

## STEPHANIE POLLACK

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### ABOUT

Stephanie Pollack was appointed Secretary and CEO of the Massachusetts Department of Transportation in January 2015, where she is responsible for a fully multimodal state transportation department with 3,600 employees, an annual operating budget of approximately \$1 billion and an annual capital budget of approximately \$1.5 billion. With a people-focused and data-driven approach to transportation, she leads MassDOT's efforts to shape a transportation system that works for and is safe for everyone, provides people with good options for getting to important destinations, addresses transportation inequity, contributes to Massachusetts' decarbonization goals and is resilient to a changing climate.

Immediately prior to joining MassDOT she taught in and led transportation research at Northeastern University's School of Public Policy and Urban Affairs and the Dukakis Center for Urban and Regional Policy. Over a lengthy leadership career in the public, private, academic and non-profit sectors, she has built a local and national reputation for crafting and implementing pragmatic solutions to public policy challenges ranging from environmental sustainability to public health to transit-oriented development, as well as her recent focus on transportation and transit policy and programs.

### EXPERIENCE

#### Massachusetts Department of Transportation

##### Secretary and Chief Executive Officer

January 2015 to present

Serve as Secretary and CEO of the Massachusetts Department of Transportation and a member of the Cabinet in the administration of Governor Charlie Baker and Lieutenant Governor Karyn Polito. The Massachusetts Department of Transportation is an integrated, multi-modal transportation agency composed of Highway, Rail and Transit, and Aeronautics Divisions, as well as a Registry of Motor Vehicles. The Secretary and CEO also sits on the Board of the Massachusetts Port Authority and, since July 2015, the leadership of the Massachusetts Bay Transit Authority (MBTA) reports to the MassDOT Secretary, giving her a critical role in steering the ongoing turnaround and transformation of the transit system serving Eastern Massachusetts. As Secretary, Pollack has:

- Focused MassDOT on improving customer experience with initiatives such as All-Electronic Tolling and reducing wait-times at the Registry of Motor Vehicles;
- Oversaw development of MassDOT's first asset management plans and statewide bicycle, pedestrian, freight and rail plans as well as Focus40, the 2040 Investment Plan for the MBTA;
- Led efforts to establish project selection criteria and transformed the five-year, \$18.3 billion MassDOT and MBTA Capital Investment Plan into a multimodal investment portfolio focused on improving reliability for the traveling public by modernizing Massachusetts' transportation assets;
- Focused MassDOT on performance, establishing 2- and 4-year performance targets for safety, customer experience, system condition, budget and capital performance and healthy and sustainable transportation and putting the Tracker Annual Performance Management Report online;
- Incentivized and assisted more than 200 of Massachusetts' 351 cities and towns to embrace Complete Streets by adopting policies, preparing prioritization plans and building Complete Streets projects, all for a five-year investment of less than \$60 million;
- Incorporated bicycle, pedestrian and later transit facilities into roadway design, requiring design exceptions for projects that do not meet requirements for accommodating all users; and
- Harnessed data and research to inform comprehensive reports on topics including Congestion in the Commonwealth and the Future of Transportation in the Commonwealth.

**Northeastern University Dukakis Center for Urban and Regional Policy and  
School of Public Policy and Urban Affairs**

**Associate Director for Research and Professor of Practice**

**May 2005 to January 2015**

Served as Associate Director of the Kitty & Michael Dukakis Center for Urban and Regional Policy at Northeastern University overseeing the Center's transportation research agenda as well as conducting research projects in the areas of transportation, transit and transit-oriented development policy and sustainable and equitable development.

- Served as a Professor of the Practice in the School of Public Policy and Urban Affairs, teaching courses in public policy strategies, transportation policy and land use policy;
- Served as principal investigator on a joint project with the Boston District Council of the Urban Land Institute on transit-oriented development, a joint project with A Better City on using transportation investment as a strategy for supporting metropolitan Boston's life sciences cluster and a joint project with Action for Regional Equity on equitable transit-oriented development in greater Boston;
- Collaborated with government agencies, business groups and advocacy organizations to translate research into policy, providing strategic leadership and research support for 2009 and 2013 transportation legislation in Massachusetts and for the City of Boston's transportation plan;
- Developed performance metrics for mobility in the City of Boston, for the sustainability of local and regional transportation systems in Massachusetts and for equitable transit-oriented development;
- Reshaped understanding of neighborhood change in transit-served neighborhoods and equity issues in transportation and transit-oriented development with ground-breaking research;
- Provided strategic policy support services to philanthropic foundations, including updating The Boston Foundation's Boston Indicators website in the areas of transportation, environment /energy and health and evaluating the Barr Foundation's green design grant making; and
- Synthesized and framed innovative policy approaches to issues of transportation, sustainability and equity for diverse audiences as an in-demand keynote speaker and workshop facilitator.

