

JEFFREY A. KRAMER, PE, CCM, CJP

SUMMARY

35+ Year public works professional with significant expertise in program and project management, strategic leadership, and project procurement and delivery. Proven record of success in delivering quality, on-time, and within-budget programs and projects covering a wide spectrum of facilities, including: streets; airports; utilities; storm water; parks and recreation; aquatics; municipal buildings (new and tenant improvement), as well as transportation maintenance and operations. Diverse background in both the private and public sectors, from both the project development and operational arenas, provides a unique ability to view programs and projects from multiple perspectives, leading to a higher level of risk avoidance and long-term operational consideration during the planning and pre-construction phases. Extensive leadership and management experience and training includes certification by the John Maxwell and Igniting Souls Teams, licensed Empowerment Mentoring program facilitator, as well as a certified Human Behavior Specialist (DISC practitioner) by Personality Insights and Working Genius facilitator by the Table Group (Patrick Lencioni).

EXPERIENCE

August 2013 – Present

CEO, Ascension Leadership Group

Founder, Center for Successful Project Delivery

Provide professional consulting, training, coaching and speaking services to entities within and outside the design and construction industry. Topics focus on leadership development, productivity and overcoming perfectionism, design and construction procurement, and project delivery.

- Current and past clients include:
 - City of Goodyear (procurement support)
 - City of Yuma (procurement & project delivery support)
 - Entellus (project delivery, quality management)
 - AEA Credit Union (leadership development)
 - Cepeda Systems & Software Solutions (leadership development & communication)
 - AZ Transportation Builders Assn (procurement training)
 - Cocopah Tribe (procurement training)
 - Center for Job Order Contracting Excellence (JOC procurement training, CJP credential development)

EDUCATION

Bachelor of Science, Civil Engineering, 1986

University of Arizona

Tucson, Arizona

CREDENTIALS

Registered Professional Engineer

- Arizona, #24409
- Nevada, #11745
- New Mexico, #12677

Certified Construction Manager, #A1877, Construction Management Assn of America

Certified Job Order Contracting Professional, #17-126, Center for Job Order Contracting Excellence

Certified Traffic Control Supervisor, #337410, American Traffic Safety Services Assn

30-Hour Construction Safety, #36-600971174, Occupational Safety & Health Administration

Certified Public Manager, National Certified Public Manager® Consortium

National Incident Management System (NIMS) Certified, Federal Emergency Management Agency, Emergency Management Institute

Certified Leadership, Productivity and Personal Development Coach, Speaker and Trainer

Certified DISC and 6 Types of Working Genius Facilitator

August 2017 – August 2021

City Engineer/Director of Engineering, City of Yuma

Led a staff of 28, with a nearly \$3 million annual operating budget. Functional areas of responsibility include Transportation Systems Management and Operations, Development Engineering, Field Operations, Engineering Support Services, and Design and Construction Management, which delivered a \$40 million average annual CIP including projects in the areas of streets, drainage, water and wastewater, parks, and municipal buildings.

