



Mayor of Providence

Angel Taveras

February 4, 2013

Honorable Members  
Providence City Council  
City Hall

Dear Honorable Members:

Pursuant to Sections 302(b) and 1001 of the Providence Home Rule Charter of 1980, as amended and Public Law, Chapter 45-50, Sections 1 through 31 passed in 1987, I am this day appointing Ruben Flores-Marzan of 255 Promenade Street, Apartment 517, Providence, as Director of Planning and Development for the City of Providence and respectfully submit the same for approval.

Sincerely

A handwritten signature in cursive script that reads "Angel Taveras".

Angel Taveras  
Mayor

AT/gc

IN CITY COUNCIL  
MAR 07 2013

READ  
WHEREUPON IT IS ORDERED THAT  
THE SAME BE RECEIVED AND APPROVED  
A handwritten signature in cursive script, likely of the City Clerk.  
CLERK

RUBÉN FLORES-MARZÁN, AICP, LPP  
PO BOX 1678 Manati, PR.00674-1678  
rubenfloresmarzan@gmail.com (787) 672-9902

September 21, 2012

Mr. Francis Gutierrez  
Human Resources Department  
City of Providence  
25 Dorrance Street – Room 401  
Providence, RI 02903

RE: PLANNING AND URBAN DEVELOPMENT DIRECTOR POSITION

Dear Mr. Gutierrez:

My name is Ruben Flores-Marzan and I am deeply interested in being considered for the Planning and Urban Development Director position currently available with the City of Providence. I offer the City over thirteen years of state, regional and local-level urban planning and development experience in diverse, multi-ethnic communities in the United States and Puerto Rico.

During my professional planning career, I have held positions of increasing responsibility and scope. As State Planning Director for the Commonwealth of Puerto Rico, I currently assist Governor Luis Fortuño in implementing his vision for sustainable comprehensive planning and development throughout the island. In this capacity, I lead the Puerto Rico Planning Board – the island's central planning agency. Significant accomplishments that have occurred during my tenure include the processing and approval of development applications worth in excess of \$3.1 billion dollars and the adoption of important market-oriented land use development plans. As a result of my leadership, the Board's procedures and decisions now provide certainty and confidence to the investment community. For the first time since 2006, local governments and the private sector are working together in constructing renewable energy, tourism, housing, shopping, schools, potable water infrastructure and transportation projects throughout the island.

Previous to serving the people of Puerto Rico, I worked as a planner with the cities of Cape Coral and Tampa, and as a planning consultant with CPH Engineers, a Sanford (FL)-based engineering and planning firm. My professional responsibilities included the preparation of planning studies for small and large-scale development projects, environmental impact assessments, land development code and land use/zoning amendments, and public involvement activities.

It will be my privilege to work with Providence's leadership to achieve its sustainable planning and urban development goals. You may contact me at (787) 672-9902 or email me at [rubenfloresmarzan@gmail.com](mailto:rubenfloresmarzan@gmail.com) to further discuss my credentials, experience, and community planning and development philosophy as it relates to this position.

Sincerely,

Ruben Flores-Marzan, AICP, LPP

RUBEN ORES-MARZAN, AICP, LPP

PO BOX 167  
Manati, PR 00674-1678  
rubenfloresmarzan@gmail.com  
(787) 672-9902

## RESUME & PORTFOLIO

### OBJECTIVE

To provide professional, executive-level *Planning* services to a progressive, forward-thinking organization eager to actively engage its local and regional partners in planning and building a prosperous and sustainable future.

### PROFESSIONAL CITY PLANNING & EXECUTIVE MANAGEMENT SKILLS

- Executive Leadership
  - Planning Director for the Commonwealth of Puerto Rico
  - Assistant Transportation Secretary for the Commonwealth of Puerto Rico
  - State-level government agency administration
  - Strategic planning & visioning
  - Political acumen
  - Performance measures development & evaluation
  - Budgeting & program management
  - Grants administration
  - Coalition building
  - Planning & coordination of large, regional-scale urban development efforts
  - State-wide and regional solar/wind energy planning, policy development and implementation
  - Public participation, charrette facilitation
- Economic Development / Urban & Regional Planning / Sustainability
  - Land Use Planning
    - Sustainable Planning (focused on solar/wind/renewable energy, transportation, agriculture, climate change and housing)
    - Planning for multi-cultural/multi-ethnic communities
    - Feasibility/due diligence reports & needs analyses
    - Land use allocation, demand & suitability studies
    - Population, employment & housing projections
    - District, neighborhood, community, municipal, regional and statewide master plans
    - Zoning ordinances
    - Urban design
    - Short & long-range planning (comprehensive plan text, land use & zoning amendments)
    - Hazard mitigation strategies (floods & hurricanes)

