Paul J. Steinman, P.E

1421 Silverling Way E-mail: paul@rawlinsic.com

Raleigh, NC 27613

850.363.0947

**Leadership Philosophy**

Successful organizations don’t just happen; they are built. This building process requires leaders who have a vision that can be transformed into a culture that cascades throughout the organization. Leaders must be able to build relationships that focus on communication, engagement, and diversity to build their team and their culture to reflect those communities they serve. Team members must be empowered with decision making authority appropriate to their level of responsibility. Team accountability is achieved by providing strategic direction, divisional performance goals and individual performance measures that encourage growth both individually and as an organization. Succession planning ensures sustainable growth and is best accomplished through mentoring and targeted training. I offer this knowledge, understanding and experience to organizations that want to further their success.

**Education/Licensures**

**Michigan State University**

Bachelor’s of Science in Civil Engineering - March 1989

**North Carolina Board of Professional Engineers** – License Number 033638

**Florida Board of Professional Engineers –** License Number 65482

**Idaho Board of Professional Engineers –** License Number 14559

**Michigan Board of Professional Engineers** - License Number 040119

**Employment History**

**Rawlins Infra Construct**

**Partner - Infrastructure Advisor** September 2021 to Present

* Provide strategic direction and assist in growth within the DOT market sector nationally
* Foster and maintain relationships with our foundation clients by understanding their needs and developing a menu of targeted solutions to exceed customer expectations
* Lead the Tennessee DOT EPIC initiative focused on a department wide reorganization preparing TDOT for the future of the transportation industry
* Lead the North Carolina DOT Integrated Project Delivery initiative focused on streamlining the preconstruction delivery process and developing a project management discipline within the NCDOT.
* Foster relationships with key transportation minded legislators
* Continue to provide thought leadership in the disciplines of construction, construction claims, project management, project delivery, asset management, strategic planning, organizational efficiency and performance management

**HNTB Corporation**

**Vice President – Transportation Group Director** August 2017 to August 2021

* Provide strategic direction and supervision of over 40 team members in the planning, roadway design, hydraulics, maintenance of traffic design, construction engineering and inspection, project management and strategic services units within the Carolinas
* Lead the Strategic Services Contracts for North Carolina DOT generating $11 million in sales
* Lead the Tennessee DOT EPIC initiative focused on a department wide reorganization preparing TDOT for the future of the transportation industry
* In partnership with the state DOT’s of Florida, California, Idaho, Nevada, and North Carolina, organized and was awarded a TRB Grant for wrong way driving research
* Foster relationships with key transportation minded legislators
* Active member of the ACEC Legislative Committee
* Serve on the legislatively appointed North Carolina Fully Automated Vehicle Committee

**The Florida Department of Transportation (FDOT)**

**District Seven Secretary** March 2013 to July 2017

* Served on the Executive Leadership Team setting policy and strategic direction
* Coordinated and communicated FDOT policy and strategic direction with the Transportation Commission members, legislators, governmental units, staff, and the public
* Served on the Boards of the THEA and TBARTA
* Served on the FDOT Automated Vehicle Executive Steering Committee
* Lead District Seven providing long term vision, setting division performance objectives and determining investment strategies to achieve the agency’s strategic goals
* Provided strategic direction to more than 550 District Seven employees
* Provided oversight and direction to all program functions for the planning, development, construction and operations for all modes within Citrus, Hillsborough, Hernando, Pasco and Pinellas Counties
* Administered a $1.0 billion annual district budget

**The Idaho Transportation Department (ITD)**

**Chief Operations Officer** December 2010 to March 2013

* Served on the Executive Management Team setting policy and strategic direction
* Provide oversight and direction to all operational program functions including planning, research, right of way, design, traffic, permits, construction, materials and maintenance
* Provide direct supervision to the chief engineer and to the six district administrators
* Provide strategic direction to more than 1,300 Division of Highways employees
* Coordinate and communicate ITD policy and strategic direction with the ITD Transportation Board, staff, legislators, other governmental units, and the general public
* Analyze proposed transportation related legislation and provide comment
* Provide long term vision, set division performance objectives and determine investment strategies that achieve the strategic goals
* Administer a $500 million annual Highway Operations Division budget.

**The Florida Department of Transportation**

**State Construction Engineer** March 2009 to November 2010

* Administrative oversight of a $2 billion annual construction program.
* Provide technical assistance to eight FDOT Districts, the Florida Institute of Consulting Engineers, and Florida Transportation Builders Association.
* Analyze proposed construction policy related legislation and provide comment.
* Develop and update construction specifications, procedures, manuals and memorandum for use statewide ensuring that practices stay current with state of the art technologies.
* Serve on statewide, industry and national technical committees setting construction policy.
* Manage and provided direct supervision to following specialty engineering disciplines:
	+ Environmental and Drainage
	+ Traffic and Safety
	+ Maintenance of Traffic
	+ Geotechnical
	+ Structures
	+ Contractor Prequalification
	+ Alternative Contracting
	+ Design/Build
	+ Pavements
	+ Contracts Administration

**The Michigan Department of Transportation (MDOT)**

**Lansing Transportation Service Center (TSC) Manager** – July 2003 to February 2009

**Marshall Transportation Service Center (TSC) Manager -** March 2002 to June 2003

**Alpena Transportation Service Center (TSC) Manager** - June 1998 to February 2002

* Responsible for the planning, design, construction, traffic operations, permits and maintenance within the service center area.
* Provided strategic direction and oversight to staff sizes up to 150 employees.
* Developed draft language that was used to create department policy and amendments to state law with respect to mobility, access management and work zone safety.
* Nominated and received state and national awards for project partnerships and quality.
* Lead public meetings providing MDOT’s position on issues. Coordinated and delivered communications to the media, legislators, other governmental units and the general public.
* Administer annual TSC budgets exceeding $160 million.
* Set system priorities, develop funding requests, budget and provide oversight to the TSC development, safety, construction and maintenance programs.
* Administered contracts with consultants, contractors, county road commissions, city municipalities and vendors for the procurement of design, construction, maintenance, materials and services to achieve customer service and system performance objectives.
* Conducted all supervisory functions including all hiring and disciplinary actions.

**Resident Engineer - Benton Harbor -** February 1995 to May 1998

* Provided construction contract administration on state and federally-funded projects
* Provided constructability technical oversight on projects in the design process
* Provided technical oversight on federal and stated funded local agency projects

**Utility Coordination Engineer - Cadillac District Office** - April 1993 to January 1995

**Transportation Engineer - Jackson District**- May 1989 to March 1993

**Dispute Resolution Board Foundation**

* DRBF DRB Administration and Practice Certification - August 2, 2024
* Certified Michigan DOT DRB Member – August 5, 2024

**AASHTO Leadership**

* First Net Public Safety Advisory Committee – 2012 to July 2017
* Chair of the Subcommittee on Wireless Technology – 2014 to July 2017
* AASHTO/AGC/ARTBA Joint Subcommittee Team Member – 2011 to 2012
* Design/Construction Joint Task Force on Pipe Team Member – 2010 to 2012

**Additional MDOT Leadership Roles**

* Chair of the Work Zone Safety and Mobility Policy Team
* Governor’s Traffic Safety Advisory Commission Member
* Chair of the Work Zone Safety Subcommittee
* Information Technology Operations Team Member
* Chairman of the State-Industry Construction Zone Review Team
* 2003-2005 Leadership Conference Planning Team Member
* Chairman for the Division 5, Hot Mix Asphalt and Surface Treatments of the 2003 Standard Specifications for Construction