- Transportation:
 - 1st Avenue, 16th St to 4th St
 - Avenue 3E, 32nd St to 40th St (JOC)
 - 16th Street, Ave B to Ave C (JOC)
 - Castle Dome and 8th Street Roundabout (JOC)
 - 3rd Avenue, 14th St to 8th St
 - 4th Avenue, 32nd St to 40th St
 - Avenue A, 32nd St to 36th St (JOC)
 - Gila Street, 1st St to Giss Parkway (JOC)
 - 22nd Street, 4th Ave to Ave A (JOC)
 - Catalina Drive and Palo Verde Street, Big Curve to Arizona Ave
 - Avenue 3½E, 32nd St to 40th St
 - Avenue 6E Multi-use Path (JOC)
 - Avenue 9E Bicycle Lanes, North Frontage Rd to 24th St (JOC)
 - Mesa Heights Streetlight Expansion
 - Intelligent Transportation System Master Plan
- Water & Wastewater:
 - Main Street Water Treatment Plant Filter System Upgrade (Phases 1 & 2)
 - Figueroa Avenue Water Pollution Control Facility Secondary Clarifier Rehabilitation (JOC)
 - Figueroa Avenue Water Pollution Control Facility Electrical System Upgrade
 - Figueroa Avenue Water Pollution Control Facility Laboratory HVAC Replacement
 - 24th Street Lift Station Replacement
 - 40th Street Lift Station Replacement
 - Arizona Avenue Waterline Replacement, 10th St to 15th St
 - Yuma Commerce Center Sewer Line Extension
 - Harvard Street Sewer, Kennedy Ln to Cul-de-Sac
- Drainage:
 - Virginia Drive & 28th Street Retention Basin
 - Hacienda Estates Pump Station Renovations
 - Priority Area Drainage Outlet Upgrades
- Parks & Recreation:
 - Pacific Avenue Athletic Complex
 - Joe Henry Optimist Center Basketball Courts Reconstruction
 - Desert Hills Golf Course Irrigation, Pump Station, and Tee Box Upgrades
- Municipal Buildings:
 - Fleet Services Maintenance Facility
 - Thomas F Allt Utilities Complex
 - Fire Station 4 Remodel (CMAR)
 - Police Storage Facility, Phase 1 (design phase)
 - Joe Henry Optimist Center HVAC Replacement
 - Yuma Multimodal Center (Historic Hotel Del Sol Renovation) (DB w/ P3)

December 2014 – August 2017

Director of Alliance for Construction Excellence, Arizona State University

Developed and delivered a variety of design and construction industry continuing education courses and programming, and provided industrywide leadership on key issues.

- Project Delivery and Program Management Training Programs
 - Alternative Project Delivery Methods Fundamentals
 - Alternative Project Delivery Methods Best Management Practices
 - CMAR Fundamentals
 - Design-Build Fundamentals
 - Job Order Contracting Fundamentals
 - Procurement & Selection Process for Public Projects
 - Certified Construction Project Manager (10 module program)
 - Job Order Contracting Certificate Program (6 module program)
- Co-chair (with AGC) APDM Stakeholders Process Improvement Committee

August 2012 – November 2014

Operations Division Manager, Maricopa County Department of Transportation

Led a staff of over 200 with a \$35 million annual operating budget in planning and executing maintenance of the transportation system for the nation's fourth most populous county. Program areas included:

- Maintenance of all roadway, drainage, signing and marking, bridges and ancillary facilities within and delineating the County's right-of-way
- Planning, management and inspection of all contracted maintenance services
- Implementation and oversight of asset and fleet management for the entire department
- Administration of the County's Adopt-a-Highway program

December 2006 – August 2012

Municipal Services Director/Senior Program Manager, ARCADIS-US PMCM Division/Town of Gilbert

Led a team varying from two to eight project professionals in developing, managing and implementing the Town of Gilbert's 5-year capital improvement program (CIP) and infrastructure improvement plan from programming through construction. Delivered approximately \$1 billion of construction over six years. Provided administration of the consultant and contractor selection process, contract negotiation, contract management, schedule management, land acquisition (requirements through acquisition negotiations), utility coordination, review of all project documents, participation in project coordination and the public involvement process, GMP negotiations/bid opening and award activities, and progress documentation on applicable projects.

- Transportation:
 - Scalloped Streets East
 - Higley Road & Williams Field Road Intersection Improvements (CMAR)
 - Higley Road, East Maricopa Floodway Bridge and Approaches (DB)
 - Higley Road, Riggs Road to Hunt Highway (CMAR)
 - Greenfield Road, Arrowhead Trail North 2840'
 - Greenfield Road, Pecos Road to Germann Road
 - Greenfield Road, Queen Creek Road to Chandler Heights Road (CMAR)
 - Recker Rd, 660' North of Ray - 1329' North of Ray
 - Ocotillo Road, Higley Road to Recker Road (DB)
 - Ocotillo Road Alignment Study, Higley Road to Greenfield Road

