



ENO MAX

Designed by transit agencies for transit agencies

A leadership program for
the next generation of
transit trailblazers

The COVID-19 pandemic is challenging transportation organizations across the United States and around the globe. As ridership drastically decreases across nearly every mode of travel, organizations are forced to readjust and realign their goals.



**NOW MORE THAN EVER,
WE NEED TO INNOVATE.**

Are you ready to
step up and lean in?

Overview

Designed by transit agencies for transit agencies, the Eno/MAX program is the first of its kind. Eno/MAX brings together emerging transit leaders to engage with their counterparts at other agencies for collaborative best-practice sharing.

Each MAX agency selects eight participants from among its most talented and high-potential employees, contractors, or allied groups. The program takes place over a rigorous year.

The MAX program was conceived and implemented by current and previous General Managers/CEOs of Dallas Area Rapid Transit (DART), Los Angeles County Metro Transit Authority (LACMTA), and Regional Transportation District (RTD). The original concept was *“to expose emerging leaders at each agency to best practices at partner agencies to gain expertise across agencies and link up transit professionals.”*

Since the first MAX class in 2012, the program has brought together over 350 transit professionals and saved participating agencies millions of dollars. Today, the program continues to empower the transit workforce, ignite innovation, and propel participants to tackle the industry's challenges head-on.

Are you a **problem-solver**? What about an **innovator**?

The Eno/MAX program is designed to propel you into the next stage of your career and help you become an entrepreneurial leader. The program prepares you to tackle the challenges of today and create the innovations of tomorrow.



PortAuthority

Program Pillars

This isn't your typical leadership program.

The program is about real-world problems and impactful change. Eno/MAX provides in-depth learning that is experiential and entrepreneurial. It's about creative thinking and purposeful doing. Where else can you think about innovative solutions, then design it, and ultimately build it? These are the results transit agencies demand.

Through the Eno/MAX program, you'll work on a business project that will ultimately become your business case proposal that addresses an agency problem or opportunity. You'll pitch it to the C-suite leaders at your agency for potential funding and implementation.

Along the way, you'll gain inspiration from visiting other transit agencies and getting an exclusive, insider's look at their best practices. You'll receive individual advice on your business project from subject-matter-experts, acquire business and leadership skills through workshops, build powerful networks with your peers, and shake hands with the transit industry's top leaders.



Eno/MAX Program Pillars



**TRANSIT INDUSTRY
KNOWLEDGE**



**BEST PRACTICES
EXCHANGE & BUSINESS
CASE DEVELOPMENT**



**BUSINESS & LEADERSHIP
SKILLS**



PEER NETWORKS

Experiential learning means hands-on training.

As a member of your agency's Eno/MAX cohort, you'll visit other transit agencies across the country to increase your knowledge of the industry.

During these visits, you will engage in technical information sessions, facility tours, demonstrations, networking events, and interactive leadership and skill-building sessions.

These agency visits provide you with experienced-based learning. Rather than sitting in a classroom and hearing about what other agencies are doing, you get to go out and see it for yourself. Even better, you get to ask them questions and get a "behind the scenes" look at exactly how they do it.



You'll increase your transit knowledge by going beyond routine learning to actively diving into the following topics.

- Finance & funding
- Communications & marketing
- Customer service
- Transit-oriented development
- Human resources
- Mobility on demand
- Public-private partnerships
- External & governmental affairs
- Capital projects & planning
- Multimodal (bike, pedestrian, ride sharing, etc.)
- ADA & paratransit
- IT & Technology
- Crisis management & leadership

You'll get to meet with the experts.

In addition to learning best practices from agency tours and workshops, you'll also be matched with a subject-matter expert in the topic of your business project at each agency.

These meetings are called Business Project Information Exchange (BPIE) sessions. During the BPIE sessions, you'll receive advice and guidance from multiple leaders in the subject area.

While you'll still need to conduct your own research throughout the program, the BPIE sessions are an invaluable resource as you work on your business project.

You'll get to engage in a dynamic conversations with experts to help inform your business project and make it the best it can be.



“ The program gives me a high-level understanding of how different departments interact with each other. In the long term, this will help me make more informed decisions when it comes to how they impact other departments. ”

2019 Eno/MAX Participant

Networking is not collecting LinkedIn contacts.

Networking is building powerful relationships with your peers across the transportation sector.



As part of your agency visits, you'll be matched with a counterpart at an agency for a Peer Network Session. Through these sessions, you'll not only learn how other agencies are thinking, strategizing, and solving problems—but also deepen your professional connections that last far beyond the program's start and end dates.

After completing the Eno/MAX program, you will also become a member of the Eno Alumni Association. Not only will you have access to exclusive webinars and events, but you'll also join a network of more than 3,500 transportation professionals who are on the move. The Eno alumni network connects people and ideas to enhance cross-industry knowledge, strengthen organizations, and inspire transportation professionals.

