

TOP 10

Public Works Leaders of the Year Award Nomination

WASHINGTON STATE CHAPTER

MARCH 1, 2022



NAVIGATION

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The organization of choice in providing public works education, advocacy, expertise, and public awareness for its diverse community of members.

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March 1, 2022

American Public Works Association

1275 K Street, NW, Suite 750

Washington, DC 20005

Re: Washington Chapter Nomination for Public Works Leaders of the Year Award - Toby Rickman

To Whom it May Concern:

The Washington Chapter of APWA proudly submits the attached nomination of Toby Rickman for the 2022 Public Works Leaders of the Year Award. Our nomination addresses the criteria listed in the requirements and provides supporting information for each. The package also includes several letters of recommendation.

Toby Rickman is an excellent choice for this award. He has dedicated his career to advancing Public Works and creating safer communities for everyone in Washington State. He is the innovator behind the Target Zero initiative that strives to achieve zero roadway fatalities. Toby has been a key player in advancing Asset Management tools on both the state and national level. He has long been a mentor to countless public works professionals across the state of Washington and beyond.

Toby is a devoted member of the APWA. He has served at both a national and chapter level and has contributed his wisdom and mentorship to committees, the Board, and individual members.

The passion and skill Toby has demonstrated in his work has inspired and encouraged many Washington Chapter members over the years, which is why we are so pleased to submit this nomination for the Top Ten Public Works Leaders of the Year Award.

Thank you for you considering Toby for this prestigious award. If you have any questions or need additional information, please contact me at: 206-794-1515 or DHULING@HWAGEO.COM

Sincerely,

Donald J. Huling, PE

Vice President

Principal Geotechnical Engineer

HWA GeoSciences Inc

2021 Washington Chapter President

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Toby Rickman

Pierce County Planning and Public Works

2005 – 2022

Deputy Director

The Deputy Director is responsible for the maintenance, operation, preservation, improvement, and administration of county roads, ferries, airports, wastewater systems, stormwater management systems, solid waste systems, facilities, and department-owned lands and provides direction on all planning, design, construction, maintenance, and operation of all infrastructure and directs the budget and staffing of all functions.

Washington State Department of Transportation

1999 - 2005

State Traffic Engineer

The State Traffic Engineer is head of the Statewide Traffic Engineering authority affecting all cities, counties, state, and federal agencies in the State of Washington in establishing design and safety policies, standards, and regulations. WSDOT is the sole authority for establishing speed limits and other operational regulations on state highways and the Engineer is responsible for State Transportation Safety Plan. Toby established and implemented policies, standards, and regulations related to traffic operations, traffic design, Intelligent Transportation Systems, traffic and safety analysis, signing, signals, illumination, striping, pavement markings, outdoor advertising control, and operational regulations. He also represented the State with local, state, and federal elected officials and agencies, at national forums and committees, and the public on traffic engineering issues. Toby provided highway design, safety, maintenance, and operational expertise and as a traffic and highway design expert.

1996 - 1999

Region Traffic Engineer

As the Region Traffic Engineer, Toby was responsible for highway design, traffic and safety analysis, traffic studies, constituent response, construction traffic control design, and providing highway design, traffic, and safety expertise. He was also responsible for the operation of Region highways including all Intelligent Transportation Systems, traffic signals, illumination, signing, striping, pavement markings, outdoor advertising control, and advising on regulations. He represented the Region with local, state, and federal elected officials and agencies and the public on regional transportation projects and issues. Provided highway design, safety, maintenance, and operational expertise and as a traffic and highway design expert.

Above all, Toby is a public servant. His hard work and dedication have established Pierce County as a leader in infrastructure stewardship and our citizens and stakeholders are the ultimate beneficiaries.

— Bruce Wagner
Pierce County Road Operations Manager



1994 - 1995

Olympic Region Planning Manager

As the Region Planning Manager, Toby was responsible for the Olympic Region planning programs and projects covering State Highways in seven counties including review of development design, route development planning, regional planning, long-range highway system planning, highway design, environmental impact statements, multi-modal planning, and Region Construction Program scoping. He was responsible for the safety and operational analysis and design of highway projects. Represented the Region with local, state, and federal elected officials and agencies and the public.

1991 - 1994

Regional Planning Manager

Toby managed the regional transportation planning programs for the State including Regional Transportation Planning Organizations, Metropolitan Planning Organizations, and WSDOT Regional Planning programs for 14 regions, 39 counties, and 6 WSDOT regions. Ensured compliance with state and federal laws, regulations, standards, and practices for planning programs. Reviewed, analyzed, and represented the WSDOT in testimony on state and federal legislation.

1990 - 1991

Safety and Operations Engineer

Toby directed statewide traffic safety and operations programs and studies. Developed and accomplished strategies for Department's Strategic Management Program related to the safe and efficient operation of state highways. He also developed statewide Safety Management System and Corridor

Safety Improvement Program and represented the State Traffic Engineer upon request and in discussions requiring traffic design, safety, and operations expertise. He provided highway design, safety, maintenance, and operational expertise and as a traffic and highway design expert.

1987 - 1990

Assistant District Traffic Engineer

Toby assisted the District Traffic Engineers in Wenatchee and Seattle in all matters of the district highway design and operations related to traffic safety, traffic studies, traffic and safety analysis, roadway geometry, signing, striping, traffic signals, illumination, construction traffic control, constituent response, and traffic and highway design and operation expertise. He also provided highway design, safety, maintenance, and operational expertise and as a traffic and highway design expert.

1985 - 1987

Transportation Engineer 2

As a highway design and construction engineer, Toby analyzed all aspects of roadway improvements and roadway alignment design, roadway safety features, and hydraulic systems. He developed and reviewed Design Reports and plans, specifications, and estimates for highway improvement projects. He was also the project Inspector on roadway construction projects.

1983 - 1985

Transportation Engineer 1

As the traffic engineer, Toby operated the Seattle area Freeway Flow System to optimize safe and efficient travel on freeways in King and Snohomish Counties, including ramp metering, reversible roadways, freeway control and surveillance systems, and High Occupant Vehicle lanes. He also analyzed traffic data, accident data, and flow data to recommend freeway improvements.



Toby's ability to articulate and build consensus for his vision have made a positive impact on our communities and in our Public Works industry.

*— Jane Vandenberg, P.E.
Pierce County Wastewater Utility Manager*

Major Achievements and Accomplishments

Toby Rickman is known for delving deep into data to formulate big ideas and bring new and innovative methods to Public Works. This is especially true in Asset Management, where his involvement with a number of high-profile and pivotal initiatives have resulted in saved lives and financial savings. From roadside assistance vehicles to forward-thinking large scale infrastructure projects to a singular idea that there could be zero roadway fatalities on Washington roads, Toby's work has deeply impacted the lives of all Washingtonians. When Toby developed the blueprint for what is now the Target Zero program he had no idea that his mission to create a safer driving environment with zero roadway deaths would spread nationwide, but he could see clearly in the data that zero highway fatalities was a possibility worth striving toward. His vision has now reached the highest levels of infrastructure thinking and resulted in it being included in the most recent infrastructure bills in Congress this year. Toby is a true innovator who constantly seeks to better our Public Works industry and our communities.

