

Going the Distance

2014 PROGRESS REPORT



About the **Eno Center for Transportation**

The Eno Center for Transportation is a global leader in seeking continuous improvement throughout transportation. Since it was established in 1921, Eno has emphasized policy, research, and education, and has been responsive to the changing world through its evolving projects, courses, and events. From mobility, safety, and sustainability to media outreach, Congressional testimony, and the organization of working groups, Eno continues to go the distance in order to improve transportation policy and leadership.

A long, multi-arched bridge spans across a body of water under a warm, golden sunset sky. The bridge's concrete pillars are visible in the foreground, and the water reflects the light from the sky. The overall mood is serene and expansive.

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Message from the *Chairman and President*

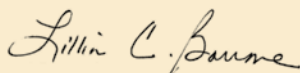
At Eno, we have spent the past four years building on our sterling reputation by broadening our reach, and assuring a stable financial situation. In 2014 we saw this hard work come to fruition as these goals were largely achieved. This has enabled us to focus on our core mission of making sure our research, courses, and publications are part of a sustained effort to improve transportation policy and leadership.

In the area of research, 2014 was a year in which we produced several large reports that began exciting and important conversations on transportation policy topics. Our Rockefeller Foundation-funded “Life and Death of the Highway Trust Fund” pushed the transportation community to think more broadly about funding the federal program. Our collaboration with TransitCenter “Getting to the Route of It” started a conversation about transit governance and its impact in numerous regions across the country. The report of our P3 Working Group presented a strong series of recommendations for state, local and federal governments on removing barriers to private investment. And our report with the American Society of Civil Engineers on lifecycle cost analysis continued to hammer home the importance of making wise transportation investment decisions.

We launched two new courses in 2014, with our course on the Airline Industry and P3 course making their debuts. While launching these courses we also restructured our legacy course for middle managers in public transit, making it more hands-on and skill-focused. Our senior executive course and Future Leaders Development Conference continued their long runs of success, but we also took the time to review both of these courses thoroughly in order to assure that they meet both our 2015 goals and future needs.

Perhaps our greatest change was in our publications, as we set ourselves on a new course with the acquisition of *Transportation Weekly*, the premier source for news and data on federal transportation policy. The new publication we intend to produce, *Eno Transportation Weekly*, will be a flagship for Eno, combining great reporting with insightful commentary from high-level thought leaders in the industry. We expect that this change will broaden our reach even further, bringing a multitude of new partners and opportunities in 2015.

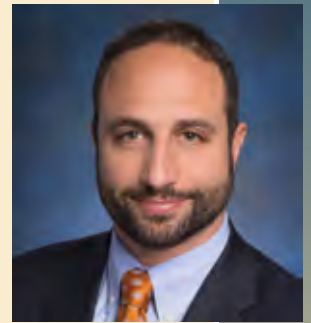
We have created a platform at Eno that is markedly different from other transportation focused organizations in the United States. The fact that we are a national think-tank, modally diverse, and non-partisan sets us apart from others. But the fact that in the face of both economic turmoil and significant competition we have been able to grow and sustain this entity means that we will be able to have a broad and increasing positive impact over time. We are excited about what we have achieved and are looking forward to what we will yet accomplish.



Lillian Borrone
Chairman



Joshua Schank
President and CEO



Eno Highlights



Acquisition of *Transportation Weekly*

In December 2014, Eno acquired *Transportation Weekly*, the premier publication in federal transportation policy. Jeff Davis, Editor and Publisher of *Transportation Weekly*, accepted the position of Senior Fellow at Eno.

Transportation Weekly has been a must-read publication for years for anyone working on federal transportation policy, and Eno is excited to be able to provide this information to the community in

Eno President, Joshua Schank, welcomes *Transportation Weekly* editor, Jeff Davis

an accessible and useful manner. The new *Eno Transportation Weekly* will open many doors, and allow us to connect with more industry leaders across all modes and expand our reach well beyond the District.

