<p>Role Description: Jennifer will oversee and perform all administrative aspects of the RAM Program. She will:</p> <ul style="list-style-type: none"> • Develop the Operator and Dispatch schedules. • Work with the Department to ensure GDOT’s administrative expectations are met. • Monitor and analyze the performance metrics of Serco’s work on the contract. • Maintain program action plans and status. • Manage the Risk Management Plan process and mitigation actions; documentation control and all correspondence; and project financials, vendor invoices, and accounts payable. • Coordinate corporate support functions. 			
David McCaffrey, Training Manager	23 years’ related experience/36 years’ total experience	SHRP2 Instructor Trainer certified, NIMS and TIM training	<ul style="list-style-type: none"> • VDOT Statewide Safety Service Patrol
<p>Related Experience on projects of similar size and scope: David McCaffrey is currently a Safety Service Patrol (SSP) Supervisor and Trainer for VDOT. He leads a team of 25+ and manages the training for SSPs. He develops and updates training curriculums, conducts the training, and maintains Operator readiness through scheduling and direct supervision. He is a certified SHRP2 Trainer.</p>			
<p>Role Description: David will manage the development, implementation, and operation of the approved training program for both Dispatch staff and Operators of the RAM Program. He will:</p> <ul style="list-style-type: none"> • Support the development and delivery of training. This will include training on the appropriate software and communications as well as operational training. • Develop and maintain the RAM patrol operations procedures, training manuals, and contact lists. • Develop and conduct Incident Management training and proactively work with the Serco Corporate Safety Coordinator to identify additional areas of potential training. • Develop and administer the RAM Safety program. • Assist the PM in oversight of RAM Operator activities and review and approve operator schedules. • Keep up to date with the state-of-the-art Incident Management (IM) and TMC operations by attending IM, Intelligent Transportation System (ITS), and TMC seminars. • Manage the certification program and monitor performance records to identify additional individual employee training. 			
Edward Earnest, Fleet Manager	36 years of directly related experience	MBA, Business Administration; BS, Industrial Engineering; BS, Mathematics	<ul style="list-style-type: none"> • VDOT Statewide Safety Service Patrol • LADOT Statewide Motorist Assistance Patrol • Transurban I-95/495 Express Lanes
<p>Related Experience on projects of similar size and scope: Ed Earnest has decades of experience in fleet management and has supported GDOT and VDOT. As a TMC Manager for GDOT, he performed organizational management and direct supervision of TMC operations staff. For VDOT, he was a Fleet Manager, responsible for all fleet management functions and for monitoring and addressing deficiencies in fleet operations. Before supporting state DOT contracts, he managed a fleet of 4,300 vehicles for GPU Energy and a 2,000-vehicle fleet for the City of Pittsburgh.</p>			
<p>Role Description: Ed will direct Fleet Maintenance Operations. He will ensure an efficient and effective process of vehicle and equipment repairs and rapid turnaround of vehicles and equipment. Overall responsibilities will include: supervising staff, directing activities, planning, coordinating repairs, handling complaints, managing resources, and conferring with Supervisors and Managers. He will manage the following:</p> <ul style="list-style-type: none"> • A fleet of vehicles and equipment, including assignment and maintenance of vehicles within the fleet; equipment quality assurance and quality control; accurate maintenance and inventory records for the fleet. • Operating budgets and plans as well as costs for fleet repairs, processing invoices, reviewing and approving body work, closing work orders, and inputting data into databases. • Internal and external customer requests and complaints. 			

NAME	DIRECTLY RELATED YEARS OF EXPERIENCE/TOTAL YEARS OF EXPERIENCE	EDUCATION, CERTIFICATIONS, TRAINING	RELATED PROJECTS
<ul style="list-style-type: none"> • Reporting and analysis of fleet; reviewing all vehicles by District, creating a schedule for each vehicles maintenance and estimation of costs using various reports including vehicle down for parts listing, backlog report, statistics report, building invoice report and labor audit report. • Evaluation of weather conditions to ensure snow and ice equipment is available during inclement weather. • Training for staff and personnel complaints. • Work order assignment based on available staff, parts, shop space, and user department equipment needs. • Safe work environment, ensuring safety and fire equipment meets GDOT specifications, responding to incident reports. • Major vendor coordination, reviewing and researching bids requests, and assisting with audits. 			
Scott Evans, Deputy Implementation Manager	20 years' related experience/32 total years' experience	SHRP2 Trainer certified, NIMS and TIM courses, CPR/First Aid certified	<ul style="list-style-type: none"> • VDOT Statewide Safety Service Patrol • LADOT Statewide Motorist Assistance Patrol • Transurban I-95/495 Express Lanes
<p>Related Experience on projects of similar size and scope: Scott Evans has served in four positions supporting VDOT, managing Safety Service Patrol staff. He has established consistent procedures, training, and continuous improvement of statewide Operator services in accordance with established VDOT and program policies and procedures and contract service level agreements. He was also the patrol/Operator SME during the ramp-up of Serco's contract with Transurban in Northern Virginia. Currently, he assesses statewide uniformity of operations based on established policies, protocols, and guidelines. He also manages and oversees Patrol/Operator operational risks and delivery of mitigations across the state.</p>			
<p>Role Description: During the 6-month GDOT RAM Program transition, Scott Evans will assist the Transition Manager, Steve Childress. Scott will:</p> <ul style="list-style-type: none"> • Oversee the development of project documentation, the project schedule, and the subcontracts, which he will submit for execution. • Administer the customization of the operational procedures. • Help implement and oversee Serco's Safety Management. • Assist with employee recruitment, onboarding, and training. • Act as a peer resource to the project team for the duration of the contract. <p><i>After the contract transition, Scott Evans will leave the Program.</i></p>			
Nora Salinas, Outreach Coordinator	14 years' related and total years' experience	BS, Decision Sciences and Management Information Systems; Certified SHRP 2 Trainer, Traffic Incident Management Safe and Quick Clearance Course, National Incident Management System (NIMS) courses; certified Transportation Operations Center Operator for VDOT; Electric/Hybrid Passenger Vehicle Training Certification; various Emergency Management Institute (FEMA and USDHS)	<ul style="list-style-type: none"> • VDOT Statewide Safety Service Patrol
<p>Related Experience on projects of similar size and scope: Nora Salinas supported Serco's VDOT contract as a Stakeholder and Partnership Manager, managing internal and external engagements. She coordinated the program's 500+ employees, among 6 service areas, and 15 contractors. Before this, she supported other VDOT projects including several task orders relating to ATMS, 511/Traveler Information Systems, ITS activities, IM conference and support, and regional IM systems across several VDOT contracts. She also served as a Project Manager for VDOT for:</p>			

NAME	DIRECTLY RELATED YEARS OF EXPERIENCE/TOTAL YEARS OF EXPERIENCE	EDUCATION, CERTIFICATIONS, TRAINING	RELATED PROJECTS
<ul style="list-style-type: none"> • A statewide system related to traffic incidents, planned events, and road conditions. • A Regional Traffic Incident Management Information System (RTIMIS). <p>Nora also worked closely with the I-95 Corridor Coalition on various outreach efforts for workshops and meetings.</p>			
<p>Role Description: Nora will establish and maintain relationships with internal and external stakeholders relevant to the GDOT RAM Program, focusing her efforts during the implementation period. Initial and typical outreach activities may include: “Meet and Greets,” shared training opportunities, and attendance at industry workshops. She will facilitate win-win situations and work to accomplish the shared goal of safely serving the motorists of the Georgia roadways. Below is a sampling of her outreach and collaborative activities:</p> <ul style="list-style-type: none"> • Work with the Traffic Incident Management Enhancement (TIME) task force, which facilitates interagency dialogue and coordination among the agencies responding to highway emergencies such as Police, Fire, HazMat, Towers, etc. • Perform an assessment of outreach needs by stakeholder type to develop a communications and outreach plan that promotes GDOT RAM Program awareness and improves collaboration among several agencies. • Organize outreach events and develop communications materials for internal and external stakeholders using tools such as intranet, emails, social media, newsletters, fact sheets, etc. • Engage in Agency outreach to enhance the Program mission by reaching out to law enforcement, fire, HERO, EMS, E911/dispatchers, etc. • Increase training opportunities for Serco RAM personnel by engaging training officers in law enforcement, fire, HERO, EMS, E911/dispatchers; securing more SHRP2 and TIM training opportunities as well as support from command staff at all involved agencies. • Public outreach and involvement to enhance Georgians’ sharing of viewpoints and concerns regarding transportation issues. Serco sees this as leading to the development of better RAM services, improving mobility and safety, and bringing GDOT closer to the public’s vision of ideal transportation in the state. <p><i>After the contract implementation, Nora Salinas will leave the Program.</i></p>			

In Section 13.2, we have included a resume for each key staff member.

