Blue-Ribbon Summit on Financing the MBTA and RTAs  
November 1, 2010

Expert Panelists:

Geoffrey Anderson is the President and CEO of Smart Growth America. Mr. Anderson came to his current position in January 2008 after thirteen years at the United States Environmental Protection Agency (EPA) where he headed the Agency’s Smart Growth Program. During his tenure at EPA, he was instrumental in creating the Agency’s Smart Growth program; he helped to found the Smart Growth Network, the New Partners for Smart Growth Conference, and the popular web site smartgrowth.org. In addition, he provided seed funding for and helped to catalyze the creation of the National Vacant Properties Campaign, The LEED for Neighborhood Development Certification program, and the Governors’ Institute for Community Design. He has co-authored numerous publications, including This Is Smart Growth, Getting to Smart Growth Volumes 1 and 2, Protecting Water Resources with Higher Density Development, The Transportation and Environmental Impacts of Infill vs. Greenfield Development, and many others. His work also included direct technical assistance, helping with smart growth implementation in communities nationwide, including Cheyenne, WY, Prince George’s County, MD, and the flagship smart growth project Atlantic Station in Atlanta, GA. Mr. Anderson received a Masters Degree from Duke University’s Nicholas School of the Environment with a concentration in Resource Economics and Policy.

Timothy Brennan joined the Pioneer Valley Planning Commission (PVPC) in 1973 and since 1980 has served as the agency’s Executive Director. The PVPC is one of the Commonwealth’s thirteen designated, public Regional Planning Agencies and is responsible for the second largest planning region in Massachusetts. The PVPC, which was established in 1962, serves a planning district encompassing 43 cities and towns, 1200 square miles of land area, and over 615,000 residents. The PVPC’s planning region comprises the fourth largest metropolitan area in New England and is anchored by the historical urban core cities of Springfield, Chicopee, and Holyoke, as well as a cluster of twelve colleges and the flagship University of Massachusetts Amherst. Mr. Brennan previously served as the Chair of the Nationwide Institute for the Regional Community and is an active member of the National Association of Regional Councils, the Massachusetts Association of Regional Planning Agencies, the New England Association of Regional Councils, the Hartford-Springfield Economic Partnership, the Regional Futures Institute, the Alliance for Regional Stewardship, and the New England Futures Project, among others. Mr. Brennan is an adjunct faculty member of the Department of Landscape Architecture and Regional Planning at the University of Massachusetts and also serves on the faculty of the Graduate Public Administration Program at Westfield State College. Mr. Brennan holds a Bachelor of Arts from the State University of New York at Buffalo and a Master of Regional Planning
Astrid Glynn has been a transportation leader and policy maker for more than a decade. From 2007 to 2009, she served as Commissioner at the New York State Department of Transportation (NYSDOT). While serving with NYSDOT, Ms. Glynn chaired the Standing Committee on Rail Transportation at the American Association of State Highway and Transportation Officials (AASHTO) and was active with both AASHTO’s Committee on Climate Change and its Task Force on Federal Reauthorization. Before going to New York, Ms. Glynn was Deputy Secretary at the Massachusetts Office of Commonwealth Development. Her work at Commonwealth Development was built upon her many years at the Massachusetts Executive Office of Transportation, where she led the Office of Transportation Planning, managed the capital plan, developed multimodal programs, and provided state oversight and support for regional transit authorities and paratransit providers across Massachusetts. As an attorney, she practiced in Pennsylvania and Massachusetts, representing shipping companies and their underwriters. She also helped develop the state and local regulatory frameworks that govern waterfront projects in Massachusetts. She is a member of the Transportation Research Board, the Boston Chapter of the Urban Land Institute, and the Women’s Transportation Seminar (WTS). She also serves on the WTS Advisory Board for the Boston Chapter. Ms. Glynn holds a Bachelor of Arts from Bennington College and a Juris Doctorate from Albany Law School.

Paul Haley is a Managing Director at Barclays Capital. He is responsible for managing the firm’s public finance office in Boston. In his current role, Mr. Haley specializes in credit strategies. During his nine years at the firm, he has structured over ten billion dollars in short and long-term financings for general obligation and revenue bond issuers in New England. In 2003, he convinced Standard and Poor’s that the Massachusetts Bay Transportation Authority’s sales tax indenture warranted an upgrade to ‘AAA’. Mr. Haley was formerly a Massachusetts legislator and from 1996 to 2000 served as the Chairman of the House Ways and Means Committee, presiding over the passage of five annual state budgets and numerous capital spending plans. Mr. Haley received a degree in Economics from Harvard College and a Juris Doctorate from Suffolk University Law School.