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- o Transportation Planning
  - x United States Department of Transportation (DOT)-sponsored studies & programs (SPRP, TIP, CIP, STIP, LRTP)
  - x Corridor, local, regional & statewide long-range multimodal transportation master plans
  - x Alternative analysis
  - x Transit oriented development projects per Federal Transit Administration (FTA) criteria
  - x Programming & control
  - x Coordination of proposed public/private partnership roadway & transit projects
  - x Access management
- o Environmental Planning
  - x Sustainability indicators
  - x Geospatial impact assessments (based on local and/or NEPA requirements)
  - x Air quality & noise studies
  - x Urban blight assessments

#### CAREER HIGHLIGHTS

- During 2011, as Puerto Rico Planning Board chief, the Agency approved development applications worth in excess of \$3.1 billion with an expected employment generation potential of more than 35,000 new jobs (Source: <http://newsismybusiness.com/?p=6848>)
- Coordinated the approval of solar/wind energy private-sector projects worth over \$350 million during 2011
- TUPLAN Statewide Comprehensive Land Use Plan (Puerto Rico)
- Puerto Rico Uniform Land Development Code
- Puerto Rico Four-Year Capital Improvements Program
- Master Plan for the 9,932-acre Gran Reserva del Noreste Environmental Reserve (Puerto Rico)
- Land Development Ordinance for the Gran Reserva del Noreste Environmental Reserve (Puerto Rico)
- STAR/METRO URBANO Regional Bus Rapid Transit System (Puerto Rico)
- 2010 Central American Games Transportation & Mobility Plan (Puerto Rico)
- Tren Urbano Transit-Oriented Joint Development Program (Puerto Rico)
- Puerto Rico Long Range Transportation Plan Update (Puerto Rico)
- PUT Islandwide Land Use Plan (Puerto Rico)
- Tampa Neighborhood INDEX (Tampa, Florida)
- MacDill AFB Air Installation Compatible Use Zones (AICUZ) Land Use Study (Tampa, Florida)
- Southwest Cape Coral Utilities Expansion Land Use Study (Cape Coral, Florida)

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**EXPERIENCE**

State Planning Director  
Commonwealth of Puerto Rico  
Planning Board  
San Juan, PR  
April 2011 – Present

- During 2011, the Agency approved development applications worth over \$3.1 billion (with an expected employment impact of more than 35,000 new jobs)
- State-wide and regional solar/wind planning, policy development and implementation
- Coordinated the approval of solar/wind energy private-sector projects worth over \$350 million during 2011
- Provider of high-quality, professional planning services to a population of over 3.72-million residents
- Cabinet-level position directly responsible for the Commonwealth's urban planning, growth management, land development, socioeconomic forecasting, coastal zone management and zoning administration programs
- Management of a consolidated annual budget of \$16.8 M and direct supervision of a dedicated staff of over two-hundred (200+) civil service employees
- Principal advisor to the Governor of Puerto Rico in matters concerning land use, urban planning & development, and economic and social analysis
- Responsible for the development of the Commonwealth's Comprehensive Land Use Plan, its Uniform Land Development & Construction Code, and the Four-Year Capital Improvements Program

Planning Consultant  
Pineiro Consulting  
Vega Baja, PR  
January 2010 – March 2011

- Provided professional-grade planning services to local governments and private sector clients in the areas of comprehensive downtown master planning, coastal zone & regional transportation planning, grant writing, and urban design

Assistant Transportation Secretary  
Commonwealth of Puerto Rico  
Department of Transportation & Public Works  
Highway & Transportation Authority  
San Juan PR

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February 2009 – January 2010

- Chief counsel to the Secretary of Transportation on the following specialty areas: urban & regional planning, transportation, urban design, economic development, local & federal (NEPA) environmental impact studies, sustainable transportation-oriented community planning, permitting, executive relations with Federal government agencies, economic stimulus and other grant programs, public/private partnerships, community development, downtown revitalization, transit-oriented development, and transportation-focused capital improvements
- Management and oversight of seven (7) Agency departments (Strategic Planning, Federal Affairs, Urban Design & Downtown Revitalization, Community Development, GIS, Real Estate Administration, and Historic Preservation)
- Executive Secretary, Puerto Rico Metropolitan Planning Organization (MPO)
- General Coordinator, PRDOT/HTA Tren Urbano Transit-Oriented Joint Development Program
- Master planner for transportation and land use redevelopment initiatives such as the STAR Regional BRT System, San Juan Bay Bridge Project, Plazas Verdes Program ('greening' of traditional CBD plazas), Huertos Urbanos Program (urban agriculture projects in the CBD), and the 2010 Central American Games Transportation and Mobility Plan