13.2 RESUMES

In Sections 13.2.1 through 13.2.7, we have provided the resumes of Serco’s Key Staff for the GDOT RAM Program.

RICK VIA, PROGRAM MANAGER

More than 23 years of progressively responsible and successful experience as a public service professional—supporting federal, State, and private organizations. This includes an 8-year history of program management positions supervising Incident Management (IM)/Traffic Management as an employee of the Virginia Department of Transportation (VDOT). Recognized as a subject matter expert (SME) of IM, SSP, and TOC, Rick was asked by VDOT to serve in leadership/ liaison/SME roles on projects of statewide significance and to perform major statewide, regional, and district implementations of Transportation Operation Centers (TOC) and Advanced Transportation Management Systems (ATMS).

Experience Highlights

- History of successfully managing numerous State DOT project implementations.
- Led RAM teams to meet DOT standards and protocols to improve safety and performance.
- Applies and maintains deep understanding of RAM contracts and services.
- Adept Outreach Liaison with successful track record of collaboration and cooperation among internal/ external organizations to promote roadway safety and travel.

Experience

Virginia Department of Transportation (VDOT)—Central Office

Apr. 2013–Present

Program Manager

Led VDOT’s statewide Incident Management Program, Traffic Operations Program - Floor Operations, Safety Service Program, Super-load Traversing Program, and the National Incident Management System (NIMS) Compliance Program. Served as Statewide Incident Manager/TOC and SSP Program Supervisor/Agency-Designated TIM/TOC/SSP Subject Matter Expert (SME).

Responsible for:

- Statewide program oversight for: 24/7 Traffic Operations Center/Floor Operations Contract Monitor (\$28M-CV) and 24/7 Safety Service Patrol Program Contract Monitor (\$32M-CV), Incident Management Program and NIMS Compliance Program, and VA Traffic Performance Data Quality Assurance and Control (QA/QC).
- Development, training, implementation, interoperability, interpretation, and oversight of the Incident Management program, including contract monitoring and services.
- Budget management as defined within the Six-Year Improvement Plan and the Systems Operations Six-Year Plan and for Budget/Invoicing validation.
- Developing and implementing policy, procedures, and guidance of the Incident Management, TOC, and SSP programs; the development and review of policies and procedures that provide consistency and uniformity in consideration of regional differences and convey best practices.
- Developing, implementing, and monitoring performance measures relative to the assigned programs and recommending policy and programmatic changes.
- Leading, directing, training, and providing technical expertise and support to regional Transportation Operation Center (TOC) management statewide via serving as program SME.
- Supporting and overseeing regional, district, and local incident management initiatives, all aspects of safety service, and national incident management functions to include contract monitoring and consensus.
- Serving as statewide Duty Officer to support significant operational needs and/or emergencies on a rotational basis.

- Providing technical support for the Systems Operations Directorate, Regional Operations Directors, and VDOT leadership.
- Statewide TIM Sub-Committee Member SHRP 2 Training (oversight/delivery), TIM/DO Level 1 FC Training, and Program Material Review.
- Statewide TIM Sub-Committee member Best Practices Work Group, Operations Clear roads (Towing/Contracts), Legislative reviews (Impact Assessments).
- Webmaster (IM/SSP); Statewide TIM.
- ESF1 VA Emergency Response Team and Evacuation Planning-Detours/Diversions.
- Super-load Program Lead and serving as Communications Liaison and as external liaison.

Notable Designations within the VDOT – Central Office

Recognized as an effective leader and SME of various transportation issues, VDOT tasked Rick with the following extra responsibilities, which he successfully performed concurrent to his Program Management activities:

- *Apr. 2013*—Was the Statewide Incident Management Program Supervisor with SME designation as program supervisor (\$1.2M Statewide Program support “excludes regional funds”).
- *May 2013*—Supported Statewide TOC/ATMS Contract delivery designated to serve as the SME for the Major Service Category of Statewide Safety Service Patrol (\$28M Statewide Program).
- *Sep. 2015*—Supported Statewide TOC/ATMS Contract delivery by serving as the SME for the Major Service Category Statewide TOC—Floor Operations (\$32M Statewide Program).

VDOT Northwestern Region (20 counties)

Dec. 2010–May 2013

Regional Traffic Operations Manager, Program Admin Manager III

Provided direction and oversight for 24x7 Regional Traffic Operations Programs and administered four regional program areas with an annual operating budget of \$6.9M. Regional program administration included a 24x7 Traffic Operations Center, Safety Service Patrol Program, Signal Timing/Optimization, Incident Management Program, Intelligent Transportation Systems, Afton Mt. Fog System, staff oversight and development.

Responsible for:

- Day-to-day tasks that included active leadership; managing a team of managers and supervisors to run regional programs, supporting 5 Residency Offices, 36 Area Headquarters, and 4 separate Highway Maintenance Contractors (highway custodians of maintenance activities and emergency response).
- Contract administration and monitoring for \$7.9M Tri-annual ITS contract supporting both Northwestern and Southwestern regions of the Commonwealth encompassing 55 counties.
- Development, implementation, monitoring of program planning, policies, standards, regulations, goals and strategies.
- Ongoing operational analyses of overall day-to-day operations including the development of methods to evaluate performance.
- Served as district, regional, and statewide liaison with all levels of management, governmental entities, and public. Facilitated interagency collaboration and stakeholder and media relations as well as customer service.
- Strategic planning, quality assurance, congestion management, Notification/Communications, program-related training, systems integration, distribution of resources, Incident Command (NIMS).
- As assigned, served as District Duty Officer.

- Dignitary/Special Event Planning, General Services-Task Orders, Traveler information, Traffic management plans, Critical Incident Reviews, Chairmanship/Advocacy.

VDOT, Staunton and Culpeper Districts (20 counties)

Jan. 2008–Dec. 2010

Regional Incident Management and Safety Service Patrol Coordinator

Managed 24/7 regional program, administering a \$1.5M budget and ensuring communications and coordination among local and regional jurisdictions. Served as the liaison regarding projects of statewide significance. Performed the following:

- Was the contract monitor for Safety Service Patrol contract and Incident Command (NIMS).
- Ensured compliance with established performance standard and protocols.
- Proposed, developed, refined, evaluated, and helped implement new techniques and best practice procedures.
- Conducted operational analyses and developed methods to evaluate performance via conducting trends analysis and evaluating needs; implemented performance measures.
- Conducted debriefing meetings and performed strategic planning.
- Participated in, developed, and conducted training—coordinating Homeland Security accredited table-top exercises in support of enhanced communication, collaboration, and consensus. Focused on staff development and Incident Management.
- Administered traffic management plans, incident management, and Incident After Action Reviews.
- Stakeholder/interagency relations and collaboration and dignitary/special event planning.
- Chairmanship/Advocacy.

Virginia Department of Education

Jan. 2008–Dec. 2010

Campus Police Chief

Managed overall safety and protection of campus facilities, which encompassed: two elementary schools, two middle schools, two high schools, six dormitories, three maintenance buildings, three recreational buildings store/gym/pool, two dining halls, medical center, on-campus satellite offices for the Virginia State Police, Virginia Dept. of Visually Impaired, Mary Baldwin College PEG Program, and Staunton City Schools Head-start Program.

Responsible for:

- 24/7 Office of Public Safety.
- Supervision of 4 Law Enforcement Officer, 12 Campus Security Officers, 4 Junior Security “Explorers.”
- Ensuring health and safety compliance as well as fire prevention and inspection, disaster planning, and regulatory compliance.
- Managing department budget, outreach, recruitment/training, and contract administration.
- Serving as instructor for specialized training.