JayEtta Hecker is a veteran of forty years of federal public service in the legislative and executive branches. She is now working independently on national transportation policy reforms. She directs the transportation advocacy efforts of the Bipartisan Policy Center’s Transportation Policy Project. She does consulting work around the globe including facilitating policy workshops on public private partnerships and strategies for developing a new generation of more equitable and sustainable user fees. She is currently serving on a special Task Force developing strategies for improving the governance of the Washington Metro. At GAO, she served the last 8 years out of 25 years of service as a Director of Physical Infrastructure Issues when she was responsible for directing work on widely diverse surface, aviation, and maritime transportation programs, and telecommunications issues. She is a recipient of GAO’s Distinguished Service Award for excellence in leading GAO’s transportation work, including significant reviews on the challenges and need for restructuring the federal approach to surface transportation policy, the future role of intercity passenger rail, and the condition and performance of the airline industry. She has directed the work on hundreds of GAO reports and has served as GAO’s lead witness before dozens of Congressional committees and subcommittees. She serves on the Board of Advisors of the Eno Foundation. Ms. Hecker is a graduate of Brookline High School and Boston University, where she studied development economics. She received her Master’s degree in foreign
Ray Ledoux is the Administrator of Brockton Area Transit Authority (BAT), a regional transit authority serving a population of 275,000 in Southeastern Massachusetts. BAT transports approximately three million passengers annually with an annual operating and capital budget of eighteen million dollars. Mr. Ledoux has been associated with the Brockton Area Transit Authority (BAT) since 1980 and became Administrator in 1993. Mr. Ledoux also completed two premier transportation management development programs, Northeastern University’s Transit Managerial Effectiveness Program and the University of California at Irvine’s Transit Managers Development Program. Additionally, Mr. Ledoux is a Certified Financial Planner and currently sits on various boards, including some in the financial services industry. He holds a degree in Finance from the University of Massachusetts at Amherst.

Jeff Morales is a senior vice president of Parsons Brinckerhoff, where he oversees nationwide government relations, develops corporate strategies, and works with clients to advance key projects, including helping clients develop and implement capital programs nationally and internationally. He has a strong public sector background with a focus on transportation policy, finance, and management. Prior to joining PB, Mr. Morales was Director of the California Department of Transportation (Caltrans), where he managed a ten billion dollar program, more than 23,000 employees, and the Self-Help Counties to build, maintain and operate the largest state transportation system in the U.S. He also served as Executive Vice President of the Chicago Transit Authority (CTA), where he spearheaded major reforms to improve service and increase ridership at the nation’s second-largest transit agency. Prior to his tenure at the CTA, he was a senior staff member with former Vice President Al Gore’s National Performance Review, the task force designed to reinvent the federal government. From 1996-1997, Mr. Morales was Issues Director of the White House Commission on Aviation Safety and Security. He also held senior positions at the U.S. Department of Transportation and on the staff of the U.S. Senate. Mr. Morales was appointed as a member of the Transition Team for President-Elect Barack Obama, which was responsible for developing a roadmap for the incoming Administration, including key policy recommendations and preparation of the Transportation Secretary-designate.

Jane O’Hern was Budget Director of the MBTA from 1989 to 1992. During this time, she produced the MBTA Forward Funding and Dedicated Tax Plan that was later partially adopted by the Massachusetts Legislature. From 2004 to 2008, she was a special transportation consultant for the Harvard University Allston project. Jane received a Masters degree in Management from the Heller School at Brandeis in 1983. Jane has been a member of the MBTA Advisory Board since 1996.
**Don Pickrell** is Chief Economist of the U.S. Department of Transportation’s John A. Volpe National Transportation Systems Center, and has been involved in research and policy-making at USDOT for more than twenty years. Dr. Pickrell was previously a faculty member at Harvard University’s John F. Kennedy School of Government, where he worked closely with John Kain and John Meyer. He also taught transportation economics and policy at the Massachusetts Institute of Technology for more than a decade. He is the author of more than a hundred published papers, research studies, and government reports addressing a wide range of topics in transportation policy, economics, and planning. Don received his undergraduate degree in economics and mathematics from the University of California at San Diego, and later earned M.A. and Ph.D. degrees in urban planning from the University of California at Los Angeles.

