



AGENDA

Special Executive Committee Meeting

Committee Members

Andrew Do, Chairman
Mark A. Murphy, Vice Chairman
Lisa A. Bartlett
Michael Hennessey
Steve Jones
Tim Shaw

Orange County Transportation Authority
Headquarters
Conference Room 07
550 South Main Street
Orange, California
Monday, March 29, 2021 at 9:00 a.m.

Any person with a disability who requires a modification or accommodation in order to participate in this meeting should contact the Orange County Transportation Authority (OCTA) Clerk of the Board, telephone (714) 560-5676, no less than two (2) business days prior to this meeting to enable OCTA to make reasonable arrangements to assure accessibility to this meeting.

Agenda descriptions are intended to give members of the public a general summary of items of business to be transacted or discussed. The posting of the recommended actions does not indicate what action will be taken. The Committee may take any action which it deems to be appropriate on the agenda item and is not limited in any way by the notice of the recommended action.

All documents relative to the items referenced in this agenda are available for public inspection at www.octa.net or through the Clerk of the Board's office at the OCTA Headquarters, 600 South Main Street, Orange, California.

Guidance for Public Access to the Board of Directors/Committee Meeting

On March 12, 2020 and March 18, 2020, Governor Gavin Newsom enacted Executive Orders N-25-20 and N-29-20 authorizing a local legislative body to hold public meetings via teleconferencing and make public meetings accessible telephonically or electronically to all members of the public to promote social distancing due to the state and local State of Emergency resulting from the threat of Novel Coronavirus (COVID-19).

In accordance with Executive Order N-29-20, and in order to ensure the safety of the OCTA Board of Directors (Board) and staff and for the purposes of limiting the risk of COVID-19, in-person public participation at public meetings of the OCTA will not be allowed during the time period covered by the above-referenced Executive Orders.

Instead, members of the public can listen to AUDIO live streaming of the Board and Committee meetings by clicking the below link:

<http://www.octa.net/About-OCTA/Who-We-Are/Board-of-Directors/Live-and-Archived-Audio/>



Guidance for Public Access to the Board of Directors/Committee Meeting (Continued)

Public comments may be submitted for the upcoming Board and Committee meetings by emailing them to ClerkOffice@octa.net.

If you wish to comment on a specific agenda Item, please identify the Item number in your email. All public comments that are timely received will be part of the public record and distributed to the Board. Public comments will be made available to the public upon request.

In order to ensure that staff has the ability to provide comments to the Board Members in a timely manner, please submit your public comments **30 minutes prior to the start time of the Board and Committee meeting date.**

Call to Order

Roll Call

Pledge of Allegiance

Director Shaw

1. Public Comments

Special Calendar

There are no Special Calendar matters.

Consent Calendar (Item 2)

All items on the Consent Calendar are to be approved in one motion unless a Committee Member or a member of the public requests separate action or discussion on a specific item.

2. Approval of Minutes

Approval of the minutes of the Special Executive Committee meeting of March 15, 2021.



Regular Calendar

3. Public Member Candidate Selection

Andrea West/Jennifer L. Bergener

Overview

The Orange County Transportation Authority Board of Directors approved a process for the recruitment and selection for the currently vacant Public Member seat. Consistent with that process and delegated responsibility, the Executive Committee met on March 1, 2021 and approved a short list of candidates for interview. On March 15, 2021, at a Special Executive Committee meeting, the three short-listed candidates, Meredith Chillemi, Tam Nguyen, and Roy Shahbazian, were interviewed.

Recommendation

Recommend one candidate to advance to the Board of Directors for approval.

Discussion Items

4. Chief Executive Officer's Report

5. Committee Members' Reports

6. Closed Session

There are no Closed Session items scheduled.

7. Adjournment

The next regularly scheduled meeting of this Committee will be held at **9:00 a.m. on Monday, April 5, 2021**, at the Orange County Transportation Authority Headquarters, Conference Room 07, 550 South Main Street, Orange, California.



**Committee Members Present
Via Teleconference**

Andrew Do, Chairman
Mark A. Murphy, Vice Chairman
Lisa A. Bartlett
Michael Hennessey
Steve Jones
Tim Shaw

Staff Present

Jennifer L. Bergener, Deputy Chief Executive Officer
Allison Cheshire, Interim Deputy Clerk of the Board
Sahara Meisenheimer, Deputy Clerk of the Board

Committee Members Absent

None

Via Teleconference

Darrell E. Johnson, Chief Executive Officer
James Donich, General Counsel

Call to Order

The March 15, 2021, Special meeting of the Executive Committee (Committee) was called to order by Chairman Do at 8:05 a.m.

Roll Call

The Deputy Clerk of the Board conducted an attendance Roll Call and announced there was a quorum of the Committee present.

Pledge of Allegiance

Director Jones led in the Pledge of Allegiance

1. Public Comments

There were no public comments received.

Special Calendar

There were no Special Calendar matters.

Consent Calendar

There were no Consent Calendar matters.



Regular Calendar

2. Public Member Candidate Interviews

Chairman Do introduced this item and explained how the candidates would be selected to participate in the interview process during the meeting.

Allison Cheshire, Interim Deputy Clerk of the Board, drew names at random in the following order to be interviewed by the Committee Members:

1. Meredith Chillemi
2. Roy Shabazian
3. Tam Nguyen

Each candidate was allotted time to introduce themselves, answer a series of predetermined questions asked by the Committee Members, and then participate in follow-up questions and answers.

After all candidates completed their respective interviews, a discussion ensued among the Committee Members and staff regarding the next steps for selecting a candidate.

Darrell E. Johnson, Chief Executive Officer (CEO), reminded the Committee that as part of the agreed upon process for choosing a Public Member, it is under the discretion of the Committee to take action today to recommend a candidate to the full Board of Directors, continue the item to a special meeting of the Committee to be scheduled on Monday, March 29, 2021, or take the item to the regular meeting of the Committee on Monday, April 5, 2021.

James Donich, General Counsel, advised the Committee Members that under provisions of the Brown Act, they could not deliberate the candidates in a Closed Session and that all discussion regarding the candidates must take place during an open meeting of the Committee.

A motion was made by Chairman Do, seconded by Director Bartlett, and following a roll call vote, declared passed by 5-0, to continue this item for further discussion and action, to a special meeting of the Committee to be scheduled on Monday, March 29, 2021 at 9:00 a.m.

Director Hennessey abstained from voting on this item.



