

## Charles Ukegbu, Ed.D.

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**SUMMARY:** Results-oriented educationist, transportation planning and environmental leadership professional, adept at successfully conceptualizing policies and programs, teaching students, motivating and leading staff in regional and strategic planning, and equity-centric curriculum development. Exceptional track record of grant-writing, working with cross-functional teams and diverse stakeholder partners through effective communication skills for timely project implementation. Versed in consensus-building, customer relationship management, and conversant with challenges of K-16+ education, staff management and retention, as well as service delivery in complex organizations.

**INTERESTS:**

<input type="checkbox"/> Organizational Leadership	<input type="checkbox"/> Teaching	<input type="checkbox"/> Customer Relationship Management
<input type="checkbox"/> Strategic Planning & Management	<input type="checkbox"/> Environmental Justice	<input type="checkbox"/> Systems/Process Re-engineering
<input type="checkbox"/> Program management/evaluation	<input type="checkbox"/> Team building	<input type="checkbox"/> Public Outreach

### ***EDUCATION:***

**2007**      **Ed.D., Educational Leadership**, University of Phoenix, Phoenix, AZ. (May 2003 – March 29, 2007)  
Dissertation: *The spatial relationship of air pollution and student absenteeism in environmental justice communities.*

**1999**      **CERTIFICATE - New York University Executive Development Program**, Center for Transportation Policy and Management, Robert F. Wagner School of Public Service, New York University, NY

**1995**      **M.S., Transportation Planning & Engineering**, New York University Polytechnic, Brooklyn, NY

**1988-1989**   **Ph.D Post-Graduate Scholar**, Department of Geography, University of Ilorin, Ilorin, Nigeria (no degree)

**1986**      **M.Sc., Transportation Geography**, Faculty, Business & Social Sciences, University of Ilorin, Nigeria.

**1984**      **B.Sc., Economic Geography**, University of Ilorin, Ilorin, Nigeria (Minors: Economics, English)

### **EXPERIENCE: ADMINISTRATIVE MANAGEMENT, STRATEGIC PLANNING & POLICY DEVELOPMENT**

#### **ASSISTANT COMMISSIONER, REGIONAL & STRATEGIC PLANNING**

**March 2015 - Present**

Division of Transportation Planning & Management,

New York City Department of Transportation, 55 Water Street, 6<sup>th</sup> Floor, New York, NY 10041

- Lead multi-disciplinary staff to develop, assess and/or support innovative strategies, policies and programs for sustainable, safe, efficient and equitable transportation system demand management and operations in municipal and state agencies, in coordination with the Metropolitan Planning Organization and federal agencies.
- Coordinates specific *PlaNYC- Getting Sustainability Done* neighborhood planning, freight mobility initiatives, alternative fuels, environmental sustainability programs.
- Collects, analyzes and reports on indices necessary for achievement of priority strategic policy goals.
- Supervises the design and implementation of electric vehicle programs and decarbonization initiatives including electric vehicle charger design and implementation. Track and report on Transportation Sustainability Indices.

#### **DEPUTY BOROUGH COMMISSIONER, BRONX, NYC**

**May 2005 – Feb. 2015**

New York City Department of Transportation, 1400 Williamsbridge Road, Bronx, NY

- Addressed multifaceted community issues and concerns in the Borough, encompassing transportation operations policies, transportation safety, economic development, environmental quality management, residential, commercial and industrial area accessibility, mobility and customer relationship management.
- Advocated for agency's policies and projects in the Borough and briefed community groups, schools, the media, other mayoral agencies, elected officials and stakeholders on critical transportation initiatives and issues.
- Provided technical input into the implementation of capital projects, including review of various permits requested by private as well as public sector organizations that involve the public (transportation) right-of-way.
- Developed new projects and fostered partnerships with public agencies and private organizations to generate applications for grant funds from multiple sources. Monitored implementation and gave feedback to stakeholders.
- Coordinated local outreach for area-wide studies, and supervised in-house/consultant staff operations.
- Presented projects to the NYC Public Design (Arts) Commission; achieved 100% reduction in the backlog of project approvals.
- Secured \$6 million federal grant for streetscape enhancements based upon active partnership with community groups and stakeholders.