**Robert Puentes** is a senior fellow with the Brookings Institution Metropolitan Policy Program where he also directs the Program’s Metropolitan Infrastructure Initiative. The Initiative was established to address the pressing transportation and infrastructure challenges facing cities and suburbs in the United States and abroad. Robert’s work focuses on the broad array of policies and issues related to metropolitan growth and development. He is an expert on transportation and infrastructure, urban planning, growth management, suburban issues, and housing.

**Paul Regan** has served as Executive Director of the MBTA Advisory Board since November 1998. The MBTA Advisory Board is part of the governance of the MBTA, chaired by a municipal Chief Executive and made up of the 175 cities and towns included in the MBTA District. Each of those communities is assessed for the service the MBTA provides and the MBTA Advisory Board advocates for the transportation needs of the member communities and for effective and efficient transit service in Metropolitan Boston. Mr. Regan serves as representative of the Advisory board on the Boston Metropolitan Planning Organization (MPO), the body that programs the federal transportation funds that Commonwealth receives for the Boston Region. Mr. Regan also served on the State Transportation Finance Commission, which issued two reports outlining the scope of our transportation needs and the current shortfall in funding those needs. Mr. Regan has worked in public service in the Commonwealth for over twenty-five years. He started as an aide in the Massachusetts State Senate, eventually working for the Senate Committee on Ways and Means. He left the State House to become the Director of Economic Development Programs at the Executive Office for Communities and Development (now the Department of Housing and Community Development). After taking time out to attend Harvard’s Kennedy School of Government, Mr. Regan became a program manager at the Corporation For Business, Work, and Learning. Mr. Regan has a BA in Political Science from the University of Massachusetts at Boston and a Masters Degree from the Kennedy School of Government at Harvard University.
Martin Wachs is Director of the Transportation, Space and Technology Program at the RAND Corporation. Until the end of 2005, he was Professor of Civil & Environmental Engineering and Professor of City & Regional Planning at the University of California, Berkeley, where he was also Director of the Institute of Transportation Studies. He earlier spent twenty-five years at UCLA, where he was Chairman of the Department of Urban Planning. Wachs is the author of 170 articles and four books on subjects related to the relationships between transportation, land use, and air quality, transportation needs of the elderly, techniques for the evaluation of transportation systems, and the use of performance measurement in transportation planning. His research also addresses issues of equity in transportation policy, problems of crime in public transit systems, and the response of transportation systems to natural disasters including earthquakes. His most recent work focuses on transportation finance in relation to planning and policy. Dr. Wachs served on the Executive Committee of the Transportation Research Board for nine years and was the Transportation Research Board Chairman during the year 2000. He is the recipient of a Guggenheim Fellowship, two Rockefeller Foundation Humanities Fellowships, a UCLA Alumni Association Distinguished Teaching Award, the Pyke Johnson Award for the best paper presented at an annual meeting of the Transportation Research Board, and the Carey Award for service to the Transportation Research Board. He is a Lifetime Associate of the National Academy of Sciences. In 2006, he was named “Member of the Year” by the San Francisco Chapter of the Women’s Transportation Seminar and was awarded the lifetime achievement award as “Distinguished Planning Educator” by the Association of Collegiate Schools of Planning. In January of 2010, he delivered the Thomas Deen Distinguished Lecture at the annual meeting of the Transportation Research Board.

Robert M. Weinberg is the Founder, former President, and a director of Marketplace Development. Marketplace Development has been a developer or development manager of projects at airports in Philadelphia, New York, San Francisco, Seattle, and Chicago. The firm will begin work on Dulles Airport and Reagan National Airport in early 2011. Mr. Weinberg created the partnership that redeveloped Boston’s South Station and served for twenty-four years as the President of Friends of Post Office Square, the developer and operator of Norman B. Leventhal Park, and the 1400 car underground garage beneath the park. From 1977 until 1985, he served as Chairman of the Massachusetts Port Authority. His prior government service includes three years with the U.S. Budget Bureau in the Executive Office of the President and three years as a head of the Mayor’s policy staff and later Chief of Staff for Mayor Kevin H. White of Boston. Mr. Weinberg has a Bachelor of Arts from the College of Wooster and an M.B.A. and J.D. from Harvard University.

