

# Executive Director

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METROPOLITAN  
TRANSPORTATION  
COMMISSION



ASSOCIATION  
OF BAY AREA  
GOVERNMENTS

## UNIQUE OPPORTUNITY

*This is an exceptional opportunity to play a leadership role in creating a more diverse, equitable, affordable, sustainable and economically vibrant Bay Area.*





# Metropolitan Transportation Commission

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Created by the California Legislature in 1970 (California Government Code § 66500 et seq.), the Metropolitan Transportation Commission (MTC or the Commission) is the transportation and housing planning, coordinating and financing agency for the nine-county San Francisco Bay Area. It functions as both the regional transportation planning agency — a state designation — and, for federal purposes, as the region’s Metropolitan Planning Organization (MPO). Its’ responsibilities include, but are not limited to: development and adoption of a Regional Transportation Plan, inclusive of the Bay Area’s mass transit, highway, local streets and roads, airport, seaport, rail, bicycle and pedestrian services and facilities; allocation and monitoring of state and federal transportation assistance funds; legislative and advocacy roles for smart growth, air quality and congestion management; transportation services for elderly, disabled and low-income individuals.

Since 1998, MTC has served as the Bay Area Toll Authority (BATA) responsible for administering all toll revenue from the seven state-owned bridges. BATA has an “AA” credit rating and utilizes this to issue toll revenue bonds to finance bridge, highway, and transit construction projects.

In 2019 the Legislature designated MTC as the Bay Area Housing Finance Authority (BAHFA), its newest “hat” in a widely expanding portfolio, which also includes a Joint Powers Authority arrangement as the Bay Area Infrastructure Financing Authority (BAIFA) dealing with express lane development and management, among other capacities. In addition, MTC manages the Clipper® Universal fare card program for public transit and the 511 traveler information telephone number and web site.

The MTC Commission is composed of 21 commissioners — 18 of them voting members — representing all of the nine Bay Area counties. Currently, 17 of the 21 commissioners are local elected officials: county supervisors, mayors or city council members. One commissioner is a local elected official from the ABAG board, while the other three, nonvoting members represent the U.S. Department of Transportation, U.S. Department of Housing and Urban Development, and the California State Transportation Agency. The agency is supported by an approximately \$2B budget and almost 400 full-time staff.



# Association of Bay Area Governments

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The Association of Bay Area Governments (ABAG) was formed in 1961 by a joint powers agreement among Bay Area local governments and serves as the comprehensive regional planning agency and Council of Governments for the nine counties and 101 cities and towns of the San Francisco Bay Region. The region encompasses Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo, Santa Clara, Solano, and Sonoma counties.

ABAG is a public entity created by local governments to meet their planning and research needs related to land use. ABAG also hosts a number of joint powers and administrative entities related to environmental and water resource protection, disaster resilience, energy efficiency and hazardous waste mitigation, financial services and staff training to local counties, cities and towns.

ABAG's Executive Board is comprised of 38 voting memberships, 35 are appointed to reflect the population size of each Bay Area county. The President, Vice President, and immediate Past President also serve as voting members of the Executive Board. Advisory, nonvoting members representing state or federal agencies may be invited to serve at the pleasure of the Executive Board. County representatives are selected by their boards of supervisors. City representatives are appointed by the mayors of member cities in each county. The official representing the City of San Francisco is appointed by the mayor; and, the Cities of San Jose and Oakland are represented by their respective mayors. Each of these appointing authorities may appoint alternates to the members selected.



