



ORANGE COUNTY MAYOR

Jerry L. Demings

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October 3, 2022

TO: Board of County Commissioners

FROM: Mayor Jerry L. Demings

A handwritten signature in black ink, appearing to read "Jerry L. Demings".

SUBJECT: **CONSENT AGENDA ITEM - October 11, 2022**
Managerial Appointment – Public Works Department

I am pleased to announce the appointment of Brett W. Blackadar, P.E., PMP, PTOE, as a Deputy Director for the Public Works Department. As Deputy Director, Mr. Blackadar will oversee the Roads and Drainage, Traffic Engineering, and Stormwater Management Divisions, as well as lead various special projects for the Department.

Mr. Blackadar has over 20 years of experience in civil engineering, mainly with municipal and county governments. Most recently, he was Director of Mobility and City Engineer for the City of Altamonte Springs. While at the city, he responded to traffic safety and operations issues, managed their roadway, trail, and intersection projects, and developed the city's proposed autonomous vehicle pilot projects. Mr. Blackadar was employed at Seminole County for 16 years, where he was County Engineer from 2011 to 2016. His responsibilities included oversight of the Engineering Division, their capital improvement projects, and implementation of a program management contract for the Seminole County Sales Tax initiative projects.

Mr. Blackadar has a Bachelor of Science degree and a Master of Science degree in Civil Engineering, both from the University of Florida. He has been a Registered Professional Engineer in the State of Florida since 2001 and is certified as a Project Manager Professional (PMP) and a Professional Traffic Operations Engineer (PTOE). He has also served as a county or municipal representative on Metroplan and Central Florida Expressway committees.

Mr. Blackadar's appointment will be effective October 17, 2022, at an annual salary of \$156,000. His resume is attached for your reference.

ACTION REQUESTED: Confirmation of the Mayor's managerial appointment of Brett W. Blackadar, P.E., PMO, PTOE, Deputy Director, Public Works Department.

Attachment

c: Byron W. Brooks, AICP, County Administrator
Chris Testerman, AICP, Deputy County Administrator
J. Ricardo Daye, Director, Human Resources Division

Brett W. Blackadar, P.E., PMP, PTOE

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Lake Mary, FL 32746
407-221-8694
brettblackadar@gmail.com

Education

Bachelor of Science in Civil Engineering (Minor in Mathematics): May 1997 - University of Florida,
Graduated with Highest Honors

Master of Science in Civil Engineering (Transportation Engineering focus): August 1998 - University of Florida,
Thesis Topic – “Investigating Track Clearance Time Requirements at Railroad-Preempted Traffic Signals Using
Computer Simulation Models”

Professional Registrations/Certifications

Registered as a Professional Engineer in the State of Florida – P.E. Number 57397 (obtained Spring 2001)
Project Management Professional (PMP) Certification – PMP Number 1699663 (obtained March 2014)
Professional Traffic Operations Engineer (PTOE) Certification – PTOE Number 4468 (obtained July 2018)
FEMA National Incident Management System (NIMS) Courses - IS-700, ICS-100, ICS-200 and IS-800

Experience

City of Altamonte Springs – Public Works and Utilities Department

Director of Mobility and Innovation/City Engineer – June 2021 - Present – Manage the development of the City's Innovation Lab and research and implement innovative/Smart City mobility applications. Manage and oversee the management of multiple roadway, trail and intersection improvement projects, include the acquisition of needed deeds and easements. Oversee the development of the City's proposed Autonomous Vehicle (AV) Pilot Projects and other innovative transportation projects. Provide support to the City for a variety of traffic engineering issues regarding safety issues, operational issues, signing and marking issues, access management issues, etc. Serve as the liaison to Seminole County Traffic Engineering for signal timing issues. Research and respond to citizen requests related to signing and marking, traffic calming and other operational issues. Review traffic impacts related to new developments including the analysis of multi-modal solutions. Determine and negotiate mobility performance standards with new development applications. Oversee all development review and permitting staff within the Department. Serve on multiple regional transportation committees including Metroplan Orlando's TSM&O and TAC Committees. Coordinate closely with other cities, Florida Department of Transportation (FDOT), Central Florida Expressway Authority (CFX) and other transportation agencies. Serve in the Emergency Operations (EOC) Center during emergency responses.