TARGET ZERO (NOW VISION ZERO)

Toby developed Target Zero, a new comprehensive Highway Safety Plan, that became a national model. This was a radically new approach to safety at the time to target zero fatalities, and it required some persuasion to change to what was viewed as an unattainable goal. Using long-term data to show the downward trend, Toby was able to gain local support for the concept that 'zero' accidents was possible. He had the same success at the national level. This big idea succeeded because Toby developed the data models and was persuasive in securing funding ultimately from the Governor and Legislature for the transportation portions of the plan. The plan also included local agencies, law enforcement, emergency medical providers, and safety educators so that everyone involved in safety would use the plan as their own, allowing the idea to become more than it was originally and developing true collaboration.

This was an innovative approach where radically different organizations worked together to strategically combat traffic fatalities and serious injuries with performance-based data helping illuminate where change could be most beneficial. To this end, Toby developed the Washington State Transportation Safety Plan as part of the Multimodal Transportation Plan and led the implementation of Incident Response Teams across Washington State. Some of the biggest paradigm shifts for transportation agencies was prioritizing education and enforcement not simply safer engineered streets. Public Works agencies joined efforts with campaigns such as "Click It or Ticket It" and "Don't Drink and Drive" to made roadways even safer. They also used tactics such as striping and signing to further assist in emphasis areas to augment education. Washington State calculates that

vehicle crashes cost the taxpayers \$4.5 billion dollars annually, but the emotional trauma to individuals is incalculable. By implementing these systems that have now become national standard Target Zero has saved lives, and taxpayer dollars.

8 ELEMENTS OF ASSET MANAGEMENT

Toby first started developing Asset Management (AM) systems in 1987 to optimize the maintenance of traffic signals and luminaries in Wenatchee, WA. This first AM system was built in Lotus 123, a precursor to Excel, but founded on what would become a pillar of Toby’s nationally recognized program – optimizing the use of resources to provide a service with an asset. Other more fully realized examples are: Toby started his career working on the freeway ramp metering system in King County where only 18 ramp meters were used to meter vehicle onto the freeway to improve overall freeway speeds. Also, using existing traffic cameras to be able to predict travel times. (See Technical Innovation, WSDOT Travel Time Estimation and Website). A pioneer of marrying technology and asset management, Toby’s work has advanced the asset management concepts over decades. By 2009 Toby started sharing the AM system with other departments within Pierce County and developed it into a 2-day class for other agencies. In 2009 Toby formed the first Asset Management Committee within the WA Chapter which completed multiple “Brown Bags” training sessions at rotating locations throughout the state. In 2015 the President of APWA appointed Toby to chair the new Asset Management Task Force from 2015-2018. In 2018 Toby Rickman became the first National APWA Asset Management Committee Chair, the most recently established technical committee, which he remained a member for three years. The national AM Committee went on to develop educational content on the topic such as “Click Listen & Learns”, a Roadmap, a Local Agency Infrastructure Report Card Template, videos, and presentations at PWXs and the Snow Conferences.

Technical Innovation

I-5/SR-512 INTERCHANGE

In 1997, at the I-5/SR-512 Interchange, the traffic weave of motorists during peak hours resulted in massive numbers of crashes and fatalities. While a common solution of installing a directional on/off ramps was available, the funding wasn’t. Toby worked with stakeholders to develop a solution—

THE URBAN TRANSPORTATION MONITOR
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VOL 14, NO 11JUNE 9, 2000

Innovative Design Solves Accident-Prone Weaving Problem at Cloverleaf

Triple Left Turn Implemented

By adding three left turn lanes to the end of a freeway off-ramp and eliminating a cloverleaf off-ramp loop, the Washington State Department of Transportation (WSDOT) has significantly reduced serious capacity and associated accident problems at an I-5 interchange in the Tacoma area of Washington state.

The innovative and award winning improvement is the first of its kind implemented by WSDOT.

The WSDOT provided *The Urban Transportation Monitor* with the following description of the project:

By 1997, extreme congestion was occurring at the southbound I-5 off-ramp to SR 512 during p.m. peak traffic hours. This congestion was predominately caused by the traffic weave pattern as motorists exiting southbound I-5 to eastbound SR 512 crossed paths with the westbound SR 512 traffic trying to enter southbound I-5. The intense lane changing maneuvers experienced by drivers in this short (500 ft) weaving section was causing the southbound I-5 off-ramp traffic to frequently back up on main line as far as the 84th Street on-ramp (a distance of over three quarters of a mile). Adding to the backups was a second traffic conflict point, which occurred as traffic from the southbound I-5 off-ramp to eastbound SR 512 merged with eastbound SR 512 to northbound I-5 on-ramp traffic. In addition, the 25 mph speed limit on the southbound I-5 to eastbound SR 512 loop

ramp slowed down the exiting vehicles, contributing to the bottleneck.

In May 1997 a crash analysis was performed for the time period from November 1, 1993 to October 31, 1996 and included crashes in the vicinity of the subject interchange. The segment of I-5 experienced 337 crashes in this three-year time period. Of these crashes, 288 were in the p.m. peak period (3:00 p.m. to 7:00 p.m.), with 133 of these being rear-end type crashes in the lane adjacent to the off ramp.

Given the level of congestion at this interchange, the ultimate solution would be to install a directional off-ramp from southbound I-5 to eastbound SR 512. Funding for that solution, however, is not likely to be available for another 10 years. Therefore, in May of 1997, Olympia Service Center and Olympic Region traffic engineers began brainstorming ideas for an interim solution to this dangerous situation. They knew that the short weave and the

The before photo (top) shows a normal cloverleaf interchange (I-5 and SR 512). The bottom photo (after) shows one loop ramp has been closed and replaced with three left turn lanes, eliminating a dangerous weaving location.

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rebuilding the interchange in a way that had never been done before. While the project was millions of dollars, it was still lower in cost than allowing accidents to continue and the funding was available. Toby and his team proposed a triple left turn that had not yet been used in Washington, and may still be the only one in existence in the State. The triple left reduced dangerous traffic weaving and moved motorists more efficiently and safely to their destination. The design saved lives and money.

ESTIMATED TRAVEL TIMES AND WEBSITE

In 2003, the Washington State Department of Transportation received an award for Outstanding Traffic Information Website Design. The project conceived by Toby Rickman, utilized existing on-site assets to make accurate travel time estimation between common Washington State destinations. This is now the standard method of reporting traffic congestion on the radio, TV, and websites. The solution was more impressive in that it used existing technology—vehicle detectors on freeways—to aggregate speeds on half-mile segments which

resulted in accurate estimates. The new estimates were then fed, in real time, to the WSDOT website. While the site itself was popular, it truly took off once news agencies realized they could scrape the data and pass off the information as their own traffic updates. WSDOT (and Toby), were excited by the development because it created a more adaptive traffic flow since Washington State drivers had better travel planning information.

REGIONAL TRAFFIC ACCOMPLISHMENTS

Through his involvement with AASHTO Toby worked to develop national standards and best practices for highway operations and highway safety through engineering.

