MARK RODGERS

mdr2196@columbia.edu | New York, NY

ACADEMIC APPOINTMENTS & EDUCATION

ACADEMIC APPOINTMENTS

SENIOR LECTURER IN DISCIPLINE – DECISION, RISK, AND OPERATIONS | COLUMBIA BUSINESS SCHOOL

January 2026 – Present — New York, NY

ADJUNCT ASSISTANT PROFESSOR – DECISION, RISK, AND OPERATIONS | COLUMBIA BUSINESS SCHOOL

May 2025 – July 2025 — New York, NY

ASSISTANT PROFESSOR – DEPARTMENT OF SUPPLY CHAIN MANAGEMENT | RUTGERS BUSINESS SCHOOL

September 2017 – January 2026 — Newark, NJ

EDUCATION

RUTGERS UNIVERSITY

- **DOCTOR OF PHILOSOPHY (PHD)** – Industrial & Systems Engineering | October 2016
- **MASTER OF SCIENCE (MS)** – Industrial & Systems Engineering | May 2013
- **MASTER OF SCIENCE (MS)** – Applied & Mathematical Statistics | May 2013
- **BACHELOR OF SCIENCE (BS)** – Ceramic Engineering | May 2007

STEVENS INSTITUTE OF TECHNOLOGY

- **MASTER OF ENGINEERING (MENG)** – Pharmaceutical Manufacturing Practices | May 2009

PROFESSIONAL EXPERIENCE

SENIOR POLICY ADVISOR, ENERGY INFRASTRUCTURE PLANNING AND OPTIMIZATION | RUTGERS UNIVERSITY CENTER FOR URBAN POLICY RESEARCH

June 2022 – Present — New Brunswick, NJ

- Leading a research team in building energy investment models that shape $20B+ in long-term infrastructure planning for NJ.
- Deliver briefings and workshops to senior decision-makers, translating technical results into strategies impacting 9M+ residents.

VICE PRESIDENT OF LEAN SIX SIGMA CONSULTING| MODERN KAIZEN

April 2022 – Present — Remote

- Delivered customized Lean Six Sigma consulting and training across diverse industries, maintaining a 98% Black Belt certification pass rate, while generating an average of $500K in cost savings per project.

STRATEGIC CAPACITY PLANNING ADVISOR| VERIZON

April 2025 – September 2025 — Basking Ridge, NJ

- Advised on optimizing a $70M+ capital portfolio by redesigning capacity planning tools used by 10+ global teams, cutting planning cycle time by 40% and boosting resource utilization by 20%.

FACULTY DIRECTOR | CHARTERED INSTITUTE OF PROFESSIONAL CERTIFICATIONS

January 2022 – January 2026 — Remote

- Led the creation and deployment of the Certified Supply Chain Demand Planning & Forecasting Professional (CSCD™) program for over 1000+ early career supply chain professionals with a 97% pass rate.

ADVISORY CONSULTANT| VERIZON

April 2021 – December 2021 — Basking Ridge, NJ

- Designed and deployed a two-stage optimization model for long-term planning, resulting in potential cost savings of $50M over 10 years.

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BUSINESS PROCESS MANAGER | VERIZON

🗓 June 2016 – August 2017 🌎 Basking Ridge, NJ

- Led business process optimizations that reduced downtime and improved fleet utilization, generating $3M in annual cost savings.

OPERATIONAL EXCELLENCE MANAGER | THE PORT AUTHORITY OF NY & NJ

🗓 August 2015 – June 2016 🌎 New York, NY

🗓 September 2013 – July 2014 🌎 Jersey City, NJ

- Led large-scale initiatives—including planning for the George Washington Bridge—delivering $200K–$10.5M in annual savings per project through automation and data-driven operational improvements.

MANAGEMENT CONSULTANT | ZS ASSOCIATES

🗓 July 2014 – July 2015 🌎 Princeton, NJ

- Advised Fortune 500 pharma clients on customer segmentation and targeting, leading $5M-impact projects and managing $2M in data operations.

RESEARCH FELLOW | RUTGERS UNIVERSITY

🗓 August 2010 – September 2013 🌎 Piscataway, NJ

- Led multiple academic research engagements in power systems planning and optimization, reliability engineering, and security simulations, applying advanced methods in operations research, regression modeling, exploratory data analysis, and probabilistic modeling to generate novel insights and practical solutions.