City Engineer – October 2018 – June 2021 – Managed the City's Engineering Division which consists of 15 employees. Oversaw all capital projects and the budget for all of the Public Works projects in the City. Provided support to the City for a variety of traffic engineering issues regarding safety issues, operational issues, signing and marking issues, access management issues, etc. Served as the liaison to Seminole County Traffic Engineering for signal timing issues. Monitored the Traffic Cameras and ATMS Now software as needed related to traffic issues. Researched and respond to citizen request related to signal timing and other operational issues and coordinated with Seminole County Traffic Engineering. Served on multiple regional transportation committees at Metroplan Orlando and LYNX. Served as Acting Public Works and Utilities Director from February 2021 until June 2021.

Chief Transportation Engineer – March 2016 – October 2018 – Provided support to the City for a variety of traffic engineering issues regarding safety issues, operational issues, signing and marking issues, access management issues, etc. Coordinated the City's UBER pilot project and related agreements, and served on the Municipal Mobility Working Group (MMWG) with four other cities in Seminole and Orange County. Served as the liaison to Seminole County Traffic Engineering for signal timing issues. Monitored the Traffic Cameras and ATMS Now software as needed related to traffic issues. Researched and respond to citizen request related to signal timing and other operational issues. Managed multiple roadway, trail and intersection improvement projects and the related needed deed and easement acquisitions. Reviewed traffic impacts related to new developments including the analysis of

multi-modal solutions. Served as the City's liaison to the Ultimate I-4 project which includes review of all proposed lanes closures and MOT submittals on City roadways. Served on multiple regional transportation committees at Metroplan Orlando and LYNX.

Seminole County – Engineering Division

County Engineer – October 2011 – February 2016 – Managed the entire Engineering Division (47 full-time positions), Oversaw all agenda items within the Division, including the review of traffic impacts from development and traffic impact fee review. Presented items to the Board of County Commission and served as the County's expert on traffic and transportation engineering issues related to new development and other traffic operational issues. Oversaw the education campaign related to the 2014 Sales Tax Initiative and took the lead in coordinating with the cities to develop the interlocal agreement and project lists. Once the sales tax referendum passed, oversaw the scoping, selection and negotiation of the new program management contract. Coordinated closely with other Cities, Florida Department of Transportation (FDOT) and neighboring Counties. Served as the County's liaison to FDOT for all SunRail coordination and review. Oversaw the Engineering review of all development plans and right-of-way permitting in the County. Oversaw the capital and operating budget development. Coordinated with Fiscal Services regarding budget changes and grant issues. Advocated for grant funding on behalf of the County through Metroplan and FDOT. Oversaw the planning, design, property acquisition and construction of all roadway, sidewalk, trails and stormwater projects. Served as the media liaison for the Public Works Department.

Acting Assistant County Engineer – January 2011 – September 2011 - Oversaw all sections of the Engineering Division including roadway, sidewalk, trails, stormwater and support services (right-of-way acquisition, survey, accounting, etc.). Supervised 40 direct and in-direct employees. Assisted the County Engineer with various activities and duties. Coordinated with FDOT on all joint projects including sales tax funded projects and federally grant funded projects. Served as the Seminole County member to MetroPlan Orlando's Transportation Technical Committee (served as chairman during 2010). Oversaw and managed the program management contract for the 2001 Sales Tax Referendum, which also included project data tracking, project management and construction inspection services.

Principal Engineer/Plan Production Section Head – February 2007 – December 2010 – Oversaw the design of all sidewalk and roadway projects in Seminole County. Oversaw various traffic studies and provided oversight to the County's Concurrency Management System. Managed major joint FDOT/County projects including sections of SR 434 and the interchange of SR 436 and Red Bug Lake Rd. Coordinated with FDOT on the acquisition of multiple parcels for these joint State/County projects. Managed a section of 6 employees and 2 in-house consultants. Managed the County-wide Pavement Management Program. Oversaw and managed the program management contract for the 2001 Sales Tax Referendum, which also included project tracking, project management and construction inspection.

Principal Engineer – January 2002 – January 2007 – Managed the County's Traffic Concurrency System and reviewed traffic studies for new developments and Development of Regional Impacts (D.R.I.'s). Reviewed alternative impact fee studies for roadway impact fees. Assisted in transportation planning and FSUTMS planning and modeling. Performed traffic simulation using CORSIM and SYNCHRO for analysis of intersection and corridor capacity. Managed various traffic studies, intersection and roadway design projects, traffic calming projects. Oversaw land acquisition of right-of-way for minor projects. Oversaw construction of minor projects. Managed the GIS/Graphics section of the Division (3 direct reports).