Discussion Items

3. Chief Executive Officer's Report

Darrell E. Johnson, CEO, reported that last week the California Department of Public Health announced that starting today, transit workers in California are eligible to receive the coronavirus vaccine. Staff have been advocating to have employees included on the priority list.

4. Committee Members' Reports

There were no Committee Member's reports.

5. Closed Session

There were no Closed Session items scheduled.

6. Adjournment

The meeting adjourned at 9:50 a.m.

The next regularly scheduled meeting of this Committee will be held at **9:00 a.m. on Monday, April 5, 2021**, at the Orange County Transportation Authority Headquarters, Conference Room 07, 550 South Main Street, Orange, California.

ATTEST

Andrew Do
Chairman

Allison Cheshire
Interim Deputy Clerk of the Board



March 29, 2021

To: Executive Committee

From: Darrell E. Johnson, Chief Executive Officer
Subject: Public Member Candidate Selection

Overview

The Orange County Transportation Authority Board of Directors approved a process for the recruitment and selection for the currently vacant Public Member seat. Consistent with that process and delegated responsibility, the Executive Committee met on March 1, 2021 and approved a short list of candidates for interview. On March 15, 2021, at a Special Executive Committee meeting, the three short-listed candidates, Meredith Chillemi, Tam Nguyen, and Roy Shahbazian, were interviewed.

Recommendation

Recommend one candidate to advance to the Board of Directors for approval.

Background

The membership of the Orange County Transportation Authority (OCTA) Board of Directors (Board) includes two public member positions that must be filled by the Members of the Board that represent cities and the County of Orange. The term of office for an OCTA Public Member is four years. The qualifications for a Public Member are as follows:

- Resident of Orange County, and
- Not serving currently, or within the last four years, as an elected official of a city, county, any agency, or special district within Orange County.

Consistent with the February 8, 2021 Board-approved process and communications plan, staff initiated a recruitment to solicit qualified applicants following the communications plan and timeline. The recruitment period closed on February 26, 2021 with 34 complete applications received. The Executive Committee met on March 1, 2021 and selected three candidates to advance to

the interview phase. On March 15, 2021, a Special Executive Committee meeting was held for the purpose of conducting interviews.

Discussion

Consistent with the delegated responsibility, the Executive Committee prepared a standardized interview process and questions to further evaluate the short-listed candidates. Interviews were conducted on March 15, 2021 at a Special Executive Committee meeting. This item is before the Executive Committee to recommend a final candidate for consideration and approval by the Board.

Summary

The Executive Committee interviewed the established short list of candidates for the currently vacant Public Member seat on the Board of Directors and can recommend a final candidate for consideration by the Board of Directors.

Attachment

- A. Applications and Supplemental Information Received for Short-List Candidates

Prepared by:



Andrea West
Interim Clerk of the Board
(714) 560-5676

Approved by:



Jennifer L. Bergener
Deputy Chief Executive Officer
(714) 560-5462

Applications and
Supplemental Information
Received for Short-List
Candidates

Meredith Chillemi

Meredith Chillemi

February 23, 2021

Orange County Transportation Authority
550 South Main Street
P.O. Box 14184
Orange, CA 92863-1584

Dear Ms. West,

I am very pleased to submit my application for the Public Member position with the OCTA Board of Directors. I believe that I am a great match. I currently serve as a Board Member with Credit.org and actively participate in the following advisory committees: Chair of the County of Orange Senior Citizens Advisory Committee (SCAC) Health and Nutrition Committee; Long Term Services and Supports representative to the CalOptima Member Advisory Committee; as well as Secretary for the Capistrano Unified School District Community Advisory Committee for Special Education. I was also honored to be chosen to provide expertise and stakeholder feedback on CalAIM (Re-envisioning Medi-Cal) as a workgroup member focusing on Enhanced Case Management/In-Lieu-of Services.

I have enjoyed working in affordable housing resident services for 19 years, beginning as a service coordinator and now serving in an Executive role at LifeSTEPS. Throughout my career, I have recognized that access to transportation is one of the key social determinations of health for all residents of Orange County.

Here is a summary of my qualifications:

- Provide consistently excellent leadership and communication
- Successful with recruitment and building collaborations by cultivating relationships and making compelling presentations with stakeholders
- Build and manage relationships to ensure ongoing success of planning and programming
- Team player recognized for flexibility and cooperation while maintaining attention to detail.

I enjoy working diligently to create opportunities with practical solutions and innovative thinking. My relationship skills, experience, and initiative would benefit the OCTA Board. Please contact me with any questions that you may have.

Thank you for your time,

Sincerely,
Meredith Chillemi

Respondent



12

Anonymous



16:27
Time to complete



1. First Name *

Meredith

2. Last Name *

Chillemi

3. Email *

[Redacted]

4. Residence Address *

[Redacted]

5. Home Phone Number *

[Redacted]

6. Cell Phone Number *

7. Present Employment Status *

- Employed
- Unemployed
- Retired

8. Present Occupation *

9. Employer *

10. Race

- Caucasian
- Black
- Asian American
- Native American
- Hispanic
- Native Hawaiian / Other Pacific Islander
- Two or More Race (Non-Hispanic)
- Opt Out

11. How many years have you lived in Orange County? *

41 years

12. Are you currently an elected or appointed officer of any public entity? *

Yes

No

13. If you are currently an elected or appointed officer, please state your position.

14. Please describe your ability to translate facts, trends, and external realities into strategy. For example, environmental, equity, and governance issues are now a top priority and an area where any board candidate should be knowledgeable and be able to provide direction. *

As a leader at LifeSTEPS (www.lifestepsusa.org) and on Boards and advisory committees, I am known as an innovative thinker and creative problem solver with the unique ability to merge "big picture" and "detail" perspectives to identify and achieve optimal outcomes. I enjoy developing successful collaborations with non-profit agencies, governmental agencies, and businesses in providing excellence in affordable housing in over 340 California apartment communities. As Senior Director of Supportive and Health Services at LifeSTEPS, I have a lens on the transportation needs of both the working families and older adult residents who reside in 19 affordable housing communities in the County of Orange. Additionally, I also volunteer as a voting member and Secretary on the Capistrano Unified School District Community Advisory Committee for Special Education and learn about the transportation needs of people with disabilities. I have a head for administration, and a heart for creating systems and programs that work well and are cost-effective.

