

Becky Bradley

Becky A. Bradley, AICP

September 2, 2022

Tahoe Regional Planning Commission Governing Board
Tahoe Regional Planning Commission
128 Market Street
Stateline, NV 89449

Governing Board:

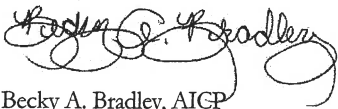
The Executive Director position at the Tahoe Regional Planning Commission is an excellent fit for my qualifications, as the enclosed resume will attest. I have over 20 years of professional experience in planning and community management; 15 years in a leadership capacity. I am the Executive Director of the Lehigh Valley Planning Commission (LVPC) and Secretary of the Lehigh Valley Transportation Study (LVTS) currently, where I manage a multi-governmental bi-county planning commission and metropolitan planning organization. This role includes executive leadership for and accountability to two transportation boards and a bi-county and local government services commission. Specifically, I lead the implementation of over \$3.8 billion in road, bridge, transit, pedestrian and bicycle planning and infrastructure investment, and the land use, management, development and redevelopment planning functions for Lehigh and Northampton Counties, Pennsylvania. Similar to the TRPC, this work is accomplished through the implementation of the long-range transportation and comprehensive regional plan, transportation improvement program, stormwater management regulatory implementation, and direct services to the 62 municipal governments, 17 school districts, 16 watershed districts, in collective impact partnerships with over two-dozen entities from the Federal Reserve Bank of Philadelphia to the Urban Land Institute. Additionally, I regularly work with non-profit and private sector entities, especially in public-private infrastructure partnerships, to achieve larger goals and reduce tax-payer burden. Most recently, I assisted Air Products, a Fortune 500 company, with the relocation of their global headquarters; helped Fed Ex locate their largest US ground facility and advance over \$20 million in off-site improvements. All of these collaborations support the overall mission of both the LVPC and LVTS to locate development where it can be supported and is sustainable while protecting the region's natural, historic, scenic and cultural assets.

In my nine years with the LVPC I have successfully: begun a direct local government services program, expanded community partnerships, performed an internal reorganization, increased staffing, renovated offices, rebranded the organization, overhauled the website, established a social media presence, closed post-employment benefit funding gaps, diversified and increased revenue and delivered a surplus every year. These management activities are in addition to directing the regional planning program itself, from the review of all subdivision, development and stormwater management plans, and municipal code modifications to the creation or update of an array of key plans on housing, transportation, freight, sustainability and climate action, hazard mitigation and resiliency, parks, recreation and agricultural lands and pedestrian and bicycle mobility. Additionally, the *Lehigh Valley Comprehensive Plan and MoveLV: Long-Range Transportation Plan* were merged into a single region-wide policy document and infrastructure investment plan, *FutureLV: The Regional Plan*, that earned the Governor's Award for Local Government Excellence. *FutureLV: The Regional Plan* includes key leadership elements from balanced freight-transit investments to support workforce access and industrial mobility to future forces like alternative fueling and vehicle automation to increasing human longevity equitable access to the on-demand economy, to name a few.

I have served on the Lehigh and Northampton Transportation Authority's (transit agency) Board of Directors since 2010 and thru the LVPC, serve as the regional transit planner for the same. Recent transit planning activities include planning for an enhanced bus/bus rapid transit system and a public-private investment of over \$53 million for a new Riverside Drive/911 Memorial Trail multimodal transportation corridor. In addition, I negotiated and later joined into a megaregional partnership with the New York Metropolitan Transportation Council (NYC), North Jersey Transportation Planning Authority and seven additional metropolitan planning commissions in New York and Connecticut to coordinate freight, transit and hazard resiliency the New York Megapolis, which the Lehigh Valley adjoins. I also, have been appointed by Pennsylvania Governor Tom Wolf to advisory boards on community and economic development and transportation revenue generation, as well as, the update of the State *Water Plan* as a representative of the Delaware River Basin. It is of note that the Delaware River Basin is a portion of the water supply to the New York City, Philadelphia, and all minor and major metropolitan regions in-between.