**U.S. Department of Homeland Security,
Transportation Security Administration (TSA)
*Senior TSA Supervisor/Acting Screening Manager***

Aug. 2002–Sep. 2004

**Virginia Department of Social Services
*Child Support Enforcement Specialist***

Mar. 1999–Aug. 2002

**Virginia Department of Corrections, Staunton Correctional Center
*Senior Correctional Officer (Corporal rank)***

Jan. 1991–Jun. 1996

1991–1994

**Virginia State Security Agency,
August County Circuit Court
*Appointed Special Conservator of Peace (Captain rank)***

Education, Training, and Certifications

Midway Baptist Church School, graduated 1987

2,000+ hours of career development, including Legal, Juveniles, Law Enforcement, Crime Prevention, Security Procedures, Staff Training, Development, Conflict Resolution, Management Principles and Procedures, Supervision and Employee Discipline. Interview and Interrogation Techniques, and Crime Scene Investigations. Information about specific training and certifications is listed below:

- Operations Academy for Senior Management Program, 2010 (122.75 hours)
- Federal Emergency Management Institute—Professional Development Series—Management Institute, 2009 (70 hours)
- Virginia DCJS Law Enforcement, SRO, SSOI, SSO Certifications, Central Shenandoah Criminal Justice Training Academy (600 hours/15 weeks)
- Virginia DCJS Correctional Officer Certification, Academy for Staff Training and Development (200 hours/5 weeks)

Completed the following National Incident Management (NIMS) courses

- IS-100A.-An Introduction to the Incident Command System (ICS)
- IS-00100.b Introduction to Incident Command System
- IS-139-Exercise Design
- IS-200A.-ICS for Single Resources and Initial Action Incidents
- IS-00200.b - ICS for Single Resources and Initial Action Incident
- IS-230-Principles of Emergency Management
- IS-235-Emergency Planning
- IS-240-Leadership & Influence
- IS-241-Decision Making and Problem Solving
- IS-242-Effective Communication
- IS-244-Developing and Managing Volunteers
- ICS-300-Incident Command System - Intermediate
- ICS-400-Incident Command System - Advanced
- IS-700-An Introduction to the National Incident Management System
- IS-00701.a Multiagency Coordination System (MACS)
- IS-00703.a Resource Management
- IS-800-An Introduction to the National Response Framework
- IS-00800.b National Response Framework, An Introduction
- IS-801-ESF -Transportation
- IS-802-Emergency Support Functions Communications
- IS-805-Emergency Management
- IS-808-Emergency Support Function (ESF) #8 – Public Health and Medical Services
- IS-810-Oil and Hazardous Materials Response Annex
- IS-812-Emergency Support Function (ESF) # 12 Energy
- IS-813-Public Safety and Security Annex
- IS-814-Long Term Community Recovery

- IS-821-Critical Infrastructure and Key Resources Support Annex

Other relevant training:

- FHWA Administration 2012—SHRP2 Train the Trainer Program
- VA Department of Emergency Management Course: WEB100-EOC 2009
- Basic Instructor Course—Thornburg Learning Center Training Academy 2009
- Incident Commander Level—1 Transportation Emergency Response Institute 2009

Notable Performance and Service Awards

- 2013: 20 Years Continuous Service Award, Commonwealth of Virginia
- 2013: VDOT Central Office: Employee Recognition—Statewide SSP Program Delivery
- 2013: VDOT Staunton District Administrators Award for Outstanding Achievement
- 2012: VDOT Commissioners Award for Outstanding Achievement—Innovation
- 2012: VDOT Staunton District Administrators Award for Outstanding Achievement
- 2012: VDOT Service Recognition for bringing success to the District Duty Officer Program
- 2004: U.S. Department Homeland Security—Outstanding Achievement Award for Leadership

JENNIFER GANZY, CONTRACT MANAGER

Jennifer Ganzy has more than 12 years’ experience in mission-critical traffic operations environments with progressive responsibilities. This includes 6 years of direct GDOT experience as the Traffic Center Supervisor for the Greater Atlanta Region where she supervised 23 Traffic Management Center (TMC) Operators and Dispatchers. She participated in the development and refinement of numerous transportation processes and manuals in her roles supporting GDOT and VDOT contracts.

As the current Operations Manager for VDOT’s Northern Region Operations (NRO) TMC, Jennifer manages 24/7 traffic operations for the busiest and most complex region in Virginia, including Active Traffic Management (ATM), Reversible Roadway (RR), Hard Shoulder Running (HSR), Express Lanes, colocation with Emergency Services, coordination with Public-Private Partnership (P3) operations (toll roads), etc.

Experience Highlights
<ul style="list-style-type: none"> • Managed detailed scheduling of GDOT Operator and Dispatch teams across the TMC, facilitating smooth RAM operations. • 6 years of experience using GDOT-specific processes, manuals, and guidance. • Helped refine documented GDOT processes, applying deep knowledge of GDOT standards, protocols, and guidance. • Currently manages VDOT traffic operations for one of the busiest traffic areas of the U.S. • Coordinated outreach communications and contributed to committees for improving roadway response and travel. • Effectively supervised Operators and Dispatchers across the State of Georgia.

Relevant Experience

Iteris **Dec. 2015–Present**

*Virginia Department of Transportation (VDOT)
 Northern Region Operations (NRO) TMC
 TOC Floor Operations Manager*

Organized, planned, and oversaw 24/7 traffic operations activities for VDOT’s Northern Region. Ensured regional TOC staff facilities were well-integrated and coordinated to perform effective congestion management, incident management, emergency operations, traveler information, and transportation coordination/communication including freeway operations, arterial traffic, signal operations, SSP, and public safety. Managed the operation of RRs, HSR, ATM Operations (LCS, High-Occupancy Vehicles, gates, and Variable Speed Limit [VSL]), the 511 system, and links to the state’s 911 system to support VDOT operations.

Serco **Jan. 2008–Dec. 2015**

*VDOT TOCs and Statewide Advanced Traffic Management
 Operations Manager, Northern Region Operations (NRO) TMC* **Feb. 2015–Dec. 2015**

After moving to NRO, helped stand-up STIX, the Towing Recovery Incentive Program (TRIP), the Learning Management System (LMS), and other innovative programs. Performed the following:

- Enforced VDOT-specific processes, manuals, and guidance and applied an in-depth understanding of VDOT-specific processes, manuals, and guidance to contribute to the group’s goal of improved Incident Management and traffic flow.
- Organized, planned, and oversaw 24/7 traffic operations activities for VDOT’s Northern Region.
- Ensured regional TOC staff facilities were well-integrated and coordinated to perform effective congestion management, incident management, emergency operations, traveler information, and transportation coordination/ communication, including freeway operations, arterial traffic, signal operations, SSP, and public safety.

- Performed data analytics, using performance dashboards, heat maps, and other tools to enhance situational awareness and using historical data to predict future trends—all in service of the ultimate goal of deploying resources more efficiently to better manage incidents across the T0–T7 Incident Management (IM) timeline.

Statewide Performance Manager

Jun. 2013–Feb. 2015

VDOT TOCs and Statewide Advanced Traffic Management

Led the performance management team in setting goals and objectives aligned with VDOT’s vision and strategy as well as SLA measures. Performed day-to-day supervision of 26 senior operations and performance analysts and Network Operation Center (NOC) analysts. Established NOC procedures and protocols and continued to work with the Statewide TMC Manager to develop and implement statewide SOPs. To ensure inter-agency communication and compatibility, developed a comprehensive written SLA guidance document that was circulated to Serco executive, subcontractor, and VDOT staff. Coordinated the flow of all performance-related information and after-action and incident reviews for all five operating regions, ensuring the appropriate parties had this data to affect performance improvement. Had daily oversight of the performance management process, implementing initiatives and developing and delivering regional and statewide performance improvement plans.

GDOT TMC Operations Support contract, Greater Atlanta Region

Jan. 2008–Jun. 2013

TMC Operations Supervisor II

Performed organizational management and direct supervision of TMC operations staff, facilitating a cohesive and balanced operation.

Responsible for:

- Served as Coordinator for I-95 Corridor Coalition for the Southern Region to help develop its nationally-recognized Travel Information Services program. Provided data and tools for public agencies to assist with traffic management, infrastructure improvement planning, work zone operations, travel information dissemination, performance measures, and many other operational and planning functions. These tools directly assist drivers (commercial and passenger vehicles) in route planning and with more efficient roadways.
- Was an integral member of the implementation teams that stood up the Southern Traffic Incident eXchange (STIX), the Towing Recovery Incentive Program (TRIP), the Learning Management System (LMS), and other innovative VDOT programs to fulfill an incident management inter-jurisdictional communications need among the Southern States of North Carolina, South Carolina, Georgia, and Florida.
- Worked with GDOT and the transportation departments of North Carolina (NCDOT), Florida (FDOT), and South Carolina (SCDOT) to assist with traffic management, infrastructure improvement planning, work zone operations, travel information dissemination, performance measures, and other operational and planning functions. Collaborated with other public agencies such as the various police jurisdictions throughout Georgia, Georgia State Patrol, Georgia Emergency Management Agency, Georgia Environmental Protection Division, Georgia Power, Metropolitan Atlanta Rapid Transit Authority, and Towing and Recovery Services. Provided data and tools to directly assist drivers (commercial and passenger vehicles) to facilitate route planning and improved motorist traveling.
- Maintained situational awareness for other DOTs that were not formally part of the STIX program, including Alabama DOT and Tennessee DOT, to improve overall road responses.