State Planning Commissioner  
Commonwealth of Puerto Rico  
Planning Board  
San Juan PR  
January 2006 – February 2009

- Management of statewide comprehensive planning and zoning review program
- Senior planning advisor for the creation of the first-ever islandwide land use policy plan
- Administered the Governor's urban development and growth management policy agenda
- Adjudicated applications pertaining to private and public sector-oriented land subdivision transactions, proposed development projects, land use/zoning amendments, and municipal/regional land use master plans
- Negotiated consensus between numerous interest groups so as to achieve harmony between the built and natural environments while stimulating the national economy

Senior Land Planner  
CPH Engineers  
Sanford FL  
March 2005 – January 2006

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- Provided professional urban planning and land development consulting services to private and public-sector clients throughout the state of Florida
- Managed multidisciplinary teams within the firm to ensure government approval of large-scale developments of regional impact
- Prepared planning documents and studies to support clients' proposed projects
- Teamed up with architects, engineers and landscape architects in crafting sustainable design concept plans for commercial, institutional, office and residential projects
- Negotiated project approvals with government agency officials, planning commission members and community stakeholders

Urban Planner II/Project Manager  
City of Tampa  
Planning & Management Department  
Tampa FL  
July 2000 – February 2005

- Managed the implementation of the Tampa Comprehensive and Strategic plans in the following programmatic areas: community planning & neighborhood development, future land use, transportation, natural resources conservation and potable water aquifer recharge
- Generated performance metrics and monitoring instruments to measure departmental progress in achieving the goals, objectives and policies of the Tampa Comprehensive Plan
- Drafted the update report for the Tampa Potable Water Facilities Master Plan
- Launched the *Tampa INDEX Demonstration Project*, a web-based neighborhood land use scenario and analysis platform. Tampa INDEX was featured in the September 2002 issue of APA's *Planning* magazine
- Drafted the MacDill Air Force Base Air Installation Compatibility Use Zone (AICUZ) urban land use encroachment analysis

Land Use/Community Development Planner  
City of Cape Coral  
Growth Management & Land Development Division  
Community Development Department  
Cape Coral FL  
July 1999 – July 2000

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- Developed the existing and future land use elements of the Cape Coral Comprehensive Plan
- Drafted the land use analysis report to support the Southwest Cape Coral Potable Water, Wastewater and Irrigation Utilities Expansion Project
- Prepared the Cape Coral Five-Year Fair Housing Action and Consolidated plans

EDUCATION

MA Urban Planning  
MA Geography  
*The University of Akron*  
July 1999

BA Geography  
*University of Puerto Rico*  
July 1996

LANGUAGES

Fluent in English and Spanish

TECHNOLOGY

MS Office Suite and advanced desktop publishing and online research capabilities

PROFESSIONAL  
LICENSES

American Institute of Certified Planners (AICP)  
Certified Planner Number 024941

Licensed Professional Planner (Puerto Rico)  
Professional Planner Number 709

AWARDS

Award of Excellence: Future of the Region Resource Planning and Management  
Tampa Bay Regional Planning Council  
Tampa FL  
March 2003

REFERENCES

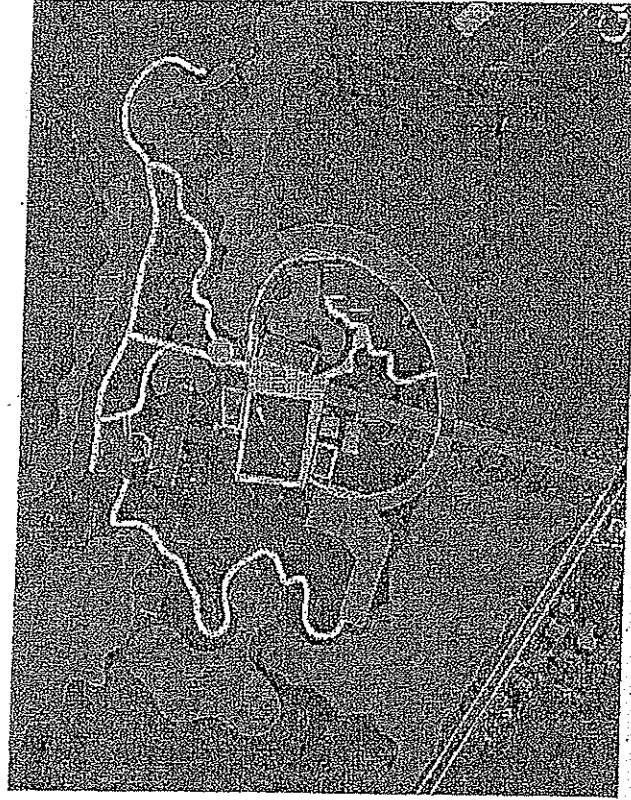
Available upon request



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Ruben Flores-Marzan, AICP, LPP - Professional Work Samples  
(includes individual & group collaborations; for additional info please contact Mr. Flores-  
Marzan at 787-672-9902 or at rubenfloresmarzan@gmail.com)

