



ROGER M. MILLAR, PE, FASCE, FAICP, CFM

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SUMMARY

Roger Millar is an experienced land use and transportation engineer, planner, and program manager with an international reputation for innovative approaches to conservation and development. The prominent theme that has run through his career has been planning and implementing transportation systems that are not ends unto themselves; but rather the means toward economic vitality, environmental stewardship, social equity, public health, and aesthetic quality. His work on the Portland Streetcar and the Glenwood Springs to Aspen Bus Rapid Transit system provided communities nationwide with new modal tools. His Complete Streets leadership helped create a national movement for transportation systems that are safe, convenient, and pleasant for all users, regardless of how they choose to travel. His State DOT leadership is bringing innovation to agencies with enormous influence on transportation investment.

PROFESSIONAL EXPERIENCE

Washington State Department of Transportation – Olympia, WA

Secretary/Acting Secretary/Deputy Secretary (2015-present)

Roger serves as the chief executive officer for an agency of approximately 7,100 employees statewide and an annual budget of \$3.5 billion. He was appointed Secretary of Transportation by Governor Jay Inslee in August 2016. He joined the WSDOT as Deputy Secretary in October 2015 and was appointed Acting Secretary in February 2016. Millar oversees an agency that is the steward of a multimodal transportation system and responsible for ensuring that people and goods move safely and efficiently. In addition to building, maintaining, and operating the state highway system, WSDOT is responsible for the state ferry system, and works in partnership with others to maintain and improve local roads, railroads and airports, as well as to support alternatives to driving, such as public transportation, bicycles and pedestrian programs.

Smart Growth America – Washington, DC

Vice President (2010-2015)

Roger directed Smart Growth America's technical assistance programs for state, regional, and local government. Smart Growth America is the only national organization dedicated to researching, advocating for and leading coalitions to bring smart growth practices to more communities nationwide. Significant engagements include:

- ◆ *State DOT Innovation* – Created and managed partnerships with Governors, Department of Transportation (DOT) CEOs, and other transportation providers and stakeholders to advance state DOT transportation initiatives. These projects were designed to put sustainable policies in place on the ground, provide models for other states, and inform the national transportation discussion. Roger's team developed *The Innovative DOT: A handbook of policy and practice*, and delivered significant demonstration projects in partnership with state agencies in Florida, Hawaii, Michigan, Minnesota, Oregon, Tennessee, and Vermont.
- ◆ *Smart Growth America's Building Blocks Technical Assistance* – Led a multi-year technical assistance program designed to provide local leaders with the knowledge and tools to advance policies, planning efforts, and design practices that create vibrant, healthy, economically resilient and environmentally sustainable

communities. From 2012 to 2015 over 60 communities around the nation received technical assistance from Roger's team.

- ◆ *National Complete Streets Coalition* – Served as Director of a national coalition seeking to fundamentally transform the look, feel, and function of the nation's roads and streets by changing the way most roads are planned, designed, and constructed. Over 850 Complete Streets policies have been adopted, including policies adopted by 30 state governments.

Missoula City-County Office of Planning and Grants – Missoula, Montana

Director (2007-2010)

Roger led the land use planning, permitting, code enforcement, floodplain management, and historic preservation organization for a 2,600-square mile county and a city of 67,000 citizens. He also managed the Missoula Metropolitan Planning Organization and the Missoula in Motion regional transportation demand management program, the CDBG and HOME entitlement programs, the Missoula Forum for Children and Youth substance abuse prevention program, and the Crime Victim Advocacy Program. Significant accomplishments include:

- ◆ *County and City development review* - Managed the review of thousands of annexation, zoning, subdivision, and building permit applications in urban and rural areas. Engaged federal and state resource agencies, tribal governments, and other stakeholders in the review process.
- ◆ *Urban Fringe Development Area Plan/Envision Missoula Long Range Transportation Plan* – Conceived and managed innovative plans to allocate anticipated growth and transportation investment in the Missoula metropolitan area while protecting resource lands through a cooperative effort of Missoula County and its principal city.
- ◆ *Zoning and Subdivision Ordinance Rewrite* – Managed development and adoption of state-of-the-practice code to replace a 1972 ordinance regulating land use within the City. Rewrite was adopted by City Council on a 10-2 vote after two highly controversial failed attempts by previous administrations.
- ◆ *Greater Downtown Master Plan* – Represented the City of Missoula on the management team for a public-private partnership that created the first master plan for downtown Missoula.