Education, Training, and Certifications

- National Incident Management System (NIMS), 2014
- Traffic Incident Management (TIM), 2014
- NaviGator operator certified
- Georgia Peace Officer Standards & Training Certificate (POST Certified): License No. PBDC060365S, State of Georgia, 2007
- Isabella Graham School of Nursing, Rochester, NY, classes 1998

DAVID MCCAFFRAY, PROPOSED TRAINING MANAGER

David McCaffrey is SHRP2 Instructor Trainer certified with 30+ years of training experience. This includes Safety Service Patrol (SSP) operator training for Serco’s VDOT statewide transportation/traffic contract. He applies his formal and informal training delivery experience across different industries with his knowledge of SSP operations and Incident Management (VDOT and British Ministry of Defence) to provide comprehensive training curriculums and conduct effective deliveries. His 23-year military and law-enforcement background has enabled him to accurately anticipate diverse issues and then provide targeted solutions that are aligned with standards, protocols, and proven practices. Comfortable in persuasive communications with different audiences, he is adept at training development and delivery so that trainees gain the needed knowledge and skills.

Experience Highlights
<ul style="list-style-type: none"> • Experience leading team of roadway SSP/Operators. • SHRP2 Instructor Trainer certified. • Has trained hundreds of SSPs for VDOT across Virginia. • 23 years’ military and law enforcement experience. • Skilled in Outreach, coordinating various groups to work together on mutual goals.

Relevant Experience

Serco, Richmond, VA **Feb. 2014–Present**

VDOT Transportation Operation Centers (TOC) and Statewide Advanced Traffic Management Systems Services (ATMS)

Safety Service Patrol Supervisor and Trainer *Nov. 2014–Present*

Led and safeguarded team of 25+ SSPs by monitoring the staff’s appropriate application of Traffic Incident Management Area (TIMA) and Temporary Traffic Control (TTC) scene management practices, protocols, and guidance for Incident Management.

Responsible for:

- Training SSPs—facilitating classroom discussions, developing and delivering TTC scenarios and safety training, performing hands-on demonstrations, and coaching new SSP candidates on the safe and efficient performance of job tasks. Is a certified SHRP 2 Trainer.
- Providing updates to manuals and other related documentation, including software, communication, and operational training.
- Serving as a liaison with the TOC and other relevant agencies to facilitate effective communications and quick clearance of roadways.
- Contributing to administrative efficiency by compiling daily statistics for vehicles, manpower, work tasks, and provided services.
- Standing in for and providing backup to the SSP Manager regarding manpower levels and route coverage, training, and equipment needs.
- Maintaining daily fleet readiness through allotting of work vehicles to personnel, maintaining appropriate levels of vehicle consumables, and scheduling and anticipating maintenance needs.
- Reviewing and approving SSP schedules, working out conflicts, and maintaining Region coverage.
- Staying current with the latest Incident Management and TOC operations by attending seminars and training.

Safety Service Patrol (SSP) Operator *Jan. 2014–Nov. 2014*

VDOT TOC and Statewide ATMS

Patrolled the assigned Region.

Responsible for:

- Ensuring quick clearance of incidents and accidents on roadways, following specific incident management (IM) techniques and procedures.
- Updating Dispatcher on incident status, providing details per required protocols.
- Coordinating with other agencies to perform on-scene traffic control and incident response to highway accidents in accordance with NIMS guidelines.
- Keeping abreast of updated requirements and standards as outlined in the *Virginia Work Area Protection Manual*.
- Providing on-the-job training to new SSPs as a Fleet Training Officer, including ride-alongs and one-to-one coaching.
- Upholding appearance of work vehicle and maintaining a professional appearance and demeanor at all times, especially when dealing with motorists/public.

Dayl Graves, Inc. Walla Walla, WA

May 2005–Dec. 2013

Automotive Sales Associate/Advertising

Conducted sales and product training that included new technologies and compliance with company policies and safety standards. Trained new hires on all aspects of products and processes. Managed inventory purchaser duties. Located and traded vehicles between multiple locations and ordered new vehicles based on market trends. Monitored inventory on a daily basis and forecasted monthly objectives for all sales activities.

Marlins Valley Motors, Walla Walla, WA

Aug. 2003–May 2005

Automotive Sales Associate

Participated in self-directed product training sessions. Implemented and maintained sales technologies and provided optimal customer services. Confirmed sales team personnel complied with all company policies and safety standards. Monitored inventory and forecasted monthly objectives.

Royal Navy Police (RNP) of the British Armed Forces

1990–2003

For this police branch of the Royal Navy and Royal Marines, held positions of progressive responsibilities over 13 years.

Royal Navy Police Officer

Oct. 1990–Jun. 2003

At numerous locations—including multiple international and joint forces bases—enforced law, discipline, and maintained order. Participated in anti-terrorism, force protection, and physical security enforcement. Served as Road **Traffic Control Coordinator** and performed:

- Road traffic accident investigation and site management.
- Road Safety training and presentations.
- Vehicle maintenance.
- Conducting security patrols and interdiction patrols on land and at sea, base access and entry control operations, and aircraft and flight line security operations, providing protective service to high-ranking dignitaries and government officials.
- K-9 explosive and narcotics detection operations, physical security inspections, preliminary investigations into Uniform Code of Military Justice (UCMJ) violations.

Training duties included:

- Organization and training of multinational security force personnel.
- Facilitating training, leading crime investigation scenario, and conducting crime prevention programs.
- Preparing students for Heavy Goods Vehicle certification tests (European equivalent to CDL).

Community Liaison Officer

Jul. 1996–Mar. 1997

Provided road safety presentations to community organizations, schools, and universities. Worked with community leaders to improve safety in problematic areas and neighborhoods and increased crime awareness and prevention. Regularly attended and contributed to community meetings. Assisted victims of crime by providing legal and law enforcement guidance. Supported other police officers by collecting evidence, gathering facts, and interviewing witnesses.

Previous Navy positions

Jun. 1980–Sep. 1990

- ***Explosive Disposal Technician:*** Served as Department Head, managing daily maintenance and manpower levels and ensuring adherence to safety regulations. Managed monthly and training and certification for all personnel for all ship drills and full safety inspections. Managed all logistical coordination and planning of Explosives Ordnance Disposal (EOD) Rapid Response Teams international deployments. Conducted operations training for Ridged Inflatable Boats (RIBs). Developed and delivered training on personnel and equipment logistics.
- ***Shipboard Incident Report Coordinator:*** Deployed appropriate response teams to reports of fire, damage, attack, and other major incidents. Completed all follow-up reporting.

Education, Training, and Certifications

- SHRP 2 Master Instructor Trainer certified, Rick Phillips Consulting, LLC, 2016
- CPR/First Aid, American Red Cross, 2016
- Virginia Highway Traffic Incident Management (TIM) Safe and Quick Clearance Course, VDOT Training, 2014
- Virginia Flagger certification, VDOT Training, 2015
- National Incident Management System (NIMS) courses: 100, 200, 700, and 800
- Senior Management Professional Course, Ministry of Defense, 2000
- Senior Police Officer Qualifying Course, Ministry of Defense, 1998
- Health and Safety Risk Assessor, Ministry of Defense, 1998
- Air Transport Security, Royal Air Force, 1998
- Interview Development Course, Ministry of Defense, 1996
- Sexual Offences Skills Course, Ministry of Defense, 1996
- Specialized Criminal Investigation Team Trainer Course, Ministry of Defense, 1994
- Royal Navy Police Academy, 1990
- Middle Management Course, Ministry of Defense, 1986
- Heavy Goods Vehicle Class 1, Student Instructor East Coast Driving School, 1985
- Heavy Goods License Class 1, East Coast Driving School, 1984
- Fork Lift Operators License, Electric and Gas powered, Ministry of Defense, 1983
- Rigid Inflatable Boat Coxswain and Trainer, Ministry of Defense, 1982
- Logistic Program Instructor and Trainer, Ministry of Defense, 1981
- Explosive Ordnance Disposal School, Ministry of Defense, 1980

STEPHEN CHILDRESS, PROPOSED IMPLEMENTATION MANAGER

Stephen Childress has 38 years of incident management and Roadway Assistance and Maintenance (RAM) experience. Specific implementation achievements include:

- VDOT Regional consistency of SSP, Transportation Operations Centers (TOCs), and Intelligent Traffic System maintenance operations across five regions of the state. Assessed current operations and addressed deficiencies to align Serco’s deliverables and compliance with contract requirements with the expectations of VDOT regional staff.
- Standardized and centralized VDOT’s statewide system and operations (five regions) based on established policies, protocols, guidelines, and coordination with the regional VDOT SSP contacts. Developed and delivered Standard Operating Procedures, Statewide Uniform Training Plan, Equipment Plan, and Statewide Staffing Plan to address existing deficiencies within the SSP Program.
- Established the initial Transurban I-95 Express Patrol Program from initial start-up. This included all implementation activities from facility and equipment procurement and route designations to the development of all operational plans and policies.
- Currently transitioning the Louisiana Motorist Assistance Patrol (MAP) program to a uniform statewide operation. Providing standardized training programs, operating procedures and equipment to provide a statewide professional program in cooperation with DOTD and the Louisiana State Police.

