

Paul J. Ballard



December 17, 2019

Executive Committee
Regional Transportation District
1660 Blake Street
Denver, CO 80202

Dear Members of the Executive Committee,

I am the "dynamic, collaborative and progressive executive" you are seeking to lead your organization on an interim basis as your next General Manager/Chief Executive Officer.

Earlier this year I completed the financing, construction and entry into service of the 27-mile TEXRail commuter rail line operating between Downtown Fort Worth and DFW International Airport's Terminal B. This \$1 billion line was completed on schedule and \$100 million under budget. We carried 100,000 passengers in the first 23 days.

Prior to Fort Worth, I oversaw the construction and entry into service of the 31-mile Music City Star commuter rail line which operates from Downtown Nashville to its eastern suburbs. This rail line was also completed on schedule and budget.

I have served for four decades continuously as a general manager, president or CEO of public transit and rail systems in both the public and private sector. I have worked domestically and internationally.

My attached resume' expands on these accomplishments and provides additional information on my CEO positions, education and transit industry professional affiliations roles.

The advantages that my leadership would bring to the Denver RTD include:

- Extensive experience in working with transit boards - I know what information you want to make informed decisions, and I also know how not to waste your time. I understand clearly the difference between policy decisions which are the purview of the board, and management decisions which are the responsibility of the GM/CEO.
- Hitting the ground running - I know what it takes to run transit and rail operations. I am experienced in building transportation infrastructure. I can motivate contractors and construction personnel to do their jobs well and within the established budgets. I have negotiated multiple operating agreements between

transit agencies and their private contractors as well as dozens of labor agreements with all the unions involved in providing transit service.

- Mentoring the senior RTD staff and others - There are many transit CEOs and other management staff serving around the country today who have worked under me. I continue to mentor them on workplace challenges and career progression.
- Reviewing aspects of the RTD for which the Board would like me to focus - The board may have concerns about one or more aspects of the RTD of which I could take an in-depth look and share my findings with the board.
- Assisting the Board in the selection process for a permanent GM/CEO - I have hired hundreds of transit management personnel. I can help the board select the right search firm or process, and then keep that effort on schedule. I am not a candidate for the permanent GM/CEO position and would be an impartial coordinator of the process on behalf of the board.

Since completing my contract as President/CEO, and retiring from the Fort Worth Transportation Authority (also known as "Trinity Metro") earlier this year, I have been serving on an "on-call" basis for an international transportation and engineering firm as its Senior Advisor for Multimodal Transportation. My principle assignment has been to advise the Secretary of Transportation's office for the North Carolina Department of Transportation on their efforts to begin and expand commuter rail in the state.

In my career, I have managed large and small transit organizations with varying employee counts. The Chicago area assignment listed on my resume' had an employee count at 2,000 at the beginning of my leadership and approached 3,000 during my tenure. In St. Louis I managed 1,700 employees.

My 2019 annual salary at Trinity Metro was \$303,000. I earned incentive payments of \$50,000 each in both 2018 and 2019 for meeting operational, construction and financial goals.

I am available to begin this assignment immediately.

Thank you in advance for your consideration of my candidacy. It would be an honor to work with you as your Interim GM/CEO.

Sincerely,

A handwritten signature in blue ink that reads "Paul J. Ballard". The signature is fluid and cursive, with the first name "Paul" being the most prominent part.

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President & Chief Executive Officer

Fort Worth Transportation Authority – Trinity Metro - 2014 - 2019

- Planned, financed, built and placed into service in January 2019 the TEXRail commuter railroad between Downtown Fort Worth and DFW Airport Terminal B. This billion-dollar project was delivered on schedule and \$100 million under budget. In the first twenty-three days, over 100,000 passengers rode the new railroad. Service is provided at frequent 30 and 60-minute intervals, 365 days a year for twenty-three hours per day.
- Negotiated and purchased the first Buy America compliant passenger trains from the Swiss company Stadler. Worked with Stadler and the U. S. Federal Railroad Administration (FRA) to secure approval for Stadler's FLIRT trains (Fast, Light, Innovative Regional Train) to operate without a waiver due to alternative vehicle technology.
- Co-managed the Trinity Railway Express (TRE) commuter rail line between downtown Fort Worth and Downtown Dallas with co-owners Dallas Area Rapid Transit (DART).
- Reorganized and reenergized all aspects of Trinity Metro to make it a full partner in all the economic development activities of this fast growing, fourth largest urbanized area in the United States.
- Significantly expanded the bus network and resultant ridership to new communities through multiple partnership arrangements.