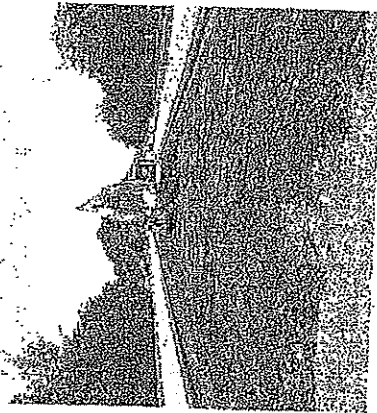


Eureka Sugarcane Processing Plant Conceptual Master Reuse Plan (Hormigueros, Puerto Rico). Original land use planning, site design, and hand sketches by Ruben Flores-Marzan, AICP, LPP. Additional site design, color and digitalization by Samuel Marquez, AIA, NCARB.

RUBEN FLORES-MARZAN, AICP, LPP

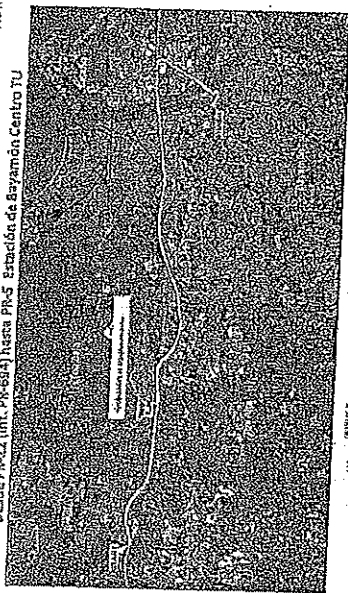
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Alternativas DTL & BRT/HOT

Desde PR-22 (Int. PR-604) hasta PR-5 Estación de Bayamón Centro TU

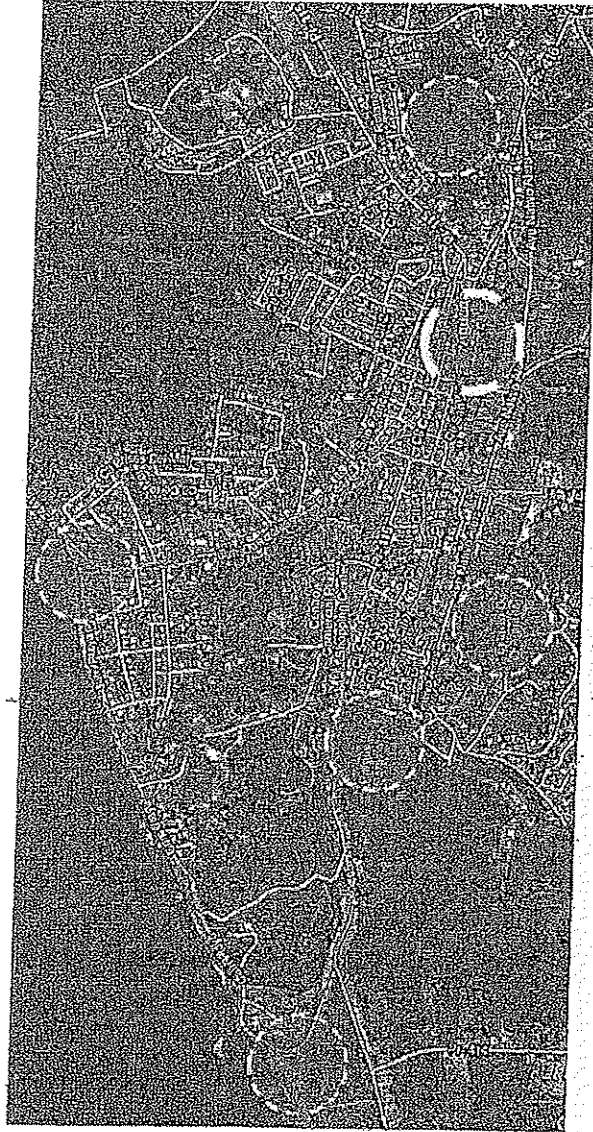


STAR Regional Transportation System -- Original land use design and conceptual sketch (top left) by Ruben Flores-Marzan, AICP, LPP. PR  
Department of Transportation and Public Works/Highway and Transportation Authority (DTOP/Carreteras) proceeded with renaming the  
project as Metro Urbano, commissioning further studies/designs (top right), construction of Phase I at a cost of approximately \$76 million  
(lower left), and acquisition of hybrid vehicles (lower right). Metro Urbano is expected to be in operation by November 2012.

