

AMY FORD



[REDACTED]



Amy Ford



December 18, 2019

Dear RTD Executive Search Team:

My mother-in-law was an interim minister. And as I have been contemplating this role, she shared some critical tips on what she believed made an interim minister successful.

- **High Emotional IQ:** Being skilled and experienced in identifying and understanding the unique needs of employees and the public served.
- **Patience:** Understanding change management and keeping the institution on track for sustainability and growth while allowing room for healing.
- **Ownership:** Being both a leader and a caretaker.
- **Tough Skin:** Possessing an ability to listen to criticisms and judgment and adapt.
- **Resourcefulness:** Being able to quickly and properly assess the current situation and work to clear the deck, whether better outreach, coaching, or changing/encouraging new programs.
- **Agility:** Working with the board, employees and the public, knowing your own capacity and raising up others during the transition. This includes diving head first into all of the flaws and problems. There will always be grit to deal with, which will require grit from the leader.
- **Leadership Abilities:** Being a strong, empathetic counselor who can ask the hard questions, as well as bring significant experience and fresh thinking to the transition.
- **Love:** Having whole-hearted love and passion for the mission.

Why ever would I use a church analogy in a cover letter? Because transportation, too, inspires passion as it is the backbone of how we build a quality life. Today, the Regional Transportation District is at a crossroads; and just like an interim minister, how RTD's interim leader shepherds the agency, its customers and its employees through this period is crucial. I believe I offer the leadership, resilience, savvy, as well as a broad knowledge of transportation and the metro Denver region to successfully guide RTD during this time. It would be a privilege to support the RTD Board and the agency's talented staff to shape an integrated and innovative vision of mobility as the interim General Manager/CEO.

As you seek this position, it appears as if you are searching for a little bit of everything – a collaborator who can build relationships and a strategic vision as RTD reimagines what it means to be a mobility service integrator – building on legacy transit systems and integrating new mobility services that meet the customers where they are. You are seeking a communicator who can articulate, with conviction, the value and the challenge of RTD's initiatives and who can offer meaningful guidance to the staff and Board. You would like a thoughtful program manager who can effectively steward limited resources and work with the employees, union, regional and private partners to diversify service and funding strategies; as well as a planner can think about policy – for instance legislative mandates that can help or hinder RTD's transition into a 21st century mobility integration agency. You are searching for an innovator who can harness new business opportunities and services such as connected vehicles and automated shuttles, microtransit services and other partnerships. But most importantly, you are looking for a leader who can manage and inspire others.

Throughout my career, I have been focused on leading smart, transformative change, engaging customers, team members and partners in a shared vision of the future. And more importantly, I then create the structure, the systems, the policies, the funding and the projects to make it happen.

This includes spearheading the Colorado Department of Transportation's rapid ascent as one of the leading states in the country advancing innovation in transportation as the Chief of Advanced Mobility and executive lead of the RoadX program. As an agency, we moved strongly towards an automated, electric and shared future, jumpstarting a portfolio of innovation projects with industry. The breadth of these ran from smart data and systems, to automation policy and pilots, to new models for planning, to electrification, to initiating Mobility on Demand partnerships that could support how we provide mobility services on our infrastructure. Just as important was our focus on employees, preparing the CDOT workforce for a digital, automated future with training, recruiting and access to technology.

Beyond advanced mobility, my roles at CDOT provided me with the knowledge on how to move the levers of a robust, complex organization, day to day operations on the roadways and how to connect with a 3000 person-strong workforce. This included managing teams and budgets of upwards of 80 people and over \$200 million, tracking with maintenance teams focused on a repaving or guardrail project, sitting with operators in the Traffic Center managing a winter storm, working with engineers to develop Towards Zero deaths solutions, solving challenges in a \$1 billion project, and strategizing with the regional leaders on the transportation vision on the Western Slope. Whether collaborating across the state with Transportation Planning Regions, cities, counties and elected officials or partnering with the industry members who build the system, each mattered and was engaged.

I anticipate that knowledge I have gained more recently leading the national Mobility on Demand Alliance, where public and private sector transportation, transit and mobility leaders from around the country and world are addressing the values, policy, business and operations models that power MOD, will add to RTD's strategic visioning and program implementation. Equally my experience supporting CDOT's Division of Transit and Rail in strategy and operations development for the launch of Bustang services or my previous tenure at RTD leading the \$10 million communications and \$3 million Transportation Demand Management programs on the T-REX Project all build a range of expertise that helps advance forward-thinking, progressive programming.