If you are interested in learning more about *Eno Transportation Weekly*, please contact Lindsey Collins at lcollins@enotrans.org.



Joshua Schank, Peter Stangl, Lillian Borrone, and David Plavin

2014 Honorees

The Eno Center for Transportation honored **Peter E. Stangl**, former Chairman and CEO of the New York Metropolitan Transportation Authority, with a Lifetime Achievement Award on June 5, 2014, for his years of service to the transportation industry. **Jeffrey N. Shane**, General Counsel for the International Air Transport Association and a former Under Secretary at the U.S. Department of Transportation (USDOT), was presented with the Wilbur S. Smith Award for Service to Eno. This award honors individuals who have given years of extraordinary support and service to Eno. The Board of Directors named this award after former President and Chairman Wilbur S. Smith who spent more than 20 years of his career with Eno. Both awards were presented at the 22nd Annual Future Leaders Development Conference Fundraising Dinner.

Prior to his current position, Jeff Shane was Partner with Hogan Lovells US LLP. He returned to the firm in May 2008 after completing the most recent of five tours of duty with USDOT, serving for the past six years as Associate Deputy Secretary and then Under Secretary for Policy, both presidentially appointed positions. He was also Deputy Assistant Secretary of State for Transportation Affairs for four years, where he served as chief U.S. aviation negotiator.

During Peter Stangl's 40-year career in transportation he held many key positions, in both the public and private sectors, and made extraordinary contributions to the transportation industry and to the public that it serves. From 2000 until his retirement in 2003, he served as President of Bombardier Transportation, U.S.—a division of Bombardier, Inc. Prior to that, Mr. Stangl served as President of Bombardier Transit Corporation from 1995 until 2000. Before joining Bombardier, he served in executive and policy positions in the budget and transportation sectors of the New York City government before becoming an Assistant Commissioner of the New Jersey Department of Transportation. In the latter capacity, he was a key member of the team that conceived of, and established, New Jersey Transit.

In the 1980s and 1990s, Mr. Stangl served in a succession of key positions in the New York Metropolitan Transportation Authority (MTA), including Acting President of the Long Island Railroad, President of Metro-North Railroad, and then the Chairman and CEO of MTA. While in these positions he helped initiate both Metrocard and E-Z Pass, and reduced subway crime by more than 20 percent. He also improved on-time performance, increased ridership, reduced the cost per passenger, and initiated the renovation and restoration of Grand Central Terminal.



Joshua Schank, Lillian Borrone, Jeff Shane, and Secretary Norm Mineta



Secretary
James H.
Burnley

Jim Burnley, Art Cameron Join BOD

Eno welcomed two new highly acclaimed individuals to its Board of Directors in 2014. The new members are **James H. Burnley IV**, former U.S. Secretary of Transportation and Partner with Venable LLP, and **Art Cameron**, Vice President of Appropriations, Federal Legislative Affairs, at The Boeing Company. Both have extraordinary transportation expertise, particularly in aviation, which has helped broaden the reach of the Eno Board.



Art Cameron

At Venable, Secretary Burnley focuses his practice on government relations and regulatory and legislative affairs, with a concentration in transportation matters. He served as the U.S. Secretary of Transportation from 1987 to 1989 and is one of the nation's foremost authorities on transportation law and policy. He also served as Deputy Secretary of Transportation from 1983 to 1987 and was General Counsel of the Department in 1983. Prior to his years with USDOT, he served as Associate Deputy

Attorney General for the Justice Department and as Director of the VISTA Program in the early 1980s. In addition to serving on the Eno Board of Directors, he also serves as co-chair of the Eno NextGen Working Group, which is focused on the reform and restructuring of the air traffic control system.