As a member of AASHTO Standing Committee on Highway Safety, he championed a Comprehensive Highway Safety Planning approach modeled after Target Zero that ultimately was included in federal legislation. And as the Chair of the National High Occupant Vehicle Pooled Fund Study researched the effectiveness of HOV lanes in the US.

At his workplaces within WSDOT, Toby created a new Traffic Management Center, and implemented new Intelligent Transportation Systems. The goal of the systems was to optimize traffic flow and improve traveler safety. Studies showed a reduction in driver delay and a 25% reduction in crashes.

TECHNOLOGY & TRAFFIC ACCOMPLISHMENTS

Throughout his career, Toby has used new and existing technology to innovate solutions to perform work more efficiently.

- » While at WSDOT, Toby implemented the agency's first personal computer-based asset management and work order system for signals and illumination systems.
- » While designing highway improvements in Wenatchee, Toby used an innovative spiral curve to build a roadway to standards while avoiding costly demolition of a steep mountainside or filling in a rivers edge.
- » While in Wenatchee Toby used the first personal computers in a field office to innovate a program to automatically convert Coordinate Geometry data into Computer Aided Design and Drafting (CADD) resulting in 40 hours of work taking 40 minutes.
- » Toby worked on ramp metering systems in Seattle and first mainline HOV lane on I-5 in Seattle, working to optimize flow and reduce collisions on freeways.
- » In 1985 as the supervisor of the district materials laboratory operations Toby was developing new ways in analyzing, recording, and communicating materials testing results, providing materials testing training, and conducting advanced materials testing.

Managerial Innovation

REGIONAL PLANNING ACCOMPLISHMENTS

In 1994 Toby recognized the need for additional development of a new Pacific Coast Scenic Byway on Highway 101 in California, Oregon and Washington.

Toby became one of the first WSDOT instructors in Total Quality Management and as a trained facilitator, created the first major process improvement team at WSDOT. Toby facilitated a team that streamlined the processes used to review private development proposals which resulted in better and faster reviews.

Toby implemented innovative rules and procedures for new Regional Transportation Planning Organization programs in Washington State. He also developed and implemented new statewide rules and regulations for air quality considerations for all jurisdictions for transportation plans, programs, and projects as a result of revisions to the Clean Air Act.

Pierce County Civil Engineer in Training Program

Recognizing the scarcity of engineers and the difficulties for engineers to acquire experience. Toby created a program that encouraged hiring freshly graduated Civil Engineers, then rotating them every 6 months to different engineering departments. Working with the Union and many different stakeholders the program resulted in a 100% hiring rate of all program participants.

SAFETY OPERATIONS ACCOMPLISHMENTS

- » Innovated a new statewide Corridor Safety program
- » Created a Statewide Highway Safety Audits program

Commitment to Advancing Others

Toby Rickman is an educator and mentor. Through his mentorship he has impacted the careers of many individuals and through his constant leadership learning and growth he has created classes within his own organizations and at the regional / national levels, based on his innovative systems and experiences.

MENTORSHIP

Toby has a deep commitment to mentorship and takes pride in the success of his mentees. Toby has also been focused on increasing the diversity and equity in our public works

industry in Washington State and by working on specific hiring programs at Pierce County. These efforts include encouraging partnerships with organizations with memberships representing minorities and women.

He has mentored numerous individuals over the years, such as Lauren Behm who will be the 2023 President of the APWA Washington State Chapter. And as a Public Works Leadership Fellow in the Donald C Stone Center, Toby mentored future leaders in the public works industry including members who would go on to become managers and public works directors in Washington and Arizona.

In 2014, Toby nominated Sandra Pedigo-Marshall for the APWA Washington State Chapter Inclusion Advocate Award because of her efforts to improve the diversity in our industry over many years. Sandra received this award and credited her years working with Toby for helping with her success. In 2018, as a mentor, Toby nominated Anthea Aasen, as an APWA Young Leader. The Young Leader Award recognizes and encourages young professionals who demonstrate a commitment to public works and show potential for leadership within APWA. Because of Toby's mentorship, Anthea received the Young Leader Award for demonstrated remarkable interest in advancing in public service and embracing what it means to be a public servant.

I'm positive that I speak for many when I say that I owe my 25-year career in Public Works to his example of being the very best of what leadership can be.

**— Sandra Pedigo-Marshall
Pierce County Public Works
Strategic Business Manager, Retired**

EDUCATOR

As someone with a life-long interest in learning and education, Toby created and championed many programs to assist individuals to further their education goals.

Tuition Reimbursement

In Pierce County, Toby piloted a tuition reimbursement program for the Public Works Department that allowed

employees to apply for reimbursement for higher education related to their role in the Department. Many employees took advantage of this program to achieve their educational goals. After the program demonstrated success with public works employees, the program became standard policy and practice throughout Pierce County.

Job Sharing & Flexible Schedules

In 1991, while working as the Safety and Operations Engineer at WSDOT, Toby created a job sharing and flexible work schedules for people who wanted to work part-time and balance family and career aspirations.

Classes & Curriculum

Toby created open-source curriculum which he allowed to be used by others to improve the knowledge and skills of individuals in the public works industry across Washington.

Supervisor Course - 18 modules, Pierce County

Taught over 2-days, the course was championed and created by Toby as a way to grow leadership within Pierce County. The workshop covered nuts and bolts such as budgeting as well as soft skills such as motivating people. Toby taught the course from 2012-2015 before, due to its popularity, the County took over its administration.

DOT Traffic Engineering Academy – 2000 - 2005, WSDOT

Funded by the Department of Transportation and the Washington State Legislature, the Traffic Engineering Academy took licensed engineers through a series of formal classes in a year long rotation through traffic design, freeway operations, traffic safety analysis, etc. Participants gained practical experience and personal mentoring, which created more qualified Traffic Engineers.

Northwest Public Works Institute – 4 courses, APWA

Toby volunteers as an instructor in the courses taught by the NWPWI and has also been working to develop a new Advanced Leadership class. Working to take the many theories on leadership he has learned, Toby knits them together with his and others experiences to create a dynamic course that helps bring best practices to Public Works leadership.

Asset Management Fundamentals – Washington State

Toby co-developed a 2-day course on the Asset Management Fundamentals to educate public works professionals from many agencies across Washington on the practical application of asset management principles.