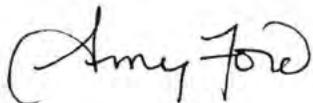
Regardless of where I have been, my focus as a leader and throughout my career, whether as a national transportation expert and convener, at CDOT or RTD building cohesive teams, as a small business owner and public affairs consultant working with the community, or as the founder of a grassroots East Colfax economic and community development non-profit focused on affordable housing and Main Street revitalization, has always been on people, public service and making our community better.

At its core, the interim RTD GM should equally be focused on people, public service and making our community and agency better. This can be translated into three primary roles:

1. Care and Feeding: Engaging people as full partners, understanding everyone's perspectives as we move forward tackling the challenges of the agency.
2. Preparing for Change: Inspiring people on *how* we move and change together.
3. Testing and Clearing the Deck: Building the systems that show value, innovation and make things better.

I believe that my experience, passion for transportation and for the people and partners who build it would help me serve as a good steward for RTD during this period. It would be an honor to be considered for the role of interim GM. That love we all have for mobility in the Denver region demands that we make it work together.

Sincerely,



Enclosure: Interim Pay Proposal and "Three Roles" Ideas



CARE AND FEEDING: A FEW IDEAS

PAY

I request a salary equivalent to \$225,000 a year for the term of employment. I would then respectfully ask consideration that the remaining budgeted salary for the General Manager (recognizing that this is a larger discussion with Human Resources, Finance and potentially the union), be allocated to a GM's Values Performance Fund to be distributed in \$1000 increments up to 75 peer-recommended top performing drivers, mechanics and line staff. The nominators would write one paragraph describing the performance based on the RTD employee values – safety, reliability, affordability/value, sustainability, community service. Selection would be by the GM with concurrence and review of performance ratings from the supervisor. Why? The staff have borne much of the pressure of RTD's challenges and this would be an opportunity to demonstrate that they are valued and that leadership sees their focus and dedication to RTD's mission.

WEEKLY OFFICE HOURS

Dedicate three hours a week for drop-ins from employees to understand issues, concerns and ideas for the future. Sign-up would be on a personal appointment app and I will meet them if privacy is a concern. I would jump start this with a solicitation for employees for their top ideas for RTD (assuming also that the Reimagine effort is already working through an internal employee engagement strategy). Additionally I would pair this with weekly visits to each division, small teams, bus barns, maintenance facilities, work alongs and ride alongs.

DAILY STAND-UP WITH LEADERSHIP

Host a daily 8:30 a.m. meeting with executive leadership team to review issues and opportunities in front of agency.

DAILY CALL IN WITH RTD BOARD MEMBERS

On a rotating schedule, plan for a 30 minute call with a board member each day to discuss issues in district, concerns, etc. Would also include union leadership.



PREPARING FOR CHANGE: A FEW IDEAS

SENIOR/HQ STAFF RIDE ALONGS - PUBLIC

Establish a customer ride along program for RTD HQ employees (especially during this time of service cuts) to understand how their work and efforts contributes to this individual's mobility experience. Share those experiences on social media (with permission) so that we demonstrate how we understand the customer experience and learn about how we develop the broader ecosystem in a period of change.

SENIOR/HQ STAFF RIDE ALONGS INTERNAL

Establish a driver ride along program for RTD HQ employees (especially during this time of service cuts) to understand how our drivers are meeting customer needs, the challenges and how their work and efforts contributes to the public's mobility experience. Share those experiences internally or on social media so that we demonstrate how we understand the driver experience and learn about how we develop the broader ecosystem in a period of change.

HQ STAFF CDL AND DRIVER TRAINING PROGRAM

At Denver International Airport, the HQ staff are deployed to drive snow plows. One option could be to create a program for HQ and other staff to become CDL certified and trained and they are included on an as needed rotation for deployment. This could be voluntary or possibly eventually required. This is not an easy answer (one that needs examination within union rules) but one that shows we are all on the same team.

CHANGE MANAGEMENT SWAT TEAM AND AGENCY-WIDE INNOVATION PROCESS

Establish a LEAN process improvement effort that could tackle identified internal and external practices with the goal of improving at least ten every day processes during the interim period. Establish a change management team to support micro and even more macro changes.