In his position at Boeing, Mr. Cameron is responsible for all development and execution of The Boeing Company's strategy and engagement relative to House and Senate Appropriations Committees. Art was previously Chief of Staff for Government Operations. Prior to joining Boeing in 2011, he worked for 17 years on Capitol Hill, most recently as Staff Director for Senate Appropriations, Subcommittee on Commerce, Justice, Science and Related Agencies. He also worked at the U.S. Department of the Treasury as the youngest Deputy Assistant Secretary for Appropriations and Management.

Seven New Members Join BOA

Eno welcomed seven new members to its Board of Advisors in the Class of 2014. They include:

Cole Hedden, *Vice President at L-3 Communications*

Cole Hedden is a Vice President in the Washington Office of L-3 Communications, Inc., reporting to Kris Ganase, the President of the Aviation Products Sector. He has over 25 years of experience in the aerospace industry.

Senator Byron Dorgan, *Senior Policy Advisor at Arent Fox LLP*

U.S. Senator Byron L. Dorgan served as Congressman and Senator for North Dakota for 30 years before retiring from the U.S. Senate in 2011. He is now active in his post Senate life teaching, speaking, consulting, writing and much more. He also serves as co-Chair of Eno's NextGen Working Group.

Dr. Kara Kockelman, *Professor of Engineering, University of Texas at Austin*

Dr. Kara M. Kockelman is the E.P. Schoch Professor of Civil, Architectural and Environmental Engineering at the University of Texas at Austin. Her primary research interests include the statistical modeling of urban studies, the economic impacts of transport policy, and crash occurrence and consequences.

Brian T. Pallasch, *Managing Director, American Society of Civil Engineers (ASCE)*

Brian T. Pallasch, CAE, is currently Managing Director of Government Relations and Infrastructure Initiatives at ASCE, Washington, DC. He has been responsible for managing ASCE's government relations department since joining staff in 1999.

Sharon Pinkerton, *Senior Vice President, Airlines for America (A4A)*

Sharon Pinkerton was named Senior Vice President, Legislative and Regulatory Policy for A4A in February 2011, and leads policy development on legislative and regulatory matters, working with Capitol Hill and the administration.

Paul Rinaldi, *President, National Air Traffic Controllers Association (NATCA)*

Paul Rinaldi began his three-year term in October 2009 as the sixth president of NATCA following his three-year term as NATCA Executive Vice President. Prior to his union national office service, he spent 15 years working as an air traffic controller at Washington Dulles Air Traffic Control Tower.

William Ris, Jr., *Senior Vice President, American Airlines*

Will Ris is Senior Vice President of Government Affairs for American Airlines Group and its principal subsidiary company, American Airlines. An attorney with broad experience in government and transportation, he has been American Airlines' principal government affairs executive since July 1996.

Eno in the News

Eno continued its increasing media outreach in 2014, appearing in outlets such as the *Associated Press*, *Bloomberg*, *The Huffington Post*, *McClatchy News Service*, *The New York Times*, *Politico*, *The LA Times*, *National Public Radio*, *Time*, and *The Washington Post*. Eno was mentioned in stories regarding the Highway Trust Fund, air traffic control, infrastructure and resilience, a federal gas tax, autonomous vehicles, bus rapid transit, public private partnerships, ride sharing, and transit governance.

Dr. Schank wrote an editorial on the Highway Trust Fund that was published by *The New York Times* on June 2. This editorial resulted in several on-camera and radio appearances, including Bloomberg Television, the *Road Dog Trucking Show*, *Televisió 3* and the XM radio program *P.O.T.U.S.* Dr. Schank was also named by *Mass Transit* magazine as one of the nation's top 40 leaders under 40. Eno continued to promote its policy work as well as respond to interviews for both staff and Board members. In addition to growing its social media feeds, Eno also began live streaming events which allowed for even more media coverage.

40 UNDER FORTY
(THE BEST AND BRIGHTEST)

JOSHUA SCHANK is president and CEO of the Eno Center for Transportation, a non-profit foundation with the mission of improving transportation policy and leadership. He is an urban planner who has worked on federal and state transportation policy over a decade.