1989 Graduation from the University of Washington

2014

UNIVERSITY OF WASHINGTON

Lean Sigma Six

2013

NORTHWEST PUBLIC WORKS INSTITUTE

Graduate: #503

1987 - 1989

UNIVERSITY OF WASHINGTON

Master of Science in Civil Engineering

1987

**PROFESSIONAL ENGINEER IN
CIVIL ENGINEERING**

Washington State License: #24655

1980 - 1983

WASHINGTON STATE UNIVERSITY

Bachelor of Science in Civil Engineering

1978-1980

WENATCHEE VALLEY COLLEGE

1975 - 1978

WENATCHEE HIGH SCHOOL

Technical & Professional Development Courses

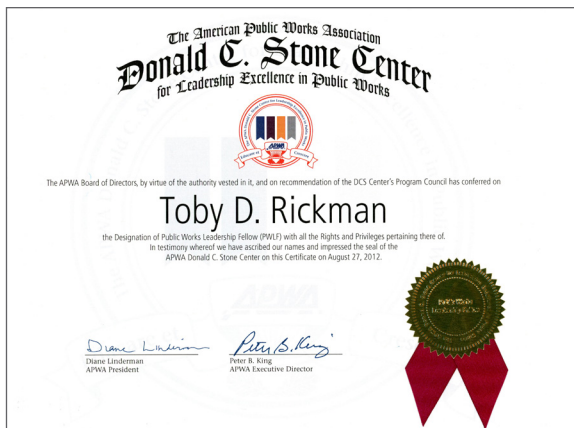
- » 2022 Emotional Intelligence in the Workplace
- » 2021 Racial Equity Institute Groundwater Training
- » 2021 Leadership Basics
- » 2020 Supervisor Essentials
- » 2020 Leading Your Team Through Change
- » 2020 Drive Real Change in Diversity & Inclusion – NeuroLeadership Institute
- » 2019 Performance Management
- » 2019 Unconscious Bias
- » 2018 Conducting Employee Investigations
- » 2018 Catch Your Readers
- » 2018 WA State Government to Tribal Government Training
- » 2016 Crucial Conversation Training
- » 2016 The Practical Coach
- » 2014 University of Washington – Lean Six Sigma Certified Green Belt
- » 2013 Developing and Implementing a Strategic Plan – WA State Auditor's Office
- » 2013 APWA Public Works Leadership Skills
- » 2012 Donald C. Stone Center - Public Works Leadership Fellow
- » 2011 APWA Leadership – Director Level
- » 2010 Washington State Quality Symposium
- » 2008 Assoc. of WA Cities – Engaging Citizens in Government
- » 2008 Media Training
- » 2008 APWA Retrofitting Green Design
- » 2007 Project Delivery – Train the Trainer
- » 2005 Project Management Delivery
- » 2005 University of Washington Transpeed Project Delivery
- » 2005 Washington State Assoc. of County Engineers Professional Development Training
- » 2005 ASCE Traffic Calming
- » 2005 NW Transportation Strategies
- » 2005 APWA Public Works Administration Training Program
- » 2000 Northwestern University Traffic Institute – Accident Reconstruction for Traffic Engineers
- » 1994 National Highway Institute – Congestion Management Systems
- » 1994 PRISM Quality Education Seminar – Total Quality Management
- » 1994 Law Seminars International – Growth Management Act
- » 1991 Northwestern University Traffic Institute – Fundamentals of Transportation Engineering and Safety
- » 1991 Traffic Barriers and Impact Attenuators
- » 1991 Traffic Barriers Fundamentals and Safety

He continuously creates innovative solutions and sets high standards for himself, which sets a great example as a leader. Most notable, he believes, supports, and encourages professional development because he sees potential in everyone.

**— Sandra Pedigo-Marshall
Pierce County Public Works Strategic
Business Manager, Retired**

Technical & Professional Development Courses Cont'd

- » 1991 Colorado State University – D Level Management
- » 1990 Human Factors in Engineering
- » 1990 National Highway Institute – Human Factors, Driver Expectancy & Behavior in Highway Design and Traffic Control
- » 1990 Court Engineering
- » 1989 Omnis Advanced
- » 1989 Northwest Highway Institute – C Level Management
- » 1989 Omnis
- » 1989 The Personnel System
- » 1989 Fiber Optics Applications & Principles
- » 1988 Media and Public Relations
- » 1987 COGO Plus – PC
- » 1987 Oral Presentations
- » 1987 Bituminous Surface Treatments Inspection
- » 1987 Legal Aspects of Transportation Engineering
- » 1987 Intersection Controllers
- » 1986 Corrective Action
- » 1986 Advanced Surveying
- » 1986 Asphalt Paving Inspection
- » 1986 Work Zone Traffic Control
- » 1985 Construction Inspector Course
- » 1985 National Highway Institute - Functional Requirements of Highway Safety Features
- » 1985 Nuclear Gauge Operations Qualification
- » 1985 Earthwork/Surfacing Compaction Control
- » 1985 Pavement Compaction Control
- » 1985 National Independent Study Center - Practical Statistics
- » 1985 Engineering Systems – Geometry, Survey, and Alignment
- » 1985 D.P. Coordinate Geometry (COGO)
- » 1985 Face to Face Communication Skills
- » 1985 National Independent Study Center - Time Management
- » 1984 National Highway Institute - Highway Safety Evaluation
- » 1984 Embankment and Granular Material Compaction Control
- » 1984 Basic Supervisory Practices
- » 1984 Contract Plans Reading
- » 1984 Supervisory Challenge Course
- » 1984 Hydraulics Seminar
- » 1983 Sign Design



2012 PWLFL Certificate



Toby Rickman with Governor Locke, Chief of State Patrol, Deputy Secretary of Transportation, and others approving legislation as a result of Target Zero.

1999 - 2021

State Legislature / Government Presentations

- » **2019** State of County Roads presentation to Washington State Transportation Commission.
- » **2008, 2009, 2011, 2012, 2013, 2014, 2016, 2021 County Council Presentations** 20-year Transportation Plan, Transportation Funding presentations.
 - » **2015** Led to adoption of a new transportation plan as part of the new Comprehensive Plan.
 - » **2014** Led to creation of a Transportation Benefit District for unincorporated Pierce County.
- » **2013** Project Delivery System in Pierce County to WA House of Representative Transportation Committee.
- » **2007, 2009, 2012** Surface Water Management workshops. 20-year plan for functions and funding of stormwater utility.
 - » Led to creation of a Flood Control Zone District
 - » Led to revamped and increased surface water management revenues.
- » **2009 County Council Presentation** Pierce County Sewer System Future, 30-year plan for wastewater capacity and improved treatment for region. Wastewater system for over 170,000 residents in 6 cities and the county.
- » **2006-2021** Department Budgets of more than \$350 million per year (one-third of County budget)
- » **2004** ITE Certification program for signal technicians to ITE national conference
- » **2003** Statewide Transportation Safety Plan as part of the State Transportation Plan to Transportation Commission
- » **2002 - 2003** Incident Response program concepts and funding proposal to State Legislature
- » **2000** Target Zero presentation to State Legislature
- » **2000** Target Zero/Comprehensive Safety Plan to statewide representatives from Tennessee
- » **1999, 2001, 2003** Budget presentations to State Legislature.