ANALYST, STRATEGIC & OPERATIONS PLANNING | BRISTOL-MYERS SQUIBB COMPANY

🗓 November 2009 – August 2010 🌎 New Brunswick, NJ

- Led a lean inventory optimization initiative that streamlined projection processes, built a scenario-based safety stock model, and implemented monthly performance reporting—reducing forecasting cycle time by ~25%, improving safety stock accuracy by ~15%, and enabling leadership to track inventory performance with >95% reporting timeliness.

PROCESS OPTIMIZATION ANALYST | BRISTOL-MYERS SQUIBB COMPANY

🗓 January 2008 – November 2009 🌎 New Brunswick, NJ

- Directed process and production improvements in clinical oral solid dosage manufacturing by eliminating waste in knowledge transfer, managing end-to-end production planning, and developing monthly performance metrics—cutting handoff delays by ~20%, improving planning accuracy by ~15%, and ensuring >95% on-time delivery of clinical supplies.

ASSOCIATE TECHNICAL INVESTIGATOR | BRISTOL-MYERS SQUIBB COMPANY

🗓 May 2005 – January 2008 🌎 New Brunswick, NJ

- Applied advanced analytical techniques—including Process Analytical Technologies (PAT), Enslin moisture absorption studies, and powder flow property analyses—to improve raw material and in-process assessments, reducing material variability by ~15%, cutting production interruptions by ~20%, and enhancing overall process reliability.

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PUBLICATIONS & PRESENTATIONS

REFEREED JOURNAL PUBLICATIONS

[1] G. C. Kumcu, M. Mahdikhani, A. Park, M. Rodgers*, Equitable generation expansion planning: A data-driven approach to energy justice in hydroelectric power, *Energy*, 338, 138844, November 2025, https://doi.org/10.1016/j.energy.2025.138844.

[2] G. C. Kumcu, M. Rodgers*, W. Cai and K. G. Mun, Designing Sustainable Power Grid Investment Plans for Economic Growth and Energy Security: A Case Study on Kenya, *IEEE Transactions on Energy Markets, Policy and Regulation,* 1-11, September 2025, https://doi.org/10.1109/TEMPR.2025.3615132.

[3] S. Tsianikas, N. Yousefi, J. Zhou, M. Rodgers*, D. Coit, Multi-energy microgrid expansion planning with reliability consideration based on deep reinforcement learning, *Computers & Industrial Engineering,* 207: 111283, September 2025, https://doi.org/10.1016/j.cie.2025.111283.

[4] K. G, Mun, W. Cai, M. Rodgers*, S. Choi, Optimizing multi resource-based energy supply chains in developing economies: A periodic review model for affordable and sustainable solutions, *Computers & Industrial Engineering*, 192: 110118, June 2024, https://doi.org/10.1016/j.cie.2024.110188.

[5] A. Park, M. Rodgers*, S. Cho, Toward Sustainable Freight Services: Ensuring Equitable Job Distribution for Independent Truckers, *American Business Review*, 27(1), 1-15, May 2024.

[6] M. Rodgers*, S. Mukherjee, B. Melamed, A. Baveja, A. Kapoor. Solving Business Problems: The Business-Driven Data-Supported Process, *Ann Oper Res*, 332, 705-741, 2024, https://doi.org/10.1007/s10479-023-05770-z.

[7] K. G, Mun, W. Cai, M. Rodgers*, S. Choi, A data-driven resilient supply chain design for energy security and economic prosperity, *International Journal of Production Research*, September 2023, https://doi.org/10.1080/00207543.2023.2254414.

[8] D. Singham, M. Rodgers*, A shortage probability metric for battery depletion risk*, Operations Research Letters,* 50(6), 660-666, November 2022, https://doi.org/10.1016/j.orl.2022.10.005.

[9] S. Selcuklu, M. Rodgers*, A. Movlyanov, Economically and Environmentally Sustainable Power System Expansion: A Case Study for Turkey, *Computers & Industrial Engineering,* 164: 107892, February 2022, https://doi.org/10.1016/j.cie.2021.107892.

[10] X. Xu, M. Rodgers, W. Guo. A Hub-and-spoke Design for Ultra-cold COVID-19 Vaccine Distribution*, Vaccine*, 39(41): 6127-6136, October 2021, https://doi.org/10.1016/j.vaccine.2021.08.069.

