

THERESE WATKINS MCMILLAN

PROFILE

Proven public sector leader in transportation policy, organization, planning and funding. Committed to exceptional program delivery, accountable management, and customer responsiveness.

KEY EXPERTISE

Strategic Planning and Implementation

Translates policy vision and objectives into implementable action, driven by creative and decisive problem solving. Recognized expertise in local and regional transportation planning, including deep knowledge of federal requirements. Successful and productive resolution of complex project level management and financial issues; regional/local planning coordination; and jurisdictional funding allocations.

Leadership/Coalition Building/Public Outreach

Exemplary skills in team building that deliver results. Guides consensus and collaboration among diverse stakeholders, including governmental, business and constituent/advocacy interests. Expert workshop development and facilitation. Coordinates cross-departmental teams to support joint decision making. Advances community voice and engagement; initiated ground breaking local and federal programs in environmental justice, work force development, and public health access.

Clear and Persuasive Communication

Outstanding writing and oral presentation skills. Broad experience in communicating with policy boards and executive level officials at the federal, state and local level. Speaking invitations have included White House stakeholder roundtables; numerous national transportation industry groups; university seminars, class lectures and graduation commencement ceremonies. Experience providing testimony in state and federal legislative hearings addressing transportation funding, planning and regulatory issues. Served as key trial witness in federal court litigation.

Organizational and Program Reform

Outstanding ability to assess current organizational structures, goals, policy and procedures; and develop and implement strategies to increase effectiveness and efficiency. Flexibly interprets and implements rules and regulations to achieve agency objectives. Encourages employee input in developing solutions to build ownership of new directions, while simultaneously building accountability for action and outcomes.

Staff Development and Advancement

Works across and down agency levels to motivate, mentor and manage staff; particularly successful in resource constrained environments. Extensive experience in staff work assignments, performance evaluations and professional development, salary/benefit negotiations and grievance resolutions, and disciplinary actions.

CAREER HIGHLIGHTS

- Implementing Measure M, Los Angeles County's 2016 transportation sales tax and attached expenditure plan. Conceived and developed comprehensive administrative guidelines for the Measure M Ordinance, and established new multi-sector Policy Advisory Council. As part of LA Metro's Senior Executive Team, oversees development and delivery of Measure M capital projects and programs totaling over \$50 Billion.
- Authored and leads LA Metro's "Equity Platform" initiative, designed to address disparities in community access to jobs, housing, education, public health and other opportunities as driven by race, income, gender and other factors. Currently defining the agency's equity leadership and partnering responsibilities that span research, program design, community engagement and investment, and internal training.
- Established new Transit Safety and Oversight office for the Federal Transit Administration, based on statutory authorizing legislation in 2013. Created attendant regulations, recruited staff, and applied new authority "on the ground" through unprecedented leadership of safety oversight functions for the Washington Metropolitan Area Transit Authority (WMATA).
- Designed and conducted a "top to bottom" internal review and reform of FTA's Civil Rights office, including Title VI, Americans with Disability Act (ADA) and Disadvantaged Business Enterprise (DBE) programs; including publication of essential new guidance for transit grantees in Title VI and Environmental Justice. Led similar reform of public involvement, federal Title VI and EJ Outreach procedures for Metropolitan Transportation Commission (SF Bay Area).
- Defined leading edge public transportation "resiliency" policies and investments as part of FTA's emergency response and recovery activities related to Hurricane Sandy. Administered \$10.4 billion in emergency relief grants to transit agencies impacted by the storm.
- Developed climate change policies and programs for FTA under Obama Administration White House directives, and for the Metropolitan Transportation Commission under California state legislation (AB 32 and SB 375). In both cases, facilitated legislative analysis and program development.

EMPLOYMENT

Metropolitan Transportation Commission (MTC)/Association of Bay Area Governments (ABAG), San Francisco, CA

Executive Director, March 2019- present

Lead a staff of approximately 300, overseeing a budget of approximately \$280 million and a wide-ranging agency work plan that includes development of an upgrade of the region's transit fare payment card, Clipper[®], implementation of the Bay Area Express Lane Network, long-range scenario based planning, and administration of almost \$800 million per year in annual bridge toll revenue. Reports directly to the board of both the MTC, the San Francisco Bay Area's metropolitan planning organization and the ABAG, the Bay Area's council of governments responsible for regional land use planning and population forecasting, resilience planning, economic development and resilience planning.