Prior to joining Eno, he directed the National Transportation Policy Project at the Bipartisan Policy Center which proposed a new vision for the federal role in surface transportation policy. Schank was transportation policy advisor to Senator Hillary Clinton during the development of the last six-year transportation authorization bill (SAFETEA-LU).

Schank has also worked as a consultant with PB Consult and senior associate at ICF International in Washington, D.C., as well as the Office of the Inspector General in the U.S. Department of Transportation, and with the Permanent Citizens Advisory Committee of the Metropolitan Transportation Authority in New York City.

Schank's interests in transportation are broad but he began his career in public transit at the New York Metropolitan Transportation Authority, and continues to work extensively on public transit leadership and policy issues. His multimodal understanding pays dividends to transit because he understands and extensively researches transportation policy and planning problems, and sees things in all modes that are relevant to transit.

In the three years Schank has served as president, he has taken Eno from obscurity to the national stage and has appeared in outlets such as the *New York Times*, *Washington Post*, *USA Today*, the *Associated Press*, *Bloomberg television* and *Fox Business News*, where he was able to share and analyze transportation policy issues that impact the entire country.

His extensive work in transportation policy and planning is well documented in his publications, including his book *All Roads Lead to Congress: The \$300 Billion Fight Over Highway Funding*.
www.MassTransitmag.com/11617816

"Technology is making fast and enabling multiple modes to have modal synergies... Transit must figure out how to do so and implement it to keep up instead of analyzing a scenario and then it will be too late to do anything..."

Center for Transportation Policy

Dating back to its inception

in 1921, Eno has consistently been a leader in developing thoughtful research and engaging in current issues in transportation. Our policy products cover all modes and provide thought leaders and policymakers with neutral, objective information and innovative policy solutions to today's most challenging transportation problems.

2014 Outcomes and Review

2014 continued Eno's trend of being a consistent leader in transportation. Our policy products cover all modes and provide thought leaders and policy makers with neutral, objective information and innovative policy solutions to today's most challenging transportation problems.



NextGen Working Group meeting on May 20



Eno policy staff tour AirCRAFT Owners and Pilots Association facility in Frederick, MD

2014 was an exciting year for the Center for Transportation Policy. Building on prior work, Eno published four groundbreaking reports with topics ranging from transit governance, to life-cycle cost analysis, to the future of the Highway Trust Fund. Each of these reports were released at a public forum that allowed for the transportation community to react to and discuss the findings. Eno also hosted its annual policy forum in Charleston, which covered resiliency for transportation infrastructure and operations. Eno released the report of its public private partnership working group and made excellent progress on two other working groups that are developing policy recommendations for reforming air traffic control and federal freight funding. Results of these working groups will be published and disseminated in 2015.

Looking Ahead to 2015

2015 promises to be productive, with many research products and events already in the works. Reports are expected from the NextGen and Freight Funding Working Groups, and Eno is expected to release several additional papers and host multiple forums covering a broad range of topics including international lessons of federal transportation policy, regional transit governance, and new transportation technologies.

Importantly, Eno is embarking on a new endeavor with the recent acquisition of *Transportation Weekly*. This promises to be an exciting opportunity to better serve the transportation community with up-to-date information, policy analysis, and thought pieces.



Acting FHWA Administrator Greg Nadeau; Executive Director of ASCE, Pat Natale; and President of Clark Nexsen, P.C., Chris Stone

Stay tuned to Eno's website, twitter feed, and *Eno Brief* to get the latest news on Eno events and publications.

Working Groups

P3 Working Group

Identifying the relative lack of information defining clear strategies to reduce the barriers that exist to public-private project financing, Eno brought together a working group, chaired by former U.S. Secretaries of Transportation **Mary E. Peters** and **Norman Y. Mineta**, to develop approaches to removing the current barriers.



