

# Board of Advisors Meeting

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Tuesday, September 24, 2019

The logo for the Eno Center for Transportation is contained within a blue-bordered square. The word "Eno" is written in a large, bold, blue sans-serif font in the upper portion of the square. Below it, the words "Center for Transportation" are written in a smaller, white sans-serif font, stacked on two lines. The background of the square is white.

**Eno**

Center for  
Transportation

# Agenda

- Welcome
- Update: Recent Eno Activities
- EnoMAX
- Autonomy and the Future of the FAA
- Congestion Pricing
- Transit Project Delivery
- Additional Items

# Welcome to the Board of Advisors!



## New Members:

Emily Feenstra, American Society of Civil Engineers

Maggie Walsh, HDR (Chair, WTS International)

Kate Fox Wood, Assoc. of Equipment Manufacturers



Leadership Development  
Conference and Reception



New Eno website

# EnoMAX: About the Program

In 2016, the Multi-agency Exchange Program (MAX), originally comprised of four legacy agencies, formed a partnership with Eno to promote collaborative best-practice sharing, advancement of innovative thinking and action, and the strengthening of peer networks and leadership development among transit agencies.

The Eno/MAX program consists of groups of up to four (4) agencies, matched based on property characteristics and modes operated. Each agency selects eight (8) high-potential employees to participate in the program year (spanning approximately 10 program months).

Employees are usually mid-level managers from all organizational disciplines. The 2020 program year will include nine (9) participating agencies with a combined cohort of 72 participants.

# Four Program Pillars of EnoMAX

1

Increase Transit Industry Knowledge

- Techniques - How To
  - Presentations
  - Tours
  - Exercises
  - Eno Webinars
- Content
  - About the Agency
  - Agency Electives
  - Eno Webinars

2

Observe and "Borrow" Best Practices

- Techniques - How To
  - Presentations
  - Tours
  - Exercises
  - Business Matches
- Content
  - Agency Electives

3

Enhance Business Skills

- Techniques - How To
  - Presentations
  - Exercises
- Content
  - General Business Skills
  - Leadership Management Skills
  - Business Case Process


4

Build Peer Network


- Techniques - How To
  - Peer Matches
  - Social Events
  - Business Matches
- Content
  - Shared Knowledge
  - Common Challenges

# EnoMAX: A Unique Transit Program

**Eno/MAX is the only one of its kind** specific to the transportation industry. It is not a peer review program, but an interactive, peer-to-peer collaborative information exchange and leadership development program.



**Eno/MAX has a unique deliverable:** throughout the program year, each participant will research, develop, and be ready to present a unique business case pitch to his/her agency leadership (usually executive-level) on their idea to solve a problem or exploit an untapped opportunity at the agency. This deliverable is called the “Business Case Project”.



**To date, agencies have reported more than \$4M** saved by efficiency and cost-reduction implementations as a result of the MAX program.

# EnoMAX: Strengthening and Expanding the Program

For PY 2020 and beyond, Eno plans to:



## Continue

Continue to expand the program by gradually bringing in agencies that add value and nuance to the current program. Since 2016, Eno/MAX membership has more than doubled under Eno's leadership.



## Expand

Expand the various learning modes and web-based platforms to better engage and excite enrolled participants and alumni.



## Facilitate

Facilitate the structuring and defining of program policies, procedures and systems that are efficient and lead to program sustainability.



## Develop

Develop a robust data center to capture, catalogue and report business case performance metrics to better serve member agencies and the transit industry.

# Unmanned Aircraft Systems: Integration and the Future of the FAA

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- How should the FAA comprehensively certify UAS?
- How can FAA safely integrate UAS into the National Airspace System?