15. In what transportation-related activities have you been involved? *

Transportation is one the key social determinants of health that is my focus in the social services, as I endeavor to bridge together service silos. The ability or inability of residents to

be able to access transportation impacts their quality of life and access to health care, work, grocery shopping, social opportunities and cultural events. I began my work in 2002 as a service coordinator in affordable housing communities in Brea, Westminster and San Clemente, helping residents learn how to apply for and navigate the OC ACCESS Service as well as the fixed route system. For the past 10 years, I have trained affordable housing service coordinators on transportation referrals, so that they are able to help residents all across California get to where they need to go. Currently our non-profit agency LifeSTEPS is referring residents to transportation authorities and Area Agencies on Aging for transportation to and from Covid-19 vaccination pods. On the statewide level, I have been involved in stakeholder input regarding transportation in the Master Plan for Aging and CalAIM: California Advancing and Innovating Medi-Cal.

16. What specialized skill or expertise would you bring to the OCTA Board? *

I have a bachelor's degree in sociology from UCLA, and master's degrees in gerontology and health administration from the University of Southern California. I bring a diversity of work experience in various social service and health care settings including Continuing Care Retirement Communities, Adult Day Care, Medicare Advantage Plans and programs funded by the California Department of Aging, including home delivered meals, shared housing, and case management. I joined the LifeSTEPS team in 2002 and currently oversees our Intensive Case Management and Family Self Sufficiency programs, as well as curriculum development and technical support to our Resident Services team. I proudly served as a CalAIM stakeholder workgroup member and am now serving as Chair of the County of Orange Senior Citizens Advisory Council Health and Nutrition Committee, and as the LTSS advisory committee member for CalOptima. I am a board member for Credit.org, a consumer credit counseling agency. In the last two years, I graduated as a LeadingAge California EMERGE fellow and from the UCLA Health Care Executive Program.

17. Please describe any relevant leadership experience, including an understanding of the complex challenges of leadership. *

Before the pandemic, leaders faced typical challenges, including service delivery models, supply and demand, cash flow, and legal matters. These are not normal times, and the complex issues confronting leaders are multiplied. At LifeSTEPS, I have a leadership role that has continued to be front and center since stay at home orders were issued last March 2020. I have inspired and motivated our team to pivot service delivery to focus on new basic needs, including food delivery, rental assistance and health and wellness education, so that our working poor and older adult residents are able to live with dignity and safety. My leadership strongly suits focus on strategy and facilitating the innovation process with ideation, questioning, observing and networking. I am empathetic, self-aware, and motivated as a leader to create a positive impact with my community.

18. Please describe your understanding of the legal and other responsibilities of a public service agency within the context of the organization's responsibility for transportation planning, finance, project delivery, and operations under the umbrella of public transportation. *

Thomas Jefferson said, "When a man assumes a public trust, he should consider himself as public property." The sentiment that "Public service is a public trust" is imperative for public services agencies. As a public service agency, OCTA assesses the transportation needs of the residents, and then designs, finances and operationalizes appropriate public services to meet those needs. The umbrella of public transportation includes bus service, street car service, freeway improvements, OC Flex, ACCESS, and motorist services. OCTA's focus is that safety is the highest priority in transportation services.

19. Please upload the following items to this folder: <http://bit.ly/3cM0Qxc>
(<http://bit.ly/3cM0Qxc>)

1. Resume, including any related Board or committee experience.
2. Letter of interest, outlining why you are interested in this position.

If you prefer, you may list your experience below. *

I uploaded my cover letter and resume to the Drop Box. Thank you.

20. I hereby declare the information provided in this Application for the OCTA Board of Directors Public Member is true, correct and complete to the best of my knowledge. I understand that my statements may be verified and I give permission to do so. *

Type your name and date below to verify the above statement.

Meredith Chillemi 2/23/2021

21. I am an applicant for the office of public member of the Board of Directors of the Orange County Transportation Authority. I agree that if, at any time in the next four years, I solicit or accept any campaign contributions, either directly or indirectly, in support of my possible candidacy for any elected office, or if I file as a candidate for any elected office, then I will immediately resign the office of Public Member of the Board of Directors of the Orange County Transportation Authority in the event I have been appointed to that office. *

Type your name and date below to verify the above statement.

Meredith Chillemi 2/23/2021

Meredith Chillemi, MSG/MHA

Select core competencies:

| INITIATIVE | TEAM LEADERSHIP | HIGH-QUALITY RESULTS
FRIENDLY AND PROFESSIONAL | STRATEGIC THINKER
EXCELLENT WRITTEN AND VERBAL COMMUNICATION | PROMPT AND RELIABLE

Board and Advisory Committee Memberships

- ▶ Chair of County of Orange Senior Citizens Advisory Committee Health and Nutrition Committee
- ▶ Member of CalOptima Member Advisory Committee, LTSS representative
- ▶ Board Member for credit.org, a non-profit focusing on providing financial education and services to the community.
- ▶ Voting Member for the Capistrano Unified School District Special Education Community Advisory Committee.
- ▶ LeadingAge California's Public Policy Committee member
- ▶ California Collaborative for Long Term Services and Support Aging Masterplan Workgroup member
- ▶ CalAIM (Re-envisioning Medi-Cal) Enhanced Case Management/In-Lieu-of Services workgroup member (completed February 2020)

Professional Experience

LifeSTEPS

2002 - current

Senior Director of Supportive and Health Services (2021-current)

- ▶ Oversee Incentive Case Management services to over 250 homeless and formerly homeless clients.
- ▶ Provide direction to the Family Self Sufficiency Contract with the Housing Authority of Santa Clara County, empowering residents with skills and case management support to save and purchase their own market rate homes.
- ▶ Legislative advocacy for the RN Coaching model, in which RNs provide health and wellness education and transitions of care from rehab and hospitalization back to independent living in the affordable housing setting.
- ▶ Oversee health and wellness educational materials and delivery for youth and adults residing in 340 affordable housing complexes.

Director of Aging and Education Services (2018-2020)

- ▶ Staff Gerontologist on older adult programming; conduct internal and external training on aging in place best practices with developer partners and at LeadingAge and Housing California conferences.
- ▶ Spearhead the Thriving in Place pilot program that focuses on increasing older adult access to health benefits and positive provider interactions.
- ▶ Create logic models, documentation and training on community resources, case management interventions and referrals for wrap-around social service programming for all age groups.
- ▶ Oversee health and wellness educational materials and delivery for youth and adults residing in 325 affordable housing complexes.
- ▶ Serve on LeadingAge California's Public Policy Committee and the California Collaborative for Long Term Services and Support Aging Masterplan Task Force.