I have been successful in these endeavors because of my ability to work with, partner, mentor and educate others about planning while building consensus around often difficult, competing and complicated issues. Uniquely, I also, have significant experience as both a planner and implementer; lending real value, understanding and effectiveness to the policies, goals and objectives of the programs, initiatives, plans, talent, and budgets that I am charged with managing. I believe that my strong problem-solving skills, management experience, ability to recognize and understand need, and balance multiple responsibilities and interests in dynamic and evolving communities underscores the values and mission of the TRPC. I welcome an opportunity to discuss how my skills meet your needs and thank you for your consideration.

Sincerely,



Becky A. Bradley, AICP

Becky A. Bradley, AICP

PROFESSIONAL EXPERIENCE

LEHIGH VALLEY PLANNING COMMISSION & TRANSPORTATION STUDY

Allentown, PA

Executive Director of the LVPC and Secretary of the LVTS, 2013-present

- Executive management and oversight of all aspects of regional planning in Lehigh and Northampton counties, Pennsylvania including subdivision, land development, land use, community development, equity, housing, historic preservation, urban design, commercial, industrial, transportation, freight, water and sewer infrastructure, stormwater management, hazard mitigation, climate change, energy, agriculture, food policy, environmental, parks, recreation and open space.
- Executive management of the region's metropolitan planning organization functions including an over \$3.8 billion federal and state highway, bridge and transit planning and investment program.
- Leadership and staff support to the 37 member Lehigh Valley Planning Commission, the region's official bi-county land use, development and redevelopment organization as well as, the 18 member Lehigh Valley Transportation Study, the region's federally designated metropolitan transportation planning organization.
- Liaison and technical assistance provider to the Lehigh Valley's two counties, 62 municipalities, 17 school districts and 16 watersheds including: multi-municipal comprehensive plans, zoning, subdivision and land development ordinances, transit and active transportation planning, sewer and water systems, watershed management.
- Brand ambassador and public relations "face" for the Lehigh Valley Planning Commission including day-to-day media and public interactions on all matters affecting the Commission, campaign development, press conferences, television appearances, newspaper columns, advertising and social media. Responsible for delivery of an average of 50, content rich, public presentations per year, monthly National Public Radio Plan Lehigh Valley show on WDIY 88.1, and monthly business column in the Morning Call newspaper.
- Advisor on infrastructure finance, water management and community development to the Pennsylvania Governor and his cabinet secretaries, various state and federal agencies and active participant in a variety of local and national professional organizations from the Greater Lehigh Valley Chamber of Commerce and Lehigh Valley Partnership (Business Executives Council) to the American Association of Retired Persons - Pennsylvania and Urban Land Institute.
- Collaborator and interest management of multiple intergovernmental partnerships including: the Northeast Megaregion Area Partnership between ten metropolitan planning organizations (MPOs) in New York, New Jersey, Connecticut and Pennsylvania, and Eastern Pennsylvania Freight Alliance including five MPOs.
- Research, analysis, public engagement, writing, publication and management of the region's growth and development through the *FutureLV: The Regional Plan*, *Lehigh Valley Housing Plan*, *Regional Freight Plan*, *BuildLV: Annual Development Report and Outlook*, *Walk/RollLV Plan: Active Transportation Plan*, *Access to Opportunity: Regional Equity Initiative*, *Housing and Jobs at Risk: COVID-19 Pandemic Assessment*, *Lehigh Valley Hazard Mitigation Plan*, *Monocacy Creek Stormwater Management Plan*, *Green Infrastructure Guidelines*, *Lehigh Valley Greenways Plan*, *Lehigh Valley Return on Environment Report*, *Northampton County and Lehigh County Livable Landscapes Plans*, *1LV Sustainable Communities Plan*, *Southwest Lehigh Multi-Municipal Comprehensive Plan*, *Catasauqua and Bath Boroughs Urban Design Strategies*, population and employment projections, model ordinances, geographic information systems, regional economic modeling, research and studies integral to the people, industries and governments of the Lehigh Valley.
- Personnel selection, development and management of 21 team members across all functions of the Commission.
- Budget planning, presentation and management for \$2.4 to \$3.1 million in annual Commission operating revenues and expenditures. This includes grant writing, management, project planning and implementation.
- Business development lead to achieve short, medium and long term mission objectives.
- Bidding, procurement and contract management for all third-party activities such as: legal, actuarial, audit, post-employment benefits, and engineering, travel demand modeling, planning and architectural services.
- Executive management of self-funded retirement, post-employment benefits and health insurance systems.