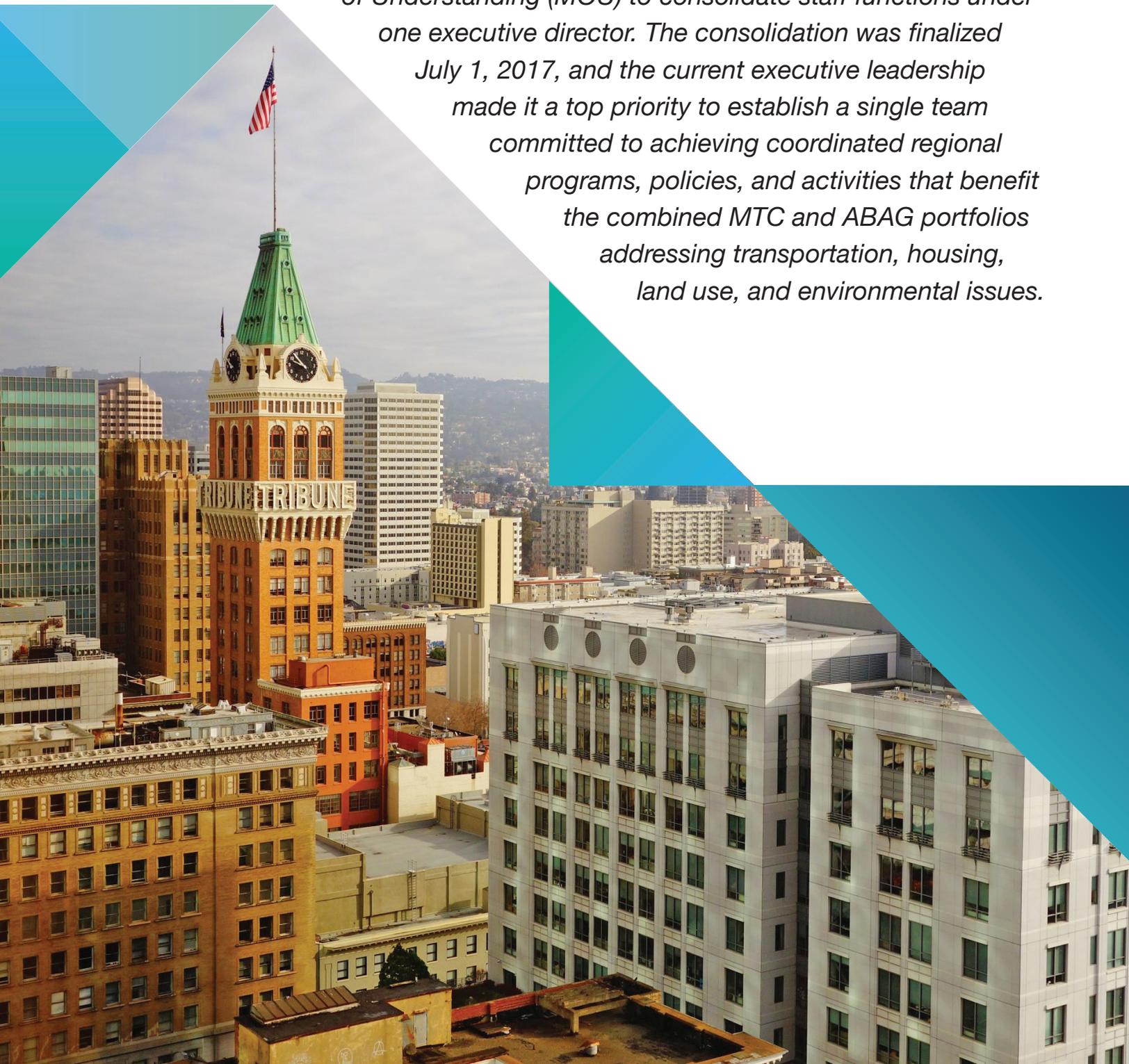
## Current Significant Regional Initiatives

- » Implementation of the 2021 adopted long range “Plan Bay Area 2050”, containing major regional initiatives for transportation, housing, the environment, and the economy
- » Overseeing the continued administration, funding and support for the Bay Area Housing Finance Authority (BAHFA), the most recent state statutory authority vested to MTC
- » Lead post-Covid pandemic regional responses in two areas: implementation of recommendations of the Blue Ribbon Transit Recovery Task Force; and the accelerated shift to all electronic tolling (AET) on the seven state toll bridges overseen by the Bay Area Toll Authority (BATA)
- » Sustain the comprehensive development and implementation of equity analyses, procedures, and initiatives across all lines of MTC and ABAG portfolios, as embodied in the “Equity Platform”

# Governing the Bay Area Region

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*Pursuant to direction from the ABAG Executive Board in 2016 and 2017, ABAG and MTC have entered into a Memorandum of Understanding (MOU) to consolidate staff functions under one executive director. The consolidation was finalized July 1, 2017, and the current executive leadership made it a top priority to establish a single team committed to achieving coordinated regional programs, policies, and activities that benefit the combined MTC and ABAG portfolios addressing transportation, housing, land use, and environmental issues.*



Currently, ABAG and MTC continue to be separate governance entities with their own statutory authorities and responsibilities, policy positions, assets, liabilities, revenues, debts, and local collaboration programs, with the consolidated staff serving both organizations. The MOU had directed the boards to look at changes to the overall governance structure of the two agencies, and a joint MTC ABAG Governance Committee explored opportunities and challenges between 2019 and 2020, instituting some changes to Committee structures and practices. With the onset of the pandemic and other regional challenges, further detailed discussion of the governance changes was suspended in favor of focusing on coordinating regional decision making in key areas, most notably an unprecedented community and local governmental outreach around Plan Bay Area 2050, unanimously adopted by MTC and ABAG in October 2021. Among the many findings emerging from that effort was the need to strategically pursue new funding sources to address the crushing housing affordability crisis; the chronic transportation issues manifest in congestion, and lack of affordable options; and a growing urgency that climate change can irreparably impede meaningful progress in these areas and more. As such, both boards are committed to exploring new Regional Revenue Measures to raise critically needed additional funding. That will require a cohesive and coordinated strategy that will persuade Bay Area voters this investment can help address the region's pressing issues. With a housing ballot initiative targeted for the November 2024 ballot; and a parallel exploration of transportation options for succeeding electoral calendars, this effort will be a significant focus for MTC and ABAG, especially with the advent of the 2023 state legislative session.