Director of Curriculum (2012 – 2018)

- ▶ Provided weekly executive coaching to the Director of Operations, to discuss regional supervisor mentorship, property management relations, staffing and recruitment, and focus area outcomes.
- ▶ In response to the "summer slide" reading loss amongst at-risk youth, launched the LifeSTEPS Summer

Meredith Chillemi, MSG/MHA

Reading program, including program design, curriculum, and effectiveness measurements.

- ▶ Evaluated and interpreted data from needs assessments and staff case management entries; interpreted and apply social services regulatory requirements stipulated in fee for service and governmental contracts.
- ▶ Regularly conducted human resources duties with potential employees and volunteers, including recruitment, interviewing, reference conversations, and new hire orientation.

Regional Leadership at LifeSTEPS (2002 – 2012)

- ▶ Facilitated exceptional program creation, content and delivery. This foundational work allows LifeSTEPS to be seen as a premier social services provider in the affordable and supportive housing arenas.
- ▶ Supervision of program operations in Southern California, and ultimately throughout the State of California.
- ▶ Inspired a group of Regional Directors to provide excellence in programming and staff mentorship.
- ▶ Launched the Client Assistance program to provide clients with rental assistance and budgeting guidance.
- ▶ Planned, reviewed and directed the work of the Program Operations support staff.
- ▶ Developed the LifeSTEPS' Training Academy for key agency roles, allowing new hires to experience extensive orientation support on their essential job duties.

SCAN Health Plan

2002-2004

Personal Care Planner

- ▶ Assessed SCAN Health Plan members and determined their eligibility to receive Independent Living Power benefits.
- ▶ Referred SCAN Health Plan members to programs and resources to help pay for health needs not covered under the insurance, such as prescription medication assistance.

Senior Meals and Services (subsequently merged with SeniorServ)

2001-2002

Social Services Manager

- ▶ Supervision of social services operations, including home delivered meals intake, assessment and case work; Older Americans Act funded case management and in home services programs; shared housing for the North Orange County area, and the friendly visitor program.
- ▶ Collaborated with Senior Centers to facilitate the delivery of home delivered meals by senior center staff and community volunteers.

Education

Master's Degree in Health Administration (MHA)
University of Southern California

Bachelor's Degree in Sociology
University of California, Los Angeles

Health Care Executive Program
UCLA Anderson School of Management

Tam Nguyen

Dear Andrea:

I'm honored and excited to submit my application for consideration to fill the vacancy of the public member on the Orange County Transportation Authority Board of Directors.

Because of the unprecedented changes brought on by the COVID-19 pandemic and other society forces, OCTA -- like other organizations throughout the world -- are at the crossroads of monumental changes that likely will help set the stage for what the next decade and beyond will look like. To put it simply: It's a major reset for everyone.

As a child refugee from war-torn Vietnam, I know explicitly what it means to not only live through change but to reinvent oneself because of that change. I am more than uniquely qualified to help OCTA steer away from the tumult and toward the necessary calm vision for a bright transportation future.

I understand bus riders' perspectives as somebody who relied on transit. At my core, I am both driven by success and community driven as a servant leader in the Vietnamese-American community, but also am actively involved with many other Asian business and community organizations along with Latinx and African-American communities, LGBTQ+ groups and other disadvantaged and under-represented organizations.

As one of two public members on the board of directors, I will always respect the gravity of the public's will and trust with every board and committee meeting. With an MBA and a medical degree, I'll be methodical and detailed oriented. But coupled with my grassroots and community-minded orientation, I'll also be well positioned to help bridge the gap between technical nuances and public understanding and support.

Several years ago, I finished all my requirements to become a medical doctor. It was, after all, my Vietnamese parent's American dream for their oldest child to become a physician. However, I made the gut-wrenching decision to follow my heart and serve the community through the entrepreneurship of continuing the legacy of the family's Advance Beauty College and elevating the two campuses -- Garden Grove and Laguna Hills -- into the growth enterprises they are today through executing a strategic vision during the middle of a pandemic.

No matter how difficult that decision was a decade ago, community service is always the right decision for me then as it is for me today. That's why I am so thrilled to officially apply for the board role, so that I can continue to contribute to help OCTA reinvent its transit system, build the first countywide modern-day streetcar, deliver the innovative I-405 Express Lanes, execute environmentally sound practices and deliver many other transportation solutions for a post COVID era and beyond.



Respondent

< 30 Anonymous >

22:14
Time to complete

1. First Name *

Tam

2. Last Name *

Nguyen

3. Email *

[Redacted]

4. Residence Address *

[Redacted]

5. Home Phone Number *

[Redacted]

6. Cell Phone Number *

7. Present Employment Status *

- Employed
- Unemployed
- Retired

8. Present Occupation *

9. Employer *

10. Race

- Caucasian
- Black
- Asian American
- Native American
- Hispanic
- Native Hawaiian / Other Pacific Islander
- Two or More Race (Non-Hispanic)
- Opt Out

11. How many years have you lived in Orange County? *

30

12. Are you currently an elected or appointed officer of any public entity? *

Yes

No

13. If you are currently an elected or appointed officer, please state your position.

Not Applicable

14. Please describe your ability to translate facts, trends, and external realities into strategy. For example, environmental, equity, and governance issues are now a top priority and an area where any board candidate should be knowledgeable and be able to provide direction. *

As somebody trained and educated in language, science and medicine, I relish opportunities to take technical concepts and other difficult-to-understand data, stats and terminology into simple but compelling messages that are applicable to the real world, especially seemingly difficult situations and turn them into advantages with in-depth research, careful planning, precise execution and constant metrics review. In addition to my intellectual ability, I also can synthesize seemingly divergent or disparate challenges into a strategic approach that creates mutually positive benefits. Environmental, governance and race equity have become recent universal priorities. But as a Vietnamese American who has lived near the ocean in Orange County for more than 30 years who has relied on public accountability and sought governance, these have always been my reality. Having experienced diversity and inclusion, solid environmental stewardship and good government, I have a lifetime experience to help provide other OCTA board members with my unique background to help shape and enhance the future of transportation projects, plans and programs.