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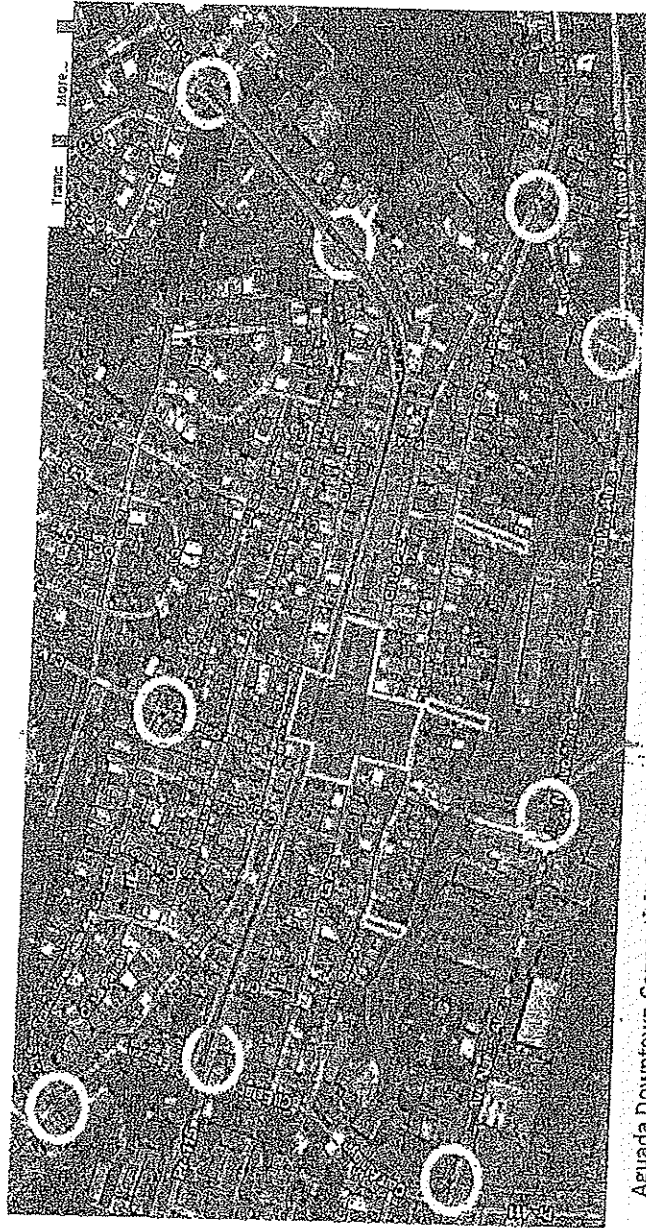


Mar y Tierra Lineal Park Conceptual Master Plan (Aguada, Puerto Rico). Original concept, land use design, hand sketches, digitalization and colors by Ruben Flores-Marzan, AICP, LPP.

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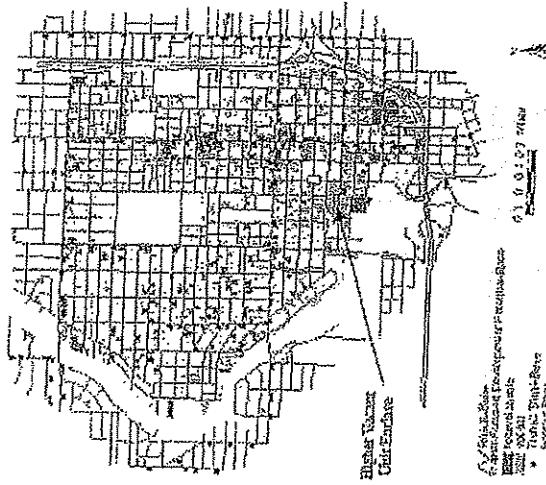
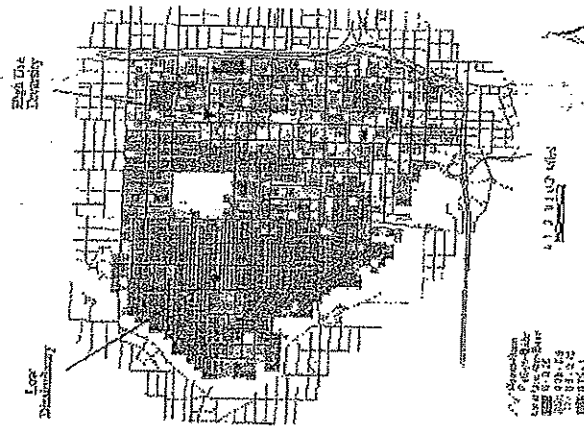


Aguada Downtown Connectivity Conceptual Master Plan (Aguada, Puerto Rico). Original land use planning and design concept, hand sketches, digitalization and colors by Ruben Flores-Marzan, AICP, LPP.