Zook, Moore, and Associates (merged with Kimley-Horn and Associates in January 2003), Transportation Engineer - August 1998 – January 2002, Worked on various projects to analyze the transportation impacts for eminent domain cases including work for FDOT on the Polk Parkway and Suncoast Parkway. Worked on traffic accident investigation and reconstruction including maintenance of traffic and geometric design analysis. Worked on Transportation Impact Analysis (TIA) studies, Signal Warrant Studies, and other miscellaneous transportation projects. Served as Office Manager in 2002 and reviewed all billing summaries for projects within the office.

University of Florida Transportation Research Center, Graduate Research Assistant - August 1997 - August 1998, Analyzed track clearance time at signalized intersections near railroad grade crossings using the CORSIM simulation software for an FDOT research project.

University of Florida Civil Engineering Department, Research Assistant - January - December 1996, Developed a Visual Basic program to analyze FDOT Weigh in Motion (WIM) data.

Danis Heavy Construction, Co-op student in Construction Estimating - January - December 1994, Estimated and organized various components of construction bids for Water and Wastewater Treatment Facilities.

Skills/Experience Applicable to the Deputy Public Works Director Position at Orange County

Management and Supervisory Experience

- Served in various supervisory roles during my 20 years of experience in local government.
- Oversaw approximately 120 staff members in my role as Acting Public Works and Utilities Director at the City of Altamonte Springs.
- Oversaw approximately 50 staff members in my role as County Engineering at Seminole County.
- Became a Franklin Covey certified instructor in the 7 Habits of Highly Effective Managers and Leadership curriculum while at Seminole County.

Special Projects – Transportation Sales Tax Referendum

- Oversaw the Seminole County 2001 Sales Tax Program Management Contract, which included project data tracking, project management and construction inspection services.
- Led the education and effort for the Seminole County 2014 sales tax and served as the media liaison for the Department. Took the lead on writing the project lists of the interlocal agreement and coordinated with all the Cities regarding the development and approval of the agreement in a very short time frame.
- Oversaw the scope creation, selection and management of the Program Management and Project Management contracts once the Seminole County 2014 Sales Tax passed.
- Oversee the City of Altamonte Springs 2014 Sales Tax Program List and oversaw the creation of an interlocal agreement between the County and City for additional sales tax funding.
- Obtained a Project Management Professional (PMP) certification and I have successfully used risk management and other project and program strategies in my career.
- Oversaw and was involved in the process of acquisition of property through eminent domain in both the private and public sector and have given depositions, participated in mediations and have testified at order of taking and fee hearings. I also have a wide variety of experience in real estate acquisition (outside of eminent domain).

Traffic Engineering Division Oversight

- Obtained a Professional Traffic Operations Engineer (PTOE) Certification (obtained July 2018).
- Obtained a Master of Science in Civil Engineering (Transportation Engineering focus) in 1998 from the University of Florida. My thesis research involved using CORSIM simulation models for a USDOT research project.
- Have been a member of the Institute of Transportation Engineers (ITE) since 1997 when I served as the president of the University of Florida student chapter. I have given presentations at various ITE meetings and was recently selected to present at the 2022 Annual ITE Meeting in New Orleans.
- Have served for over 18 years on the Metroplan TSM&O Committee (formerly the M&O Committee).
- Have accumulated 24 years of experience in both the private and public sector creating and reviewing traffic studies for private development and other applications. I have both used and am familiar with the review of various software packages including the Highway Capacity Software (HCS) and SYNCHRO.
- Have experience with reviewing and analyzing traffic calming requests at both Seminole County and the City of Altamonte Springs.
- Use Seminole County's Traffic Signal software, ATMS.NOW and am able to use the software to run reports and analyze signal timing complaints.
- Have experience in analyzing a wide variety of traffic data and analysis including intersection analysis, signal warrant studies, speed studies and benefit/costs analysis.
- Oversaw the calculation and review of alternative Transportation Impact Fees at Seminole County and oversaw the development of the updated Mobility Fee at the City of Altamonte Springs.
- Coordinated the emergency response for traffic signals after Hurricanes Matthew and Irma.