Chief Executive Officer

Nashville Metropolitan Transportation Authority (MTA) – 2002 - 2014

and Regional Transportation Authority of Middle Tennessee (RTA) – 2008 – 2014

- Planned, financed, built and placed into service in 2006 the Music City Star commuter railroad between Downtown Nashville and Lebanon, TN as chair of the RTA's commuter rail construction and operations committee. Represented the Governor of Tennessee on the RTA Board from 2004 to 2008.
- Assumed formal management of the RTA and the Star and served as CEO of both agencies.

- Operated a fleet of 250+ buses, vans and coaches along with locomotives and rail cars in the ten-county region of Middle Tennessee.
- Worked with two boards while facilitating ten board or committee meetings each month. MTA is a municipal agency with a five-member board appointed by the Mayor of Nashville. The RTA is a state-authorized agency with a 38-member board of mostly elected mayors.
- Received personal and system awards including a "Megastar Award" from Region IV of the Federal Transit Administration for dramatic increases in ridership of our services.

President – 1998 – 2001

Ballard Management Group
Asheville, NC

- Established this company to provide management, consulting and project management services to transit systems and local government. Worked with transit systems of various sizes and modes including Atlanta, Birmingham and Decatur, IL.
- International Consulting work consisted of work in France with a global transportation company assisting them with transit service development in smaller French cities.
- When this firm decided to expand to North America, I assisted with developing a market entry plan and the due diligence process on their initial acquisitions.

President – 1996 – 1998

Progressive Transportation Services
Elmira, NY and Asheville, NC

- Directed this transit management company operating fifteen transit systems in the Eastern United States.

President – 1992 – 1995

American Transit Corporation and
Managing Director
ATC/Vancom International
Chicago, IL

- In the United States directed a transit management company operating 1600 transit vehicles at twenty locations
- Internationally active in Europe, Asia and the West Indies.

- In Europe, consulted on the acquisition and management change of the transit systems serving the Dutch Cities of Groningen and Maastricht. Consulted on an effort to acquire a major transportation company in Brussels.
- In Asia I consulted on an effort to establish a transportation operation in China's Tianjin Province for a private client. Met with government officials and private business representatives there and in other parts of China.
- In Trinidad and Tobago, I consulted on behalf of the World Bank in their effort to assist in privatizing water, electric and transport services. Advised the Permanent Secretary of the Ministry of Public Utilities and the Assistant Director of the Ministry of Finance for the Government of Trinidad and Tobago.

General Manager of Operations and Maintenance – 1987 - 1991

Bi-State Development Agency, St. Louis, Missouri

- Managed a multi-modal agency directing bus, rail, water, aviation, police and environmental services.
- Responsible for 1700 employees operating and maintaining a 700-bus fleet. Also hired and organized the operations staff for the 18-mile light rail line which was under construction. Planned the coordination and integration of the new rail passenger service into the Agency's ongoing activities.

Regional Vice President – 1978 – 1986

American Transit Corp. (ATC), St. Louis, Missouri

Directed the general managers of public transit systems in eight U.S. cities. These systems employed 650 persons and operated 275 buses. Management responsibilities for these systems were comprehensive, including administrative, financial and operational matters. As management's chief negotiator of dozens of labor contracts, dealt successfully with both local and international union issues.

General Manager of Smaller Transit Systems – 1973 – 1977

Bloomington, IN; Plymouth, MA and Winston-Salem, NC

EDUCATION

M.A. in Public Administration, Webster University, St. Louis, Missouri. Graduated with Distinction - 1983

B.S. in Business, Transportation and Public Utilities Management, Indiana University School of Business, Bloomington, IN – 1979

PROFESSIONAL AFFILIATIONS

U.S. Transportation Research Board (TRB)

Current

- Transit Cooperative Research Program (TCRP) Oversight and Project Selection Commission (TOPS) Commissioner and Nominating Committee Chair
- TCRP Project J-11 – Quick Response Research on Long-Term Strategic Issues
- AP070 Standing Committee on commuter rail transportation

Prior TRB

- TRB Transit System Representative
- AP025 Standing Committee on Public Transportation and Land Development

American Public Transportation Association (APTA)

Current

- Commuter Rail Committee
- High Speed and Intercity Rail Passenger Committee
- Commuter and Intercity Passenger Rail Legislative Committee
- Legislative Committee
- American Public Transportation Foundation (APTF) Board Member

Prior APTA

- Board of Directors (two terms)
- CEO Committees (Bus and Rail) (Former Chairman - Bus)
- Small Operations Committee (Former Chairman)
- Member Services Committee (Former Chairman)
- Commuter Rail CEO Committee – Former Vice Chair

American Transit Services Council (ATSC)

Prior ATSC

- Founding Chairman