Department of Community Development and Infrastructure – McCall, Idaho

Deputy City Manager/Community Development Director (2005-2007)

Roger managed the regulation of planning and building activities within the City and the McCall Impact Area of unincorporated Valley County as well as the public works functions of a small mountain town government, including a water plant, a wastewater treatment plant, and a streets division. Significant accomplishments include:

- ◆ *City and County development review* – Managed the review of hundreds of annexation, zoning, subdivision, and building permit applications in urban and rural areas during a time of unprecedented growth.
- ◆ *Zoning and Subdivision Ordinance Rewrite* – Managed development and adoption of state-of-the-practice ordinances regulating land use within the City and the Impact Area in Valley County.
- ◆ *US Environmental Protection Agency Smart Growth Implementation Assistance Grant* – Managed successful application and project implementation as the first nationwide grantee.
- ◆ *Housing Policy* – Managed development and adoption of a community housing policy, inclusionary zoning ordinance, and community housing fee ordinance to create an inventory of workforce housing.
- ◆ *McCall Lakefront Urban Renewal Plan Update* – Managed the update of a 1990 urban renewal plan and the design and financing of park, pedestrian and parking facility improvements.

DMJM+HARRIS Planning (AECOM) – Fairfax, Virginia

Vice President (2003-2005)

Roger was manager and/or officer-in-charge of multi-discipline, multi-jurisdictional planning projects and programs. He served as the firm’s representative to local and national professional and business organizations.

Significant accomplishments include:

- ◆ *Gateway Community Transit Connection* – Assisted the National Park Service and the communities of the San Joaquin Valley in the development of a vision plan for transit service between the Valley floor and Sequoia and Kings Canyon National Parks.
- ◆ *Lower Manhattan Recovery Projects Environmental Management Oversight Program* – Provided program oversight and technical assistance during the Federal Transit Administration review of Environmental Impact Statements for a \$4.5 billion transit investment in response to the September 11th terrorists attack.
- ◆ *National Transit Institute Training Course: Managing the Environmental Process* – Taught a three-day course for senior practitioners on the National Environmental Policy Act. Delivered the course to local, regional, and state staff in Baltimore, Chicago, Houston, Las Vegas, Miami, and Washington, DC.

Otak, Incorporated – Lake Oswego, Oregon and Carbondale, Colorado

Principal (1990-2003)

Roger managed and/or served as principal-in-charge of complex transportation, land use, and environmental engineering and planning projects and programs. He supervised offices and/or professional departments within offices and represented the company to professional and business organizations. Significant accomplishments include:

- ◆ *Glenwood Springs to Aspen Corridor Investment Study* – Helped create a regional transportation authority involving three Colorado counties and seven cities and managed the planning of an innovative bus rapid transit (BRT) and trail program for a 45-mile long corridor.
- ◆ *The River District (now Pearl District) Development Plan* – Helped create a 200-acre pedestrian oriented urban community with a projected population of 15,000 in Portland’s Central City.
- ◆ *Portland Streetcar* – Developed an innovative public transportation solution for the Central City and managed planning and design of the project.
- ◆ *Tempe Comprehensive Transportation Plan/Smart Growth Development Code projects* – Developed 20-year transportation strategy and capital improvements program and modernized the development code for this mid-sized Arizona city transitioning from sprawl development to infill and redevelopment.

Portland Office of Transportation – Portland, Oregon

Division Manager and Project Manager (1983-1990)

Roger supervised a 30-employee project development, design, and construction management organization and managed the administrative division of a 110-employee public works organization with a \$2 million operating budget and a \$10 million capital budget (1990 dollars). Significant accomplishments include:

- ◆ *Columbia Corridor Economic Development Initiative* – Managed infrastructure improvements in 19,000-acre commercial and industrial district; creating a platform for 35,000 new jobs in close proximity to disadvantaged neighborhoods while protecting environmental and cultural resources.
- ◆ *Lloyd District Transportation Improvements* – Managed public improvements in support of \$1 billion in private investment in this Central City district.