- Val Vista Drive, Germann Road to Queen Creek Road (CMAR)
 - Val Vista Drive, Queen Creek Road to Applebee Road (CMAR)
 - Chandler Heights Road, Val Vista Drive to Greenfield Road (CMAR)
 - Queen Creek Road, Val Vista Drive to Higley Road (CMAR)
 - Power Road, Baseline Road to Guadalupe Road
 - Riggs Road, Val Vista Drive to Recker Road
 - Cooper Road and Guadalupe Road Intersection Improvements
 - Gilbert Road and Guadalupe Road Intersection Improvements
 - Power Road and Pecos Road Intersection & UPRR Crossing
 - Baseline Road and Higley Road Intersection Improvements
 - Citywide Traffic Signal JOC (40 traffic signals)
 - Gilbert to Queen Creek ITS Interconnect
 - Downtown Transit Stops
 - Neighborhood Streetlight Replacement – The Islands
 - Gilbert Road Median Landscaping, Civic Center to Frye Road
 - McQueen Rd Median Landscaping Reconstruction, Baseline Road to Knox Road
- Water & Wastewater:
 - Santan Vista Water Treatment Plant (CMAR)
 - Santan Vista Raw Water Inflow Pipeline, CAP Canal to Santan Vista WTP (DB)
 - Ocotillo Road Finished Water Pipelines, Recker Road to Val Vista Drive (DB)
 - Gilbert Water Treatment Plant Expansion, 40MGD to 45 MGD
 - North Water Treatment Plant Corrosion Rehabilitation
 - Well, 2 MG Reservoir & Pump Station (Ray & Recker) (DB)
 - Well, 2 MG Reservoir & Pump Station (Baseline & 172nd Street) (DB)
 - Well, 2 MG Reservoir & Pump Station (Fire Station 11) (DB)
 - Well, 2 MG Reservoir & Pump Station (Germann & Lindsay) (DB)
 - 2 MG Reservoir & Pump Station (Germann & Rome Street) (DB)
 - Direct System Well, Germann Road and Val Vista Drive
 - Direct System Well, 156th Street and Willis Road
 - Direct System Well, Greenfield Road at Greenfield Water Reclamation Facility
 - Meadows 12" Water Main
 - Recker & Baseline 16" Water Main
 - Higley Road 16" Water Main
 - Hobson Street 12" Water Main
 - Western Canal Water Main, Cooper Road to McQueen Road
 - Zone 2 to Zone 4 Interconnect
 - Well 20 Booster Pump Station
 - Reservoirs 5 & 7 Rehabilitation
 - Reservoir 7 Replacement and Site Improvements
 - Crossroads Wastewater Lift Station
 - Ocotillo Road 15" Sewer
 - Reclaimed Water Valve Stations
 - Citywide Manhole Rehabilitation
 - Linda Lane Sewer Tap Replacement
 - East Maricopa Floodway Manhole Replacement
 - Williams Field Road 16" Reclaimed Water Line, Greenfield - Higley
 - Greenfield Road 12" Reclaimed Water Main
 - Baseline Road 12" Sewer, Claiborne - Greenfield

- Williams Field Williams Field Road 16" Reclaimed Water Line
- Gilbert Road Force Main, Boston Street to Hackamore Drive (CMAR)
- Reclaimed Water Recovery Well (Higley & Ray)
- 18" Reclaimed Water Main (Germann & Higley)
- Santan Lift Station Conversion to Odor Control Facility
- Drainage:
 - Queen Creek Wash Realignment
 - Commerce Avenue Retention Basin
- Parks & Recreation:
 - Crossroads Park NE Expansion (Polar Ice P3)
 - Perry High School Pool
 - Williams Field High School Pool
- Municipal Buildings:
 - Vaughn Avenue Parking Structure
 - Water Tower Rehabilitation

February 2004 – August 2006

Transportation Director, City of Mesa

Led a staff of 160, with a \$33 million annual operating budget, responsible for all aspects of operating and maintaining the City's transportation system. Program Areas included:

- Traffic engineering, transportation planning and transit, including safe routes to schools and neighborhood traffic calming programs
- Intelligent transportation systems, including development of an Intelligent Transportation System Master Plan and operation of the City's Traffic Management Center
- Maintenance of all roadway, drainage, signing and marking, streetlighting, bridges and ancillary facilities within the City's right-of-way
- Planning, management and inspection of all contracted maintenance services

January 2000 – August 2006

Deputy City Engineer – Design, City of Mesa

Led a staff of 28 responsible for planning, designing, and managing consultant contracts in delivery of the City of Mesa's CIP program. Program averaged over 100 projects underway continuously, with an average annualized value of \$12 million in design contracts and \$150 million to \$200 million in construction.