2021 APWA North American Snow Conference Presentation



2018 Technology in 2018 Article featured on Reporter cover

Presentations / Classes

- » **2015** 8 Elements of Asset Management 2-day class to agency staff across WA
- » **2012 - 2015** Supervisor Fundamentals 2-day class to County staff

APWA Reporter (National) Magazine

- » **2019** [NEW ASSET MANAGEMENT COMMITTEE EXCITED TO ADVANCE FIELD, APWA REPORTER](#)
- » **2018** [TECHNOLOGY IN 2018: THE FIVE KEY TRENDS IN PUBLIC WORKS, APWA REPORTER](#)



2021 PWX Presentation

APWA Public Works (WA Chapter) Magazine

- » **2014** [PRESIDENT'S ARTICLES FOR APWA WA CHAPTER MAGAZINE, WINTER, SPRING, SUMMER, FALL](#)

APWA National Presentations

- » **2021** Introducing the APWA Asset Management Road Map at PWX
- » **2021** Asset Management Road Map and Snow & Ice Operations at Virtual APWA Snow Conference
- » **2020** On-line Learning – Principles of Public Works Operations – Asset Management
- » **2019** Click, Listen, & Learn – Asset Management Past, Present, and Future – What's Next?
- » **2018** Webinar – Talking Top Tech: Asset Management
- » **2016** Click, Listen, & Learn – Infrastructure Asset Management, More Than Just Managing Assets

APWA WA Chapter Presentations

- » **2021 WA Chapter conference**
Introducing the APWA Asset Management Road Map.
- » **2016 WA Chapter conference**
A Standardized Approach to Asset Management.
- » **2016 WA Chapter conference**
Infrastructure Asset Management – What it Takes to do Asset Management.
- » **2009 WA Chapter conference**
Infrastructure Asset Management (Getting your Assets in Gear).

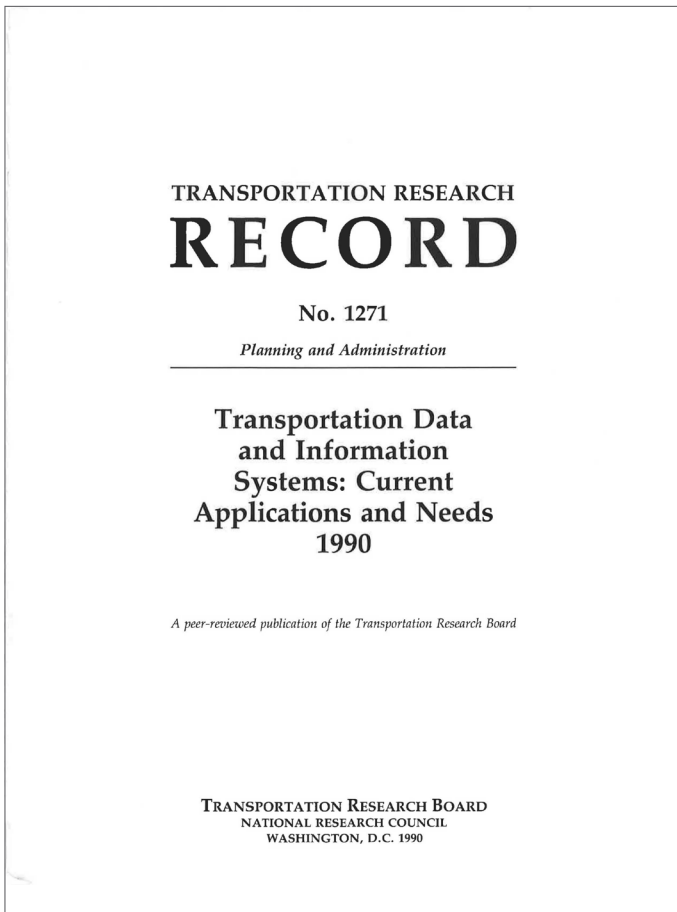
Research

Research Article

[IMPROVED METHOD FOR COLLECTING TRAVEL TIME INFORMATION](#),
by: Rickman, Hallenbeck, Scroeder, Transportation Research
Record, No. 1271. 1990

University of Washington, Master's Thesis

Evaluation of the CORFLO Model Applied to Urban Freeway
Reconstruction



1990 Transportation Research Record No. 1271, which included "Improved Method for Collecting Time Travel Information"



Gathering of APWA WA Chapter Past Presidents

2013 - Present Northwest Public Works Institute Instructor

2005 - Present American Public Works Association

NATIONAL POSITIONS

- » 2018 Chair, National Asset Management Technical Committee
- » 2015-18, National Taskforce on Asset Management Chair
- » 2012 Public Works Leadership Fellow (PWLFF)

WA CHAPTER POSITIONS

- » Washington Chapter
 - 2014 President
 - 2013 Vice President
 - 2012 Secretary
 - 2011 Treasurer
- » 2008-09 Washington Chapter Board of Directors

2003 - Present Institute of Transportation Engineers

- » National Transportation Operations Coalition
- » National Transportation Performance Measures
- » National Traffic Signal Report Card Program
- » Traffic Signal Operations Specialist Certification Exam Writer

1999 - 2005 American Association of State Highway and Transportation Officials

- » Subcommittee on Traffic Engineering - Safety Team Chair
- » Standing Committee on Highway Traffic Safety – Member
- » Target Zero Plan
- » Comprehensive State Highway Safety Plan- federal requirement
- » Subcommittee on Highway Operations - Member
- » Intelligent Transportation Systems Standards Oversight Committee

1999 - 2005 ITS America



ITEM 6N

TO: APWA Board of Directors
FROM: David Lawry, Board Liaison to the Asset Management Task Force
SUBJECT: Final Report
DATE: August 2, 2018

EXECUTIVE SUMMARY

The Asset Management Task Force (AMTF) was created by President Larry Stevens in 2015. The first meeting of the Asset Management Task Force was held at PWX in Phoenix in August of 2015. The committee was originally comprised of seven members: three from Canada and four from the United States. The task force meets mainly by conference call, but met in person in January 2017 in Denver, Colorado, at the Combined Committee meetings in 2016 and 2018 and at PWX in 2106 and 2017.

Barriers to implementing an asset management program were identified by APWA technical committees at the 2016 Combined Meeting. These barriers were classified into six main categories. The Task Force completed a fishbone diagram for each barrier category, generating thirty-nine solutions.

Barrier Categories:

- Lack of Reward (reason to do it)
- Lack of Support/Buy-in
- Lack of Resources
- Organization Barriers
- Data/Technology
- Lack of definition/standard approach/lack of understanding

Top Solutions were identified by the task force and the task force accomplished the following:

- Local Agency Asset Management Infrastructure Report
- Asset Management Roadmap for Success
- Guide to Successful Asset Management System Development
- Effective Utility Management (EUM) Partnership

The Taskforce was a worthwhile effort to advance awareness of the need for asset management and provided some tools that are a good starting place for future work on this important topic. Most importantly, this volunteer effort has generated a larger

2018 APWA Asset Management Summary Report



2014 APWA WA Chapter Conference

1990 - 2005

Transportation Research Board

- » National Cooperative Highway Research Program – Panel Member, Resource
- » HOV Pooled Fund Study – Chair
- » Strategic Highway Research Program – Panels, Resource

1983 - 1987

Washington Society of Professional Engineers

1980 - 1983

American Society of Civil Engineers

Toby is simply a passionate, and tireless, advocate for his staff and helped set the stage for them to pursue all kinds of professional growth avenues.

**— Brian Stacy
Pierce County Engineer**



I Love Puget Sound Clean-Up



1987 and 1989. Ridge to River Relay Race Inspiration Awards

Overview:

Despite having a more than full time job and family, Toby is a life-long volunteer. His passions include education and the environment. He has done several stints as a teacher, coach, and youth volunteer.

