

December 20, 2019

RTD Executive Committee
RTD Board Office, BLK-36
1660 Blake Street
Denver, CO 80202

RTD Executive Committee,

It is my pleasure to submit my resume and qualifications for consideration by the RTD Executive Committee for the interim General Manager position. My 16 year tenure in government leadership in the Denver metro region coupled with over two decades of experience as a registered civil engineer leaves me uniquely qualified to lead RTD through this period of sustained challenges and tremendous opportunities.

As Mayor of a growing and evolving community, I am a well respected voice on regional and statewide transportation issues. I am consistently included and consulted in transportation policy and funding forums throughout the region. In addition to the roles identified in my resume, I am actively engaged in the Governor's Fiscal Policy Strategy meetings, the Governor's Transportation Funding Advisory Meetings, and the CDOT Planning Advisory Group. Advocacy for increased transportation investments is a personal passion and I am a vocal champion for transportation funding at the local, state and federal level.

Leadership positions at the Denver Regional Council of Governments (DRCOG) and the Metro Mayors Caucus (MMC), in conjunction with my engineering background, have positioned me with exceptional knowledge of both the political and transportation issues, challenges, and opportunities facing RTD. These roles have also allowed me to develop effective working relationships with local governments and transportation officials throughout our region and state.

I have a proven record of consensus building and collaboration to advance strategic projects and policies. During my tenure as DRCOG Chair, the organization successfully executed the Sustainable Communities Initiative and unanimously approved the 2016-2021 Transportation Improvement Program. Also of note, the organization's bylaws were revised to allow me to serve an extended term as chair. My service on the Executive Committee and as Vice Chair of the MMC has been marked by regional consensus building to support transit and transportation initiatives including "Let's Go Colorado" and Empowering Existing Transportation Organizations.

Highlights of my mayoral service include successful collaborations with residents, businesses and government entities to develop the city's innovative, nationally recognized transportation network. During tight fiscal times with flat and declining sales tax revenues, I identified and collaborated with strategic partners to fund

capital investments in my community. Under my stewardship, the city was consistently recognized for excellence in budget preparation and financial reporting. Also noteworthy, the city's bond rating was upgraded to AA+.

I possess the ability to effectively engage and motivate staff at all levels of an organization. One of my first acts as Mayor was to successfully address poor morale and high attrition rates within the organization. I worked with my executive team to replace a department director and create an employee value proposition that rewarded innovation and transparency. Retention rates drastically improved and today employees feel empowered and valued.

As Mayor of the City of Lone Tree, I lead an organization with 116 employees and 5 Council Members. As Chair of DRCOG, I led a body comprised of 56 elected officials. As Vice Chair of the MMC, I am a leader of a caucus of 40 Denver area mayors. With regard to compensation, I would welcome a negotiation that considers the interim nature of the position, the responsibilities of the role, and the compensation package of the current General Manager. I would be available to assume the role February 5, 2020.

I am confident in my ability to leverage my management experience, engineering background, regional knowledge and political insight to advance RTD's short and long term strategic objectives. I look forward to the opportunity to interview with the RTD Executive Committee to further discuss service as the interim General Manager.

Sincerely,

Jacqueline A. Millet, P.E.

Jacqueline A. Millet, P.E.

A dynamic leader with a strong record of regional consensus building and collaboration in the transportation sector; solutions-oriented with demonstrated achievement in a highly political, complex and transparent environment. As a licensed professional engineer and elected official, I have a unique perspective in evaluating, designing, and implementing transit and transportation programs. I bring over 16 years of productive engagement with constituents, business leaders, and state and federal officials and legislators in advancing transit and transportation solutions in the Denver metro area.

EXPERIENCE

Mayor, City of Lone Tree

2016 – present

Developed the strategic vision and executed the corresponding public policies for a growing community as it transformed from an outer ring suburb to a city with multiple transit-oriented developments and increased job and housing density. Key outcomes delivered include an innovative, customer-focused efficient local government; a visionary transportation network, active commitment to public safety; attraction and growth of top-tier businesses; diversification of revenue sources; and creation of exceptional community amenities.