15. In what transportation-related activities have you been involved? *

My experiences with transportation have been both vast and intimate. As a child refugee from Vietnam, my parents relied on public transportation to be able to do almost everything from buy food at the market to medical appointments. We were not unique as we saw other newcomer families do the same. Often it was young mothers like my own mother who packed us for a half day adventure on doing errands because of the bus system in Walnut or in Little Saigon. I've also been a proud and contributing members of OCTA's Diverse Community Leaders Group since its inception more than eight years ago. I've learned about all the different OC Bus expansion efforts from Santa Ana to Garden Grove along with the different projects from the West County Connectors to the Garden Grove Freeway project. More importantly, I've been able to share my input and the community's comments to help improve projects, so they better serve the community. I've helped distribute information to countless community and business organizations in many rounds of surveys and public participation events to maximize public feedback, especially for efforts to improve the bus system. I've also participated in numerous focus groups all the way back to the renewal of Measure M and provided OCTA staff and consultants with messages and project deliverables that would help move the needle to gain public support for the half-cent sales tax renewal. To this very day, I'm involved in helping OCTA with my comments and suggestions on how to better engage with not only the Vietnamese-American community but also other Asian stakeholders and influential along with other communities of color such as my work with Cultures United of Orange County United Way and the Black Chamber of Commerce of Orange County and numerous Latino business and community groups as well as my advocacy work as an ally to the LGBTQ+ community in Orange County and beyond.

16. What specialized skill or expertise would you bring to the OCTA Board? *

My strongest skill I can bring to the OCTA Board is powerful and effective voice for the public. I am community-oriented to my core. All the boards I am honored to be an active part of all have one common denominator: a focus on the public good. Also, since the COVID-19 crisis began nearly one year ago, I've led an all-volunteer effort to secure and deliver more than \$30 million worth of much-needed personal protective equipment to healthcare professionals and other front-line workers throughout the U.S. and more than 60,000 restaurant meals to essential workers and vulnerable seniors. In addition to my duties as president of Advance Beauty College with a campus in Garden Grove and a campus in Laguna Hills with 500 students and 50 faculty and staff and my many other obligations, I worked closely with other partners to be able to accomplish this tremendous feat. I also possess strong communications skills in both English and Vietnamese. In fact, just this past year along, I've done more than 100 live and taped news interviews with international news, national TV networks and regional media with an adherence to message integrity. Lastly, I am uniquely qualified to accurately communicate the community's voices and help bring them to the decision-making table in a meaningful way.

17. Please describe any relevant leadership experience, including an understanding of the complex challenges of leadership. *

Leadership for me is short and simple: Community service and the public good. For me, it will never be about me. It will always be about the WE. The community’s perspectives will always take precedence as they are our taxpayers and our voters. I’ll do everything in my power to amplify their voices from their seat on board the OC Bus, the Metrolink train and OC Flex.

18. Please describe your understanding of the legal and other responsibilities of a public service agency within the context of the organization’s responsibility for transportation planning, finance, project delivery, and operations under the umbrella of public transportation. *

I understand that OCTA was created after joining with the transit district and the countywide transportation planning organization. I also know that OCTA was created under state law as a special services agency similar to water districts, etc. There are also strict funding requirements for local, state and federal funds – funds can only used for specific purposes. The most important thing for funding for me is that thanks to Measure M, now called Go OC, Orange County has been able to leverage more funds from state and even federal sources to be able to bring back much-needed transportation dollars to Orange County. Facts and other details I may not know, I’m not shy about asking and will quickly immerse myself in what I call in-depth backgrounding so I may understand the details as well as the big picture in order to share that with Orange County’s dynamic demographics, solicit their feedback and bring the public’s perspectives to the full OCTA Board of Directors.

19. Please upload the following items to this folder: <http://bit.ly/3cM0Qxc> (<http://bit.ly/3cM0Qxc>)

1. Resume, including any related Board or committee experience.
2. Letter of interest, outlining why you are interested in this position.

If you prefer, you may list your experience below. *

Tam T. Nguyen Driven community leader, Small Business Owner, Educator and proud Orange County resident of 30 years looking to utilize my diverse skills to support OCTA's mission of keeping Orange County moving. [REDACTED]
[REDACTED] EXPERIENCE Advance Beauty College President 03/1999-Present Executed strategic business renewal plan that netted continuous year over year growth in enrollment from 1999-2019 Planned and implemented student retention netting a continuous 90% graduation, while industry average is 70% Led the acquisition of an existing beauty college in Lake Forest in 2012 Purchased a 10,000 square foot building in January 2021 for campus expansion California State University, Fullerton Faculty, Business Management Department 07/2016-Present Teaching and mentoring for 5 years Management senior level course with a 5 star rating on rate my professor Led a study abroad program to Vietnam for 10 Cal State Fullerton business management students Chair-Elect, Philanthropic Board of Governors 6/2020-Present Leading and continuing a "It Takes a

Titan" \$200 million campaign to 83% to goal Chaired the Advocacy and Community relations committee successfully obtaining \$300 million from the state Past President, Alumni Association 2010-2011 Provided leadership establishing 20 chapters for the association Founded an MBA alumni chapter while leading the alumni association representing 300,000 alumni in 2010 Vietnamese American Chamber of Commerce Past Chairman & CEO 2009-2013 Advisory Board 2013-Present Created systems and organizational structure to establish a 5 year strategic plan for the growth of the chamber Established corporate memberships with AT&T, Disneyland, Bank of America, UCI, Cal State Fullerton while leading the oldest and largest chamber of its kind representing a community of over 200,000 Grew membership by 200% during the 4 year chairmanship Orange County Transportation Authority Member, Diverse Community Leaders 2004 Provided input and community comments to help improve projects, to better serve community Done outreach on various projects such as OC Streetcar project, OC Bus expansion efforts, 405 freeway updates Orange County United Way Vice Chair, Executive Board Member 06/2015-Present Orange County Diverse Community Leaders Group Original Member 07/2020-Present Pacific Trade & Culture Alliance Chair, 2021 Board Member 2019-Present Representing 10 Asian American business groups to collaborate in business while hosting the annual South Coast Plaza Asian American Heritage Month The Disneyland Resort Diverse Leaders Member 02/2012-Present Provided strategic direction and direct relationships to the Asian American community while consulting on Lunar New Year, serving as a keynote speaker for the Disney Scholarship program, hosting in Little Saigon Disney chef tours to provide direction on menu selection of California Disney Adventure Garden Grove Community Foundation President 2020-Present Secretary/Board Member 2016-2019 Outreached to diversity the board with additional board members from the Korean, Vietnamese and Hispanic community EDUCATION BS in Biological Sciences & Minor Business Management University of California, Irvine 08/1991 - 06/1995 Dean's List MD, Doctor of Medicine American University of the Caribbean 08/1996 - 06/2000 MBA, Master of Business Administration California State University, Fullerton 08/2002 - 05/2005 ORGANIZATIONS/OTHER Center for Family Business, Cal State Fullerton Advisory Board Member (09/2017 - Present) Center for Leadership, Cal State Fullerton (02/2016-Present) Little Saigon TV Weekly Talk Show Host of the Money Smart Program (01/2018-Present) Orange Coast Memorial Medical Center Chair, Community Benefits Oversight Committee (01/2020-Present)

20. I hereby declare the information provided in this Application for the OCTA Board of Directors Public Member is true, correct and complete to the best of my knowledge. I understand that my statements may be verified and I give permission to do so. *

Type your name and date below to verify the above statement.

