

City transportation is about more than managing traffic congestion and maintaining pothole-free streets. It's about more than movement for movement's sake; today, city transportation is about creating a safe and pleasant walking experience and vibrant public spaces that anchor livable neighborhoods and economically strong cities. City transportation is about flexible mobility and access to opportunities. It's about creating choices for travel, from quick and reliable transit service, to convenient and enjoyable bike share trips, to dynamic, technology-enabled mobility innovations like ride-hailing and automated vehicles. City transportation is about meaningful community engagement, public-private partnerships, and creative design approaches to do more with our most valuable public assets: city streets.

At a time when we are asking more of our city streets, we are also asking more of our city leaders. Today's most successful transportation leaders have more than technical competency – they have the ability to articulate and implement a bold vision for how we move and live in cities. They are equipped to address systemic inequities in urban design, and to question entrenched approaches to safety and mobility. They are thinking critically about how new technologies can help cities meet their goals of safe, sustainable, equitable transportation systems. And they are skillful leaders and managers, inspiring and motivating teams, holding staff accountable towards productivity, and creating a positive and supportive agency culture. They are strong communicators, collaborators, and advocates, ready to tackle complex challenges, today and in the future.

Leadership NACTO offers promising leaders in city transportation the opportunity for in-depth, targeted professional development and training, as well as sustained connections with a cohort of other emerging leaders. Throughout the eight-month fellowship, the Fellows will participate in curated workshops, learn from proven leaders in the field, build meaningful connections with peers in other cities, and receive a personalized 360-review evaluation to form the baseline of their learning.

Leadership NACTO is dedicated to cultivating and empowering the next generation of strong, dynamic leaders in city transportation. Professionals interested in joining a cohort of peer leaders committed to shaping the future of urban transportation are strongly encouraged to apply.



The Program

The eight-month program begins with an individual 360 assessment, providing each Fellow with personalized feedback and a foundational understanding of their leadership and management styles, strengths, and opportunities. This assessment serves as the baseline for each Fellow's individual action plan over the course of the program.

Over eight months, the cohort will meet for three in-person events, each in a different NACTO host city. The program will include group training sessions and activities led by a professional instructor, covering topics such as talent management, emotional intelligence, developing followership, motivating teams to achieve results, conflict management, and situational leadership. These sessions will be structured for substantial peer-to-peer learning and coaching, in support of building a cohesive peer network of future transportation leaders.

The professional development modules will be complemented by experiential learning rooted in the host city's current transportation landscape. The cohort will learn about the host city through guest lectures by local transportation leaders. A collaborative workshop with local transportation staff will include a problem-solving exercise rooted in a real problem (i.e. an organizational structure issue, a project management challenge, a talent management or retention concern, or a political consideration). This will be an opportunity to contribute expertise to the host city, wrestle with the problems that other cities are challenged by, and observe how peers within the cohort tackle problems.

The in-person events will be supplemented by monthly virtual meetings to dive deeper on targeted issues and learn from guest speakers including current and former leaders in city transportation.

Core Competencies

- › **Leadership responsibilities**, including creating and articulating a vision, establishing a strategy, implementing and executing, managing change, and coordinating across agencies
- › **Internal communication skills**, including effective listening, articulating agency vision, and organizational alignment through communication
- › **External communications skills**, including media appearances, strategic communications, and board and elected official relationships
- › **Talent management**, including motivating staff, mentoring and coaching, giving feedback that leads to change, and managing in all directions (up, out, across)
- › **Emotional intelligence**: building trust-based teams and stakeholder buy-in, fostering positive consultant relationships, defining empathy and its role in effective leadership



Eligibility

Acceptance into Leadership NACTO will be highly competitive. Successful candidates will have proven experience as a leader or manager, the potential for growth, and the commitment to self-development in service of improving city transportation.

Applicants will be reviewed and scored based on three qualifications:

1. Demonstrated experience as a leader or manager
2. Capacity and potential for growth as a leader and manager
3. Commitment to intentional self-reflection and personal growth, in pursuit of professional development, and in service of improving city transportation

The application is open to current staff of NACTO member cities and transit agencies with 8+ years of experience, including 3+ years of management and/or leadership experience.

Candidates **must** commit to attending all three in-person events, to be held on the following dates (locations to be announced):

- › March 20-22, 2019
- › June 5-7, 2019
- › September 6-7, 2019

Leadership NACTO will represent the broad community of professionals that comprise NACTO. Women, people of color, and professionals with diverse backgrounds are strongly encouraged to apply.

Applications are due by Monday, December 10, 2018. Selected Fellows will be notified by February 1, 2019.

Tuition

Tuition for the nine-month fellowship is \$5,000. In addition to the professional development and personalized 360 assessment that are included as part of tuition, the program fee includes travel and hotel for all three in-person events, as well as registration to the 2019 NACTO Designing Cities conference.

Some tuition assistance is available to candidates whose department cannot cover the professional development cost. If you would like to be considered for a scholarship, please indicate the need on the following page of the application.



To apply, please send this form, along with your resume, personal statement, and professional recommendation to leadership@nacto.org by Monday December 10, 2018.

Your Name:

Your Title:

Your Department:

Your City or Transit Agency:

Your Email:

If your agency cannot cover the tuition for this program please indicate whether you would like to be considered for scholarship support:

To complete your application please attach the following documents to this form, as a single PDF:

- › **Full Resume**
- › **Description of current role and supervisory responsibilities**, including the number of staff that you manage (500 words or less)
- › **Personal Statement** (1,500 words or less)

The personal statement should be written as a narrative. We are interested in hearing about themes such as:

- › **Professional Recommendation**
- » Why are you applying to Leadership NACTO?
 - » Which leadership and management skills do you most want to improve upon?
 - » What unique skills and perspectives would you contribute to your Leadership NACTO cohort?
 - » What are your professional goals and aspirations, and how would Leadership NACTO contribute to your growth?
 - » What is your vision for your department, or for your city? How do you hope Leadership NACTO will equip you in service of that vision?

The application should include a letter of recommendation from a current or former supervisor assessing your personal initiative, motivation, and demonstrated leadership skills.

The letter of recommendation should preferably come from the head of your department (i.e. Commissioner, General Manager, Director, or similar). Please ask the recommender to email the formal letter of recommendation, separate from the rest of your application, to leadership@nacto.org. This professional recommendation is required for a complete application; additional letters of recommendation or support are permitted but not required.