On April 29, Eno formally released its Public Private Partnership (P3) Working Group report *Partnership Financing: Improving Transportation Infrastructure Through Public Private Partnerships*. Based on a set of case studies depicting both successful and unsuccessful

P3 experiences in the United States, the report provides recommendations to federal, state, and local governments to enable greater use of P3s as an effective infrastructure delivery mechanism.

The release event was held on Capitol Hill and featured a panel discussion moderated by Eno President and CEO **Joshua Schank** and included **Patrick Sabol**, Senior Policy/Research Assistant, The Brookings Institution; **Pamela Bailey-Campbell**, Vice President of North America Infrastructure Consultancy, Jacobs Engineering; **Regina McElroy**, Director of the Office of Innovative Program Delivery, Federal Highway Administration (FHWA); and **Donald Cohen**, Chair, In the Public Interest.

After the release, the P3 Working Group re-convened to discuss the dissemination portion of the program. Backed by a grant from the Surdna Foundation, the P3 Working Group will be very active in 2015 as it implements many of the recommendations made in the paper. This includes several hill briefings, public events, and the promotion of Eno's P3 leadership course. A crucial component of the P3 Working Group's tasks in 2015 will be a competitive "technical assistant grant", which will allow Eno to travel to a state department of transportation to present the report's findings and conduct a portion of the P3 course to department staff. It is the hope of the working group that efforts such as these will provide civic leaders the tools necessary to develop strong public-private partnership financing packages that share risk and benefit both the public and the private sector.



NextGen Working Group Meeting on May 20

NextGen Working Group

In 2014, Eno's NextGen Working Group investigated how to effectively and expediently modernize the U.S. air traffic control system and promote the implementation of the Next Generation Air Transportation System (NextGen). This group—co-chaired by former Senator **Byron Dorgan** and former Secretary of Transportation **James Burnley**—brought together industry stakeholders including airlines, airports, manufacturers, private operators, pilots, controllers, academic thought leaders, former government officials and the larger business community.

The group met monthly to discuss Eno's research and reform options. Meetings featured a number of prominent figures in aviation, including FAA Administrator, **Michael Huerta**, and **John Crichton**, the Chief Executive Officer of NAV CANADA, the Canadian non-governmental air traffic control provider. In 2015 the Working Group will continue to build consensus-based, pragmatic policy recommendations to reform U.S. air traffic control governance and funding structures. These efforts will culminate with the release of a report with research findings and policy recommendations. Following the release of that report, the working group will disseminate results in an effort to push for reform.

Freight Funding Working Group

On December 16, Eno kicked off its third and newest working group to investigate how to develop a specific proposal for funding a multimodal freight program. The group—led by former Minnesota Senator **Norm Coleman** and former New Jersey

Governor **Jim Florio**—brings together numerous stakeholders including truckers, railroads, ports, and shippers to discuss how to develop a research and action plan that will tackle this issue over the next two years.

Stakeholders and policy experts have clearly identified the need to create a national freight policy and many of the initiatives recommended by various stakeholders and commissions have the potential to be part of an upcoming surface transportation bill. While such a program has broad support in Congress and among stakeholders, the program lacks a key component: funding. Several reports have identified possible sources of funds, weighing their advantages and disadvantages, but none have endorsed a specific funding source. If the U.S. is to move forward with a comprehensive national freight policy, the first step must be overcoming the funding barrier.

Moving forward, Eno staff will begin the process of developing fact-based, intensive research on funding mechanisms that could potentially be dedicated to a federal, multi-modal discretionary program for freight. The working group will meet regularly to review the research and offer suggestions on how to refine and further investigate funding sources. Eventually, the group will work to build consensus that can send a powerful message to Congress as it considers surface transportation reauthorization.