Tam Nguyen 2/26/2021

21. I am an applicant for the office of public member of the Board of Directors of the Orange County Transportation Authority. I agree that if, at any time in the next four years, I solicit or accept any campaign contributions, either directly or indirectly, in support of my possible candidacy for any elected office, or if I file as a candidate for any elected office, then I will immediately resign the office of Public Member of the Board of Directors of the Orange County Transportation Authority in the event I have been appointed to that office. *

Type your name and date below to verify the above statement.

Tam Nguyen 2/26/2021



Roy Shahbazian

Roy Shahbazian

Proven Public Leadership and Commitment to Transportation

Feb 25, 2021

Orange County Transportation Authority (OCTA)
550 South Main, Orange, CA 92863-1584

Chairman Do and Directors of the OCTA Board,

My interest in serving as a Public Member on the OCTA Board stems from my proven leadership experience on OCTA's CAC and other public entities, a value for strong working relationships and over a decade of attending OCTA Board and committee meetings.

Under my leadership, the OCTA Citizen Advisory Committee (CAC) engaged in a wide range of transportation issues on the OCTA Board's agendas, including the Long Range Transportation Plan, a study tour of an Express Lane project, the I-405 Improvement Project (Project K), Orange County's first streetcar project (Project S) and sales tax projections in relation to keeping the Measure M2 promises-- all at a level-of-detail appropriate for a public committee. The CAC's emphasis shifted from one-way information-receiving to more bidirectional communication which empowered the committee members and fulfilled the CAC's mission as a liaison between OCTA and the public.

While leading the CAC and an Academic Senate-- both public entities established by state legislation-- I embraced public input and planned meetings following the Brown Act. In addition to routine public comment items, we often included agenda items for input from key outside stakeholder groups.

My term as President of the Academic Senate at Santa Ana College largely focused on the pandemic which required working through high-conflict issues, maintaining strong relationships with leaders of other stakeholder groups and de-emphasizing low priorities to focus on top priorities. In addition to this local work, I also joined with other leaders on statewide committees on topics such as state legislation.

For over two decades, I have regularly used multiple modes of transportation that the OCTA Board addresses, including transit service, freeways, roads, walkways, rail, vanpool and bikeways. My unique combination of proven public leadership, first-hand experience with multiple modes that the diverse population of Orange County encounters and my enduring commitment to transportation strongly align with OCTA's *Considerations for Selection of Public Member*.

Strategic

- **Long-Term Agenda Planning and Mission:** As Chair of the OCTA CAC, I collaborated with OCTA staff members and the vice-chair to develop annual plans of agenda items to focus on top priority projects and programs at times when their input could optimally be considered to fulfill the mission of the CAC as a liaison with the public.
- **Led Meetings on OCTA's LRTP and Innovation:** With staff members, I planned and chaired a series of meetings on OCTA's Long Range Transportation Plan, twenty year business plan (CBP) and a committee on Technology & Innovation.

- **Collaborated and Led Adoption of Master Plan:** As President of the Academic Senate, I planned discussions on a multi-year Education Master Plan and other guiding plans with faculty representatives to incorporate input, address concerns and ultimately vote to adopt the plans.
- **Planned Advocacy for Statewide Issues:** I authored resolutions to update elections for the state Academic Senate for long-term change. Building alliances with delegates from other campuses and proactively addressing concerns, all resolutions passed with an overwhelming majority.

Leadership

- **Longest-Serving Chair of CAC:** After being elected and serving as Vice-Chair of the CAC, I was elected as Chair. As chair, I led quarterly meetings of over 30 committee members and a Technology & Innovation ad hoc Committee. The CAC re-elected me to serve multiple additional terms-- the longest tenure of a CAC Chair in recent memory.
- **Leadership during Crisis:** My term as President of the Academic Senate abruptly pivoted to addressing the complex needs of various constituencies as a result of the pandemic. With varying viewpoints, limited information about the future and few precedents to rely on, it was a uniquely challenging leadership development opportunity which relied on strong working relationships, individual and corporate communication, mediation and nimble planning.
- **Leading the Leaders:** I have led an executive committee consisting of co-chairs from several committees in planning agendas and solutions. I also have also been appointed to several committees with leaders of the statewide academic senate representing over 100 colleges.

Corporate Governance

- **Respect for legal responsibilities of a public agency:** While leading the CAC and the Academic Senate, I planned meetings to incorporate public input both directly and through representatives while following the Brown Act and open meeting laws. Respecting OCTA's responsibilities as a public institution, I welcomed public comments and often personally followed-up and thanked those making comments in one-on-one conversations.
- **Facilitated discussions of OCTA Budgets:** Under my leadership, the CAC reviewed OCTA's revenue projections, long-term business plan and budgets, so that committee members-- and by extension the public they represent by County Supervisor district-- have understanding and input on use of public revenue and financial plans.
- **Discussions of public budgets:** I co-chaired a district budget committee which discussed and approved budget assumptions and budgets to meet legal requirements and timelines while addressing the priorities and concerns of stakeholders who were affected.
- **Developed and approved non-profit budgets:** I served many years and multiple terms on three other non-profit organizations' boards of directors. As Treasurer for a non-profit organization, I prepared budgets for its Board of Directors and facilitated insurance, accounting reports to the Board, job postings and tax filings which become public documents.