Roads and Drainage/Stormwater Management Division Oversight

- Oversaw the Stormwater Management Design team at Seminole County, and was involved in the development of projects related to Total Maximum Daily Loads (TMDL's) and Basin Management Action Plans (BMAP's).
- Took the lead in analyzing data related to post-Hurricane Irma flooding.
- Oversaw the Pavement Management program at Seminole County, including the collection of pavement condition index (PCI) data on a three-year cycle and the creation of an engineering-based system to prioritize and implement the projects.
- Oversaw the GIS staff withing the Public Works Department at Seminole County and managed the creation of a GIS-based project information tool for the public.
- Was involved in the selection of a new work order and asset management-based software systems

Transportation Innovation Experience

- Have strong relationships with FDOT District 5, TSM&O Program Manager, Jeremy Dilmore, and we have recently collaborated on many grants and innovated TSM&O projects.
- Managing the Altamonte Springs Autonomous Vehicle Shuttle Pilot Project which was recently awarded a 2.4 million matching FDOT Service Development Grant. This project has involved collaboration with Eric Hill at Metroplan Orlando, Jeremy Dilmore at FDOT and Doug Jamison at LYNX.
- Received a TAPs-LA grant from FDOT to implement PedSafe technology on SR 436 within the City of Altamonte Springs.
- Worked with Metroplan Orlando staff on their Connected Vehicle Data Pilot project, and was able to use it to work with our law enforcement staff to analyze speed data on multiple collector roadways in our City.
- Coordinated the City of Altamonte Springs UBER pilot project and served on the Municipal Mobility Working Group (MMWG) which coordinated this pilot project with four other Cities in Seminole and Orange County. Worked with the four other Cities to create an interlocal agreement allowing intergovernmental purchasing between all five cities.
- Overseeing the creation of a new innovation lab at the city to test various Smart City project. This will be a partnership with FDOT District 5, AdventHealth and other private partners.

Regional Transportation Partnerships

- Worked with FDOT and Metroplan over the last 20 years to obtain and successfully manage a wide variety of funding including LAP, TRIP, Safe Routes to School and other types of funding.
- Worked with FDOT District 5 on a variety of liaison and grant funded projects over the last 20 years and I have close relationships with a wide variety of FDOT staff.
- Oversaw the implementation of SunRail and coordinated many related agreements. I also served on the SunRail Technical Committee and was vice chairman in 2014/2015.
- Served in various project review teams with LYNX and have experience coordinating various projects with their staff.
- Served on the Right-of-Way committee at the Central Florida Expressway Authority (CFX) while at Seminole County, and am currently serving on the project review team for a CFX study withing the City of Altamonte Springs.
- Served on various committees and subcommittees at Metroplan Orlando for the past 20 years and I have strong relationships with various Metroplan Staff. I have worked closely with Nick Lepp and Eric Hill to program funding for a variety of projects in my current role.

Other Applicable Skills

- Have strong public speaking skills and I have 20 years of local government experience presenting to County and City Commissions, Planning Boards, Public Meetings, HOA's and other public settings.
- Have experience in private engineering consulting (4 years), County government (14 years) and City government (6 years) which gives me a unique perspective.
- Have experience as both a County Engineer and a City Engineer that will help me to better work with the Cities with the County as part of this role.
- Have completed the FEMA National Incident Management System (NIMS) Courses (IS-700, ICS-100, ICS-200 and IS-800) and I have emergency response experience for a variety of tropical storms and hurricanes, including the 3 hurricanes in 2004 and Hurricane Irma in 2017.

Professional Affiliations and Honors

- Current member of MetroPlan Orlando's Transportation Systems Management and Operations and Transportation Technical Committee (served as Chairman during 2010)
- Past member of the SunRail Technical Advisory Committee (served as Vice Chairman in 2014/2015)
- Former Member of Toastmasters Club 8029 – Seminole Toasters 2003 – 2010 – received Advanced Communicator Silver award, 2004 and 2005 Area Contest winner for the Humorous Speech Contest and Table Topics
- 2005 Seminole County Community Services Employee Award
- Advanced Maintenance of Traffic Certification – Florida Technology Transfer Program - 2003
- Awarded "2003 Young Transportation Professional of the Year" – District 10/Florida Section ITE
- TRANSPO 2002 – Joint ITE District 10/Florida ITS Meeting – 1st Place – Presentation Competition
- Traffic Accident Reconstruction 1 and 2, Northwestern University – 2000
- 1998 Eno Transportation Foundation Fellow
- President – University of Florida ITE Student Chapter – 1997 – 1998