Community

- » American Cancer Society Appreciation Certificate
- » Ridge to River Relay, Inspiration Award - Cancer Survivor Team
- » School PTA President
- » Youth Soccer Coach
- » Washington State 4-H Foundation
- » Volunteer Science Teacher

Industry

- » Math Counts, Coach and Chairman in Wenatchee
- » Career Days at High Schools, Colleges, Universities

College

- » National Forensic League
- » Honor Society
- » Phi Theta Kappa, Vice President
- » Tau Beta Pi

Working professionally and in a volunteer capacity with Toby has given me a mentor to emulate that is humble, thoughtful and has a clear purpose and direction. Because of Toby, I understand the importance of these values and know I'm a better leader because of him.

**— Jill Marilley, PE, WSP-USA, Inc
former Public Works Director/City
Engineer, Mill Creek WA, Shoreline, WA**



2021 Roy Morse Winner

2021 APWA Washington Chapter Roy Morse Award

Award recognizes outstanding technical and professional accomplishments in public works. In 2021, it was awarded to Toby Rickman for his overwhelming professionalism, innovation, and contributions to the Public Works field.

Toby Rickman has been an invaluable member of the Washington State public works community for nearly 40 years. His notable legacies to public works include collaborating on WSDOT's "Target Zero" for traffic deaths in 2000, which is still the state's goal and has gone on to become a national standard. At Pierce County, he co-created the 8 Elements of Asset Management program, it reduced costs for operations and management across the Pierce County. Toby was also selected to lead the National APWA Asset Management Task Force to create guidance and tools for APWA members across the country.



2018 National Project of the Year Award Winner - Environment
Chambers Creek Regional Wastewater Treatment Plant Expansion

2018 APWA National Project of the Year

The expansion of Pierce County's Chambers Creek Regional Wastewater Treatment Plant was named "Project of the Year" by the American Public Works Association in the "Environment, more than \$75 million" category. The 11-year, \$342 million expansion project increased the plant's wastewater treatment capacity by more than 35 percent, from less than 29 million gallons daily to 45 million gallons daily, according to a statement released by Pierce County. Components of the plant, many of which were built in the 1980s, were upgraded to add capacity, better control odor, and introduce new utility tunnels, a new electrical system, and a new laboratory.

Toby, the Deputy Director and the Director of Pierce County Public Works and Utilities were involved in all of the major decisions of the planning of the expansion and the financial plan to secure the resources to make it possible. Toby was the primary spokesperson with the elected officials of the County regarding the financial strategy and co-presented on the need for the expansion and the implementation plan. The foresight of developing the state-of-the-art plant in the way we did to address nutrient removal before it would be required has now saved Pierce County residents hundreds of millions of dollars by avoiding a major rebuild that other treatment plants face in the Puget Sound Region.

2016 APWA Washington Chapter Pillar Award

Dick Andrews Award recognizes the qualities of leadership, mentoring, encouragement, and serving behind the scenes without seeking recognition for himself as exemplified during the career of Richard G. (Dick) Andrews. Toby's continual donation of his time, energy, and experience to help the chapter makes Toby a true pillar of our community and chapter.



2003 Outstanding Traffic Website
Awarded by the Federal Highway Administration

2003 Outstanding Traffic Information Website Design

In 2003, the Washington State Department of Transportation received an award for Outstanding Traffic Information Website Design. The project conceived and lead by Toby Rickman, utilized existing on site assets to make more accurate travel time estimations between common Washington State destinations. The new estimates were then fed, in real time, to the WSDOT website. While the site itself was popular, it truly took off once news agencies realized they could scrape the data and pass off the information as their own traffic updates. WSDOT (and Toby) while appreciating getting the credit, were excited by the development because it created a more seamless traffic flow and provided Washington State drivers with better travel planning tools.



2000 Making a Difference Risk Taking Award
I-5 / SR-512 Interchange Safety Improvements

2000 Washington Quality Initiative: Making A Difference Risk Taking Award

Innovative I-5/SR-512 Interchange Safety Improvements

At a high accident freeway location, Toby worked with stakeholders to develop a solution—rebuilding an interchange in a unique way that had never been tried before. While the project was millions of dollars, it was still lower in cost than allowing accidents to continue. Toby and his team proposed a triple left turn that had not yet been used in Washington, and may still the only one in existence in the state. The award acknowledged the forward thinking that is a hallmark of Toby’s career.



Letters

of Recommendation for Toby Rickman

WASHINGTON STATE CHAPTER

Brian J. Ziegler, P.E.

1622 5th Ave. SE, Olympia, WA 98501
360.464.5529
brianandjuliez@comcast.net

February 16, 2022

Awards Committee
Top Ten Public Works Leader of the Year Award
American Public Works Association (APWA)
2345 Grand Boulevard, Suite 700
Kansas City, MO 64108-2625

**Subject: APWA Top Ten Public Works Leader of the Year Award
Letter of Recommendation for Toby Rickman, P.E.**

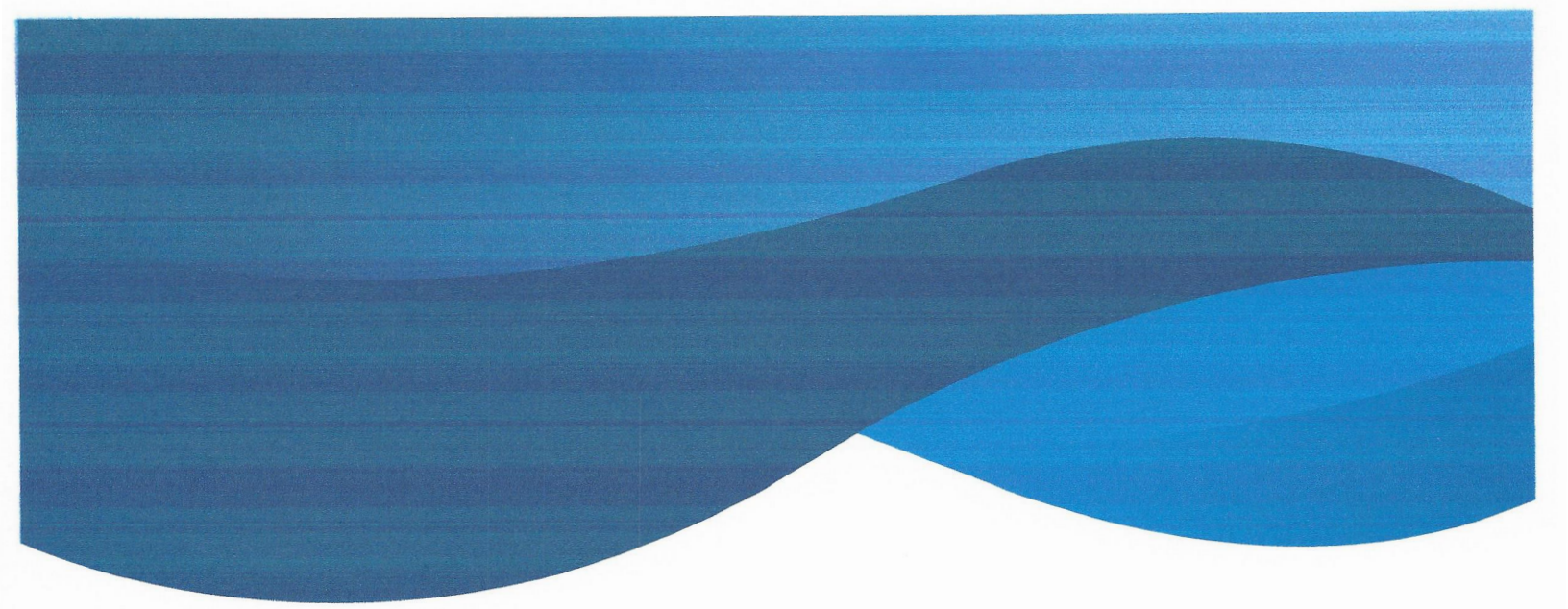
Dear Awards Committee,

I am pleased to provide support for your consideration of my colleague, Toby Rickman, Deputy Director, Pierce County Planning and Public Works, for consideration as an APWA Top Ten Public Works Leader of the Year Award recipient for 2022.