Eno Chairman, **Lillian Borrone**, with former Senator **Norm Coleman**, co-Chair of the Freight Funding Working Group



Forums and Paper Releases

Eno and ASCE Release Paper, Hold Event on Life Cycle Cost Analysis



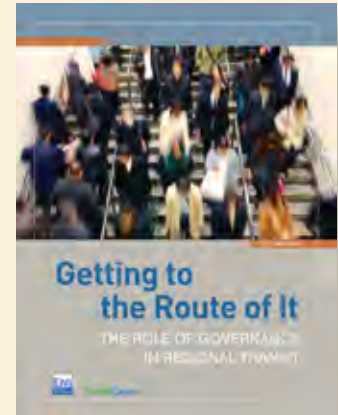
On Tuesday, September 30, Eno and the American Society of Civil Engineers (ASCE) released *Maximizing the Value of Investments Using Life Cycle Cost Analysis*. In this report, we explore the current use of LCCA across local and state transportation agencies through a set of case studies, specifically identifying

areas of success and barriers to expanding implementation. We also discuss how federal, state, and local policy can adapt to overcome barriers and incentivize the greater use of LCCA across agencies, concluding with a set of specific recommendations.

The release was held on Capitol Hill and featured a presentation by **Paul Lewis**, Eno's Director of Policy and Finance, who detailed the findings of the report. The event also included an expert panel that discussed the use of LCCA. The panel was moderated by Eno's **Joshua Schank** and included **Beth Osborne** of Transportation for America, **Greg Nadeau** of the Federal Highway Administration, and **Chris Stone** of Clark Nexsen.

Eno, TransitCenter Release Report on Transit Governance In New York City

The Eno/TransitCenter team, with support from the Regional Plan Association (RPA), released the report *Getting to the Route of It: The Role of Governance in Regional Transit* at an event on October 8 at Baruch College in New York City. **Thomas Wright** of RPA welcomed attendees, and Eno President/CEO **Joshua Schank** provided an overview of the report's findings. A panel of experts, moderated by TransitCenter's Director **David Bragdon**, followed and featured **Robert "Buzz" Paaswell**, Distinguished Professor, City College of New York; **Thomas Prendergast**, Chairman and CEO, Metropolitan Transportation Authority; **Beverly Scott**, General Manager and CEO, Massachusetts Bay Transportation Authority; and **Christopher Ward**, Executive Vice President for Major Projects at Dragados USA, Inc., and former Executive Director of the Port Authority of New York and New Jersey.



The report highlights case studies detailing how transit governance works in six metropolitan regions across the country and provided a set of recommendations on best practices in transit governance.



Eno releases report on Life Cycle Cost Analysis on September 30

The case studies in the report included: Chicago, Boston Region, Dallas/Fort Worth, Minneapolis/St. Paul Region, New York/New Jersey/Connecticut Metropolitan Area, and the San Francisco Bay Area.

Policy Forum

On November 12, transportation professionals representing a cross-section of modal interests met in Charleston, South Carolina for the Eno Center for Transportation's annual policy forum to discuss resiliency in transportation. The forum featured policy leaders from the federal and state levels, and included panels discussing both surface transportation and aviation. Panel topics included resiliency in infrastructure, surface transportation operations, aviation operations, and a concluding panel exploring planning and implementing resiliency solutions.

There was a general agreement throughout the day that it is significantly better to prepare for disasters rather than to face the economic loss that follows a disaster. To do this, leaders at the federal level and at the state levels need to step up to ensure that we



Peter Rogoff, Undersecretary for Policy at USDOT, speaks at Eno's Policy Forum on November 12

begin to adopt policies and make investments that encourage resiliency, allowing our country to continue to thrive. Eno hopes to build on the discussion within this forum in future research.