Experience Highlights
<ul style="list-style-type: none"> • Received the <i>2015 Serco Americas Pulse Award</i> for his transition work of consolidating and centralizing VDOT’s five regional systems. This improved motorist services and increased program growth. • 35 years of service with the Virginia State Police; retired as Senior Captain (almost 12 years). • SME in project management, Traffic Incident Management (TIM), law enforcement, safe work practices, meeting contract requirements, and liaison activities with responders.

Currently, Steve is a corporate Senior Project Manager of Serco’s Surface Transportation/ITS Business Department. He manages Serco’s Incident Management (IM) Patrol contracts within the United States. Before supporting Serco’s Transportation contract, Steve served with the Virginia State Police (VSP) for 35 years. He was a State Trooper for almost 8 years, retiring from the Department as a Captain after commanding a field division along the Interstate 81 corridor for almost 12 years.

Experience

Serco	Jul. 2013–Present
Senior Program Manager (Operational Title: Program Manager, Incident Management Operations)	Feb. 2016–Present
Responsible for the Incident Management and Patrol Operations sector of Serco's Surface Transportation/ITS Business Department.	

- Managed Serco Incident Management Patrol contracts within the United States; commonly referred to as Safety Service Patrol/Highway Emergency Response Operators/Motorist Assistance Patrol operations, which provide TIM services for first responders and the motoring public.
- Responsible for the uniform application of standardized policies and procedures across each individual program to insure incident management best practices were utilized.
- Direct manager of individual incident management patrol Project and Program Managers.
- Assisted and directed the transition and implementation of new incident management patrol programs to insure uniform and timely operational commencement.

***Senior Program Manager (Operational Title: Deputy Program Manager—Regional Operations),
VDOT Transportation Operation Centers and Statewide Advanced Traffic Management
System(ATMS) Services*** ***Jun. 2015–Feb. 2016***

Managed the implementation, coordination, and performance of all services performed in the state's five Operating Regions to ensure consistency across Virginia. Served as the Senior Regional Project Manager for the Northern Virginia region.

Responsible for:

- Provided oversight of the four other Regional Project Managers regarding operations of Safety Service Patrol, TOCs, and Intelligent Traffic System maintenance.
- Ensured smooth statewide operations facilitated by cooperation and collaboration among the Serco personnel across the State in all five regions.
- Managed staff compliance of policies and procedures affecting service delivery as well as determining effectiveness in meeting program requirements. Addressed issues and deficiencies as needed to ultimately promote safe and clear roadway travels.
- Collaborated and partnered with VDOT regional staff to meet contract requirements and expectations.
- Developed, reviewed, and managed timely submission of deliverables to VDOT.
- Oversaw billing, performance score cards, and other contract activities.

Statewide Safety Service Patrol (SSP) Manager ***Jan. 2014–Jun. 2015***
VDOT TOC and Statewide ATMS

Managed SSP operations for five distinctly different regions throughout Virginia. Had 11 direct reports: 3 Junior Project Managers, a Deputy Statewide SSP Manager, a Statewide Incident Management Coordinator, a Statewide Fleet and Logistics Manager, and 5 Regional SSP Managers.

Responsible for:

- Developed and implemented statewide operating procedures and established standardized equipment guidelines.
- Assessed statewide uniformity of operations based on established policies, protocols, and guidelines.
- Developed and helped deliver training programs for SSPs and assessed results.
- Regularly coordinated with the regional VDOT SSP contacts to discuss issues and concerns and develop remedies that especially focused on the safety of Patrol personnel and motorists.
- Was accountable for the management and oversight of SSP Operational Risks and delivery of mitigations across the Commonwealth.

Safety Service Patrol Manager ***Jul. 2013–Jan. 2014***
VDOT TOC and Statewide ATMS

Managed SSP operations in VDOT's Southwest Region, spanning a 180-mile section of Interstates 81 and 77.

Responsible for:

- Was part of implementation team to ramp up SSP operations in VDOT's Northern, Northwestern, and Southwestern Regions. Received the 2014 Serco Americas Pulse Award for services integral in the establishment of the Statewide SSP program for the VDOT contract.
- Transformed an increasingly obsolete system that covered five regions and consolidated it to one central location with enhanced capabilities and efficient management of tools. From maximizing visibility to motorists, optimizing equipment, and introducing initiatives such as 24x7 roadside truck

assistance and truck mileage tracking, was able to provide efficient and timely services to motorists and optimize program growth.

- Managed day-to-day regional SSP operations, ensuring adequate manpower, equipment, and supervision to meet customer service requirements.
- Developed and implemented regional controls and guidelines, and assisted in the development of statewide guidelines to improve safety and effectiveness on the roadways.
- Managed and enhanced customer relationships by identifying and addressing needs within the region, such as improved SSP services.

Virginia Department of State Police

Jul. 1978–Jul. 2013

Division Commander, Bureau of Field Operations

Mar. 2001–Jul. 2013

Administered State Police uniformed operations for 15 counties in southwest Virginia, including I-81 from the New River to the Tennessee state line and I-77 from North Carolina to West Virginia. Managed the activities and performance of approximately 150 sworn and non-sworn employees.

Responsible for:

- Direct reports including two Lieutenants; Deputy Commander for Administration and Deputy Commander for Operations. Also managed operations of seven Area Commanders, Administrative staff, Police Operations Dispatch Center, and Tactical Operations.
- Developing and implementing all operational policies and procedures, and overseeing the compliance and discipline of all employees.
- Administering and approving budget expenditures, implementing cost saving initiatives across the seven areas, and initiating Capital Improvement projects through the legislature.
- Developing and administering statewide and regional enforcement, training, and community services projects.
- Serving as primary liaison with Department of Transportation, Regional Police Administrators, and local and statewide elected officials. Charged with development of strong working relationships with these stakeholders.
- Chairing statewide meetings of Division Commanders from across Virginia as the Senior Division Commander. Established agendas and determined priorities.

Assistant Division Commander, Bureau of Field Operations

Jul. 1996–Jan. 2000

Managed State Police activities in 18 counties operating out of the Salem Division Headquarters. This included the I-81 corridor from the New River to Augusta County and I-64 from I-81 to West Virginia.

- Managed administrative operations of six Area Commanders, administrative staff, and Police Operations Dispatch Center. Deputized for the Division Commander in his absence.
- Developed and implemented all operational policies and procedures.
- Administered and approved budget expenditures and implemented cost-saving initiatives.
- Served as Public Information Officer for the Division dealing with regional news media entities.

Area Commander, Bureau of Field Operations (Oct. 1993–Jul. 1996)

Managed State Police operations for Amherst and Campbell counties and the city of Lynchburg. This included 2 Area Supervisors, administrative staff, and 25 State Troopers.

- Developed and implemented operational policies and procedures, and ensured compliance and discipline of area employees.
- Administered and approved budget expenditures and implemented cost-saving initiatives.

- Was primary liaison with local DOT, Police Administrators, and local elected officials. Charged with development of strong working relationships with these stakeholders.

Field Supervisor

May 1988–Oct. 1993

Provided direct field supervision of sworn uniformed State Police members in Montgomery, Roanoke, and Craig counties and the cities/towns of Blacksburg, Christiansburg, Roanoke, and Salem.

Sergeant, Training Academy

Apr. 1986–May 1988

Managed the Department's Driver Training program, and coordinated the basic training of new troopers. Managed the re-institution of the Department's Motorcycle Program, which had been inactive for over 50 years. Developed and implemented program training and instructor training requirements, policies, and procedures, and equipment specifications, reporting requirements and evaluation guidelines for the program.

Trooper

Jul. 1978–Apr. 1986

Field uniform patrol of Campbell County and the City of Lynchburg.

Education

BA, Criminal Justice Administration, Western Illinois University, 1995

State Police Basic Academy, Virginia State Police Academy, 1978 (Graduated top in class and elected class president.)