- Transportation:
 - Gilbert Road, McDowell Road to Thomas Road
 - Recker Road, McDowell Road to Thomas Road
 - Greenfield Road, McKellips Road to McDowell Road
 - Val Vista Road, McKellips Road to McDowell Road
 - Power Road, Brown Road to McDowell Road
 - Dobson Road, Guadalupe Road to Baseline Road
 - McDowell Road, Higley Road to Power Road
 - Sossaman Road, Pecos Drive to Ray Road
 - University Drive, Alma School Road to Gilbert Road
 - Ellsworth Road, Elliot Road to Pecos Road
 - Extension Road, Southern Avenue to Baseline Road
 - Center Street, 1st Avenue to Broadway Road
 - Proposition 400, 20-Year Transportation Plan development

- Water & Wastewater:
 - CAP Water Treatment Plant Expansion
 - Riverview Wastewater Treatment Plant Solids Handling Expansion
 - Riverview Wastewater Treatment Plant Clarifier Rehabilitation
 - Downtown Chilled-Water Cooling Utility
 - Citywide Manhole Rehabilitation
 - Citywide Lift Station Rehabilitation
 - Baseline Road Flow Metering Station
 - Multiple odor control facilities (sulfide injection)
 - Numerous water distribution lines, 8-inch to 36-inch diameter
 - Numerous wastewater collection lines, 10-inch to 54-inch diameter
- Airport:
 - Falcon Field Perimeter Fence Upgrade
 - Falcon Field Taxiway Upgrades
 - Falcon Field Airfield Signing and Lighting Upgrades
 - Falcon Field Apron Extension at Anzio's Landing
 - Falcon Field Terminal Expansion Study
 - Falcon Drive / Taxiway Intersection Improvement Study
 - Gateway Airport North Apron Fire Suppression System Storage
- Parks & Recreation:
 - Quail Run Park Sport Complex
 - Dobson Park Softball Fields
 - Skyline Pool
 - Kino Pool Renovations
 - Kleinman Park Renovations
 - Pioneer Park Upgrades
- Municipal Buildings:
 - Fire Station 201
 - Fire Station 202 Replacement
 - Fire Station 215
 - Police Evidence Freezer Replacement
 - Dobson Ranch Police Substation Remodel
 - Crime Lab (programming)
 - Public Safety Training Facility Auditorium and Classroom Building
 - Transportation Building and Traffic Management Center
 - Transit Maintenance Facility
 - Fleet Maintenance Building Renovations
 - Red Mountain Multigenerational Center
 - Red Mountain Branch Library Expansion
 - Children's Museum Renovations
 - Main Street Shops Facade

July 1993 – January 2000

Project Manager/Project Engineer, Various Consulting Engineers

Served as project engineer, project manager and transportation practice leader for various consulting engineering firms working in Arizona, New Mexico and Nevada. Responsible for design of roadway, drainage, traffic and minor structural elements.