Michael J. Widmer has been President of the Massachusetts Taxpayers Foundation since 1992. Founded in 1932, the Taxpayers Foundation is widely recognized as the state’s premier public policy organization dealing with state spending, tax, and economic policies. The Foundation’s record of high quality research and non-partisan analysis has earned the organization broad credibility on Beacon Hill and across the state. Over the past decade, the Foundation has won more than a dozen prestigious national awards for its work on a wide array of topics, including health care, business costs, capital spending, state and municipal finances, transportation restructuring, and state government reform. Mr. Widmer joined the Foundation in 1990 after more than 20 years of management and political experience in both the public and private sectors in Massachusetts. He held a variety of senior-level positions at Cabot Corporation between 1979 and 1990, first as Director of Public Affairs and later as Vice President for Human Resources. During
the 1970s, Mr. Widmer served with the Sargent administration as Special Assistant to the Secretary of Human Services and in the first Dukakis administration as the Governor’s Director of Communications and Deputy Chief Secretary. Earlier in his career, Mr. Widmer worked as a reporter for United Press International. A *cum laude* graduate of Princeton University, Mr. Widmer holds M.A. and Ph.D. degrees in political science from Harvard University.

**Robert D. Yaro** is the President of Regional Plan Association, America’s oldest independent metropolitan policy, research and advocacy group. Based in Manhattan, RPA promotes plans, policies and investments needed to improve the quality of life and competitiveness of the New York Metropolitan Region, America’s largest urban area. He is a member of Mayor Bloomberg’s Sustainability Advisory Board. Since 2001, Mr. Yaro has been Professor of Practice in City and Regional Planning at the University of Pennsylvania. He also taught at Harvard University and the University of Massachusetts. He holds a Masters Degree in City and Regional Planning from Harvard University and a Bachelors Degree in Urban Studies from Wesleyan University.

*Additionally, a select group of transportation resource people will aid the panelists in fact-specific conversations. They include:*

**Eric Bourassa** is the Manager of the Metropolitan Area Planning Council’s transportation division and oversees the organization’s transportation planning studies, transportation technical assistance to municipalities, and represents MAPC as the Vice Chair on the Boston Region Metropolitan Planning Organization (MPO). The Boston MPO is the entity responsible for developing a transportation vision for the Greater Boston region—from public transit to pedestrian/bicycle needs to roadway projects—and then allocating federal and state funding to specific transportation improvements. Prior to joining MAPC, Mr. Bourassa managed the transportation program for the Massachusetts Public Interest Research Group where he authored several reports on transportation finance and policy. Mr. Bourassa holds a Masters degree in American Civilization from Brown University and a Bachelor of Arts degree from Dickinson College.

**Brian Kane** is the Budget and Policy Analyst at the MBTA Advisory Board, an independent quasi-state agency which represents the interests of the 175 cities and towns in the MBTA service district. He is the author of the April 2009 MBTA Advisory Board Report “Born Broke.” He holds a Bachelor of Arts from Boston College and Master of Public Administration from Northeastern University.
Jeannette M. Orsino has 30 years of experience in Massachusetts legislative and regulatory affairs. Her professional positions have included Staff Director for the Massachusetts House Committee on Health Care, Legislative Liaison for the Department of the Attorney General, and Director of State Legislative Affairs for the Massachusetts Hospital Association. She was the principal in Orsino Consulting, an independent public finance and public policy consulting firm. She is currently the Executive Director of the Massachusetts Association of Regional Transit Authorities, a statewide public transit association consisting of the fifteen public transit authorities as well as nonprofit and for profit transportation providers and transportation related private businesses. Orsino has held various positions on state and national political campaigns. She holds a Bachelor’s degree in political science from Suffolk University. Her nonprofit board memberships have included Community Workservices Inc. where she served as President of the Board, the Massachusetts Olympic Committee, and the Massachusetts Juvenile Courts’ Citizenship Training Group. She also serves as a member of the Arbella Mutual Insurance Inc. Board of Directors.

Terry Regan currently works at the Volpe National Transportation Systems Center in Cambridge, MA. His primary work focus is in overseeing the joint Federal Highway Administration/Federal Transit Administration Transportation Planning Capacity Building Program and the Federal Highway Administration Innovative Program Delivery Academy. Previously, he served as staff to the Massachusetts Transportation Finance Commission and worked as the project manager for the MassDOT Highway Division Integration effort. During the 1990s, he oversaw the development and adoption of two cycles of the long-range transportation plan for the Boston Metropolitan Planning Organization.