- Completed independent **education and transportation policy study** assessing spatial relationships between daily air quality conditions and student absenteeism, focusing on environmental justice communities in the South Bronx and Northern Manhattan.

**EXECUTIVE DIRECTOR, OFFICE OF POLICY, TECHNOLOGY & MANAGEMENT ANALYSIS      Mar. 2000 – Apr. 2005**

Division of Administration, Office of the Chief Financial Officer, New York City Department of Transportation

- Supervised staff tasked with articulating, presenting, and/or defending the agency's policies for sustaining the safe and efficient movement of people and goods wherever current and long term environmental/transportation planning, investment and funding policies and program development are discussed.
- Principal liaison to the New York Metropolitan Transportation Council (NYMTC) to coordinate local and regional transportation planning. Developed the five-year Transportation Improvement Program (TIP) and the Long-Range Regional Transportation Plan (20 – 30 year horizon).
- Chaired NYMTC's Intelligent Transportation System (ITS) Working Group; Served on Contract Selection committee.
- Represented the agency (and City) on various transportation policy support organizations, including the National Association of City Transportation Officials (NACTO), I-95 Corridor Coalition, USEPA/USDOT 'Communities in Motion' initiatives involving 66 municipalities focused on improving air quality awareness, Clean Cities/Alternative Fuel and Freight Mobility initiatives, TRB's Walkable Communities/Context Sensitive Design, AASHTO, etc.
- Advised executive staff on strategies to secure and optimize federal or state grant opportunities and assure uninterrupted flow of funds for City projects; Developed strategy documents for agency executives on such issues as impact of local, state or federal transportation-related legislation, and Bus transit; Supervised staff for SBS pilot study.
- Successively secured increasingly higher proportions of grant funds - an average of between 12.1% to more than 45% increase from multiple sources. Creatively articulated arguments that resulted in successfully expanding the number of divisions and programs that receive grant funds; monitored project implementation.

**CHIEF OF PLANNING & TECHNOLOGY COORDINATION**

**June 1999 – Mar. 2000**

Division of Support Services, New York City Department of Transportation

- Served as the NYCDOT's representative to NYMTC to coordinate short, medium and long-term multi-modal transportation planning and funding for the region.
- Supervised identification and implementation of projects funded under the State Legislature's \$70 million Multi-Modal Program. Successfully secured unprecedented grant funding for DOT staff to manage the initiative.
- Directed approximately 32 staff in the completion of the Charter-mandated *Mayors' Management Report*, *Executive Management Report*, and *Monthly Critical Indicators Report*.
- Successfully coordinated the Year 2000 Contingency/Rollover Plan and oversaw compliance by all DOT Divisions.
- Co-Chaired the agency-wide *Information Technology and ITS Policy Committee* that recommends overall technology policy for the agency.
- Supervised the Compliance Inspection and Street Assessment Unit, and performed analytic special assignments

**CHIEF OF PLANNING & INTELLIGENT TRANSPORTATION SYSTEMS (ITS)**

**Oct. 1998 – June 1999**

Division of Planning & Urban Mobility, New York City Department of Transportation

- Served as Deputy Assistant Commissioner of Planning & Urban Mobility; supervised approximately 55 staff.
- Supervised the Office of Safety Education, Safety City and the ITS Unit.
- Initiated department-wide coordination and implementation of ITS and urban mobility policy; Represented the agency at the I-95 Corridor Coalition and TRANSCOM (covering NY, NJ & CT transportation infrastructure).
- Represented the agency at NYMTC; Identified and coordinated federal or state grant opportunities, and in this capacity, successfully initiated and secured unprecedented grants for environmental awareness
- Served on NYMTC's contract selection committee and supervised federal grant funding and procurement requests.