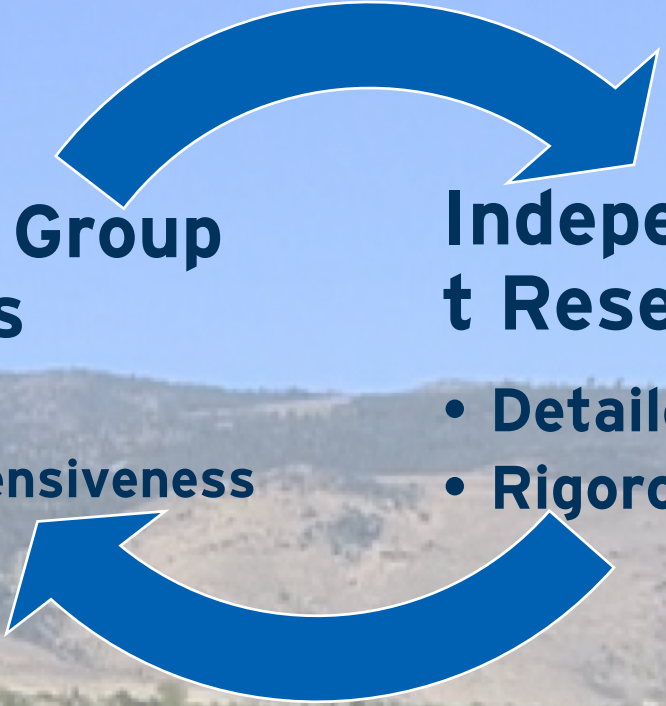
# Eno Aviation Working Group

**Working Group Meetings**

- Accuracy
- Comprehensiveness

**Independent Research**

- Detailed
- Rigorous



# UAS Policy Research: Focus Areas



Improving waiver and exemption process



Reviewing federal interagency coordination



Evaluating internal US DOT processes




Providing frameworks to state and local authorities




## Congestion Pricing: Research

Early in 2019, NYC became the first US city to adopt a downtown congestion pricing program. Other metropolitan regions are also pursuing the policy



Eno reviewed materials and interviewed experts, stakeholders, and policymakers around the country to form a set of 10 principles to guide places



Involvement in local discussions about a pricing strategy for the DC region, and about opportunities for philanthropic engagement

Outline	Outline a clear vision and purpose
Walk	Walk before you run
Build	Build strong and effective partnerships
Develop	Develop performance targets and commit to transparency
Keep	Keep exemptions to a minimum
Make	Make sure there is a rational nexus between revenue collected and how it is spent
Use	Use congestion pricing as a tool to remedy existing inequities in the transportation system
Communicate	Communicate effectively
Design	Design the policy approach and technical elements to be nimble
Couple	Couple congestion pricing with a package of long-term, widespread mobility improvements

## Principles for Sustainable and Equitable Congestion Pricing Strategies in the United States

# Congestion Pricing: Study Tour

- October 2019 study tour to view London and Stockholm's pricing facilities and learn from international experts about political, communications, and logistical strategies
- 26 delegates from 7 US cities (Boston, Honolulu, Philadelphia, Portland, San Francisco, Seattle, Washington DC)
- Partnership between Eno, Bloomberg's American Cities Climate Challenge, Natural Resources Defense Council, Summit Foundation, and Barr Foundation





## Transit Cost and Project Delivery

A few high profile transit projects give rise to the notion that transit capital costs are too high and timelines are too long.

Some point to federal regulations (environmental protection; Buy America); others to agency practices (project management, procurement); or political uncertainties.

*Eno is embarking on a project to understand the drivers behind transit construction, cost, delivery*

# Transit Cost and Project Delivery: 4-Part Project



Collecting info, understanding trends,  
reviewing literature



Interviewing stakeholders, case studies



Developing recommendations, issuing  
final report



Building networks, informing coursework,  
outreach

# Transit Cost and Project Delivery Potential Case Studies







Transit Senior  
Executive  
Applications Open  
Now



100-Year Anniversary  
Committee



November Joint  
Meeting: November  
13, 2019

**What's Next? Ways to  
Engage**