PROFESSIONAL EXPERIENCE (CONTINUED)

DEPARTMENT OF PLANNING, CODES & DEVELOPMENT, CITY OF EASTON Easton, PA
City Planner 2005-2006; Chief, Bureau of Planning, 2006-2008; Interim Executive Director of the Easton Redevelopment Authority, 2008; Director of Planning, Codes & Development, 2008-2013

- Management and oversight of all aspects of the City's planning, subdivision and land development, floodplain, health, environmental, zoning, permitting, building inspection, codes enforcement, rental housing licensing, vacant property registration, blight determination and certification, food inspection and licensing, grease trap inspection, geographic information systems, graphic design and publication, and historic preservation processes, implemented through the Department of Planning, Codes and Development.
- Serves on the Mayor's Cabinet as Planning, Codes and Development Advisor engaging in city-wide planning policy, strategy development, and coordination with other city departments and regional bodies on matters affecting internal and external leadership, and the public.
- Personnel selection, development and management of 23 team members across all functions of the Department of Planning, Codes and Development.
- Budget planning, presentation and management for over \$2.7 million in annual Departmental operating revenues and expenditures.
- Grant writing, fund management, project planning and implementation of over \$36 million in grant funding for various projects from professional services to construction.
- Planning, organization, implementation, support and presentation to ten city boards, commissions and committees including: Easton City Council Planning Committee, Easton Planning Commission, Comprehensive Plan Rewrite Committee, Zoning Hearing Board, Board of Health, Vacant Property Review Committee, Historic District Commission, Property Maintenance Board of Appeals, Building Codes Appeals Board, and Environmental Advisory Council.
- Planning, permitting, and construction management of various public development projects such as: Karl Stirner Arts Trail and City Hall/Intermodal Transportation Center and Parking Deck Development. Special planning assistance provided to: Delaware and Lehigh Rivers Confluence Parks Redevelopment, Larry Holmes Drive Complete Streets Project, South Third Street Complete Streets Project.
- Research, authorship and implementation of Department related laws including: complete rewrite of the Subdivision and Land Development Ordinance, Floodplain Ordinance, Zoning Code, Historic District Ordinance, Cellular Communications Ordinance, Newsrack Ordinance, Billboard Ordinance, Vacant and Blight Property Ordinance and Solar Energy Ordinance.
- Development and implementation of all Easton planning documents, maps and graphics, including: City Comprehensive Plan, neighborhood plans, transportation corridor plans, parking management plans, arts development plans, economic and housing revitalization plans, as well as, informational and directional guides for business development, and signage for public buildings and parks.
- Bidding, procurement and contract management for third party activities associated with the Department such as: engineering and architectural services for public developments, building construction inspections, historic preservation and archaeology services, "Clean and Lien" property maintenance compliance, project specific planning and economic analysis services.
- Representation of the City on local and regional boards, authorities, and commissions including, but not limited to: the Lehigh Valley Planning Commission, and Lehigh Valley Transportation Study, and Envision Lehigh Valley Sustainability Partnership.
- Technical project assistance to developers, architects, landscape architects, engineers, real estate professionals and the public interested in new construction and redevelopment in the City. As well as, review of subdivision and land development plans for over 1,100 housing units and commercial buildings.
- Investigation, remediation and monitoring of all building activities pre-, during and post-construction. Extending to land management and including: building plan review, building permitting, construction inspections, well monitoring, trash and recycling enforcement, property maintenance and rental housing inspections, zoning inspections, and food establishment licensing and inspections.