**MOBILITY PROGRAM MANAGER**

**Dec. 1994 – Oct. 1998**

Executive Offices/Planning & Program Management Group, New York State Department of Transportation

- Prepared the Mobility and Intelligent Transportation Systems (ITS) portion of the agency's Strategic Business Plan – analyzed strengths, weaknesses, opportunities and threats and monitored progress in achieving stipulated targets.
- Chaired the Mobility Policy Committee; Prepared and presented policy white papers and reports on ITS and sub-regional mobility; Negotiated inter-agency agreements for transportation operations and technology development which included a \$10.6 million federal grant for Intelligent Transportation Systems (ITS) for the region.
- Received statewide *EXCELLENCE IN ENGINEERING* Award for NYSDOT (February 1997)

- Managed the Regional ITS Strategic Deployment Plan through unprecedented inter-agency partnerships whereby all parties shared a financial stake in the project, thereby increasing prospects for implementation of recommendations.
- Successfully developed innovative project ideas in response to requests for fundable projects from federal and state sources. Received more than \$5 million over 3 years, including kernel projects for Coordinated Traffic and Incident Information Management System (IIMS) and expanded Highway Emergency Local Patrol (HELP).
- Successfully negotiated the space for Joint Traffic Management Center to be shared between the State and the City.
- Supervised staff managing the Telecommuting Demonstration Program and initiated a follow-up videoconferencing initiative to link the City with Albany and other New York State DOT Regions.
- Received **Trailblazer Award** from the American Association of State Highway and Transportation Officials (AASHTO) for Initiative in Quality Team Activity, (October 1996).

#### **INTELLIGENT TRANSPORTATION SYSTEMS (ITS) PROJECT MANAGER**

**Sept. 1992 – Dec. 1994**

Planning & Project Management Group, New York State Department of Transportation

- Developed new grant project proposals, researched and identified new and innovative fund sources from federal and other sources; Secured unprecedented \$1 million federal grant for ITS planning for NYC.
- Directed consultant selection, planned and monitored costs, scope, schedules and quality of more than 23 ITS and Incident Management projects costing over \$168 million; Developed Gantt charts and critical path diagrams tracking project schedules, costs and delivery dates
- Assisted in recruiting professional staff from local and regional academic institutions; Trained Junior Engineers.
- Wrote Scopes of Services and led negotiations with consultants and public agencies for implementation.
- Participated in annual Highway Performance Monitoring System (HPMS) rating and inventory/reporting.

#### **TRANSPORTATION ANALYST**

**Sept. 1991 – Sept. 1993**

New York City Transportation Coordinating Committee (NYCTCC/NYS DOT)

- Evaluated Initial Project Proposals to determine impacts on congestion/mobility, air quality and conformity with federal mandates in the Clean Air Act Amendments of 1990, and related legislation.
- Presented proposed and ongoing policies and projects to local Community Boards at Borough Budget Consultation meetings and followed-up with answers to issues raised at the sessions.
- Served on several Working Groups for projects such as the development of highway functional classification maps and the National Highway System network (Approved by US Congress in Sept., 1995).
- Forecast trends in vehicle hours of delay (VHD), vehicle hours of travel (VHT) and person hours of delay (PHD).
- Collected data, identified deficiencies, and suggested steps to address congestion via multi-modal Corridor Studies.

#### **EXPERIENCE: ACADEMIC INSTITUTIONS:**

##### **ADJUNCT PROFESSOR OF GEOGRAPHY**

**Jan. 2003 - Present**

Department of Social & Behavioral Sciences, School of Liberal Arts & Education, Medgar Evers College, City University of New York, Brooklyn, NY

- Courses taught: Physical Geography (Geog 201); Human Geography (Geog 202), Regional Geography of the World (Geog 204/SSC307), Economic Geography (Geog 301), Regional Geography of the United States and Canada (Geog 302), Urban Geography with reference to New York metropolis and Brooklyn borough (Geog 403); and SSC101: Culture, Society and Social Change - An Introduction to the Study of Society.
- Member - Faculty curriculum development committee; Assist with recruitment of supplemental adjunct staff.
- Conduct research on multi-modal transportation and accessibility issues in metropolitan environments, including such issues as the impacts of transportation on health of minority and low income communities.