Los Angeles County Metropolitan Transportation Authority (LA Metro)- Los Angeles, CA **Chief Planning Officer Apr 2016 through Feb 2019**

Reporting directly to the Chief Executive Officer, served on an executive team for the third largest public transit agency in the US, with a total budget of \$6.6 Billion for FY 19. Provided executive leadership for a staff of 160 responsible for Metro's planning, grant funding, and real estate functions. Key responsibilities included implementing the agency's "Measure M" transportation sales tax Ordinance; developing the countywide long range transportation plan; strategic fund program and regional/state/federal grants administration; and focused initiatives in transportation equity and community engagement, "transit-oriented communities" including joint development and related affordable housing initiatives, "active transportation" planning and projects; and Metro's contributions to the 2028 Olympic and Paralympic Games. Restructured planning department assignments to improve policy development, program administration and oversight, and service delivery functions. Established internal training and mentoring programs, reflecting LA Metro CEO's commitment to a "learning culture."

Federal Transit Administration (FTA), USDOT-Washington DC (Political Appointment) **Acting Administrator Mar 2014 to Mar 2016/Deputy Administrator-Jul 2009 to Feb 2014**

Managed a staff of approximately 540 personnel headquartered in Washington DC, and ten regions across the country. Oversaw annual budget averaging over \$10 billion in federal formula and discretionary grant funds directed to 985 grantees (transit agencies and state departments of transportation). Provided executive direction on all FTA functions: planning, funding, program management, safety, research, regulatory oversight, communications, and community and government affairs. Led major revisions to FTA's New/Small Starts program, and developed new discretionary funding programs including State of Good Repair, and Bus Livability. Streamlined and restructured FTA's strategic planning process, aligning limited resources to USDOT priorities and policies. FTA executive lead for the USDOT Secretary's cross modal initiatives, including safety, equity/ "Ladders of Opportunity", federal process streamlining, and planning reform and coordination including the Administration's interagency "Partnership for Sustainable Communities" initiative among USDOT, US HUD and US EPA.

Metropolitan Transportation Commission (MTC)- Oakland, CA: Jan 1984 to Jun 2009
Deputy Executive Director, Policy (Jan 2001-Jun 2009)

Served as Deputy Executive Director of Policy for the Metropolitan Transportation Commission for the nine-county San Francisco Bay Area, serving 7.5 million people in a region encompassing nine counties and 101 municipalities. Oversaw MTC's departments responsible for strategic financial planning and MTC's management of federal, state and regional fund sources for transit, highways, roadways and other modes; state and federal legislative advocacy; public affairs and community outreach; policy and investment planning, including the long range plan and air quality/climate change related issues. Executed responsibilities for Commission committee management and agency budget. Provided executive leadership for the agency's initiatives in transit oriented development (TOD) policy, equity based "Lifeline" transportation program, and freight transportation, among other efforts. Served as MTC case manager and chief policy witness in Darensburg v. Metropolitan Transportation Commission, federal lawsuit alleging discriminatory funding practices by the Commission. Federal District Court ruled in favor of MTC; ruling upheld by Ninth Circuit Court of Appeals.

San Jose State University, Mineta Transportation Institute: Jan 2004 to Apr 2009

Instructor: transportation funding and finance--Transportation Management Graduate program. For six years, taught 10 week core course (required for degree) addressing federal, state, local transportation funding sources and policy, and project financial planning.

EDUCATION

- **M.C.P., City and Regional Planning, May 1984.** University of California, Berkeley. Master's Thesis: "Equity Impacts of Time-of-Day Transit Pricing." Graduate Opportunity Fellowship, UC Berkeley 1982 and 1983
- **M.S., Civil Engineering Science, December 1983.** University of California, Berkeley.
- **B.S., Environmental Policy Analysis and Planning, April 1981.** University of California, Davis. Departmental Highest Honors, Graduating Class, 1981

HONORS AND PROFESSIONAL AFFILIATIONS

- Advisory Board Member, UCLA Lewis Center for Regional policy Studies-2012 to present
- American Public Transportation Association (APTA) Strategic Plan Steering Committee-appointed 2018
- Senior Fellow, University of California, Los Angeles- Luskin School of Public Affairs, academic year 2011-2012
- UC Davis College Agriculture and Environmental Studies Award of Distinction/Alumni - 2016
- UC Berkeley College of Environmental Design, CED Alumni Association- Distinguished Alumna Award- 2011
- Women's Transportation Seminar, San Francisco Chapter; President 1989 and 1990
- Women's Transportation Seminar (WTS) Awards: National Woman of the Year (2016); Woman of the Year 2015 (Washington DC Chapter); Woman of the Year 2011 (Los Angeles)

Chapter); Woman of the Year 2010 (San Francisco Bay Area Chapter); Member of the Year in 2002 (SF Chapter)

- Conference of Minority Transportation Officials “Women Moving the Nation” recipient (2013)
- Member of Transportation Research Board Committees: Metropolitan Policy Planning Processes (1997-2006), Taxation and Finance (2004-2009), Women’s Transportation Issues (2010 to present). Co-Chair of TRB Women’s Issues in Transportation International Conference (scheduled September 2109).