PROFESSIONAL EXPERIENCE (CONTINUED)

CIVIC VISIONS LP

Philadelphia, PA

Consulting Planner, 2003-2005

- Co-authorship of \$100 million New Market Tax Credit Application as part of an implementation strategy for the neighborhood and commercial revitalization of a Las Vegas, Nevada neighborhood.
- Demographic and economic impact analysis and implementation, including the development of a business and retail development plan utilizing both public and private monies, including Tax Increment Financing, Community Development Block Grants, and Low-Income Housing and Historic Tax Credits.
- Contribution to a National Register of Historic Places nomination for the arts and culture district.

DELAWARE COUNTY PLANNING DEPARTMENT

Media, PA

Senior Historic Preservation Planner, 2003-2005

- Research and contributing writer to two multi-municipal comprehensive plans for six communities, with emphasis on economic development, market analysis and historic preservation.
- Authorship and community coordination of demolition delay and cultural resources zoning ordinances for two townships.
- Historic preservation review of Community Development Block Grant activities.
- Grant writing and technical assistance to three communities to create a plan for the preservation and redevelopment of their respective building stocks.
- Technical assistance to county non-profit and government entities responsible for rehabilitating and converting historic buildings into affordable housing.
- Planning and facilitation of three conferences aimed at educating and providing inner-ring Philadelphia Metropolitan Area communities with greater access to funding for economic development activities, as well as educating the public about new statewide building codes.

KISE, STRAW & KOLODNER, INC.

Philadelphia, PA

Cultural Resources Specialist, 2001-2002

- Analyzed and planned for the National Park Service to link Revolutionary War sites in New Jersey with hiking and biking trails and highway signage for a statewide heritage tourism initiative.
- Contributed to the development of apartment rehabilitation plan for the Philadelphia Housing Authority.
- Identified, researched, surveyed and prepared reports in compliance with Section 106 of the National Historic Preservation Act for wireless communication facilities.

OFFICE OF THE LIEUTENANT GOVERNOR, STATE OF ILLINOIS

Springfield, IL

Illinois Main Street Program Associate, 1998-2001

- Developed, educated, promoted and maintained a statewide downtown revitalization program for 59 communities which helped to create 1,593 new businesses, 1,876 full-time and 1,248 part-time jobs, and over \$178.5 million in private reinvestment in 2,241 building rehabilitation projects, and over \$59.6 million in public improvements for a total reinvestment of \$238.1 million in less than 4 years.
- Duties included: development and presentation of training sessions and workshops on establishing non-profit organizations, volunteer recruitment, promotion/image enhancement, and board of directors and committee development topics.

EDUCATION

UNIVERSITY OF PENNSYLVANIA

Philadelphia, PA

Master of City and Regional Planning, 2003

SOUTHEAST MISSOURI STATE UNIVERSITY

Cape Girardeau, MO

Bachelor of Science in Historic Preservation, Minor in American History, 1998

COMPUTER SKILLS

- Microsoft 365, Abode Creative Suite, Geographic Information Systems.
- Internet-based applications including Mail Chimp, Benchmark, Dropbox, Google Drive.
- Employment-based social media, including Facebook, Twitter, LinkedIn, Instagram.