##### **ADJUNCT ASSISTANT PROFESSOR OF ENVIRONMENTAL SCIENCE**

**Jan. 2005 – June 2005**

Department of Physical Sciences, Kingsborough Community College, City University of New York, Brooklyn, NY

- Taught undergraduate course titled: Science - People and the Environment (SCI-051)

##### **ASSISTANT PROFESSOR**

**Aug. 1987 – June 1989**

The Department of Geography, Ondo State University, Ado-Ekiti, Nigeria (now Ekiti State University of Ado Ekiti)

- Taught the Regional Geography of North America; Regional Geography of West Africa; Introduction to Geographical Information Systems (GIS); Introduction to Physical Geography; Field Research Methods
- Directly supervised more than 30 undergraduate students' 50-page theses and projects required for B.Sc. Degree.

- Coordinated research on impact of transportation on economic development; Analyzed seaport and highway traffic data using the Statistical Package for the Social Sciences (SPSS) computer program.

#### **GRADUATE ASSISTANT LECTURER**

**July 1985 – Oct. 1986**

Department of Geography, University of Ilorin, Ilorin, Nigeria.

- Assisted in teaching and grading undergraduate students' fieldwork and seminars on the following courses: Regional Geography, Population Geography, Spatial Analysis, Surveying, and Cartography.
- Conducted studies on the socioeconomic impacts of highways in Eastern Nigeria; identified lack of maintenance as a major deterrent to infrastructure/roadway utilization, despite 'excess' passenger demand.

#### **HIGH SCHOOL TEACHER**

**Aug. 1984 – June 1985**

Efon-Alaye High School, Ondo State, Nigeria.

- Taught 9<sup>th</sup> and 10<sup>th</sup> Grade Economics and Geography;
- Coached the school's Soccer team (Secondary grades 7 - 12)

#### **PROFESSIONAL AFFILIATIONS:**

- Institute of Transportation Engineers (ITE) - Steering Committee for Context Sensitive Design
- American Planning Association (APA)
- Intelligent Transportation Systems Society of New York (ITS-NY) (Founding member, since 1993)
- Transportation Research Board (National Science Foundation): Active in/Friend of:  
Large Cities Committee, Performance Management Committee; Context Sensitive Design/Solutions Committee, Community Impact Assessment Joint Subcommittee, Committee on Congestion Pricing

#### **EXTRACURRICULA:**

- Assistant Director, Community Services Program, Jackson Heights SDA Church (2002-2008)
- Chairman, School Board, Jackson Heights SDA Elementary School, Queens, NYC (Jan. 2007-2012 )
- Director, Reflexia Inc. (a private family-owned consulting corporation, 2010 - present)
- Deputy Director, Jackson Heights SDA Pathfinder (Youth) Club (2003-2004)

#### **AWARDS:**

- 2010:** *EMPLOYEE OF THE MONTH – STAFF SPOTLIGHT FOR NEW YEAR GREEN MOTIVATION*, New York City DOT.
- 2002:** *CERTIFICATE OF ACHIEVEMENT – FOR EFFORT TO IMPROVE AIR QUALITY*, Ozone NY Action Plan (8/02)
- 2001:** *CERTIFICATE OF APPRECIATION, POST-SEPTEMBER 11 EXTRAORDINARY EFFORTS*, NYCDOT (12/12/01)
- 2001:** *AWARD FOR EXCELLENCE*, Perfect Attendance for Year 2000, NYCDOT, New York (June 22, 2001)
- 2000:** *CERTIFICATE OF APPRECIATION*, Transportation and Air Quality Initiative Team award for NYCDOT, USDOT/USEPA (November 2000)
- 1997:** *STATEWIDE EXCELLENCE IN ENGINEERING AWARD*, NYSDOT, Albany, New York (February 1997)
- 1996:** *TRAILBLAZER FOR INITIATIVE IN QUALITY TEAM ACTIVITY*, American Association of State Highway and Transportation Officials – AASHTO. (October 1996)
- 1996:** *EMPLOYEE OF THE MONTH*, NYSDOT, Region 11, New York City office (May 1996)
- 1993:** *SCHOLARSHIP*, Advanced Institute for Transportation Engineering, University Transportation Research Center, Region II City University of New York, NY (1993 - 1994)
- 1992:** *'REGIONAL DIRECTOR'S COMMENDATION'* Annual Cultural Awareness Program Lecture, NYSDOT