- Transportation:
 - SR 260 Widening, Pinetop to HonDah
 - Gilbert Road Widening from Southern Avenue to Main Street
 - Gilbert Road / University Drive Intersection Widening
 - US 60 Widening, Morristown RR Overpass to Beardsley Road
 - US191, Many Farms to Round Rock
 - Superstition Freeway / Loop 101 System Interchange Expansion
 - Baseline Road / Loop 101 Traffic Interchange
 - Harmon Avenue Improvements, Paradise Road to Industrial Drive
 - I-17 / Loop 101 System Interchange
 - Indian Bend Wash Multi-Use Path, Camelback Road to McCormick Parkway
 - Naco Highway Realignment, Naco Port of Entry to Newell Street
 - On-call Roadway Design (multiple minor projects) for ADOT
 - Truck Escape Ramps (multiple locations)
- Planning Studies:
 - Transportation Planning On-Call, Maricopa County DOT
 - Southern Beltway Drainage and Interchange Impacts Review, American Nevada Corporation
 - I-25 South Improvement Assessment, NM47 to I-40, New Mexico State Highway and Transportation Department
 - I-40 East Improvement Assessment, I-25 to Tramway Blvd, New Mexico State Highway and Transportation Department
 - Lead – Coal Corridor Study, 2nd Street NW to Carlisle Blvd, City of Albuquerque
- Site Improvements:
 - Southwest Airlines Sky Harbor International Airport Maintenance Facility Parking Lot, Southwest Airlines
 - Driver's License and Registration Service Centers (6 sites Statewide), Motor Vehicle Division of ADOT
- Traffic Engineering:
 - 14th Street Traffic Control, Coal Ave to Iron Ave, City of Albuquerque
 - Smith's #404 Traffic Impact Analysis, Smith's Food and Drug
 - Ortega & 4th Street Signal Warrant Analysis, City of Albuquerque
 - Orange Barrel Policy Compliance (traffic control and detour plan review), City of Albuquerque
- Miscellaneous:
 - Consultant Procedures Manual, New Mexico State Highway and Transportation Department
 - Work Zone Traffic Controls Seminar Instructor, ADOT Northern AZ Construction and Maintenance

August 1990 – July 1993

Project Manager, Arizona Department of Transportation

Managed numerous high profile and critical corridor studies and highway projects throughout Arizona.

- Highway Design & Construction:
 - US191 Northwest Extension at Phelps Dodge Morenci Pit
 - US93, Detrital Wash – Cottonwood Road
 - US93, Cottonwood Road – MP59
 - US93, MP59 – Wash Bridge
 - SR189 Mariposa Road, I-19 to Mariposa Port of Entry
 - US180 Realignment, Nutrioso Section

- SR260, Payson to Star Valley
- US60 / Tomahawk Drive Intersection Improvements
- Planning & Corridor Studies:
 - I-17 / I-40 System Interchange Improvements
 - I-40 / Lone Tree Road Traffic Interchange
 - SR260, Payson to Heber
 - SR260, Heber to Overgaard
 - US93, Wash Bridge to I-40
 - SR88, US60 to Tonto National Monument

May 1986 – August 1990

EIT/Design Engineer, Arizona Department of Transportation

Completed 18-month rotational training program with assignments in all functional areas and was assigned to Roadway Design as assistant team leader. Significant projects included:

- Pavement Rehabilitation and Safety:
 - I-8 and Fortuna Road Traffic Interchange
 - I-8, Aztec to Sentinel
 - I-8, Blanco Road to Stanfield Road
 - US93 Date Creek Section, SR71 to SR97
- New Facilities:
 - East Papago Freeway (Loop 202), 24th Street to 40th Street
 - SR89A Bridge Replacement at Slide Rock State Park
 - SR260 Widening, Colcord Road to Junction Rim Road
 - Al Fulton Visitor Area Parking Lot

PROFESSIONAL AFFILIATIONS & ACTIVITY

- American Public Works Association (APWA)
 - Member of National Leadership & Management Committee
 - Past Member of National Nominating Committee
 - Past AZ Chapter Delegate to APWA Council of Chapters
- American Academy of Certified Public Managers® (AACPM), Fellow
 - Past Academy President (7-years national board service)
 - Past Academy Conference and Communication Committee Chair
 - Past AZ Society President (8 terms)
 - Past AZ Society Delegate to AACPM House of Delegates (9-times appointed)
- Construction Management Association of America (CMAA)
 - Past Project of the Year Award judge (3-years' service)
 - Instructor in Professional Construction Manager course
- Center for Job Order Contracting Excellence (CJE), Fellow, Emeritus
 - Past Chair of Certified Job Order Contracting Professional (CJP) Credentialing Committee
 - Past Member of Owner's Advisory Committee
 - Instructor in CJP certification course