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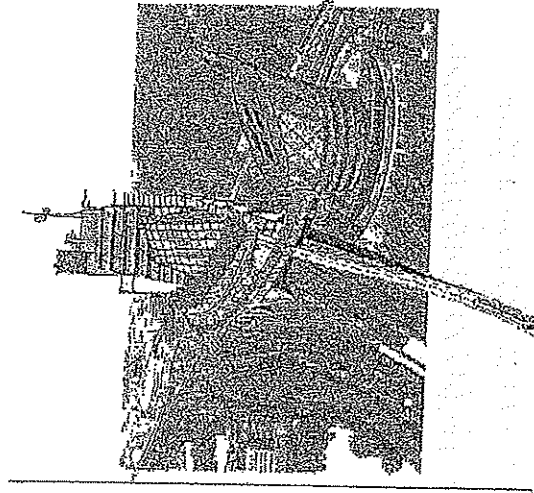
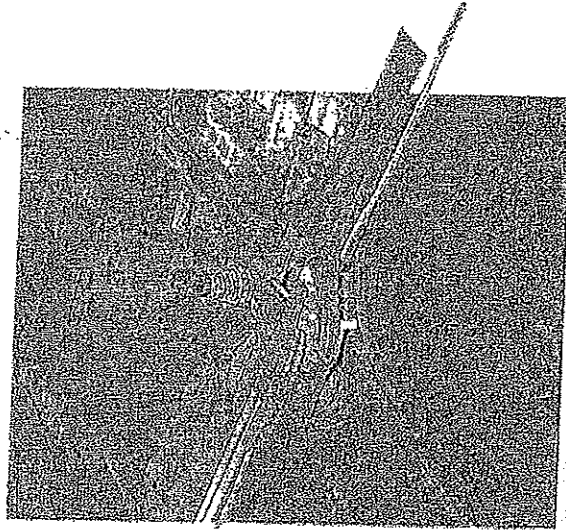


Tampa Heights Neighborhood Planning INDEX Land Use Analysis. GIS mapping and city-wide land use analysis by Ruben Flores-Marzan, AICP, LPP. GIS programming, database development and INDEX software installation by Joseph Hagee, City of Tampa Planning. Project was featured in APA's *Planning Magazine* in September 2002.

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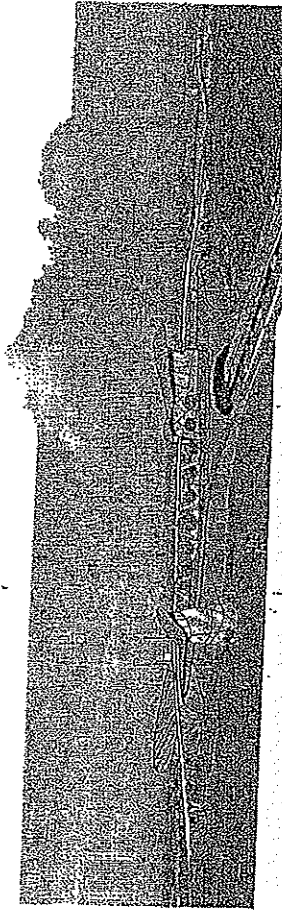
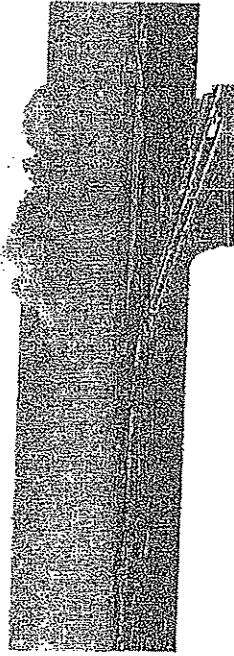
Conceptual rendering of regional mixed-use BRT stations along PR-22 (highway segments in San Juan and Toa Baja, Puerto Rico). Original land use planning concept and hand sketches by Ruben Flores-Marzan, AICP, LPP. Final architectural sketching, color and digitalization by Samuel Marquez, AIA, NCARB.