[11] M. Rodgers*, Pathways to Eliminate Carbon Emissions via Renewable Energy Investments at Higher Education Institutions, *The Electricity Journal,* 34(5): 106952, June 2021, http://dx.doi.org/10.1016/j.tej.2021.106952.

[12] S. Tsianikas, N. Yousefi, J. Zhou, M. Rodgers*, D. Coit, A storage expansion planning framework using reinforcement learning and simulation-based optimization, *Applied Energy*, 290: 116778, May 2021, https://doi.org/10.1016/j.apenergy.2021.116778.

[13] X. Xu, M. Rodgers, W. Guo. Hybrid Simulation Models for Spare Parts Supply Chain Considering 3D Printing Capabilities, *Journal of Manufacturing Systems,* 59: 272-282, April 2021, https://doi.org/10.1016/j.jmsy.2021.02.018.

[14] X. Xu, W. Guo, M. Rodgers*. A Real-time Decision Support Framework to Mitigate Quality Degradation in Perishable Supply Chains, *Computers & Industrial Engineering,* 150: 106905, 2020, https://doi.org/10.1016/j.cie.2020.106905.

[15] M. Rodgers*, D. Coit, F. Felder, A.G. Carlton, A Metamodeling Framework for Quantifying Health Damages of Power Grid Expansion Plans, *International Journal of Environmental Research and Public Health,* 16(10): 1-21, 2019, https://doi.org/10.3390/ijerph16101857.

[16] M. Rodgers*, D. Singham, A Framework for Assessing Disruptions in a Clinical Supply Chain Using Bayesian Belief Networks*, Journal of Pharmaceutical Innovation*, 2019, https://doi.org/10.1007/s12247-019-09396-2.

[17] M. Rodgers*, R. Oppenheim, Ishikawa Diagrams and Bayesian Belief Networks for Continuous Improvement Applications, *The TQM Journal*, 31(3): 294-318, 2019, https://doi.org/10.1108/TQM-11-2018-0184.

[18] M. Rodgers*, D. Coit, F. Felder, A.G. Carlton. Assessing the Effects of Power Grid Expansion on Human Health Externalities*, Socio-Economic Planning Sciences*, 66: 92-104, 2019, https://doi.org/10.1016/j.seps.2018.07.011.

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[19] M. Rodgers*, D. Coit, F. Felder, A.G. Carlton. Generation Expansion Planning Considering Health and Societal Damages – A Simulation-Based Optimization Approach, *Energy*, 164: 951-963, 2018, https://doi.org/10.1016/j.energy.2018.09.004.

[20] C.M. Farkas, M.D. Moeller, F. Felder, K.R. Baker, M. Rodgers, A.G. Carlton, Temporalization of Peak Electric Generation PM Emissions during High Energy Demand Days, *Environmental Science & Technology*, 49(7): 4696-4704, 2015, https://doi.org/10.1021/es5050248.

REFEREED CONFERENCE PROCEEDINGS

[1] M. Beacher, T. Arasu, M. Rodgers, D. Coit, J. Senick, Assessing the Public Health Impacts: A Comprehensive Analysis of Health Externalities Related to Power Grid Expansion Plans, *2024 IISE Annual Conference*, pp. 1-6, 2024 (Best Student Paper Award Winner – Energy Systems Division).

[2] S. Selcuklu, D. Coit, F. Felder, M. Rodgers, N. Wattanapongsakorn, A new methodology for solving multi-objective stochastic optimization problems with independent objective functions, *2013 IEEE International Conference on Industrial Engineering and Engineering Management*, pp. 101-105, 2013.

[3] N. Chatwattanasiri, D. Coit, M. Rodgers, S. Song, System Reliability Optimization Considering Uncertain Future Operating Conditions and Usage Stresses, *18th ISSAT Reliability and Quality in Design Conference*, pp. 667-674, 2012.

BOOK CHAPTERS

(*: CORRESPONDING AUTHOR)

[1] M. Rodgers*, R. Oppenheim, Rutgers University's Pathway to Complete Renewable Electricity Generation, a chapter in *Cases in Financial Management: Applications for Financial Analysis,* I. Brick and H. Poniachek (eds.), World Scientific, 115-123, February 2023, https://doi.org/10.1142/11728.