AWARDS & COMMENDATIONS

INDIVIDUAL AWARDS

- Power 100 List, Lehigh Valley Business Journal, 2022.
- Walter Scheiber Leadership Award, by the National Association of Regional Councils, 2021.
- Most Influential People in Lehigh Valley Business, Lehigh Valley Business Journal, 2021.
- Lehigh Valley Power 30 in Construction and Real Estate, Lehigh Valley Business Journal, 2021.
- Outstanding Woman in Business, Greater Lehigh Valley Chamber of Commerce, 2017.
- Woman of Influence, Lehigh Valley Business Journal, 2017.
- Lehigh Valley's 25 People to Watch, The Morning Call Newspaper, 2017.
- Most Influential People in Lehigh Valley Business, Lehigh Valley Business Journal, 2016.
- 40 Under 40, Lehigh Valley Business Journal, 2014.
- 10,000 Friends of Pennsylvania Special Jury Commendation Award for the City of Easton Planning, Zoning and Floodplain Ordinances Rewrite, 2009.
- Army National Guard, Employer Support of the Guard and Reserve Award for backing and encouragement of active duty military employees working in the Department of Planning, Codes and Zoning, 2010.

ASSOCIATED ORGANIZATIONAL AWARDS

- National Association of Regional Councils Achievement Award for Housing and Jobs Response Planning During COVID-19, 2022.
- Pennsylvania Governor's Award for Local Government Excellence in Innovative Planning and Sound Land Use Practices for *FutureLV: The Regional Plan*, 2021.
- US Green Building Council, Delaware Valley Chapter, Individual Leadership Award to the Lehigh Valley Planning Commission, 2017.
- Coalition for Appropriate Transportation, Bike to Work Award, First Place Employer, 2017.
- US Green Building Council, Delaware Valley Chapter, Individual Spirit Award to Mayor Panto, with staff commendation, 2012.
- American Planning Association, Pennsylvania Chapter Award for Elected Official Planning Advocate to Mayor Panto for support of the City of Easton Department of Planning, Codes and Development, 2012.
- Coalition for Appropriate Transportation, Drive To, Not Thru Award for policy change and support of the improved bicycle transportation in the City of Easton, 2011.

AFFILIATIONS

BOARD MEMBERSHIPS

Pennsylvania Governor Tom Wolf's Transportation Revenue Options Commission
2021

AARP, Pennsylvania
Board of Directors, 2020-present

Pennsylvania Governor Tom Wolf's Advisory Board on Community Development
2016-present

Lehigh Valley Land Recycling Initiative
Executive Committee Member, 2013-present

Lehigh Valley Greenways Committee
Member, 2005-present

Commonwealth of Pennsylvania's Delaware Basin Regional Water Resources Committee for the Update of the State Water Plan
2019-present

The LINK Trail Network
Founding Member and Ex Officio Board Member, 2018-present

Lehigh Valley Planning Commission
Board Member, 2005-2013
Transportation Committee Member, 2005-2008
Comprehensive Planning Committee, 2008-2013

Cetronia Ambulance Corps
Board of Directors, 2020-present

Lehigh Valley Transportation Study Metropolitan Planning Organization
Technical and Coordinating Committees,
Voting Member, 2005-present
Elected Secretary, 2013-present

Lehigh and Northampton Transportation Authority
Board Member, 2010-present
Business Development and Customer Relations Committee Chair, 2011-2018
LANTA Capital Asset Planning and Management Committees, Chair, 2018-present
Secretary, 2016-2017, 2020-present

Greater Lehigh Valley Chamber of Commerce
Board of Governors, 2019-present
Public Policy Committee, 2018-present
Transportation Committee, 2013-present

Lehigh Valley Community Foundation
Board of Associates, 2018-present

Lehigh Valley Partnership
For Large Corporations, Colleges and University Presidents, County Executives, City Mayors and Regional Planning and Economic Development Executives
Ex Officio Member, 2013-present

AFFILIATIONS (CONTINUED)

PROFESSIONAL AFFILIATIONS

American Institute of Certified Planners
Certified Planner in Good Standing, 2007-present

American Planning Association
Pennsylvania Chapter
Member, 2003-present

Lehigh Valley Section of the Pennsylvania Chapter
Board Member, 2007-2018
Annual Conference Planning Committee, 2005 and 2016