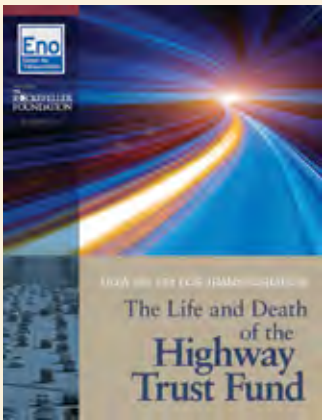


Christopher Ward, Executive Vice President at Dragados USA; Thomas Prendergast, Chairman and CEO, MTA; David Bragdon, Executive Director at TransitCenter; Beverly Scott, GM and CEO, MBTA; Joshua Schank, President and CEO, Eno; and Buzz Paaswell Professor, City College of New York, at Eno's NYC transit governance paper release on October 8



Bud Wright, Executive Director, AASHTO; Jeff Davis, Senior Fellow and Editor, Eno Center; Emil Frankel, Senior Fellow, Eno Center; Bill Ankner, Principal, Transportation Solutions; Susan Binder, Senior Associate, Cambridge Systematics; and Joshua Schank, President and CEO, Eno, at Eno's Highway Trust Fund paper release on December 3

Eno Releases *The Life and Death of the Highway Trust Fund*



The challenge of how to fund the federal surface transportation program in the United States has been frustrating policy makers and analysts for over a decade. As the value of the gas tax has continued to fall and the trend of infusing the Highway Trust

Fund (HTF) with general funds has become the norm, Eno took a critical look at the program to determine if there were viable, alternative methods for sustainably funding the federal surface transportation contribution in the United States.

How We Pay for Transportation: The Life and Death of the Highway Trust Fund was the result of an effort to evaluate the rationale behind the Highway Trust Fund, and confirm and debunk concerns about moving away from a trust fund structure. The paper was released at an event on December 3 at the National Press Club in Washington, DC. **Joshua Schank**, Eno's President and CEO, presented the findings of the report. Following his presentation, a panel of experts engaged in a lively discussion about the paper's findings. The panel included **Emil Frankel** of Eno, **Susan Binder** of Cambridge Systematics, **Jeff Davis** of Eno, **Bud Wright** of AASHTO, and **Bill Ankner** of Transportation Solutions.



Center for Transportation Leadership

Founded in 2004, Eno's Center for Transportation Leadership (CTL) is a leading education resource for the transportation industry. CTL offers courses and programs that develop leadership skills and practical knowledge. Classes are targeted for professionals across the career span and modes, from emerging professionals to mid-managers, senior executives, and governing board members. We connect people and ideas to enhance cross-industry knowledge, strengthen organizations and inspire transportation professionals.

2014 Outcomes and Review

2014 was a transitional year for CTL, with the onboarding of new director Alex Bond. Two new courses were offered for the first time, and the popular Transit Mid-Manager Seminar was retooled by a new instructional team. In total, 153 students attended seven different class offerings.

Eno's transit courses continued to be very successful. All courses received more applications than could be accommodated, indicating strong demand for additional classes and related programs. To build upon the success of the transit courses, Eno staff laid the groundwork for an alumni program, which will launch in 2015 using new web tools, distance education, and in-person reunions.

Eno redesigned the Transit Mid-Manager Seminar, with a renewed focus on management and leadership skills. **Teri Fisher** and **Carita Ducre** of

Insight Strategies were selected to provide expert instruction on these topics. For the first time, students underwent a 360 Leadership Review—a process in which up to two-dozen supervisors, colleagues, and subordinates provide anonymous feedback. Each student received coaching on his or her results from the instructional team. The class focuses on building knowledge and skills in communications, team building, coaching/mentoring, labor relations, and professional ethics. Students also benefited from four guest lecturers who are active senior leaders in the transit field.

The Transit Mid-Manager Course was held twice in 2014. The first class was held in August in New York City. The class of 28 students was hosted by Metro North Railroad and New York City Transit. Students received a behind-the-scenes tour of Grand Central Terminal, and received guest presentations from New York MTA General Manager **Tom Prendergast**, Denver RTD General Manager **Phil Washington**, and Charlotte Area Transit System CEO **Carolyn Flowers**.