TECHNICAL REPORTS

[1] M. Rodgers, G. Kumcu, Monetizing Health Benefits of Offshore Wind Expansion and Demand Reduction Strategies in New Jersey, *New Jersey Climate Change Resource Center*, pp. 1-20, March 2024, https://shorturl.at/gvxMZ.

[2] M. Rodgers, M. Walsman, K. Lyons, Project Summary: Designing Recycling Systems at Rutgers University using Decision Support Tools and Strategic Management Principles, *RBS Technical Report 03012023*, pp. 1-16, March 2023, https://shorturl.at/ajr48.

PRESENTATIONS

INVITED PRESENTATIONS

- Leveraging Analytics to Design Pathways to Eliminate Scope 2 Emissions, NJ Climate Research Symposium – June 2023 (Virtual)
- Designing Recycling Systems at Rutgers University using Decision Support Tools and Strategic Management Principles,
    - *Pace University's Lubin Research Seminar Series* – April 2023 (Virtual)
    - *New Jersey Department of Environmental Protection* – April 2023 (Virtual)
- Clean Energy, Greenhouse Gas Emissions Reduction, and Rapid Decarbonization in the PJM Region (Panel Moderator), *NJ Climate Resource Center Webinar* – February 2023 (Virtual)
- From Business Disruption to Business Success, *NJSBDC Webinar* – January 2021
- The Power of Answering the Right Question to Resolve Business Dilemmas, *SESA Systems Webinar* – August 2020
- Big Data Excellence: A Framework for Sustained Performance, *IISE ELSS Annual Conference* – September 2019, Atlanta, GA
- Simulation-based Optimization Models for Electricity Generation Expansion Planning Problems Considering Human Health Externalities
    - *CRRI Eastern Meeting* – May 2019, Shawnee on Delaware, PA
    - *POMS Annual Conference* – May 2019, Washington, DC

  - *INFORMS Annual Meeting* – Oct 2017, Houston, TX
  - *Rutgers University – Department of Industrial & Systems Engineering Seminar* – Nov 2017, Piscataway, NJ
  - *New Jersey Institute of Technology* – December 2017, Newark, NJ
  - *Rutgers Energy Institute* – March 2018, New Brunswick, NJ
- We Are Pioneers!, Johnson & Johnson's Supply Chain Global Symposium, Skillman, NJ –2018
- A Framework to Leverage Cause-and-Effect Diagrams and Bayesian Belief Networks in Continuous Improvement Applications, *IISE ELSS Annual Conference* – September 2018, Atlanta, GA

OTHER PRESENTATIONS

- Big Data Excellence: A Framework for Sustained Performance, *INFORMS Annual Meeting* – October 2019, Seattle, WA
- Real-Time Dispatching in Electricity Markets, *INFORMS Annual Meeting* – November 2018, Phoenix, AZ
- A Framework for Assessing Disruptions in a Clinical Supply Chain Using Bayesian Belief Networks, *POMS Annual Conference* – May 2018, Houston, TX
- Effects of Human Health Externalities on Expansion Plans, *INFORMS Annual Meeting* – Nov 2014, San Francisco, CA
- Meta-modeling Societal Health Costs of Electricity Generation Using Kriging, *ISERC* – May 2013, San Juan, Puerto Rico
- A Roadmap for Formulating the Generation Expansion Planning Problem to Include Societal Health Costs – *INFORMS Annual Meeting* – Oct 2012, Phoenix, AZ