#### **PRESENTATIONS & RESEARCH WORK:**

- 2024: **Measuring Community Outcomes: Reimagine the South Bronx!**  
TRB AJE20: Performance Management Committee: Measuring What Matters: Emerging Transportation Performance Measures; Transportation Research Board/National Science Foundation, Washington DC, January 11, 2024.
- 2020: [Workshop: Understanding the Potential of Big Data / Data Analytics](#); Institute of Transportation Engineers; Aug 12.
- 2019: [Towards a Smart Urban Freight Plan](#) International Conference on Transportation and Development 2019. Innovation and sustainability in smart mobility and smart cities : [selected papers](#) from the International Conference on Transportation and Development 2019, June 9-12, 2019, Alexandria, Virginia
- 2019: [A Generic and Flexible Geospatial Data Warehousing and Analysis Framework for Transportation Performance Measurement in Smart Connected Cities](#) The 16th International Conference on Mobile Systems and Pervasive Computing (MobiSPC 2019), The 14th International Conference on Future Networks and Communications (FNC-2019), The 9th International Conference on Sustainable Energy Information Technology
- 2019: [Metro New York Business Management Conference](#): Trucking Association of New York

- 2018: [The New York City Off-Hour Delivery Program: A Business and Community-Friendly Sustainability Program](#). *Interfaces* 48(1): 70-86 (2018) (<https://dblp.org/pid/215/2317.html>) and Published Online: [INFORMS Journal on Applied Analytics](#) (Jan-Feb 2018)
- 2018: Running Green: [Learning from the Big Apple](#); Fleet Owner Magazine June 27, 2018
- 2018: [Vulnerability & Resilience Analysis of Food Truck Distribution Routes in New York City](#); 3rd VREF Conference on Urban Freight Designing urban space and managing flows – the importance of freight for liveable cities Current issues influencing urban freight research 17 October, University of Gothenburg, Sweden.
- 2016: [Global Research on Noise Monitoring for overnight deliveries in New York City](#); INTER-NOISE and NOISE-CON Congress and Conference Proceedings, NoiseCon16, Providence, Rhode Island, pages 1-871, pp. 245-254(10). June 13
- 2010: [Hunts Point Green Fleets Study: Critical Data, Critical Time](#); Report to The New York Metropolitan Transportation Council; 9/11 Memorial Academic Planning Awards;