Certifications, Training, and Awards

- Northwestern Traffic Institute, Northwestern University, 1996 (4.0 GPA)
- Police Administrator's Course, Virginia Commonwealth University, 1989 (4.0 GPA)
- Strategic Highway Research Program 2 (SHRP2) Instructor Trainer certified
- Serco Americas *Pulse Award* (recognizes exceptional service to Serco customers), 2014

ED EARNEST, PROPOSED FLEET MANAGER

Ed Earnest has extensive experience in vehicle fleet services management, intelligent transportation system management (ITSM), and municipal purchasing systems management. His experiences with Serco, GPU Energy, and the City of Pittsburgh have led to numerous successes. Through creative thinking, he has reduced fleet services process costs by millions of dollars. Through the use of strategic alliances with key vendors, he reduced vehicle purchase costs by 15 percent. Throughout his career, he has a history of applying his in-depth operational knowledge to business development by acting as a key subject matter expert (SME) for proposals and contract ramp-ups. At Serco alone, Ed's expertise has led to multiple contract wins; both large and small with new customers including VDOT, Transurban, LADOTD, Colorado Springs City/Utility, and East Kentucky Power (EKP).

Experience Highlights

- Reduced fleet costs from \$48.6M to \$43.1M over 6 years for GPU Energy.
- Received the *2015 Serco Americas Pulse Award* for his implementation work of consolidating and centralizing VDOT's five regional SSP systems. This improved the motorist travel experience in Virginia.
- Expertise led to multiple contract awards and new business for Serco.

Relevant Experience

Serco

May 2009–Present

Fleet Manager and Solutions Engineer, Business Development

Mar. 2015–Present

Served as the Fleet Manager for Serco's Intelligent Transportation System (ITS) area of business.

Performed all aspects of fleet management for several contracts, managing more than 200 vehicles.

Tasks included design, procurement and pricing, maintenance and repair, storage, and implementation.

As a Solutions Engineer, he designed customer solutions and contributed engineering and fleet management expertise to proposals for various fleet projects, including responses for state programs. Functioned as a SME on Intelligent Transportation System Management Services (ITMS) and Traffic Incident Management (TIM) services. Addressed various operations issues including Transportation Management Centers (TMCs) and Safety Service Patrol (SSP) operations.

VDOT Transportation Operation Centers and Statewide Advanced Traffic Management Systems (ATMS) Services

Fleet Manager, VDOT ATMS Contract

Jun. 2013–Mar. 2015

Managed fleet management functions and for monitoring and addressing deficiencies in fleet operations for the VDOT contract.

Responsible for:

- Providing fleet procurement, leasing, and management services for the 180 SSP vehicles employed on this contract.
- Supervising the specification, construction, up-fitting, and delivery of vehicles.
- Creating vehicle maintenance procedures and schedule.
- Vehicle routing and staging locations.
- Managing vehicle performance and recording.
- Coordinating vehicle insurance and safety issues with Serco Risk Management and Serco Fleet Services.
- Establishing vehicle pre/post trip inspection and preventive maintenance requirements.
- Creating and implementing a vehicle replacement, retirement, and disposal strategy.

- Creating and implementing a strategy for vehicle fueling via fuel credit cards. Ed further identified a contingency program for fueling vehicles on assignment during emergency disasters.
- Consolidating fleet service processes and assets from five operating companies into a single centralized Fleet Services Department. Ed received the 2015 Serco Americas Pulse Award for this work.

Project Manager, Fleet Services Department

May 2009 –Jun. 2013

Managed daily fleet maintenance operations and execution of an onsite vehicle maintenance contract. Planned and deployed vehicle support for emergency responses, helping neighboring electric utility companies with service restorations. Responsible for outfitting response vehicles to ensure that crews were equipped to address maintenance issues; coordinating staffing and scheduling issues to address emergency weather requirements in the PECO Energy territory; monitoring, analyzing, and modifying procedures, performance and approaches; and developing and responding to contract metrics with performance improvement initiatives. Also led business development efforts for key fleet services contract opportunities, including the successful proposal submitted for providing fleet services to the Colorado Springs, CO, vehicle fleet.

TMC Manager, GDOT Traffic Management Center (TMC)

Apr. 2011–Jun. 2011

Performed organizational management and direct supervision of TMC operations staff, facilitating a cohesive and balanced operation on an interim basis.

Responsible for:

- Performing all implementation TMC functions including answering 511 calls and dispatching Highway Emergency Response Operations (HERO) units to provide motorist assistance and address emergency situations.
- Participating in coordinating emergency responses to the devastating spring tornadoes in 2011.
- Producing TMC productivity and statistical reports for GDOT.
- Participating in meetings and working with members of the Towing and Recovery Incentive Program (TRIP) to resolve issues.
- Participating in the Metro Atlanta Time Task Force meetings with local fire, police, towing, and other responders.
- Addressing recovery operations during the April 2011 tornadoes.

GPU Energy

Manager, Fleet Services Department

Jun. 1984-Feb. 2002

Managed a fleet of 4,300 vehicles for an investor-owned electric utility company. Chief decision-maker for an organization including 170+ employees at 26 vehicle repair facilities in Pennsylvania and New Jersey.

Responsible for:

- Monitoring and controlling annual expenditures exceeding \$43M.
- Safety, regulatory compliance, budget, strategic planning, staffing, vehicle engineering and specifications, leasing programs, fleet procurement, maintenance, parts inventory control, shop equipment, fueling and fuel credit cards, fleet information systems, technician hiring and training, and labor relations.
- Participating in supporting emergency hurricane response efforts and numerous emergency storm restoration efforts, and aligning efforts with those of local police and other responders.

- Regularly participating in the Storm Room (emergency response team) activities where fleet movements were coordinated through emergency declarations issued through the State Police. Storm Room task assignments routinely crossed functional boundaries as emergency needs dictated priorities.

City of Pittsburgh

Fleet Manager/Purchasing Manager, Department of Supplies

Feb. 1976–Jun. 1984

Managed the City's fleet of 2,000 vehicles including Fire Department, Police, and Emergency Medical Services (EMS) emergency response vehicles and other municipal services departments including Public Works, Parks and Recreation, and Environmental Services.

Responsible for:

- Coordinating weather emergency vehicle support activities through the responding departments.
- Contributing to the creation of the City of Pittsburgh Emergency Preparedness Plan.
- Developing vehicle specifications for all City vehicle purchases.
- Supervising all vehicle repairs through a centralized repair facility.
- Contributing to the creation and operation of the City of Pittsburgh Equipment Leasing Authority for funding equipment purchases.

Education

- MBA, Business Administration, Indiana Univ. of Pennsylvania, 1987
- BS, Industrial Engineering, Geneva College, 1979
- BS, Mathematics, Grove City College, 1973

SCOTT EVANS, DEPUTY IMPLEMENTATION MANAGER

Scott Evans has 20 years of Motorist Assistance Patrol (MAP) operations and management experience, including 4 years' Safety Service Patrol (SSP) experience for the Virginia Department of Transportation (VDOT) and 16 years as a Chesterfield County Virginia police officer dealing with MAP, traffic incidents, and enforcing traffic laws. As Serco's SSP SME, Mr. Evans coordinated and supervised the startup of VDOT's Transurban Express Lanes project. To date this project has achieved 100 percent Key Performance Indicator (KPI) compliance in all service areas. As an officer in the Chesterfield County Police Department, Scott was certified as an expert in traffic accident reconstruction. This led to his success on the TOC and AMS services contract in multiple management roles including his current role of Statewide SSP Manager where he is responsible for managing SSP operations for all five regions in Virginia.

Experience Highlights

- Coordinated ramp-up of Transurban Express Patrol contract which has achieved 100% KPI compliance in all service areas.
- 4 years' experience in SSP roles which progressively increased in responsibility for VDOT, culminating in the Statewide SSP Manager position.
- 16 years' experience as a police officer with Chesterfield County.

Relevant Experience

Serco

Oct. 2014–Present

VDOT Transportation Operation Centers and Statewide Advanced Traffic Management Systems (ATMS) Services

Statewide SSP Manager

Oct. 2015–Present

Managed SSP operations for five distinctly different regions throughout Virginia. Supervised 11 direct reports: 3 Junior Project Managers, a Statewide Incident Management Coordinator, a Statewide Fleet and Logistics Manager, and 5 Regional SSP Managers.

Responsible for:

- Establishing consistent procedures, training, and continuous improvement of statewide SSP services in accordance with established VDOT and program policies and procedures and contract service level agreements. Assessed statewide uniformity of operations, based on established policies, protocols, and guidelines.
- Statewide 24x7x365 statewide on-call responsibilities. Oversaw five regional SSP managers, maintained training certifications for 200+ SSP operators, and directly responsible for the fleet of 176 SSP vehicles.
- Regularly coordinating with the regional VDOT SSP contacts to discuss issues and concerns and develop remedies that especially focused on the safety of patrol personnel and motorists.
- Continuous improvement as well as innovation and transformational change initiatives in statewide SSP services.
- Continuity of operations and region interoperability planning for SSP services.
- Serco's Safety Management System, ensuring safe working practices in SSPs across the state, at all times.
- Management and oversight of SSP operational risks and delivery of mitigations across the Commonwealth.
- Served as SME during the ramp-up of Serco's contract with Transurban in Northern Virginia.