GRANTS

EXTERNAL GRANTS

- **EcoLocate: Optimizing Food Waste Recycling Facility Placement in New Jersey** | Award Amount: $209,754 | PI: Mark Rodgers | Key Personnel: Matthew Walsman (co-PI) and Kevin Lyons (co-PI) | September 2025 – September 2026 | Funding Agency: NJ Department of Environmental Protection
- **Optimizing New Jersey's Grid Expansion Planning through Advanced Analytics and Strategic Demand Response Integration** | Award Amount: $512,932 | PI: Mark Rodgers | Key Personnel: Jen Senick, Clint Andrews, David Coit, Robert Mieth | July 2024 – July 2027 | Funding Agency: NJ Board of Public Utilities
- **Power System Expansion Planning Models for NJ** | Award Amount: $147,403 | PI: Mark Rodgers | Key Personnel: Jen Senick, Clint Andrews, David Coit | July 2023 – July 2024 | Funding Agency: NJ Board of Public Utilities
- **Evaluating Health Benefits of NJ Clean Energy Futures |** Award Amount: $40,352 | PI: Mark Rodgers | June 2023 – July 2023 | Funding Agency: Energy Foundation
- **Designing Recycling Systems at Rutgers University using Decision Support Tools and Strategic Management Principles** | Award Amount: $206,346 | PI: Mark Rodgers | Key Personnel: Kevin Lyons (co-PI) and Matthew Walsman (co-PI) | February 2022 – February 2023 | Funding Agency: NJ Department of Environmental Protection
- **NJEDA Phase 2: Equity Investment Disparity Study** | Award Amount: $78,635 | PI: Kevin Lyons | Key Personnel: Magda Comeau, Mark Rodgers, and Matthew Walsman | June 2021 – March 2022 | Funding Agency: NJ Economic Development Association
- **NJEDA Phase 1: NJEDA Wind Port Project Disparity Study** | Award Amount: $58,267 | PI: Kevin Lyons | Key Personnel: Magda Comeau and Mark Rodgers | July 2020 – October 2020 | Funding Agency: NJ Economic Development Association
- **Supply Chain Management Training Plan Continuity Topic -- CARES Act Program Topic (D1)** | Award Amount: $90,000 | PI: Leon Fraser, Sub-Award PI: Mark Rodgers | April 2020 – September 2021 | Funding Agency: NJ Small Business Development Center

INTERNAL GRANTS

MARK RODGERS

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- Rutgers Business School. Dean's Research Seed Fund, "The Future of Urban Mobility: AI-Powered Insights for Dockless Bike-Sharing and Smart City" (with Miklos Vasarhelyi, Heejae Lee, and Soohyun Cho), Spring 2025 | $25,000
- Rutgers Business School, Dean's Fund for Summer Ph.D. Research Assistantship, "AI-Enhanced Risk Management in Global Procurement: A Collaborative Research Initiative with Unilever" (with J. Wang), Summer 2024.
- Rutgers Business School, Dean's Fund for Summer Ph.D. Research Assistantship, "Building Alignment for Fleet Asset Managers to Align Operational Demand" (with G. Culhan Kumcu), Summer 2022.
- Rutgers University | PECE Mini Grant | 2018 - $180 | 2019 - $145

TEACHING EXPERIENCE

COLUMBIA BUSINESS SCHOOL

New York, NY

- Operations Management

RUTGERS UNIVERSITY

Newark, NJ

- Data-Driven Analysis for Decision-Making (EMBA)
- Demand Planning & Fulfillment (UG)
- Six Sigma and Lean Manufacturing (UG)
- Operations Analysis (MBA)

New Brunswick, NJ

- Demand Planning & Fulfillment (UG)
- Six Sigma and Lean Manufacturing (UG)

SERVICE, AWARDS & AFFILIATIONS

SCHOOL AND DEPARTMENTAL SERVICE

- PhD Dissertation Committees
  - Jing Wang, Rutgers Business School, Co-Chair/Committee Member
  - Michael Beacher, Rutgers University School of Engineering, Co-Chair (Placed at John's Hopkins – Summer 2025)
  - Gul Culham Kumcu, Rutgers Business School, Chair (Placed at TOBB University – Fall 2023)
  - Nasser Al Monawer, Rutgers Business School, Committee Member (2022)
  - Maryam Mahdikhani, Rutgers Business School, Committee Member (Placed at the College of Charleston – Fall 2020)
  - Olena Rudna, Rutgers Business School, Committee Member (2020)
  - Ai-Chih Chang, Rutgers Business School, Committee Member (Placed at NJIT – Fall 2019)
  - Arim Park, Rutgers Business School, Committee Member (Placed at North Carolina A&T – Fall 2019)
- DBA Dissertation Committees
  - Bader Aldaoud, Rutgers Business School, Chair (Proposal ETA – Fall 2025)
- RBS MS Supply Chain Analytics Independent Study Advisor
  - Spring 2020: Rounak Nischal, Rongxin Zhuo
  - Fall 2019: Remya Balakrishnan, Meng-Chu Chien, Hanisha Jamtani, Akshay Rawat, Ailun Xin, Yang Zeng
- SCM PhD Admissions Committee (2022 – Current)
- Newark Undergraduate Program Academic Coordinator (2020 – Current)
- Institute for Supply Management (ISM) Liaison (2020 – Current)
- Co-Organizer – 2020 Rutgers TEN Plus Supply Chain Innovation Challenge, (2019 – 2024)
- Co-Organizer – Supply Chain Management Seminar Series (2019 – 2020)
- Volunteer – 2018 Rutgers TEN Plus Supply Chain Case Challenge, 2018