HONORS, AWARDS & RECOGNITION

- Eagle Scout
- Harry H. Mellon Lifetime Distinguished Service Award, CJE
- Public Works Leadership Fellow, APWA
- CMAA Project of the Year, projects under \$150M - Santan Vista Water Treatment Plant (received a total of seven awards)
- Henning Award (National Public Manager of the Year), AACPM
- Leadership Award, AACPM
- District Project of the Year Award, ADOT (3-time recipient)

PAPERS & PRESENTATIONS

- Co-Presenter: *BIM for Horizontal Infrastructure Projects*, 2010 Arizona Roads & Streets Conference
- Co-Author: *Delivering a Critical Raw Water Transmission Line Using Design-Build; The Perspective from the Town of Gilbert, AZ*, 2012 American Society of Civil Engineers Pipelines Conference
- Co-Presenter: *CIP Program Management – Making Your Shrinking Program Grow Again*, 2012 Arizona Chapter APWA Statewide Conference
- Presenter: *Implementation of an Asset/Maintenance Management System at MCDOT*, 2013 Arizona Chapter APWA Statewide Conference
- Presenter: *Leadership in Public Service, Overcoming Government's Institutionalization of Mediocrity*
 - 2013 NACE/AACE Western Regional Conference
 - 2014 (75th Anniversary) ASPA National Conference
 - 2014 Arizona Chapter APWA Statewide Conference
 - 2014 City of Surprise PW Dept. Management Meeting
 - 2015 APWA International Congress and Exposition
 - 2022 Southwest Chapter, Society for Human Resources Management
- Presenter: *Leadership and You*
 - 2014 AZ Society of Practicing Accountants Mid-Year Meeting (Lunch Keynote)
 - 2014 ITS Arizona Conference (Keynote)
- Presenter: *Leader Under Construction*
 - 2016 Women in Transportation Seminar, January Luncheon Speaker
 - 2016 Arizona Chapter APWA Statewide Conference
 - 2017 Construction Management Association of America National Capital Project Symposium
 - 2017 National Association of Leadership Programs National Conference
 - 2021 APWA PWX (International Public Works Congress and Exposition)
- Presenter: *CIP Development and Maintenance*, Advanced Governmental Financial Management seminar (PAF 591 – ASU MPA Program)
- Presenter: *Qualifications Based Selection – What's Legal, & What's Just Good Practice*
 - 2016 Arizona Chapter APWA Statewide Conference
 - 2016 Arizona Association of School Business Officials Vendor-Buyer Conference
- Presenter: *Motivate...Engage...Lead...Succeed*, July 2017 National Association of Practicing Accountants National Leadership Conference (Keynote)
- Presenter: *The Perfection Paradox*
 - 2017 Arizona Chapter APWA Statewide Conference
 - 2020 Arizona Society of Certified Public Accountants, Yuma, Prescott, Flagstaff & Tucson

Chapters

- Presenter: *Get Focused*
 - 2018 Arizona Chapter APWA Statewide Conference
 - 2018 Southwest Chapter, Society for Human Resources Management
 - 2018 Arizona Society of Certified Public Accountants, Yuma Chapter
 - 2018 University of Arizona Student Association
- Presenter: *Leadership Fundamentals*, 2019 Cepeda Systems & Software Solutions Leadership Retreat
- Presenter: *Communicating to Connect*
 - 2019 Cepeda Systems & Software Solutions Leadership Team Retreat
 - 2019 Arizona Society of Certified Public Accountants, Yuma Chapter
- Panelist: *Effectively Managing Remote Teams*, 2020 American Public Works Association webinar
- Presenter: *Effective Leadership Skills for Public Works*, April 2021 APWA AZ Chapter Luncheon
- Panelist: *Learning Leadership: APWA's Leadership Framework*
 - 2021 Arizona Chapter APWA Statewide Conference
 - 2021 APWA PWX (International Public Works Congress and Exposition)
- Panelist: *Learning Leadership: How to be a Better Leader*, 2021 APWA Click, Listen and Learn webinar
- Presenter: *Perfectly Unhackable*
 - 2021 SMPS Southwest Regional Conference (Closing Keynote)
 - 2021 CJE Southwest Chapter Quarterly Meeting (Keynote)
 - 2021 SAME Phoenix Post Meeting