To learn more, go to: [www.bayareametro.gov](http://www.bayareametro.gov)



# What We Do

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- » Plan, invest and coordinate to keep the Bay Area mobile, sustainable and prosperous. At the same time as addressing the needs of a growing population, we are committed to preserving the diverse communities and natural beauty that make the Bay Area a desirable place to live and work
- » Work to integrate the region's vast web of rail, bus and ferry lines into a seamless network that's easy to understand and ride
- » Seek out clean technologies to improve the capacity and efficiency of the public transportation and housing infrastructure
- » Strive to make streets friendly to pedestrians and bicyclists, and not just to cars — a concept known as “complete streets”
- » Encourage transit-oriented development, with housing, jobs and retail clustered around bus, rail, and ferry hubs
- » Adopt policies to preserve the region's agriculture and open spaces
- » Support local jurisdictions to address housing preservation, protection and production under state and federal regulations
- » Prioritize requests for scarce regional, state and federal funds
- » Act as the region's transportation banker, distributing funds to public transit agencies, as well as to county congestion management agencies, and cities and counties for local investment priorities
- » Plan, design an operator customer-based services for Clipper, the universal transit fare card; and FasTrak, the electronic toll tag for our all electric network of tolled bridges and express lanes
- » Ensure the health and smooth operation of the region's seven state-owned toll bridges, in our role as the Bay Area Toll Authority
- » Invest in strategic expansions of the transportation network to serve a growing population
- » Take the pulse of the region's transportation system, housing, jobs, environment and economy through the Vital Signs project; and provide core regional data to public agencies



# Executive Director

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*The MTC Executive Director reports directly to the MTC Commission and is responsible for the administration of more than \$2 billion per year in funding for the operation, maintenance, and expansion of the Bay Area's surface transportation network. Under contract with the Association of Bay Area Governments, the MTC Executive Director also provides staffing and support services to ABAG and serves as its Executive Director.*



The current MTC Executive Director, Therese W. McMillan, is retiring after serving MTC since 2019.

**The Executive Director is expected to manage and advance:**

**MTC Commission and ABAG Board Relations**

Develop strong working relationships with the MTC Commission and ABAG Board based on partnership, mutual respect, open communication and equal treatment of all members. Ensure that the Commission's and ABAG's policy direction is implemented, and they are kept fully informed on the financial condition of the agency and about any trends, events, or emerging issues of significance to the agency's success.

**Local Government Connections**

Build on current initiatives that promote stronger connections between MTC Commissioners and ABAG Board Members and their fellow elected officials, local government executives/staff, and other local government and operational partners.

**External Partnerships**

Cultivate strong, collaborative working relationships with partner agencies, in order to integrate and advance transportation and land use initiatives. Provide strategic leadership that elevates a regional perspective while supporting local initiatives. Propagate a sense of mutual trust with and between local agencies. Maintain a strong and engaged presence at both the state and federal level. Enhance relationships with various community, civic and business organizations.

**Program Focus**

MTC's primary programs are:

- » Programming and allocating some \$2 billion annually for Bay Area transportation programs and projects
- » Updating the region's long-range transportation plan every four years

**Organization Development**

Provide cultural leadership to continue to reinforce the organization's commitment to furthering equity to ensure MTC's work force is poised to define adaptive, innovative and timely solutions to address some of the most complex social issues facing our region. This will include a strong commitment to ongoing strategic planning, staff development, team building and succession planning to enhance and expand the capabilities of the almost 400 staff members.

## Pandemic Response and Ongoing Initiatives

Continue to manage the agency's pandemic response, vaccination policy, and hybrid work environment to create the safest and most productive workspace possible for staff. Work with the executive team to determine how to best use 375 Beale street to support staff and serve as a foundation for our regional work. Participate in the "visioning" of how we use space to create a collaborative space with our partner agencies; The Bay Area Air Quality Management District (BAAQMD) and the Bay Conservation and Development Commission (BCDC).

## Management

Set and implement the strategic vision with the Commission and Board for the organization. Deliver a comprehensive balanced annual budget and work plan. Develop organization-wide goals, objectives, policies and procedures. Oversee agency-wide adherence to business and employee policies, procedures and practices including fostering a diverse workforce and a safe and harassment free workplace.