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UNIVERSITY SERVICE

- Students Advised:
  - Dana Chan, Undergraduate Independent Study Advisor (2025)
  - Parth Thakare, Undergraduate Independent Study Advisor (2025)
  - Michael Beacher, Office of Climate Action Research Assistantship (2022 – 2023)
  - Justin Morris, Office of Climate Action Research Assistantship (2022 – 2023)
  - Christopher Oh, Undergraduate Independent Study Advisor (2023)
  - Arbab Hussain, Undergraduate Independent Study Advisor (2021)
  - Emerson Walker, Undergraduate Senior Capstone Research Project (2020-2021)
  - Amy Wang, Rutgers University, Honors Thesis Research Advisor (2018 – 2020)
  - Siddhesh Dabholkar, Undergraduate Senior Capstone Research Project (2018-2019)
  - Tiffany Fong, First-year Interest Group Seminar (FIGS) Faculty Mentor (2018-2019)
  - Xingye Feng, Aresty Student Research Co-Advisor (2018-2019)
  - Amy Wang & Dustin Wang, Rutgers Energy Institute (REI) Summer Internship Co-Advisor (Summer 2018)
- Dissertation Committees:
  - Danial Nazemi – Rutgers University, School of Engineering, Committee Member (Placed at PJM Interconnection - 2025)
  - Shenghan Guo – Rutgers University, School of Engineering, Committee Member (Placed at Arizona State University - 2021)
  - Stamatis Tsianikas, Rutgers University – School of Engineering, Committee Member (Placed at Google - 2020)
  - Nooshin Yousefi – Rutgers University, School of Engineering, Committee Member (Placed at American Express - 2020)
  - Jian Zhou, Rutgers University – Rutgers University, School of Engineering, Committee Member (Placed at Nanjing University of Science and Technology - 2019)
- New Brunswick Faculty Council Representative (Fall 2019 – Current)
- Faculty Advisor:
  - Phi Chi Theta – Rutgers University Chapter (2018 – 2024)
  - Rutgers University Chapter of the American Society for Quality (RUASQ) (2018 – 2024)
- Member – Rutgers Energy Institute (REI) Director Search Committee (2018)

PROFESSIONAL SERVICE

EDITORIAL SERVICE

- Topic Editor, *Sustainability* | Jan 2021 - Current
- Consulting Editor, *Journal of Education for Business* | Sept 2018 – Jan 2020

AD-HOC REVIEWER

Applied Energy, Reliability Engineering and System Safety, *Socio-Economic Planning Sciences, Energies, International Journal of Environmental Research and Public Health*, *Journal of Renewable and Sustainable Energy, Sustainability*

OTHER SERVICE ACTIVITIES

- Panel Member - New Jersey Offshore Wind: Supply Chain & Workforce Development Roundtable Discussion, Newark, NJ - 2019
- Keynote Speaker at Johnson & Johnson's Supply Chain Global Symposium, Skillman, NJ –2018
- Workshop Leader – Introduction to STEM-Related Career Paths, Edison Central 6 School, West Orange, NJ - 2013
- Workshop Leader – Introduction to Engineering Disciplines, Rutgers University, New Brunswick, NJ – 2011, 2012, & 2013
- Executive Board Member, Rutgers University Chapter of the National Society of Black Engineers (NSBE) | 2005 - 2007

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Awards

- RBS Junior Faculty Research Award, 2024
- RBS-SCM Instructional Fellow, 2022-2024
- RBS Junior Faculty Teaching Award, 2019
- NSF IGERT For Fuels Fellowship, 2011 – 2013
- Ralph Bunche Distinguished Graduate Fellowship, 2010 – 2011

Certifications

- Verizon VLSS – Six Sigma Black Belt | Jan 2017
- ASQ Six Sigma Green Belt (Lic # 3196) | June 2009