I have known and worked with Toby Rickman for over 30 years. In that time - as a supervisor, a peer, and his friend - I have consistently appreciated his technical competence, his tenacity to excel, his selfless customer-service attitude and his desire for continuous improvement.

Toby has initiated and/or led several Total Quality projects during that time. His self-effacing leadership style and persistent consistency have resulted in positive outcomes each time. Whether at a state agency like WSDOT, a local government like Pierce County, or with organizations such as APWA, Toby has contributed huge improvements in customer service and efficiency.

Toby has served the public in a variety of technical, managerial, and leadership roles, always with a keen eye on furthering the public's faith in government. When faced with a dilemma, his consistent response is "what do our customers expect?" I recall several cases when staff needed that kind of redirection in order to be successful. Although there might have been some grumbling, his coworkers eventually saw the wisdom of Toby's sage direction.



As a leader, Toby is respected and admired by his subordinates. His compassionate consideration of each employee's individual situation has garnered him many friends, even when he must deliver difficult messages to employees.


I can always trust Toby to be fair, impartial, and comprehensive in his customer interactions. Many times, he was called upon to referee disputes between competing customer needs.

Each time, customers walked away with a renewed respect for Toby and enhanced understanding of government's role in serving their needs.

Toby is a creative and flexible problem solver yet ensures that ethical and engineering standards are not compromised. As a testament to his ethical and professional conduct, he has been an expert witness in many court cases and his advice is regularly sought by other engineering professionals.

His many professional and academic accomplishments attest to the impeccable career of this professional engineer. I strongly encourage the Award Committee to honor his legacy with an APWA Top Ten Public Works Leader of the Year Award.

Sincerely,



Brian J. Ziegler, P.E.
2010 APWA Top Ten Award Recipient



"Our mission is to provide outstanding service, safety and support for transportation infrastructure and maintenance."

January 24, 2022

Awards Committee
Top Ten Public Works Leader of the Year
American Public Works Association
2345 Grand Boulevard, Suite 700
Kansas City, MO 64108-2625

Subject: Top Ten Public Works Leader of the Year Nomination
Toby Rickman, Pierce County, Washington

I am extremely pleased to provide support for your consideration of Toby Rickman, Deputy Director – Pierce County Planning and Public Works, as one of the top ten Public Works Leaders for 2022. I have known Toby since 2016 when he was the first Chair of the newly formed APWA Asset Management Task Force. While I could focus over the course of several pages the amount of work that Toby has accomplished that demonstrates his proficiency for delivering quality projects to the public, which should not be underestimated, there are three primary qualities that stand out which makes Toby worthy of this leadership award in my opinion:

1. Toby above all else has the best interest of the public he serves in mind when he makes decisions, and
2. Toby has excellent vision to identify efficient paths to deliver projects and services and not only gain buy in from respective stakeholders, but deliver on his commitments, and
3. Toby cares about developing future leaders to continue the legacy of providing excellent public service to future generations.

During Toby's time with the APWA Asset Management Task Force, and later the Asset Management Committee, Toby has been dedicated toward serving APWA members. As the first Chair of the Task Force, Toby did an outstanding job of laying the foundation from which to grow the area of asset management for APWA membership. Toby had great vision for what the task force could be, and led the team to developing several key resources, including the initial development of the Asset Management Roadmap. This led directly to APWA identifying the need to continue the important work of this group and establishing this as the newest APWA technical committee.

I have personally benefitted from Toby's commitment to the professional development of his staff. As a new member of the AM Task Force in 2016, Toby provided excellent guidance and perspective to assist me with being an effective member of the task force, and later as Chair of the AM Committee. Toby did an excellent job of setting vision and direction, and encouraging members to utilize their talents and expertise to develop asset management resources that members are benefiting from.

Toby is an inspiring leader and very much deserving of recognition through APWA as one of the Top Ten Public Works Leaders of the Year. I am pleased to provide this letter of support for your consideration of Toby and if I can provide any additional assistance please don't hesitate to contact me (dsailer@crgov.com, or 720-733-2470).

Sincerely,

A handwritten signature in black ink, appearing to read 'DSailer', written in a cursive style.

Dan Sailer, P.E.
Director, Public Works
Town of Castle Rock



January 20, 2022

Top Ten Public Works Leaders of the Year Awards Program

American Public Works Association

2345 Grand Boulevard, Suite 700

Kansas City, MO 64108-2625

Subject: Toby Rickman's Top Ten Nomination

Dear Award Committee Members:

I've known Toby for over 10 years and have worked with him on Northwest Public Works Institute training during those years. I haven't worked directly with him during his years with the Pierce County but I've been impressed with what he has been able to accomplish there. I've also admired his dedication to improving asset management throughout the U.S. and Canada through his National APWA committee work.

He has been a core instructor in the Northwest Public Works Institute since he took the course himself and graduated in 2013. After that he was asked to teach these classes because of his commitment to advancing other people in their careers and profession. His education, experience and training and his commitment to the public works profession made him the ideal candidate as an Institute instructor. He always gets some of the highest marks in instructor evaluations.

He is the one I have been relying on to guide the Institute through these difficult times facing Covid restrictions. He has made Pierce County facilities available to us to hold classes. Without his support we wouldn't have been able to hold any classes in 2021.

He has influenced the progressive management of public works programs in Washington and has had more of an impact on the profession than many previous top ten winners.

I wholeheartedly support Toby Rickman as a Top Ten Leader of the year. He's exhibited exactly the kind of professionalism, impact and innovation that the award is set up to recognize.

Sincerely,

A handwritten signature in black ink that reads 'John Ostrowski'. The signature is written in a cursive style with a large, looping initial 'J'.

John Ostrowski



February 14, 2022

American Public Works Association
1275 K Street, NW, Suite 750
Washington, DC 20005

RE: Letter of Recommendation for Toby D. Rickman, PE

To Whom It May Concern,

It is an honor to write this letter of support for Toby Rickman, PE, for the APWA Top Ten Public Works Professional Award. Toby has an impressive professional career in public service in both the statewide transportation and local public works arena. His advocacy for safe, efficient and equitable transportation and public works infrastructure has served our state's communities well, and makes him a worthy awardee. As a recipient of this award in 2012, I am keenly aware of the prestige this recognition exemplifies and am confident Toby is deserving of this honor.