## Staff Development

Ensure the successful leadership and management of agency staff by setting performance expectations of senior staff regarding their mentoring, developing, and managing of their reporting staffs. Directly supervise and mentor the Deputy Executive Director of Operations, the Deputy Executive Director of Policy, the Deputy Executive Director of Local Government Services, and the Chief Financial Officer. Provide guidance to the Chief General Counsel as she executes her goals per the direction of the Commission.



# Ideal Candidate

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The next Executive Director will be an exceptional leader with an unflappable presence and the ability to respond to the region's challenges both strategically and tactically. The ideal candidate possesses strong analytical skills, sound decision-making abilities, respected business practices and must inspire creativity and productivity in a demanding fast-paced environment. The next Executive Director must be an innovative leader with a national perspective and a solid professional reputation both regionally and nationally.

Given the issues and priorities facing MTC, the next Executive Director must possess a strong understanding of transportation funding and project delivery; familiarity with regional transportation and land use planning principles associated with demographics, air quality, affordable and market rate housing and housing demand, and natural resource protection; and, knowledge of the diverse issues facing urban, suburban, and rural areas. Background experience in Council of Government environments will be looked upon favorably.

In addition, in preparation for the recruitment, input from Commissioners, senior staff and additional stakeholders identified the following attributes and/or characteristics that would facilitate the success of the next Executive Director:

- » Exceptional communicator and relationship builder who fosters collaboration with not only the Commission and ABAG, but with local, regional, state and federal stakeholders and funders.
- » A nimble visionary who understands the current infrastructure of the Bay Area while embracing the rapidly changing technology that will immeasurably change the way people move from home to work and interact with their communities.
- » Values diversity and inclusion and ensures meaningful discussion regarding land use planning and funding options that address affordable housing and the transportation needs of traditionally underserved communities.
- » Possesses political acumen and a track record of leading organizational change while ensuring the highest levels of performance and success are attained.
- » A strong mentor and leader who values the input and expertise of staff, supports professional development and fosters an internal culture of open communication, trust and accountability.

## **Education, Experience, & Training**

- » Bachelor's and master's degrees desired; preferably in a discipline relating to transportation, urban or regional planning, engineering, or public/business administration.
- » Minimum of ten years' of progressively responsible management experience, including a minimum of four years at the executive level, preferably in local government, non-profit, or other organizational structure of similar or relative size, scope and complexity.
- » Equivalent combination of education and work experience will be considered. The leadership of MTC reserves the right to select any combination of education, experience, licensing, and certification that will best serve the needs of the MTC and ABAG and achieve the expansive array of transportation and land-use planning, funding and operations goals.

# Compensation

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The total compensation package for the Executive Director is negotiable and competitive based on qualifications and experience.

MTC offers attractive employee benefit programs that include:

- » California Public Employees' Retirement System (CalPERS) with a 2.5% at 55 plan for classic members and PEPRA required 2% at 62 plan for new members; MTC does not participate in Social Security
- » Access to two 457 Deferred Compensation plan options; one Roth IRA plan option
- » CalPERS medical insurance plan options with MTC paying 95% of premium of any plan and level selected
- » Dental and vision insurance plans with minimal dependent employee premium cost-share requirements
- » MTC provided short-term and long-term disability insurance
- » MTC provided Life/AD&D insurance with a two-times salary benefit; voluntary Life/AD&D option
- » Commute program which includes a monthly subsidy of up to \$255 per month towards eligible fare and/or employer provided parking
- » Leave benefits to include eleven paid holidays (plus a floating cultural holiday), personal sick, vacation, and personal day benefits, and a Paid Family Leave wage continuance benefit
- » Funds for memberships and development and training.

# Application And Selection Procedure

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**This position is open until filled.** To be considered for this exceptional career opportunity, submit your application that includes résumé, cover letter, and a list of six work-related references (two supervisors, two direct reports and two colleagues) by the **first resume review date of Monday, November 28, 2022.** Résumé should reflect years and months of employment, beginning/ending dates, as well as size of staff and budgets you have managed.

Please go to our website to submit your application: <https://www.cpshr.us/recruitment/2118>



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## Selection Process

Resumes and letters of interest will be screened in relation to the criteria outlined in this brochure. Candidates deemed to have the most relevant qualifications will be invited to interview with the consultant, following which, the most qualified candidates will be referred for interviews with the MTC Selection Committee. An appointment to the position will be made following comprehensive reference and background checks to be coordinated with the successful candidate.



*The Metropolitan Transportation  
Commission is an equal opportunity,  
non-discriminatory employer.*

*MTC provides all employees and applicants  
with an equal opportunity in every aspect of the  
employment experience regardless of race, color,  
religion, sex, age, national origin, physical handicap,  
medical condition or marital status.*