Compatibility

- **Enduring working relationships with transportation leaders:** My involvement at OCTA has been characterized by strong and enduring working relationships with OCTA staff members, CAC members and several Board members. Over the past two decades, several past and current OCTA Board Members have appointed me to serve on the CAC. For several years while serving on the CAC and as its chair, I met frequently with OCTA's senior management and CEO, discussing issues including what eventually became OCTA's College Pass Program.
- **Strong working relationships with other leaders:** Through bi-monthly one-on-one meetings with the College President, Vice-President and District Chancellor, I developed strong relationships that withstood even conflict between various stakeholders during the pandemic. I shared updates with the elected Board of Trustees of the college district at all of their board meetings since 2019 and worked with them on board committees.

Individual Characteristics

- **Commitment:** For over a decade, I have been diligent about staying informed of upcoming OCTA Board actions and attending essentially all Board and committee meetings.
- **Communication skills and intelligence:** I have a track-record of absorbing transportation reports, understanding differing viewpoints as well as creating and advocating consensus-building solutions. In my leadership role on the CAC and Academic Senate, I gave regular reports to Boards that were articulate and concise. In addition to many informal conversations to develop solutions, I prepared or improvised numerous speeches that inspired colleagues.
- **Self-assuredness, independence and courage:** On many occasions and during contentious discussions, such as allocation of resources to colleges, my articulate verbal comments disagreeing with previously stated points helped to win committee votes.
- **Interpersonal skills:** As President and chair of committees, I prepared for items to be discussed at meetings by talking individually with key stakeholders. My interpersonal skills have helped avoid conflicts during meetings and led to more effective meetings. Colleagues have recognized that I have the ability to collaborate with people who have very different viewpoints.
- **Willingness to ask the difficult question:** On many occasions, my leadership role required that I ask questions that highlighted a weakness in past practice or highlighted a relevant point for an upcoming agenda item.

Personal

- **Transparent with ethical character:** I have a track record of transparent disclosure, and my colleagues have recognized my personal self-control, confidentiality and equitable actions.
- **Objective:** As a chair, I have objectively summarized and articulate opposite or differing points of view. Colleagues have remarked that I consistently maintain a calm demeanor to reduce anxiety so discussions can focus on substantive issues.

- **Environment:** I make regular personal sacrifices to improve the environment including by using a variety of modes of transportation and have worked on committees that promote environmental sustainability goals.
- **Quality of life and welfare of communities:** My involvement on non-profit boards, personal volunteering and employment are focused on improving communities' education, careers and quality of life for a wide range of socioeconomic groups.

Diversity

- **Demographic composition of the community:** My career has been focused on adapting programs and courses to be relevant, accessible and equitable to the diverse communities served by Fullerton College, Santa Ana College and UC Irvine.
- **Reflecting diversity:** I have a track record of encouraging, developing and appointing women and people of color to leadership roles. I also supported a new opportunity for under-represented groups to collaborate and make recommendations to improve their representation in decision-making.

Availability

- **No conflicts:** Although I am employed by a college district which has a partnership for the mutual benefit of students and OCTA as outlined by state law, I do not have a personal financial interest in OCTA's business matters nor any prohibited conflict-of-interest relationships.
- **Commitment to being available:** My near-perfect attendance record attending OCTA Board as well as Executive, Highways, Legislative & Communications, Regional Planning & Highways and Transit Committee meetings for over a decade is evidence of my unquestionable and enduring commitment and ability to allocate time for the duties of Board membership.

With this commitment and experience, I am enthusiastic about serving on the OCTA Board in the coming years as it address issues such as delivering current projects to keep Measure M2 promises, continuing to pay down debts to maintain solid ratings, addressing ridership decline while managing costs and responsibly exploring emerging opportunities with infrastructure innovation and transit.

Thank you for your consideration of my leadership experience and commitment to transportation. I'd ask for your support and appointment as a Public Member of OCTA's Board of Directors. I look forward to using my proven public leadership, my track-record of maintaining long-term working relationships and my unquestionable commitment to transportation for the benefit of OCTA's Board and the public.

Sincerely,



Roy Shahbazian

Respondent



18

Anonymous



48:50
Time to complete



1. First Name *

Roy

2. Last Name *

Shahbazian

3. Email *

[Redacted]

4. Residence Address *

[Redacted]

5. Home Phone Number *

[Redacted]

6. Cell Phone Number *

7. Present Employment Status *

- Employed
- Unemployed
- Retired

8. Present Occupation *

Academic Senate President, Professor

9. Employer *

Rancho Santiago Community College District

10. Race

- Caucasian
- Black
- Asian American
- Native American
- Hispanic
- Native Hawaiian / Other Pacific Islander
- Two or More Race (Non-Hispanic)
- Opt Out

11. How many years have you lived in Orange County? *

45

12. Are you currently an elected or appointed officer of any public entity? *

Yes

No

13. If you are currently an elected or appointed officer, please state your position.

Member of the OCTA CAC, President of the Academic Senate of Santa Ana College

14. Please describe your ability to translate facts, trends, and external realities into strategy. For example, environmental, equity, and governance issues are now a top priority and an area where any board candidate should be knowledgeable and be able to provide direction. *

• Long-Term Agenda Planning and Mission: As Chair of the OCTA CAC, I collaborated with OCTA staff members and the vice-chair to develop annual plans of agenda items to focus on top priority projects and programs at times when their input could optimally be considered to fulfill the mission of the CAC as a liaison with the public. • Led Meetings on OCTA's LRTP and Innovation: With staff members, I planned and chaired a series of meetings on OCTA's Long Range Transportation Plan, twenty year business plan (CBP) and a committee on Technology & Innovation. • Collaborated and Led Adoption of Master Plan: As President of the Academic Senate, I planned discussions on a multi-year Education Master Plan and other guiding plans with faculty representatives to incorporate input, address concerns and ultimately vote to adopt the plans. • Planned Advocacy for Statewide Issues: I authored resolutions to update elections for the state Academic Senate for long-term change. Building alliances with delegates from other campuses and proactively addressing concerns, all resolutions passed with an overwhelming majority.

15. In what transportation-related activities have you been involved? *

OCTA Citizens Advisory Committee: • Chair (2016-2020) • Technology & Innovation ad hoc committee, Chair (2017-2019) • Bicycle and Pedestrian Subcommittee, Chair (2008-2016)

16. What specialized skill or expertise would you bring to the OCTA Board? *

I would bring proven public leadership experience, a track-record of maintaining long-term working relationships and an unquestionable commitment to transportation for the benefit of OCTA's Board.