EDUCATIONAL AND PROFESSIONAL CREDENTIALS

University of Virginia, Charlottesville, Virginia

- ◆ Bachelor of Science in Civil Engineering (1982)

Professional Engineer

- ◆ Active registrations in Washington and other states (1986-present)

American Institute of Certified Planners

- ◆ Member (1994-present)

Association of State Floodplain Managers

- ◆ Certified Floodplain Manager (2008-present)

PROFESSIONAL AND COMMUNITY SERVICE

American Association of State Highway and Transportation Officials

- ◆ Board of Directors, (2016-present)
- ◆ Executive Committee (2017-present)
- ◆ Council on Public Transportation, Chair (2019-present)
- ◆ Special Committee on Freight, Chair (2017-2019)
- ◆ National Operations Center of Excellence, Board Member (2017-2018), Steering Committee (2018-present)
- ◆ Cooperative Automated Transportation Coalition, Executive Team (2017-present), Co-Chair (2019-present)

Western Association of State Highway and Transportation Officials

- ◆ President (2018-present)
- ◆ Vice President (2017-2018)
- ◆ Board of Directors (2016-present)

American Society of Civil Engineers

- ◆ Board of Direction, At Large Director (2017-present)
- ◆ Public Policy Committee, Chair (2016-2017); Member (2014-2017)
- ◆ Committee on America's Infrastructure/National Infrastructure Report Card Advisory Council, Member (2000-2014)
- ◆ Transportation & Development Institute Development Council, Chair (2014-2016)
- ◆ Pacific Northwest Council, Chair (1997-1998)
- ◆ Oregon Section, President (1995-1996)

Intelligent Transportation Society of America

- ◆ Board of Directors, Member (2018-present)

American Consulting Engineers Council

- ◆ National Transportation Committee, Vice Chair (2001-2003); Member (1996-2005)

Consulting Engineers Council of Oregon

- ◆ ODOT/CECO Liaison Committee, Chair (1994-1995); Member (1991-1996)
- ◆ Western Federal Lands Highway Division/CECO/CECW Liaison Committee, Chair (1996-1998); Member (1994-1998)

Montana Association of Planners

- ◆ President (2009)
- ◆ Vice President (2008)
- ◆ Board Member (2008-2010)

Idaho Planning Association

- ◆ Member (2005-2007)
- ◆ Nominating Committee for Idaho Chapter of APA, Member (2006-2007)

American Planning Association

- ◆ Transportation Division, Member
- ◆ Urban Design Division, Member
- ◆ Small Town and Resort Division, Member

American Public Transportation Association

- ◆ Land Use Committee, Member (2003-2005)

Columbia Corridor Association

- ◆ Board Secretary (1994-1997)
- ◆ Transportation Committee, Chair (1990-1995)

Tualatin Valley Economic Development Corporation

- ◆ Board Vice Chair (1996-1998)
- ◆ Board Member (1992-1996)

Oregon Trout (now Freshwater Trust)

- ◆ Board Member (1996-2000)

RECOGNITION AND AWARDS

American Society of Civil Engineers

- ◆ Outstanding Public Official (2017)
- ◆ President's Medal (2016)

- ◆ Elected as an ASCE Fellow, Class of 1999

- ◆ Outstanding Younger Member (1990)

American Institute of Certified Planners

- ◆ Elected to the College of Fellows, Class of 2018

American Council of Engineering Companies

- ◆ Honor Award (Portland Streetcar Incorporated, 2002)

American Council of Engineering Companies of Oregon

- ◆ Grand Award for Transportation (Portland Streetcar Incorporated, 2002)

Association of Metropolitan Planning Organizations

- ◆ The National Award for Outstanding Achievement in Metropolitan Transportation Planning (Missoula MPO - Missoula, MT 2009)

Conference of Minority Transportation Officials, Washington Chapter

- ◆ Industry Leader Award (2018)

Montana Association of Planners

- ◆ Professional Achievement in Planning Award – Urban Fringe Development Area Plan (Missoula, MT 2009)

Association of Idaho Cities

- ◆ City Achievement Award for Comprehensive Policy Planning & Implementation (City of McCall, ID 2006)

Idaho Smart Growth

- ◆ Grow Smart Award for Policy Planning (City of McCall, ID 2005)

Governor John Kitzhaber/Livable Oregon

- ◆ Governor’s Livability Award (Portland Streetcar Incorporated, 2002)

Oregon Chapter American Planning Association

- ◆ Special Achievement in Planning (Regional Alternatives Planning Process Team, 1993)

Columbia Corridor Association

- ◆ Dave Fredrikson Memorial Award (1993)

Transportation Choices Coalition

- ◆ Transportation Choices Hall of Fame (2018)

Streetsblog USA

- ◆ Streetsie Awards 2018: The True American Heroes of the Year (2018)

Leadership Lake Oswego

- ◆ Member, class of 1993

Boy Scouts of America

- ◆ Eagle Scout (1973)