Business & Leadership Skills

“ Entrepreneurial spirit is a mindset. It's an attitude and approach to thinking that actively seeks out change, rather than waiting to adapt to change. It's a mindset that embraces critical questioning, innovation, service, and continuous improvement. ”

Forbes



It's your time.

Throughout the Eno/MAX program, you'll create and refine a business project that addresses a high-priority problem or untapped opportunity at your agency.

You'll receive advice, training, and targeted coaching to strengthen your business and leadership skills to prepare you for your business case proposal. You'll also participate in a mock pitch with real transit leaders in a closed session as practice.

At the end of the program, you will pitch your business project as a business case proposal to the C-suite leaders at your agency.

This is your chance to showcase all of the business and leadership skills you've honed throughout the Eno/MAX program.

The business case proposal is an opportunity to have your ingenuity and entrepreneurial spirit recognized by the leaders at your agency and potentially receive funding for your business project.

What you'll experience.

Alumni Testimonials

LEARNING.

“ Thank you for giving me the most profoundly productive week I have ever experienced. I have learned so much about myself and how I affect others. Thank you so very much.



LEADERSHIP.

“ This was one of the best programs that I have ever been a part of. I am excited at the possibility of making lasting changes in my agency and to truly make a positive change and impact.



LEGACY.

“ I will encourage those at other agencies not currently in the program to consider joining. I feel very fortunate to have had this opportunity and look forward to supporting the program in the future.



Examples of Program Impact

Customer Center Remapping

During the 2014 program a MARTA participant observed and acquired best practices of all Customer Centers at the agencies and adapted them to be used at MARTA. He implemented the RideStore (MARTA's Customer Center) remapping to establish a more efficient way to carry out MARTA's revenue functions including the sale of fare media, restitution research and customer service by modifying the hours of operations and making process changes. Based on the recommended changes, MARTA was able to decrease its staffing requirements by four FTEs or \$187,000; and five PTEs or \$97,000 annually. To date MARTA's total savings are \$1,136,000 and counting.

Rail Yard Management System

DART participants observed LA Metro's Rail Yard Management System (RYMS), a web based application developed by Metro's IT Team, and brought the idea back to DART to make their own. DART Rail Operations reviewed the system and determined that it would improve operational efficiency at DART. DART's IT staff developed a new application using DART's current tools, Trapeze and GIS, to provide better functionality for their system. Upon implementation, they expect to gain similar cost benefits to La Metro. LA Metro estimates \$500,000 in internal cost savings.

TransitWatch App for Reporting

An RTD participant attended with a focus on Homeland Security's "See Something, Say Something" campaign. During the LA Metro Meet Your Match portion of the program, he learned of the app TransitWatch. RTD had received quotes of \$250,000 with a \$10,000 monthly fee for similar systems. He worked with the LA Metro IT department to get the code shared from their developer within the \$90,000 grant budget, saving RTD the costs associated with writing the code from scratch. It has since been deployed system wide and thousands of calls have been reported, with a monthly average of 32 calls. They won an APTA award and other transit systems across the country have adopted it.

Drone Use in Asset Management

LA Metro participants learned about the use of drones for asset management purposes while visiting Denver RTD. They met the person who flies the drones during one of the Meet Your Match sessions, where they had an extended conversation about the drone use. Metro had received an unsolicited proposal for drones through the Office of Extraordinary Innovation. They are currently in the process of working with the proposer to come up with a proof of concept to see if the technology is viable for Metro.

Ready to take the
next step?



**CONNECT WITH US ON
SOCIAL MEDIA #EnoMAX**

To receive more information or answers to your questions,
please contact your Eno/MAX agency facilitator.

The Eno/Max Program is just one of Eno's Professional Development Programs. Eno meets transportation professionals at any stage of their career through our leadership courses.

Future Leaders Development Conference

Each year, the Eno Future Leaders Development Conference (LDC) gives 20 of the nation's top graduate students in transportation a first-hand look at how national transportation policies are developed. During this weeklong intensive program, the Fellows meet with federal, state, and local officials, as well as public, private, and non-profit leaders across the industry. They get a first-hand look at how transportation policy is made, while engaging with leaders to discuss the latest developments and trends in the industry.

Transportation Mid-Manager

Eno's Transportation Mid-Manager Program is an intensive, weeklong course that provides mid-level managers in the transportation industry with the leadership and management skills needed to succeed. It is designed for mid-level managers working in transit properties, government, and public and private sector transportation organizations. This program provides the tools for mid-level managers to act as a bridge between senior leadership and public facing employees, as well as to advance in their careers to senior positions

Transit Senior Executive

The Eno Transit Senior Executive Program is a 6-month long leadership development program designed for senior-level managers in the public transit industry. The program is centered around an intensive week-long seminar held in the Washington, DC area. Participants hear from distinguished guest lecturers, develop their leadership skills, and build connections in the transit industry. The Program is entering its 15th year and has more than 500 alumni.