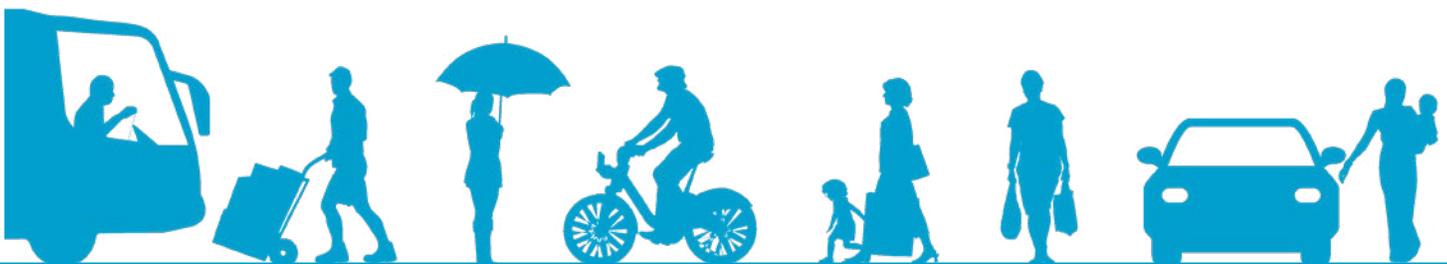


City transportation is about more than managing traffic congestion and maintaining pothole-free streets. It's about more than movement for movement's sake; today, city transportation is about creating a safe and pleasant walking experience and vibrant public spaces that anchor livable neighborhoods and 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 year-long fellowship, the Fellows will undergo a personalized 360-review evaluation to form the baseline of their learning, participate in curated workshops, learn from proven leaders in the field, and build meaningful connections with peers in other cities.

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 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 the course of a year, the cohort will meet for three in-person workshops, each in a different NACTO host city. The program includes 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 are structured for substantial peer-to-peer learning and coaching, in support of building a cohesive peer network of future transportation leaders.

The in-person leadership development modules are complemented by skill-based trainings on topics like change management, transportation finance, and agency structure. Some of these trainings will be exclusive to the Leadership fellows, and others will include staff and case studies from the local host city. Alongside these skill-based trainings, the Leadership fellows will engage in 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 and engage in a collaborative problem-solving workshop 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.

Leadership NACTO cohorts past and present will also gather before the 2020 Designing Cities conference for a full-group training and networking event, in support of growing the Leadership NACTO alumni network.

The in-person events will be supplemented by monthly virtual meetings to dive deeper on targeted issues and training modules, and to 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. 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.

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

Candidates **must** commit to attending all three in-person events (locations to be announced), and the 2020 Designing Cities conference in Boston, Cambridge, and Somerville. The details about each in-person event are as follows:

Candidates **must** commit to attending all three in-person events (locations to be announced), and to attendance at the 2020 Designing Cities conference in Boston, Cambridge, and Somerville. The details about each in-person event are as follows:

- › **Kick-off Webinar: February 25, 2020 | 2 – 3pm ET**
- › **Event 1: March 30 – April 1, 2020**  
Plan to arrive the evening of March 29, and depart the evening of April 1
- › **Event 2: June 24 – 26, 2020**  
Plan to arrive the evening of June 23, and depart the evening of June 26
- › **Designing Cities Conference: September 13 – 17, 2020**  
Plan to arrive the morning of September 13, 2020 for a Leadership NACTO training and networking event for past and current cohorts on September 13; departure is flexible
- › **Event 3: November 9 – 11, 2020**  
Plan to arrive the evening of November 8, and depart the evening of November 11

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 Tuesday, January 21, 2020.** All applicants will be notified by February 14, 2020.

## Tuition

Tuition for the 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 and \$1,000 in travel expenses to attend the 2020 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 Tuesday, January 21, 2020.

**Your Name:**

**Your Title:**

**Your Department:**

**Your City or Transit Agency:**

**Your Email:**

**Can your agency cover the tuition for this program (circle or highlight one):**

Yes                  No                  Partial                  Not sure yet

**If you answered “no” or “partial” please indicate how much scholarship support you would need to participate in the program:**

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**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:

- » 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?

- › **Professional Recommendation**

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.