TESTING AND CLEARING THE DECK: A FEW IDEAS

ACCELERATED REIMAGINE RTD WITH PILOTS

RTD is currently undergoing a transformative, two year process and this could also be a time to accelerate potential use case scenarios into pilot implementation. More than just caretaking, the interim period could be used to set the stage for possible future success or discard concepts that may not achieve mobility goals. Gathering input from the public (possibly even voting on the concepts), telephone town halls, employees and advisory committees through the Reimagine process, we could develop an expedited proposal and RFP process to accelerate three ideas for testing – such as test Free Transit for 2 - 3 months on intercity bus routes (looking at the Kansas City model), designate three innovation zones and deploy different use cases of mobility on demand services (scooter partnerships, first mile last mile for access to rail, or on demand service driven by RTD drivers in suburban/corporate area similar to Link program in Tech Center), substitute cut service routes with vouchers for TNC rides, or others. While many of these concepts might already be in discussion, the interim period provides an opportunity to test run the concepts, providing the opportunity to fully engage the public in visible "new thinking" and gain valuable input on the efficacy of different concepts for the Reimagine process and leaders.

LEGISLATIVE CHANGE

Pursue a legislative program that might support any concepts coming from the Reimagine effort. The timing would be short, but it could be critical to begin the process this legislative session (and to play defense from well-meaning legislators). For instance, examine the requirements to have 20% fare box recovery, exploration of flexibility for mobility on demand services, or the requirements for outsourcing.

Note: Some of these concepts may already be in motion or in practice at RTD. The intent of the "Few Ideas" is to stimulate thought and engagement with Board and staff about how we manage during an interim period but also move forward. In fact, the staff may already have their Few Ideas ready and waiting!

AMY FORD



SUMMARY

Experienced transportation and transformation executive with a successful track record of delivering high profile, complex programs with significant engagement and collaboration. Extensive experience in strategy, innovation, program implementation, communications and public affairs management.

EXPERIENCE

Director, Mobility on Demand Alliance

Intelligent Society of America, April 2019 – Current, Denver & Washington, DC

- Lead the creation, strategic direction and activities of the national Mobility on Demand (MOD) Alliance that leverages emerging mobility services such as micro-transit, ridesourcing, micro mobility services like scooters, integrated transit networks and operations, real-time data, connected travelers and cooperative Intelligent Transportation Systems (ITS)
- Bring together leading public, private and academic sector leaders such as NYC and LA DOTs, Washington DOT, San Francisco County Transportation Commission, Lyft, Uber, Via, Ford, Toyota, GM, Amazon Web Services, Cubic, Kapsch and others to tackle the challenges and opportunities to advance MOD including:
 - Educate federal, state and local policymakers and engage the public about the benefits of MOD
 - Identify legislative and regulatory barriers and opportunities at all levels to support deployments
 - Encourage partnerships and facilitate metropolitan and regional MOD efforts
 - Create a framework by which the private and public sector can fully engage in providing solutions
 - Address common challenges and standards in areas like automation, payment integration, accessibility, equity, data sharing, rural/suburban MOD, workforce, insurance, value/congestion pricing and privacy/cybersecurity

Chief of Advanced Mobility/RoadX Executive Lead

Colorado Department of Transportation, March 2015 – April 2019, Denver, CO

Staff: 40

Budget: \$160 million

- Directed program strategy various divisions
 - Mobility Operations Division including Intelligent Transportation Systems (ITS), Traffic Safety & Engineering, Traffic Incident Management and Traffic Operations Centers including work on new operations strategy, operations engineering and clearance programs, safety programming
 - RoadX Program which partnered with the private sector to deploy transformation transportation solutions such as connected V2X, autonomous, hyperloop and mobility solutions
 - Spearheaded the country's most comprehensive digital, connected and automated infrastructure investments of \$200 m
 - Developed leading edge business partnerships with companies like Panasonic, Virgin Hyperloop One, Here, Ford and others
 - Led CDOT's Workforce of the Future initiatives including innovative pipeline/upskilling partnerships and deploying autonomous equipment
 - Served as key member of the executive team and steered critical strategy development for the agency
- Responsible for guiding strategy development for advanced mobility including supporting policy development with the Transportation Commission, 11 member Gov-appointed policy board, as well as the Statewide Transportation Advisory Committee

MOST PROUD OF



INITIATIVE IT TOOK

to start CDOT's nationally leading Advanced Mobility/RoadX program from scratch, building external and internal partnerships and vision, and have the public say CDOT's top priority should be transportation technology



TRYING TO SAVE LIVES

by urging people to take "action" to reduce DUI deaths in Colorado. Today we are the leading state in the country in the use of Breathalyzers.