Major Accomplishments

- Distinguished regional leader with outstanding community relationships and history of successful partnerships in the transit and transportation community. Elected to serve an extended leadership term as Chair of the Denver Regional Council of Governments, Chair of the Regional Transportation Committee, and Vice Chair of the Metro Mayors Caucus. Appointed by two Governors to serve on the Regional Air Quality Council.
- Successfully partnered with the business community and local, state, and federal government entities to fund infrastructure improvements leveraging \$13.5 Million of City dollars to access \$330 Million in partner contributions.
- Collaborated with internal staff and external business and government partners to implement a multimodal transportation network to support planned growth and development. System enhancements include 3 new light rail station; interstate widening; roadway expansions; creation of a fixed route shuttle system; creation of intra-city on-demand transit system; construction and improvement of pedestrian and bike infrastructure; and construction of EV charging infrastructure.
- Developed twelve City budgets that reconciled flat and declining revenue forecasts with maintenance and enhancement of core infrastructure and planned growth which includes over 50,000 jobs, 15,000 homes and 15 million square feet of commercial development..
- Successfully recruited and retained a talented senior management team including: City Manager, City Attorney, Deputy City Manager and Police Chief. Transformed organizational culture and reversed declining retention rates by promoting innovation, professional development, trust, engagement and transparency.
- Negotiated and delivered \$70,000 from CDOT to RTD to fund the bus bridge during the Southeast Rail Extension.
- Negotiated strategic land annexations and complex development agreements to minimize future financial risk and political uncertainties. Thereby creating a predictable, stable environment for planned growth.
- Led pursuit of smart city solutions including first in the region collaboration with three municipalities to implement a cross jurisdictional Adaptive Traffic Signal Control System.
- Invited to serve on the Reimagine RTD Advisory Committee and the Prosper Colorado Board.

Mayor Pro Tem/Councilmember, City of Lone Tree 2008 2016

Collaborated with Council and staff to construct \$30 million in new bond funded capital facilities, prioritized economic development and sustainability. Worked collaboratively with a broad range of citizen, community, business, and government stakeholders. Expanded citizen engagement and enhanced public input with creation of a Youth Commission, Senior Advisory Committee, Victim Advocate Program, Community Education Programs, and Teen Court.

Planning Commissioner, City of Lone Tree 2004 2008

Engaged stakeholder groups and constituents to successfully advocate for a city sales tax increase to fund municipal capital improvements. Served as a member of the quasi-judicial body that received testimony, deliberated, and made recommendations to the City Council on land use applications and proposed planning documents and regulations.

Project Manager, SFC Consulting, Inc. 1996 – 2005

Led the Demand-Side Management components of Integrated Water Resources Plans for large water utilities in Northern California. Identified and evaluated a series of increasingly stringent water conservation programs and drought scenarios. Managed the decision - modeling process from identification of planning objectives through development and evaluation of the preferred alternatives. Presented findings and solicited feedback from multiple stakeholder groups. Prepared the scopes of work, budget, and schedules for Demand-Side Management Master Plans.

Planner, Denver Water 1995

Directed and conducted planning, engineering and economic analyses as part of Denver Water's Integrated Resources Planning Analysis to ensure an adequate water supply through the year 2020. Primary responsibilities included preparation of demand projections, development of water conservation programs, and calculation of resultant savings from increased water efficiency.

Associate Civil Engineer, East Bay Municipal Utility District (EBMUD) 1987 - 1994

Directed and conducted engineering, economic, and environmental analyses as part of EBMUD's \$15 million Integrated Resources Planning Analysis/Environmental Impact Report. Directed production of 2020 water demand projections. Identified and evaluated conservation and reclamation alternatives saving of over 100 million gallons per day of potable water. Identified and evaluated alternative drought management programs ranging between 25 and 50% District-wide rationing.

Completed comprehensive engineering and environmental planning studies for implementation of a \$78 million water reclamation program. Prepared testimony for Water Rights Hearings. Participated in an extensive outreach effort and gave over 50 technical and informational presentations to varied local government and community stakeholders.

ADDITIONAL PUBLIC SERVICE

E-470 Board of Directors; C-470 Coalition; Chair, Partnership of Douglas County Governments; Chair, Douglas County Youth Initiative, Lone Tree Arts Center Fund Board of Directors, Denver South Economic Development Board of Directors, Douglas County Water Resources Authority; and Cherry Creek Water Quality Authority.

EDUCATION

Professional Engineer No. C50335

Bachelor of Science in Civil Engineering, 1987.

California Polytechnic State University, San Luis Obispo, California

RECOGNITION

2018 American Council of Engineering Companies *General Palmer Award*

2016 DRCOG Distinguished Regional Leadership Award