17. Please describe any relevant leadership experience, including an understanding of the complex challenges of leadership. *

• Longest-Serving Chair of CAC: After being elected and serving as Vice-Chair of the CAC, I was elected as Chair. As chair, I led quarterly meetings of over 30 committee members and a Technology & Innovation ad hoc Committee. The CAC re-elected me to serve multiple additional terms-- the longest tenure of a CAC Chair in recent memory. • Leadership during Crisis: My term as President of the Academic Senate abruptly pivoted to addressing the complex needs of various constituencies as a result of the pandemic. With varying viewpoints, limited information about the future and few precedents to rely on, it was a uniquely challenging leadership development opportunity which relied on strong working relationships, individual and corporate communication, mediation and nimble planning. • Leading the Leaders: I have led an executive committee consisting of co-chairs from several committees in planning agendas and solutions. I also have also been appointed to several committees with leaders of the statewide academic senate representing over 100 colleges.

18. Please describe your understanding of the legal and other responsibilities of a public service agency within the context of the organization's responsibility for transportation planning, finance, project delivery, and operations under the umbrella of public transportation. *

• Respect for legal responsibilities of a public agency: While leading the CAC and the Academic Senate, I planned meetings to incorporate public input both directly and through representatives while following the Brown Act and open meeting laws. Respecting OCTA's responsibilities as a public institution, I welcomed public comments and often personally followed-up and thanked those making comments in one-on-one conversations. • Facilitated discussions of OCTA Budgets: Under my leadership, the CAC reviewed OCTA's revenue projections, long-term business plan and budgets, so that committee members-- and by extension the public they represent by County Supervisor district-- have understanding and input on use of public revenue and financial plans. • Discussions of public budgets: I co-chaired a district budget committee which discussed and approved budget assumptions and budgets to meet legal requirements and timelines while

addressing the priorities and concerns of stakeholders who were affected. • Developed and approved non-profit budgets: I served many years and multiple terms on three other non-profit organizations' boards of directors. As Treasurer for a non-profit organization, I prepared budgets for its Board of Directors and facilitated insurance, accounting reports to the Board, job postings and tax filings which become public documents.

19. Please upload the following items to this folder: <http://bit.ly/3cM0Qxc> (<http://bit.ly/3cM0Qxc>)

- 1. Resume, including any related Board or committee experience.
- 2. Letter of interest, outlining why you are interested in this position.

If you prefer, you may list your experience below. *

See dropbox files: "Roy Shahbazian Letter of Interest.pdf" and "Roy Shahbazian Resume 2021.pdf"

20. I hereby declare the information provided in this Application for the OCTA Board of Directors Public Member is true, correct and complete to the best of my knowledge. I understand that my statements may be verified and I give permission to do so. *

Type your name and date below to verify the above statement.

Roy Shahbazian 25 Feb 2021

21. I am an applicant for the office of public member of the Board of Directors of the Orange County Transportation Authority. I agree that if, at any time in the next four years, I solicit or accept any campaign contributions, either directly or indirectly, in support of my possible candidacy for any elected office, or if I file as a candidate for any elected office, then I will immediately resign the office of Public Member of the Board of Directors of the Orange County Transportation Authority in the event I have been appointed to that office. *

Type your name and date below to verify the above statement.

Roy Shahbazian 25 Feb 2021

Roy Shahbazian

Proven Public Leadership and Commitment to Transportation

Education

- 2/17-3/17 University of California Irvine (UCI) Division of Continuing Education
Public Policy Making Academy
- 9/97-6/98 University of California Los Angeles (UCLA)
Master of Science Electrical Engineering
Field: Communications Systems
- 1/95-6/97 University of California Irvine (UCI)
Master of Science Mathematics
Specialization: Pure Mathematics
- 9/90-12/94 University of California Irvine (UCI)
Bachelor of Science Mathematics
Specialization: Pure Mathematics
Bachelor of Science Electrical Engineering
Specialization: Computer Engineering

Work Experience

- 8/07 to present Santa Ana College, Santa Ana CA
Academic Senate President, Professor, Coordinator of Math Center
- 1/04 to 3/19 University of California Irvine (UCI), Irvine CA
Division of Continuing Education Instructor: Fundamentals of Embedded
Linux, Digital Logic and Hardware Architecture, Embedded Systems
Architecture
- 6/02-7/09 University of California Irvine (UCI), Irvine CA
Summer Bridge Math Coordinator
- 8/01-8/07 Santa Ana College, Santa Ana CA
Mathematics Instructor
- 8/01-12/03 Fullerton College, Fullerton CA
Computer Science Instructor
- 8/01-12/01 Chapman University, Orange CA
Mathematics Instructor
- 8/98-10/01 Odetics Gyr Division, Anaheim CA
Software Engineer: Firmware and Programmable Logic Design

Community Involvement (Partial List)

- 2001-present OCTA Citizens Advisory Committee
- Chair (2016-2020)
 - Technology & Innovation ad hoc committee, Chair (2017-2019)
 - Bicycle and Pedestrian Subcommittee, Chair (2008-2016)
- 2017-present Academic Senate for California Community Colleges
- Accreditation Committee, Member (2019-present)
 - Standards and Practices Committee, Member (2019-2020)
 - Legislative Advocacy Committee, Member (2018-2019)
 - Open Educational Resources Task Force, Member (2017-2018)
- 2017-present Rancho Santiago Community College District
- Fiscal Resources Committee, Co-Chair (2018-2020)
 - District Council, Academic Senate President (2019-present)
 - Planning and Organizational Effectiveness, Co-Chair (2020-present)
 - Technology Advisory Group, Representative (2010-2013)
- 2001-present Santa Ana College
- Academic Senate, President (2019-present)
 - Academic Senate, President-Elect (2018-2019)
 - Planning and Budget Committee, Representative (2017-2021)
 - Facilities Committee, Representative (2018-2020)
 - Open Educational Resources Work Group, Chair (2014-2018)
 - Technology Advisory Committee, Rep., Co-chair (2010-2013)
 - Distance Education Advisory Group, Representative (2016-2018)
- 2018-present MyOpenMath (Member, Board of Directors)
- 2005-present La Semilla Learning Center (Treasurer, Member, Board of Directors)
- 2004-06,13-15 Trinity United Presbyterian Church (Member, Board of Trustees)
- 2002-2011 Transit Advocates of Orange County (Member, Steering Committee)
- 2007-2008 City of Orange General Plan Advisory Committee (Member)