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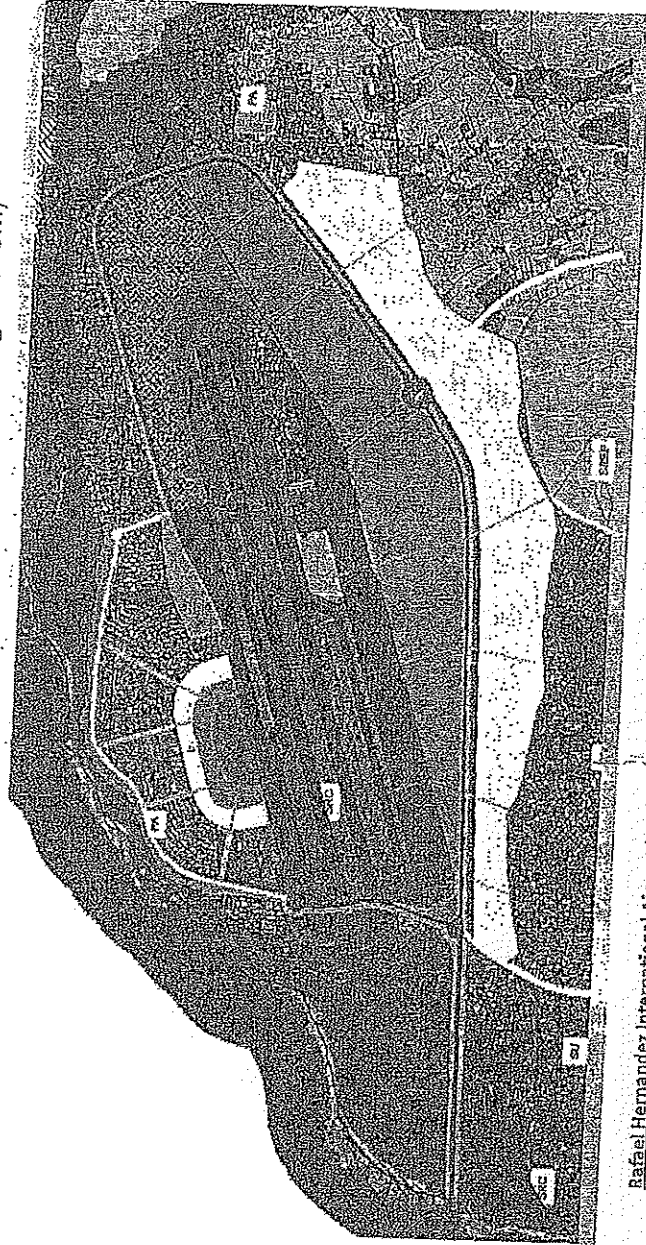


Conceptual rendering of regional mixed-use BRT station along Baldorioty De Castro Avenue (west of Luis Muñoz Marín International Airport, Carolina, Puerto Rico). Original land use planning, design concept and hand sketches by Ruben Flores-Marzan, AICP, LPP. Final architectural sketching, color and digitalization by Samuel Marquez, AIA, NCARB.

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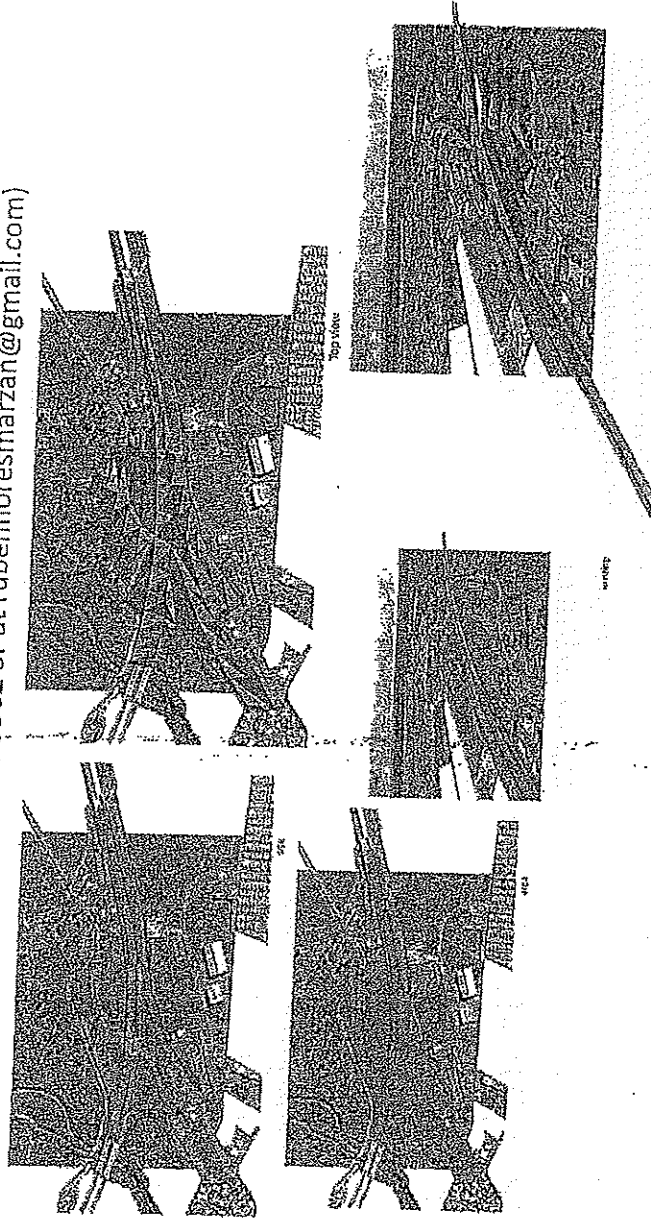
Rafael Hernandez International Airport Land Use Redevelopment Conceptual Master Plan (Aguadilla, Puerto Rico). Original land use planning, design concept and hand sketches by Ruben Flores-Marzan, AICP, LPP. Airport land use planning, FAA regulatory analysis and validation by Angel J. Feliciano. GIS/Google Earth overlays by Rogelio Gonzalez. Final architectural sketching and colors by Samuel Marquez, AIA, NCARB and Roberto Alsina, AIA, NCARB.