VDOT TOC and ATMS Services

Deputy Statewide SSP Manager

Oct. 2014–Aug. 2015

Directly supported the Statewide SSP Manager in the delivery of the SSP major service areas and continuous improvement of program.

Responsible for:

- Assisting in the development and execution of statewide SOPs.
- Statewide operational readiness of SSP personnel and fleet.
- Maintaining risk register for safety service personnel. Reviewed accidents involving company vehicles and issued corrective actions.
- Overseeing statewide SSP training to ensure consistency of training.
- Liaison between project management staff and regional personnel.
- Working directly with VDOT SMEs to ensure operational success and uniformity.

Delcan, Inc.

Apr. 2014–Oct. 2014

VDOT TOC and ATMS Services

Central Region Safety Service Patrol

Supervised all aspects of the Central Region SSP program including daily operations, personnel, equipment, planning, safety policies, and logistics.

Responsible for:

- Overseeing SSP personnel to ensure all operations were in accordance with VDOT policies and procedures.
- Implementation of Serco's performance management process, delivering required actions and initiatives.
- Establishing the standard operations proficiency level for all SSP program positions.
- Developing the framework for accounting of truck hours and man hours for each shift.
- Coordinating training for the development of programs and training to enhance personnel job skills.
- Providing operational enhancement recommendations for equipment/technology modifications/upgrades.
- Implementing scheduling for inclement weather, natural disaster, security-related events, and all special requests submitted from VDOT.
- Coordinating with the Traffic Operations Center Manager on operational policy/guideline development and implementation.
- Coordinating with public information personnel on issues related to citizen complaints and inquiries, public information dissemination, and media interaction.
- Serving as the point of contact for all SSP-related visits, media events, and tours.

FreeAhead/URS Corp.

Feb. 2012–Apr. 2014

VDOT TOC and ATMS Services

SSP Foreman/Supervisor

Supervised SSP Patrol Operators in the performance of their patrol duties.

Responsible for:

- Monitoring the daily field operations of the Highway Operations activities and staff, confirms the daily shift schedules and manages the field route assignments.
- Readiness of assigned shift personnel and equipment.

- Serving as Incident Commander at major motor vehicles accidents including fatalities, hazardous-materials spills, and interstate and infrastructure damage.
- Monitoring work zone compliance to insure safe passage for Virginia's motoring public in and around I-95 work zone construction projects.
- Assisting with reviewing resumes, conducting interviews, and making recommendations for hires/advancements to SSP Manager.
- Providing correspondence, reports, policy, and procedure recommendations, forms, presentations, training material, personnel management, and electronic communications.
- SSP operations analysis, including measures of effectiveness, route designations, manning requirements, reporting criteria and methods, and evaluating traffic needs, trends, and responses.

Ray's Wrecker Service

Jan. 2009–Aug. 2009

Manager

Managed annual budget of 1.4 million dollars including balancing sales accounts and handling daily sales transactions. Attended regional after action reviews to improve wrecker clearance times and overall traffic management. Researched and developed marketing information for local businesses.

Evans Backhoe Service

Jan. 2006–Jan. 2009

Owner Operator

Operated excavator and maintained all heavy equipment. Collected and processed all daily sales transactions.

Chesterfield County Police Department

Oct. 1989–Jan. 2006

Police Officer (retired)

Served alongside and with the traffic division, with responsibility for overall safety and enforcement of Virginia traffic laws. Certified as traffic accident re-constructionist, including experience with traffic accidents and hazardous materials spills. Trained and certified in traffic incident management system. Performed police patrol operations in the field including traffic investigations.

Virginia State Capitol Police

Nov. 1987–Oct. 1989

Police Officer

Assigned to various locations for law enforcement/security duties including: Virginia Governor's mansion, Virginia Supreme Court Building, Virginia General Assembly Building. Monitored and maintained secured facilities while events and proceedings were in session. Provided personal security to top officials in Virginia State Government.

U.S. Marine Corps

Jun. 1984–Sep. 1987

Enlisted

- 1985–1987 Transferred to the Marine artillery security unit. Provided tactical security to artillery gun positions. Certified in special weapons, chemical agents, and close quarters combat training.
- 1984–1985 Served in the 2nd Marine Division as a Forward Observer in artillery.

Training and Certifications

- Certified SHRP2 Trainer, 2015
- CPR/First Aid, 2015
- Virginia Highway Traffic Incident Management Safe and Quick Clearance Course, 2014
- National Incident Management System (NIMS) courses: 100, 200, 700 and 800
- Chesterfield County Police Academy and K-9 training Unit, 1989.

NORA SALINAS, PROPOSED OUTREACH COORDINATOR

Nora Salinas has more than 16 years of experience in the transportation industry, specializing in outreach as well as coordination with stakeholders and communications. Through Serco, she supported the Virginia Department of Transportation (VDOT) in her role as Stakeholder and Partnership Manager, managing internal and external engagement and coordination for the program's 500+ employees, among 6 service areas, and a combined 15 contractors. She has a multifaceted background in transportation operations through direct front-line experience, project management, proposal development, and involvement with the I-95 Corridor Coalition. Nora leverages her unique, hands-on traffic operations experience to bridge the divide between employer and employee; contractor and customer; and project and stakeholders. Outreach work has included developing communications materials and various event collateral, logistics and technical support, event coordination, and communication plan development.

Experience Highlights

- Certified in statewide transportation operations (VDOT).
- Experienced in outreach coordination with stakeholders in emergency management, law enforcement, traditional media, schools, and local transportation agencies.
- 11 years directly supporting a State DOT contract.
- Facilitated coordination among State DOT employees through initiatives to improve Incident Management (IM) timelines and coordination among regional IM systems.

Relevant Experience

Serco

Manager Communications, Corporate Services

Worked with the Vice President and Director of Corporate Communications to develop and execute strategic communication plans, including outreach efforts, internal communications, and branding.

Feb. 2014–Present

Nov. 2014–Present

Responsible for:

- Executing Outreach Communications plans (external, media relations, internal, MarCom, Government relations and crisis management).
- Communicating and working with the media and other interested parties to announce new products and discuss corporate organizational changes with the goal of maintaining a positive company image.
- Planning, writing, editing, and overseeing production of bi-weekly newsletter to all employees.
- Serving as the Corporate Event Lead to coordinate events for the leadership team, employees, and special visits.
- Executing branding plan of action that aligns with Market Sectors. Enhancing promotion of Market Sectors.
- Promoting accomplishments and success stories of internal (employees) and external stakeholders. Encouraging and promoting Rewards & Recognition programs. Enhancing internal communications to connect people with Serco. Creating strategies to increase employee awareness and promote productivity. Maintaining and promoting employee engagement through various communications channels, both internally and externally. Focusing Employee Communications on engaging our people.
- Collaborating with business units, business development, and corporate development to identify differentiators to be incorporated into marketing materials.
- Corresponding with employees (internal) and external stakeholders to keep them informed of company developments.

VDOT Transportation Operation Centers and Statewide Advanced Traffic Management Systems (ATMS) Services

Stakeholder and Partnership Manager

Aug. 2013–Mar. 2016

Managed internal and external communications, outreach initiatives, and engagement among various levels of stakeholders for a first-of-its-kind statewide transportation operations program including over 500 employees among 15 subcontractors in 6 service area categories including transportation operations centers, SSP operations, ITS field maintenance, ATMS and technology, program management, and general support services.

Responsible for:

- Developing key relationships with internal and external stakeholders and determining the level of communication necessary for successful operations and coordination.
- Maintaining Standard Operating Procedures related to outreach and stakeholder coordination for operations staff.
- Statewide coordination across the client’s central office and nine district offices among five regions, each with their own unique set of operational challenges and media focus.
- Point of contact for nine VDOT District Communications Managers and VDOT Central Office. Communications Manager for needs from the program to improve information dissemination to the public.
- Creating and implementing the Communications and Public Outreach Plan.
- Developing creative outreach initiatives for internal and external stakeholders to increase statewide program awareness.
- Key member of the strategic team that implemented a responsibility exchange program in Virginia to improve collaboration and coordination among all levels of the program. This included exposing field and operations center floor personnel to the environments and issues their colleagues face through ride-alongs with SSPs and by bringing SSP personnel into the operations center. The program gave operations staff a better understanding of the incident timeline and how it is impacted by each person’s role. This program enhanced overall performance by giving staff from different regions experience in the particular environment of the state’s diverse regions.
- Defining requirements and developing employee engagement website to enhance communication and employee engagement at VDOT and encourage outreach initiatives.
- Conducting surveys to identify engagement and outreach needs.