Toby's nearly 40-year career in public service is marked with leadership of a number of high-profile and pivotal initiatives during his time at Washington State Department of Transportation (WSDOT) and more recently at Pierce County Public Works. Throughout his career, Toby has embodied commitment and passion for public works and service to the people and communities he serves. I've known Toby for 25+ years and have been inspired by his resolve to address issues head on and partnership with others to find solutions that will enhance the quality of life of the citizens of the state of Washington. I worked with Toby within WSDOT where he was successful in leading many initiatives with success. During our time working together at WSDOT, as State Traffic Engineer, Toby led the first statewide safety plan 'Target Zero', which was one of the first state plans across the nation of this kind. The partnerships with local agencies, law enforcement and safety educators was uniquely formed to strategically combat traffic fatalities and serious injuries with performance based tactics and goals. I watched firsthand as Toby inspired his team to work fearlessly on solutions that would resolve underlying issues rather than band-aid fixes. As Deputy Public Works Director, he has continued to bring strong support for communities and worked to facilitate interagency partnerships.

In conclusion, Toby Rickman has had a distinguished career in public service, worthy of recognition. His contributions have made Washington safer, more livable and economically stronger. He personally fosters partnerships with other agencies and a culture in which staff are empowered and provides support for the communities they serve.

I am pleased to recommend Toby for this award.

Sincerely,

A handwritten signature in black ink that reads "Paula J. Hammond". The signature is fluid and cursive, with a large loop at the end.

Paula J. Hammond, PE
Sr. Vice President, WSP USA

February 9, 2022

American Public Works Association
1275 K Street, NW, Suite 750
Washington, DC 20005

RE: Letter of Recommendation for Toby Rickman, PE

APWA AWARDS COMMITTEE:

I am honored to submit this letter of recommendation for Toby Rickman for the Top Ten Public Works Leader Award. Toby epitomizes what it means to be a leader in the public works industry. Toby's 39 years of dedicated service to the people of Washington state demonstrate his passion for public works and his commitment to the continuous improvement of infrastructure systems throughout the state.

I first worked with Toby in 2012 on the APWA Washington Chapter Board of Directors. As a young board member, Toby made me feel welcome and valued, and that my perspective mattered. His example as an Executive Board member helped me determine what I wanted out of my APWA participation. During the time Toby and I worked together on the Board, we established a number of programs that are still in use today. We collaborated to start a Diversity Committee and Emerging Professionals Committee for the Washington Chapter. Toby's progressive style allowed him to see that status quo was not meeting the needs of our diverse membership. He also empowered me to take a leadership role in helping our Chapter grow and develop.

After working successfully together on the APWA Board, Toby recruited me to interview for a position working with him at Pierce County Public Works. His mentorship and belief in my abilities helped me take the leap from communications and marketing to working as a management analyst assisting with project management, budgeting, performance measures, and operational support of the County's airport and ferry systems. Toby created the Management Analyst role for the Public Works Department when he noticed an opportunity to provide support to Division Managers while creating growth opportunities for future managers. This idea caught on in Pierce County and now there are Management Analyst positions in many departments.

In 2014, Toby was elected as President of the Washington Chapter and asked me to chair the conference planning committee. 2014 marked the first year the Washington Chapter worked with a conference planning consultant, taking our conferences to the next level. Toby's vision for what our conferences could be resulted in our largest and most successful conference to date at that time.

Another of Toby's values as a leader is his penchant for creative ideas as well as his ability to build team support around those ideas. Toby piloted a tuition reimbursement program for the Public Works Department where employees could apply for reimbursement for higher education related to their role in the Department. Many employees took advantage of this program (including me) to achieve their educational goals. Again, this program became standard policy and practice throughout all of Pierce County after its demonstrated success with public works employees.

From 2016 to 2019, I had the opportunity to serve Pierce County as the Airport & Ferry Administrator. This position was particularly subject to public and political scrutiny and required my team to meet a high level of expectation with minimal resources. Toby supported me in this challenging role, advising me, sitting in on contentious public meetings, strategizing for continuous improvement, and giving me a shoulder to lean on. Despite incredible odds, Toby and I were able to successfully implement unpopular policy changes based on FAA regulations at the County's two general aviation airports. Toby mentored me to make effective presentations to the County Council and in 2019, we hosted a Council workshop session about the airports that Council Chair Doug Richardson declared was "the best Council meeting he had ever participated in."

These personal stories fall far short of highlighting Toby's impressive engineering and leadership accomplishments, but I hope to convey the mentorship and caring he has bestowed on me and so many others throughout his career. I often find myself quoting Toby or fondly remembering his words as I continue through my career. I know I can always pick up the phone and he will be there for me. To me, there is no better definition of a public works leader than that.

Please accept my glowing recommendation for Mr. Toby Rickman, PE for the 2022 Top Ten Public Works Leader Award.

Sincerely,



LAUREN J. BEHM MPA

Sr. Marketing Manager, Landau Associates, Inc.
2022 APWA Washington Chapter Vice President





February 7, 2022

Sent Via the US Postal Service

American Public Works Association
1275 K Street, NW, Suite 750
Washington, DC 20005

Re: Letter of Recommendation for Toby Rickman

To Whom It May Concern,

I am very pleased to learn that Toby Rickman is under consideration for the Top Ten Public Works Professional Award presented by the American Public Works Association. I can think of no individual more deserving of this prestigious award.

I have known Toby since 2009 after I was appointed to be Pierce County Deputy Executive. Quickly I learned that Toby had a great mixture of intelligence, vision, hard work and creativity. Mix in his second to none ethics and values and you have the person that I so often relied on to address major issues and opportunities that the County faced.

I used Toby to help address our most pressing issues. And while his expertise was clearly in the Public Works arena, Toby was the first to volunteer to assist in addressing other needs within the organization. In fact, Toby worked on several of our PIT (Process Improvement Team) initiatives and always provided great input.

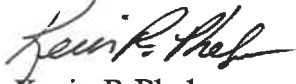
While several specific examples come to mind, two stand out in describing Toby's contributions to Pierce County. First, his work on leading the effort to create an asset management system was exceptional. Today, due to his leadership, Pierce County has one of the most robust asset management systems in place that I have witnessed in my entire civic career.

Second, Toby led the effort to create an exceptional leadership course tailored to meet the needs of the Public Works Department. Each of the leadership modules was written and taught by various team leaders within Public Works. Over a span of 12 months, over 100 mid-level and entry-level leaders were trained through this program.

While I was blessed to have worked with an outstanding team of Directors and Department heads during my time at Pierce County, this one statement sums up my thoughts on Toby. When I needed help addressing our most pressing or complex challenges, Toby Rickman was always my go-to person.

In closing, I cannot think of someone more deserving of this award than Toby Rickman.

Sincerely,

A handwritten signature in black ink, appearing to read "Kevin R. Phelps". The signature is written in a cursive style with a large initial "K" and a long, sweeping underline.

Kevin R Phelps
City Manager