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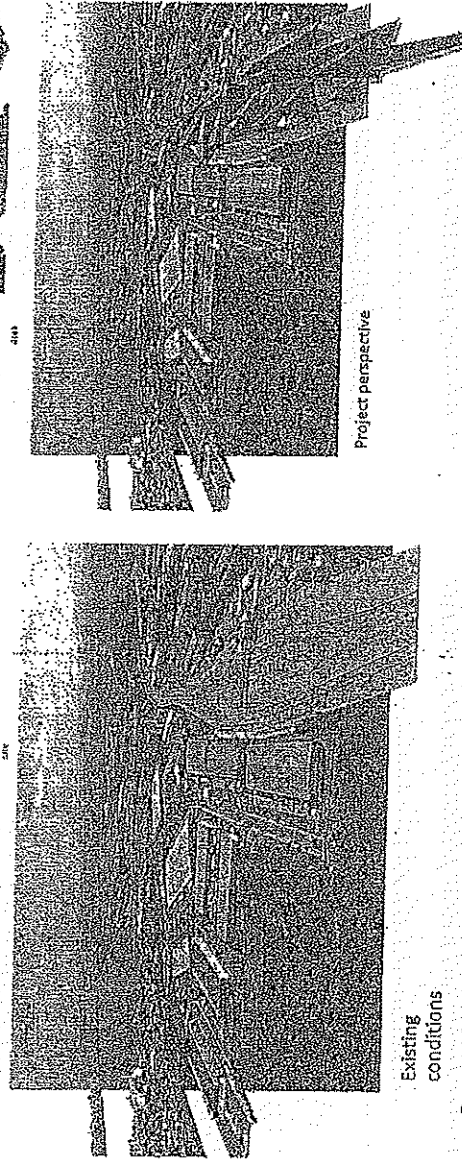
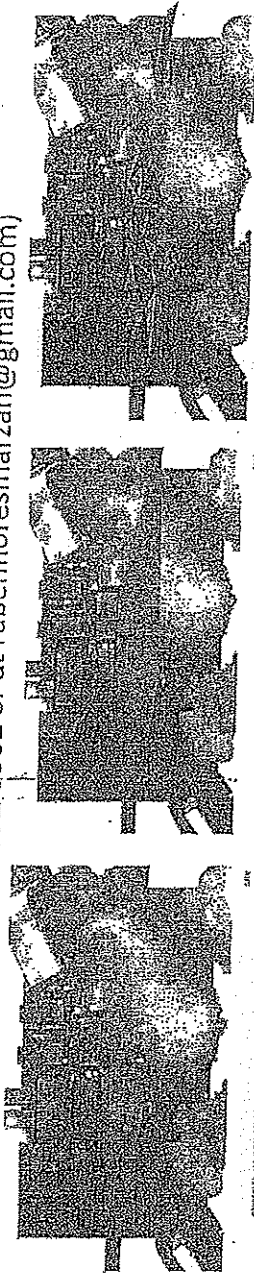


Puerto Rico Solar Roadways Conceptual Master Plan (Salinas Toll Plaza Site, Puerto Rico). Original solar roadways and solar canopy architectural concept, land use planning, conceptual hand sketches and FHWA roadway altspace research by Ruben Flores-Marzan, AICP, LPP. Google Earth elevation overlays, solar canopy architectural design, colors and digitalization by Samuel Marquez, AIA, NCARB.

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Puerto Rico Solar Roadways Conceptual Master Plan (Buchanan Toll Plaza Site, Puerto Rico). Original solar roadways and solar canopy concept, land use design, conceptual hand sketches and FHWA roadway airspace research by Ruben Flores-Marzan, AICP, LPP. Google Earth elevation overlays, solar canopy architectural design, colors and digitalization by Samuel Marquez, AIA, NCARB.