Regional and Intergovernmental Planning Division
Member 2015-present
Communications Chair, 2017-2019

Sustainable Communities Division
Member 2013-2020
Education and Awards Chair, 2013-2016

Transportation Division
Member 2018-present

County Planning Director's Association of Pennsylvania
Member, 2014-present
Executive Board Member, 2014-2018

National Association of Regional Councils
Member, 2017-present
Executive Director's Council, 2020-present

Urban Land Institute, Philadelphia Chapter
Charter Member, Lehigh Valley Satellite Chapter, 2009-present
Co-Chair, Lehigh Valley Satellite Chapter, 2013-2019
Advisory Board, Philadelphia Chapter, 2013-2019

CIVIC AFFILIATIONS

Allentown School District COVID-19 Digital Education Initiative
Data and Knowledge Advisor, 2020

Rider Pool Trust Collective Impact Fellowship
Fellow, 2016-2017

Truth, Trust and Service: The YoYo Ma Community Engagement Initiative, Bach Choir of Bethlehem
Cultural Collaborations Committee, 2020-present

United Way of the Greater Lehigh Valley, Alliance on Aging
Advisor, 2016-present

Becky A. Bradley, AICP

SUPPLEMENTAL QUESTIONS RESPONSES

1. Please tell us why you are interested in this position and why it is a good time in your career to come to the Tahoe Regional Planning Agency.

I am interested in the Executive Director position at the Tahoe Regional Planning Agency because the work of your organization blends the best of the two key agencies that I have supported or lead over the last seventeen years. Specifically, I currently, lead a bi-county planning agency and a metropolitan planning organization, jointly focused on land use, environmental and transportation planning and management as key priorities. Similarly to the Lehigh Valley Planning Commission/Lehigh Valley Transportation Study (LVPC/LVTS) value is placed on balancing growth, outdoor economy, environmental protection and metropolitan transportation investments to support key goals.

The LVPC reviews every land development and stormwater management, water withdrawal, solid waste and sewage planning module but, with few exceptions, in an advisory capacity only. Trust and the power of influence are our most valuable tools, and when partnered with mandated bi-county housing, infrastructure, community facilities, farmland and natural resources protection policymaking, the LVPC is largely effective. Add in the metropolitan planning organization functions of the LVTS and transportation investments made, and the potential to manage a rapidly growing region successfully increases.

I love the regional planning work I do every day. However, I also, enjoy the career I had in city planning prior to joining the LVPC/LVTS in 2013. Working at the City of Easton, Pennsylvania, last as the Director of Planning and Codes, I was able to interact with everyone from national developers to citizens who needed a permit. The City has regulatory authority and being close to and even responsible for the effects of municipal law while planning for the future simultaneously was remarkable. My time in Easton taught me more about the obligation to community, people and public service than any other experience so far.

The Tahoe Regional Planning Agency blends the best of regional planning with regulation in a way that brings together the City of Easton and LVPC/LVTS positions. The ability to implement short-range goals through permitting processes with mid- and long-term planning is an incredible opportunity, and one that until I read the position announcement, I was unaware existed. This speaks to the truly unique roll and responsibilities of the Tahoe Regional Planning Agency.

I have accomplished all of the major tasks and initiatives I have set out to accomplish in my current roll at the LVPC/LVTS. I modernized a 60-year-old organization, brought financial regularity and stability, including closure of a \$4 million pension gap, streamlined the work program, implemented regular community outreach initiatives, increased staff, supported major team development and wellness efforts, elevated the roll of both LVPC and LVTS boards and positioned the agency for its next and best future. I'm looking for a new challenge in an agency that has similar values to the LVPC/LVTS but also, blends the best of working directly alongside the community. I believe the Tahoe Regional Planning Agency to be that opportunity.

2. When working with an agency's Governing Board, what three things do you feel the Executive Director should strive to achieve?