**Policy Strategies and Solutions**

**Senior Strategic Consultant (Sole Proprietor)**

**January 2010 – December 2014**

Solo strategic consulting practice advising non-profit, institutional and for-profit clients on transportation and development projects and policy and strategic planning.

- Provided strategic transportation consulting services to clients including Partners HealthCare; and
- Advanced long-term strategic planning and early action solutions for the Massachusetts Port Authority on challenges ranging from ground access to Logan Airport to transportation and real estate development in South Boston to revitalizing the maritime mission.

**Partner, BlueWave Strategies LLC**

**July 2004 to March 2010**

Partner in BlueWave Strategies, a strategic environmental consulting firm focused on advancing smart growth, transit-oriented development, brownfields redevelopment and "green" real estate projects.

- Advised for-profit, not-for-profit and institutional developers on sustainability strategies for real estate projects with an emphasis on larger-scale smart growth and transit-oriented developments;
- Led development of sustainability strategy, regulatory frameworks, permitting and infrastructure funding issues for the master developer of SouthField (former South Weymouth Naval Air Station);
- Facilitated settlement of longstanding environmental permitting dispute at Brayton Point power plant; and
- Provided sustainability strategy and community and governmental outreach services for large-scale projects in the City of Boston including Jackson Square (a super green mixed-use/affordable housing development on the Roxbury/Jamaica Plain border) and Harvard University's Allston campus.

**Conservation Law Foundation** (Boston, Massachusetts)

**1986 to 2004**

During nearly two decades at New England's premier environmental advocacy organization, worked to catalyze change in Boston, in Massachusetts and throughout New England on a broad range of issues including transportation and transit policy and planning, smart growth, affordable housing, development in the South Boston Waterfront and on Massachusetts Turnpike air rights, environmental health and lead poisoning prevention.

- Held increasingly senior leadership positions including Vice President for Southern New England, Senior Vice President for Advocacy and Communications and Acting President;
- Launched and directed the Environmental Health, Transportation and Greater Boston Institute programs;
- Crafted and executed comprehensive "campaign" strategies to achieve CLF objectives, particularly on issues of urban redevelopment and environmental health, that included both legal (litigation, legislative and regulatory) and non-legal (coalition/constituency building, media, and political outreach) components;
- Litigated in state and federal court;
- Drafted and successfully built coalitions for passage of environmental, housing and transit legislation, including MBTA forward funding legislation in 2000;
- Developed and executed comprehensive regulatory, planning and coalition-building strategy to shape development and transportation planning for the South Boston waterfront; and
- Led efforts to secure legislation and regulations addressing lead-based paint hazards at the state and later federal level, helping found two national advocacy groups working on healthy housing issues.

**Judge Patricia Wald** (Washington, DC)

**1985 to 1986**

Clerk for chief judge of the federal Court of Appeals for the District of Columbia Circuit

**EDUCATION**

**Harvard Law School**

**1982 to 1985**

Juris Doctor (magna cum laude), editor on Harvard Law Review and Harvard Environmental Law Review

**Massachusetts Institute of Technology**

**1978 to 1982**

Bachelor of Science, Mechanical Engineering (Tau Beta Pi) and Bachelor of Science, Public Policy (Phi Beta Kappa)

**CIVIC AND NON-PROFIT ACTIVITIES**

- Non-profit involvement: Helped found and served on boards of the Alliance for Healthy Housing and National Center for Healthy Housing, co-chaired Boston Lead Action Collaborative, served on executive committee of the Asthma Regional Council, leadership group of Action! For Regional Equity and member of GrowSmart Rhode Island's Advisory Council and boards of Health Resources in Action, Charles River Watershed Association and Boston Society of Architects
- Civic involvement: Served on numerous local, state and national governmental advisory committees including Center for Disease Control Advisory Committee on Childhood Lead Poisoning, Massachusetts Commission on Transportation Restructuring, Department of Environmental Protection Commissioner's Advisory Committee, City of Boston Climate Action Leadership Committee and co-chaired Transportation Working Group for 2006 Patrick/Murray Transition
- Graduate of the National Conference for Communities and Justice's LeadBoston program