PLAYING THE LONG GAME

to revitalize East Colfax by focusing on how business, community development, safety and transportation can reshape a street. Today, affordable housing for vets with brain injuries is replacing a strip club on America's "wickedest street".



LEADING BY EXAMPLE

building a national model for construction communications and public affairs on the T-REX Project. As a Regional Transportation District employee, this meant leading an award-winning partnership between RTD, CDOT & the contractor, demonstrating what multi-modal, multi-agency collaboration could accomplish.

STRENGTHS

LEADER	COLLABORATIVE	MOTIVATOR
PERSUASIVE	HARD WORKING	LISTENER
MOBILITY STRATEGIES		PROGRAM MANAGEMENT
POLICY	OPERATIONS	INNOVATION

EDUCATION

Master in Public Administration, 1997, Pi Alpha Alpha
University of Colorado, Denver

Bachelor of Arts, English, 1995, Phi Beta Kappa
University of Colorado, Boulder

AMY FORD

@ [redacted] in Amy Ford [redacted]

EXPERIENCE

Director of Communications

Colorado Department of Transportation, April 2013 – April 2019, Denver, CO

Staff: 22 Budget: \$3.5 million

- Led nationally award-winning external and internal communications for 3000 employee agency, guiding strategy, issues management, media relations, project & safety communications and statewide customer service program
- Served as the primary spokesperson for the agency with the media and critical stakeholders
- Extensive work on critical project including issues management and project implementation on projects and programs like launch and operations of Bustang, Statewide Transportation Plan, US 36 Express Lanes, Central 70 Public Private Partnership, C-470, I-25 Gap and others including significant engagement and outreach with local stakeholders and elected officials
- Directed 2013 Flood Response and built significant crisis communications program in coordination with Traffic Operations
- Managed growth in social media engagement of over 1000%, the country's first and most dynamic Drive High/Marijuana outreach program, robust engagement on Express Lanes, road usage charge & public private partnerships

Principal and Owner

Belay Communications, Sept 2004 – April 2013, Denver, CO

- Guided public affairs and communications programs for signature projects such as the Denver International Airport's South Terminal, CDOT's Twin Tunnels, Commerce City communications, Fort Collins MAX Bus Rapid Transit

Founder and Chair

The Fax Partnership, Feb 2004 – Current, Denver, CO

- Guide non-profit revitalizing East Colfax from Colorado Boulevard to Yosemite, delivered Denver's first Business Watch, a Business Improvement District, over \$500,000 in grants and focus on community development

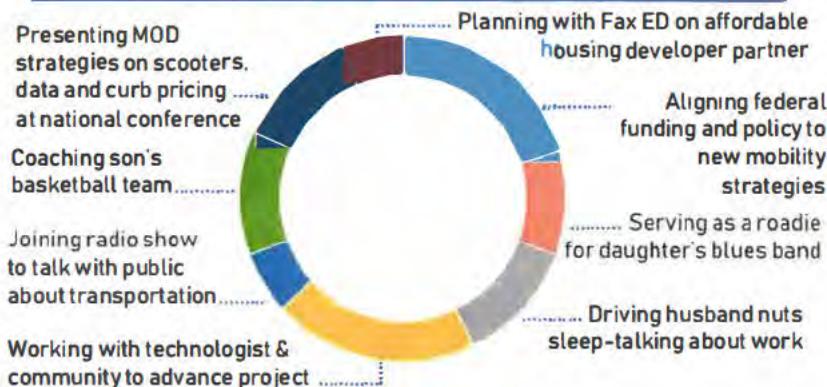
Communications and Transportation Demand Management Manager

Regional Transportation District, April 1999 – July 2003, Denver, CO

Staff: 6 Budget: \$13 million

- Managed the \$10 million strategic communications program for the \$1.6 billion Transportation Expansion (T-REX) project including public affairs, media relations, community and business outreach including producing over 90% approval ratings for the duration of the project
- Led the \$3 million transportation demand management program including HOV promotion, transit usage, shuttle program development through coordination with local transportation management organizations
- While at RTD, also involved in early program development of the FasTracks program, multi-year, multi-billion rail program through metro Denver

A WEEK IN MY LIFE



OTHER

Chair, Colorado Autonomous Mobility Task Force, 2016 – 2019

Co-Chair, ITS America, V2X Committee, 2018-2019

Local Government Award for RoadX Program, 2017
[ITS World Congress](#)

Denver's 150 Unsung Heroes Award, 2011