Trust is the most critical and important element of any relationship with a Governing Board. As both the Executive Director of the Lehigh Valley Planning Commission (LVPC; bi-county planning land use and environmental agency) and the Secretary of the Lehigh Valley Transportation Study (LVTS; metropolitan planning organization), I plan, collaborate and implement with 55 elected and appointed Commission leaders on a wide range of issues affecting the agency and the region. Several of the elected officials are major funders of the organization and infrastructure owners that the LVTS invests in, including Lehigh and Northampton County and the Pennsylvania Department of Transportation. To build and maintain effective and ethical relationships with the two boards, establishing credibility, which leads to trust is key.

In the last nine years that I have served as Executive Director of the LVPC/LVTS the region has grown substantially, with over 36,000 people moving in, over 13,000 new homes proposed, over 60 million square feet of new business buildings developed, and an exploding outdoor economy, mark the largest period of growth and investment in the region in the last 60 years. The opportunities and challenges are immense and organizing the thousands of investors and voices to prioritize regional values and invest in key infrastructure projects requires ingenuity, perseverance and equal measures of love for visioning, strategy, planning and implementation.

Because of the relationships built with the Commissioners I have been able to work with both Boards to leverage the knowledge and expertise of members and staff to retool and retailor the work program to simultaneously address existing and new challenges. The second, most important component of the Executive Director's work relationship with the Board is the ability to recognize and rely on the experiences, talents and abilities of the individual and collective elected and appointed officials and staff to serve the region.

The issues that any regional council tackles are compound and complex. In the case, of the LVPC/LVTS with intense and rapid growth, environmental, water access, availability and quality issues, the decline in open space and the agricultural economy, rapid increase in recreational tourism and industrial investment, housing shortages and exponential cost increases coupled with underfunded public utility and educational systems mark some of the more critical issues. The deep knowledge, experience and connections of the over 50 leaders that make-up both the LVPC and LVTS Boards contain the components of what is needed, with the Executive Director's strategy and implementation abilities, to address the myriad of needs regionwide.

Through a combination of existing LVPC and LVTS committees we strategized to develop long-term and constant ways to manage change that establish a consistent and constant feedback loop. It is critical that federal, state and local officials and the public, with a mind towards equity and inclusion, drive the conversation. First, the agenda of the organization's committees had to change, and remain flexible to address new issues as they emerged and maintain the legally defined work products the Commission is obligated to deliver. Second, there was wide recognition that the 62 local governments, 17 school districts, 16 watershed management areas, and over 20 public utilities needed the data, policy, power of influence and the investment of the LVPC and LVTS to manage change. And, the public needed a legitimate avenue to become and stay involved. We formed the General Assembly, a bi-annual meeting of all units of government and established authorities to build a collective dialogue and investment strategy while re-envisioning the work program. In addition, we dissolved all steering committees outside of the bylaws-defined LVPC and LVTS itself, This enabled a holistic and inclusionary approach where the public is welcome along with decision-makers to discuss and influence the direction of the region. The later *WorkshopLV*, *Transformative Talks*, *Data and Donuts*, *Planning and Pizza* are extremely popular avenues of collaboration pre- and post-Covid-19. Matched with a monthly NPR radio program and newspaper and social media column, the LVPC/LVTS has become more accessible and effective. All-in-all, old partnerships have been reinforced, new ones made, and a more cohesive direction supported by inclusion has been established. Building this strategy and implementing it effectively is one of the most critical rolls that a Board supported by the Executive Director can have.

In summary, the role of the Board and Executive Director must be a collaboration built on mutual respect and trust that leverages the individual talents, expertise and connections of each participant. With all regional agencies external and internal challenges exist. Massive global change will continue to affect all regions and how our unique roll in convening, collaborating and coordinating communities by increasing internal budgets, growing staff capabilities, rethinking operations as well as, external engagement, partnerships and communications will determine success.