#### Individual Publications:

- 2007: [The spatial relationship of air pollution and student absenteeism in environmental justice communities](#). Doctoral dissertation in Educational Leadership, University of Phoenix, AZ (March)
- 2004: [It All Adds Up to Cleaner Air in New York City](#)--You heard it here first! – Integrated outreach programs; STAPPA/ALAPCO/EPA “2004 Communicating Air Quality” Conference and “Communities in Motion” Workshop; Albuquerque, NM (Dec. 1-3).
- 2004: NYCDOT Red Light Camera Program review: 1994-2003. Discussion document in the Transportation and Sustainability Task Force at the annual Congress of Public Technologists. Theme: ‘Enabling Pathways to Sustainable Economic Development’. San Antonio, TX (April 29-30).
- 2003: [Air Quality Awareness in New York City](#). American Planning Association Annual Conference, Denver, Colorado (3/30/03) . Also presented at 2002 Communicating Air Quality Conference, Covington, Kentucky, (3/9-12/02)
- 2003: [Contributor -Executive Overview of Metropolitan Transportation Planning](#) – A training video prepared by the National Highway Institute and the National Transit Institute for the USDOT (August) (See minute: 7:20 of the video)
- 2002: Transportation Challenges and Proposed Solutions: The Canal Street Corridor. *Visiting Scholar Seminar*, NYSDOT, Region 11, NYC, (July 10) (PowerPoint/Speech).
- 2002: Impact of HOV2+ Policy and Interim Mobility Plans for Lower Manhattan. HOV/Bus Systems Committee, Transportation Research Board (TRB) 81st Annual Conference, Washington, DC (Jan. 14).
- 2001: Institutional Issues in Public Sector Service Delivery: Implementation of Information Technology. Annual Meeting of the American Society of Business and Behavioral Sciences, (Feb. 23) (co-author).
- 2000: [Air Quality Awareness Partnerships in New York City](#). National Conference on *Clean Air and Transportation Public Education Partnerships & Initiatives*; Center for Transportation and the Environment Web-Broadcast #TC-24, North Carolina State University, Durham NC, (December 1). Material also referenced at: [Site TWO](#)
- 1999: [New York City ITS Early/Strategic Deployment Plan](#). 6<sup>th</sup> Annual Meeting of the Intelligent Transportation Society of New York, Tarrytown, NY (July 8). Material also referenced at: [Site ONE](#) and [Site TWO](#)
- 1999: [Addressing Smart Vehicles and Roadway Safety in New York City: A public sector’s perspective](#). 9<sup>th</sup> World Traffic Safety Symposium at the NY International AutoShow, J. Javits Center, NY (May 8)
- 1995: Inter-Jurisdictional Constraints. Report published in *I-95 Corridor Coalition Goes West - I-95 Corridor Coalition West Coast Training Seminar, July 25-28, 1995*, by I-95 Corridor Coalition, Pp. 52 -55; (Dec.).
- 1994: "Electronic Maps and Intelligent Transportation Systems (ITS) in New York City" 8th Annual Conference, Society of Hispanic Professional Engineers, Hyatt, NYC (November 11<sup>th</sup>).
- 1988: "Some empirical perspectives on the role of seaports in socioeconomic development of Nigeria." [Malaysian Journal of Tropical Geography](#). Vol. 17, pp. 52-59 (June).
- 1986 *Seaports and economic development of Nigeria: A spatio-temporal analysis of some recent trends* (Sep.) M.Sc., Transportation Geography Thesis, Faculty, Business & Social Sciences, University of Ilorin, Nigeria.
- 1984 *The spatial impact of the Port Harcourt-Umuahia Expressway on the development of areas it traverses* (June). B.Sc., Economic Geography Thesis: University of Ilorin, Ilorin, Nigeria (Minors: Economics, English).

#### MEDIA APPEARANCES/REFERENCES:

- June 21, 2023: [NYC invites public engagement in future of Cross Bronx Expressway](#) PIX 11 News;
- Apr. 13, 2023: [City completes ‘first of many steps’ in Cross Bronx reimagining](#) Bronx Times
- June 5, 2020: [DOT Puts Up \\$10M To Retire Old Diesel Trucks](#) StreetsBlog
- Dec. 27, 2015: [Program results in 500 new trucks in Hunts Point](#); Bronx Times
- Sept. 22, 2015: [Fumes lift as diesel trucks are replaced in Hunts Point](#), CRAIN’S New York Business
- Sept. 25, 2013: [Through traffic, a corridor of art](#); The Bronx Free Press;
- May 19, 2012: [Webster Avenue Select Bus Service \(SBS\)](#); the blog at TTMG; Trevor Logan, Jr.:
- March 29, 2012: [Accident-prone corner gets stop sign](#), Hunts Point Express
- April 3, 2008: [Coming Together for the Love of Oval Park](#) : Norwood News