Open Roads Consulting

Feb. 2012–Aug. 2013

VDOT Operations and Technology Support Contracts

Feb. 2012–Aug. 2013

Project Manager

Supported the ITS Director on several task orders related to ATMS, 511/Traveler Information Systems, and Regional IM Systems across several contracts with VDOT. Coordinated with the client to identify needs and develop project scopes, schedules, and costs. Created project deliverables, maintained project schedules, and tracked project budgets for Virginia ITS projects.

Transportation Video and Data

Assistant Project Manager

Jan. 2013–Aug. 2013

Supported 511 real-time traffic information system that disseminates information through several outlets including web and mobile applications, interactive voice responsive phone system, information displays at welcome centers, twitter and email alerts, and travel time road signs. Coordinated with team, partners,

and the client to accomplish system maintenance and supported the team 24/7 to troubleshoot issues and perform system failovers as needed.

VaTraffic System

Project Manager

Feb. 2012–Aug. 2013

Managed VDOT statewide system that serves as a tool for users to enter data related to traffic incidents, planned events, and road conditions to support data sharing and more efficient management of incidents. Provided project management, project troubleshooting, and process improvement services to business and technology teams to ensure operational integrity of the customized system. Effort included project management of infrastructure procurement and deployment, system implementations and upgrades, and the establishment and institutionalization of system operational/functional/administrative processes. Extensive involvement with client key personnel and interaction with a technical team of approximately five resources.

Regional Traffic Incident Management Information System (RTIMIS)

Feb. 2012–Aug. 2013

Public Safety Announcement Points (PSAP)

Project Manager

Provided project management and coordination for RTIMIS software product integrations in eight counties throughout Virginia. This VDOT initiative, that benefits local municipalities, MPOs, and VDOT, integrates 911 dispatch data and traffic operations center data from state and local agencies into a common place, showing surface street and freeway data to improve traffic incident management in the state of Virginia. This effort requires coordination between VDOT's System Development Manager, Operations Manager, six different Computer-Aided Design vendors, County IT management, members of law enforcement, and emergency management as well as internal technical resources. Provided monthly status reports and budget spending projections to VDOT senior level management to support presentations and reporting for the Commissioner. Maintained internal labor projections for profit analysis and future planning.

Delcan Corporation

Sep. 2009–Jan. 2012

U.S. Infrastructure Division

Business Services Manager

Managed the operations of the U.S. Infrastructure Division by leading and supporting the division's human resources, accounting, and business development initiatives. Evaluated the division and developed a strategy for the improvement of internal administrative processes, which were coordinated with the corporate headquarters.

Responsible for:

- Identifying, enhancing, and implementing an executive reporting system that correlated and published profit-and-loss and projections data. Executives used the information provided to identify, scope, and pursue business opportunities. Streamlined the process by isolating critical data in multiple reporting streams and consolidated the data into consistent, organized, and meaningful reports.
- Developing the company's first comprehensive proposal development process by leading the division's change management effort. This included establishing a version management system, creating process and product standards, and determination of quality criteria to ensure consistency in product and service delivery. Established and executed a quality assurance review process that evaluated the team's output against acceptance criteria. Trained a staff of seven team members and presented the process to the division's President, Vice President and Senior Principals.

- Coordinating strategy sessions and managing teams of up to ten writers to develop client solutions and win themes for proposals. Developed concepts and content for large proposals, engaging a team of approximately 12 writers, graphic designer, and sub-consultants during the proposal pursuit process.
- Establishing a documentation management system and associated policies to improve product quality, reduce delivery cycle duration, and collect metrics for management reporting and process improvement.

Telvent

Feb. 2004–Sep. 2009

Senior Marketing, Proposal, and Event Coordinator

Responsible for:

- Leading a team of up to 15 writers and graphic designers, coordinating and facilitating brainstorming meetings and strategy sessions to pursue high value clients. Tailored solutions that were effective for the client yet remained within the client's technical, environmental, and financial constraints. Leveraged knowledge of the industry to understand client needs and deficiencies. Identified marketable and beneficial services by understanding Telvent's service offerings and correlating this knowledge with the needs of the client.
- Coordinating all aspects of industry and hospitality events for the company. Tasks included travel coordination, booth resources for trade shows, membership renewals, conference registrations, menu coordination, invitations, entertainment coordination, etc. Developed themes and event marketing materials such as brochures, graphics and press releases. Conducted research on marketing opportunities to establish marketing goals. Communicated with industry publications to coordinate promotional activities and advertising.

I-95 Corridor Coalition

Jan. 2005–Sep. 2009

Worked closely with the I-95 Corridor Coalition on various events and outreach efforts. The Coalition is a partnership of transportation agencies, toll authorities, and public safety organizations from the State of Maine to Florida, including Georgia. Responsibilities included developing marketing materials, attendee information packets, and handouts specific to the workshop or meeting, handling logistics, and providing technical support to key speakers, coalition staff, and panel members.

**Virginia Department of Transportation,
*Program Analyst, Smart Travel***

Dec. 2000–Feb. 2004

Responsible for:

- Planning and coordinating the annual Incident Management conference.
- Analyzing current issues in ITS and posted results to intranet site to inform employees of trends.
- Tracking and managing budgets for the ITS Department.
- Assessing, identifying, and supporting the development of ITS training needs for Northern Virginia (NOVA) District's VDOT employees.
- Developing databases in Microsoft Access to track employee training and interests for development of appropriate training courses.
- Acting as the NOVA representative in the ITS Professional Capacity Building Working Group, a group geared towards developing ITS training courses for the Northern Virginia, Maryland, and District of Columbia transportation work forces.
- Managing the Northern Virginia Outreach Project to inform the public of ITS.
- Restructuring and redesigning the NOVA Smart Travel intranet site.
- Developing the local Smart Travel Program website.

- Providing technical and administrative support to the NOVA Smart Travel Program Manager.

Education

BS, Decision Sciences and Management Information Systems, Minor in Information Technology,
George Mason University, 2003

Training and Certifications

- Certified Transportation Operations Center (TOC) Operator for VDOT, 2015
- Course on Electronic Vehicle Fires (National Fire Protection Association), through the Emergency Management Institute (FEMA and USDHS), April 2015
 - National Response Framework IS-00800.b
 - National Incident Management System (NIMS) IS-00700.a
 - Incident Command System IS-00100.b
 - ICS for Single Resources and Initial Action Incident IS-00200.b

13.3 SAMPLING OF CRITICAL PERSONNEL

To support our Key Staff, Serco is in the process of carefully planning the staffing of the GDOT RAM Program. We are assessing the skill sets, performance, and experience of personnel we have worked with on other DOT contracts. **Table 13-2** presents a brief sampling of individuals we have already selected and consider to be “critical personnel” for this program. For each of these people, Serco managers have relied on their expertise and work ethic to see through the completion of jobs and/or to ensure optimal program operations.

Table 13-2. Sampling of Critical Staff. *Serco is in the process of carefully selecting personnel we consider critical to the successful ramp-up and operation of the GDOT RAM Program.*

<p>Corey Thompson, RAM Operator Training Support</p>	<p>For the last 2 years, Corey Thompson has been a Project Manager/Trainer for Serco's I-95 Express Assist Program. He has interviewed, hired, and trained 20 personnel in Incident Response Management and has written and revised some of the standard operating procedures (SOPs). He oversees annual training and evaluates staff performance and development. As an SSP Foreman for Serco's VDOT program for 6 years, he was responsible for the readiness of assigned shift personnel and equipment. He trained, evaluated, and counseled 50+ personnel on day-to-day operations needs with an emphasis on safety and efficient Incident Management and worked in coordination with the traffic operations center (TOC). He was awarded Serco's Leader of the Second Quarter 2012, and Employee of the Year 2012—both for supporting a VDOT facility.</p>
<p>Paul Dugas, Advanced Transportation Management Systems (ATMS) Integration SME</p>	<p>Paul Dugas is a full-stack computer engineer with 22+ years in the Intelligent Transportation Systems (ITS) industry and has a BS in Computer Engineering from Georgia Institute of Technology. From 1993 to 1997, and while supporting a GDOT contract with TRW, he was the sole designer and developer for GDOT's ATMS video control system software, and he designed and developed the GIS map application for the GDOT ATMS. Later (2013–2014), he redesigned and implemented the ITS monitoring system for VDOT that was originally developed for GDOT. Most recently, and as a Serco employee, he supported GDOT by implementing an interface in the Intelligent Maintenance Management System (IMMS) to the Delcan ATMS. It used their SOAP center-to-center (C2C) API.</p>