3. This Executive Director must build strong relationships with leaders in over 100 organizations in Tahoe and the surrounding region. Please give an overview of your experience successfully building and maintaining relationships with a variety of external agencies.

All regional agencies have a fundamental obligation to convene, coordinate and collaborate with a wide range of governments, non-profit agencies, for-profit companies, community groups and citizens.

When I arrived at the Lehigh Valley Planning Commission (LVPC) /Lehigh Valley Transportation Study (LVTS) the bi-county planning commission had a decade old comprehensive general plan that included key land use, housing, economic, environmental, infrastructure (sewer, water, stormwater, transportation), community facilities (educational, government, parks, recreation, open space) and farmland preservation policies. The plan was extremely thoughtful, albeit lengthy but, only referenced the need to coordinate goals and actions with the long-range transportation plan. The long-range transportation plan also, pointed back to the comprehensive plan and lacked real connections to the regional land use strategy. I immediately recognized this as an opportunity to merge the plans into a single vision, policy framework and investment strategy for the Lehigh Valley. Frankly, it was the only way given the limitations of Pennsylvania statutes on land use, to address critical concerns of job access to the transit system or water management with emergency access or climate resiliency, among other significant and practical concerns.

However, in order to coordinate the merger of both key plans, LVPC and LVTS Board, state and federal interests, local governments, school districts, water and sewer authorities and key business and non-profit leaders would need to agree to the strategy. Over a year, I worked with the Executive Committee of the LVPC and leadership of the LVTS, including the Lehigh and Northampton County Executives, representatives from both counties' Boards of Commissioners, US Department of Transportation, Pennsylvania Department of Transportation, Lehigh and Northampton Transportation Authority, Lehigh and Northampton Airport Authority, Commonwealth and Federal Representatives and Senators, local government officials, and a variety of executives from major corporations (e.g. Crayola, Mack Trucks) and non-profits (e.g. United Way, Lehigh Valley Health Network) to determine how best to move forward.

We determined the best path was to understand current and emerging issues to determine a direction for the merger. Ultimately, we organized over a dozen Strategy Labs or open, public dialogues, on current and predictable future issues and opportunities. Topics included everything from equity to housing and expanded connectivity to closing trail gaps. Over the course of the next year and a half, we worked in monthly joint sessions of the LVPC and LVTS, drafting the new combined framework, organizing, then implementing additional public engagement sessions, and engaging with every partner agency or organization from Lehigh Valley Greenways trail partners to loosely organized watershed groups, and the Greater Lehigh Valley Chamber of Commerce to every Fortune 500 company in the region. We organized Planning and Pizza roundtables and Data and Donuts sessions to discuss key research and visited with our neighboring regions, including those in New Jersey and Philadelphia.

The plan was adopted unanimously by the LVPC, LVTS, Lehigh County, Northampton County and accepted for implementation by the Pennsylvania Department of Transportation, US Department of Transportation, 17 school districts, 39 water and sewer authorities, and 62 municipal governments. The later, were then required to conform local plans with the new *FutureLV: The Regional Plan*. The effort was monumental, intensely collaborative and exciting because the vision of the merger and potential outcomes were engaging, reasonable and focused on regional priorities set by collectively.

In 2021, *FutureLV: The Regional Plan* receive Pennsylvania Governor Tom Wolf's Award for Local Government Excellence. And, implementation efforts continue all across the region today, inspiring a new bus rapid transit system, closure of the state's highest priority trail gap, four multi-municipal comprehensive planning and zoning initiatives across 32 communities, a new AARP age-friendly communities partnership, housing and jobs attainability partnership with the Federal Reserve Bank of Philadelphia, and coordination and expansion of four climate action initiatives to cover the entire region, among dozens of other efforts.

LVPC and LVTS Board Members and staff participate in many collaborations as a result of the planning effort, some longtime partnerships and others new. Demonstration of community commitment, a culture of listening and learning, as well as, targeted investments by the LVPC/LVTS supports the success of the effort itself and its continuation today.