The second class was held in October in Orange County, CA. Thirty-one students attended. The Orange County Transportation Authority served as the host, and provided a tour of their bus base, maintenance facility, and security operation. Guest lectures were made by Eno Board Member and AECOM Senior Vice President **Jerry Premo**, OCTA Assistant General Manager **Erin Rogers**, Santa



Eno's Class of 2014 Transit Senior Executive Seminar students

Monica Big Blue Bus CEO **Kenneth McDonald**, Access Services CEO **Shelly Verrinder**, and OCTA General Manager **Darrell Johnson**.

The Transit Senior Executive Seminar celebrated its tenth anniversary course in Washington, DC in September. Thirty-four students attended the course, which was led by **Barbara Gannon** and an instructional team from GannonConsult. Fifteen of the most distinguished public transit leaders in the country served as guest faculty.

The class Understanding the US Airline Industry debuted in 2014. The daylong class is presented by **Rob Britton**, an Eno Senior Advisor and President of AirLearn. The course provides basic and intermediate level knowledge on airline operations, the role of government in air service, and historical influences on the current marketplace. The class was offered twice, and was attended by 28 students.

Also making its debut in 2014 was Eno's Public-Private Partnership course series. The two-course sequence is offered online, with students using mock projects to evaluate and negotiate a P3 deal. Three classes were held of the first course in the sequence: Delivering Public Private Transportation Projects. Students who completed this course can progress on to the longer and more in-depth class, Partnering with the Private Sector.

Eno's signature Future Leaders Development Conference (LDC) was held for the twenty-second consecutive year in June. The twenty "Eno Fellows" represent the top graduate students in the country. The LDC is offered free of charge to students, thanks to the support of corporate, university, and individual sponsors.

2014 CTL Staff Details

Alex Bond, *Director*

Erin Shumate, *Events Manager*

Howard Permut, *Senior Advisor*

Rob Britton, *Senior Advisor and Instructor, Understanding the US Airline Industry*

Teri Fisher, *Senior Advisor and Lead Faculty, Transit Mid-Manager Seminar*

Carita Ducre, *Faculty, Transit Mid-Manager Seminar*

Roy Kienitz, *Instructor, Delivering Public-Private Transportation Projects and Partnering with the Private Sector*

Regina Holl, *Consultant*

Barbara Gannon, Alyce French-Johnson, Lindsey Robertson and Paula Kellogg, *Transit Senior Executive Seminar Faculty*

Michael Meyer, *Chair of the Eno Board of Regents and Instructor, Delivering Public-Private Transportation Projects*



2014 Guest Instructors

Instructors: Thomas Prendergast, Phil Washington, Darrell Johnson, Shelly Verrinder, Carlos Monje, David Kim, Stephen Lockwood, Patricia Hendren, Michael Melaniphy, Bud Wright, Brian Pallasch, Kenneth McDonald, Jack Potter, David Plavin, James Corless, Joe Giulietti, Andy Palanisamy, Therese McMillan, Dwight Ferrell, Tom Downs, Michael Scanlon, Jerry Premo, Michael Mulhearn, Robert Prince, Mort Downey, Carolyn Flowers

2014 Partners

Federal Transit Administration
 National Transit Institute
 Institute for Public Private Partnerships
 National Park Foundation
 Metropolitan Transportation Authority
 Orange County Transportation Authority
 American Public Transportation Association

Scholarships Available to Eno Students

American Public Transportation Foundation Frank J. Lichtanski Memorial Scholarship
 Conference of Minority Transportation Official's Robert L. Prince Jr. Scholarship
 Women's Transportation Seminar/PB Consult Scholarship
 Eno Alumni Scholarship Fund Travel Grants
 Rodney Slater Award
 Charles William Koch Award
 GAR Foundation Award
 Dr. Thomas D. Larson Fellowship

CTL Director, Alex Bond (far left) and COO of the Maryland Transit Authority, Ron Barnes (far right), with Transit Senior Executive Seminar scholarship winners Faye Mosely (Robert Prince Jr. Scholarship), and Elizabeth Carter (Frank J. Lichtanski Memorial Scholarship)

Looking Ahead to 2015 Transit Leadership Programs

CTL's top priority is maintaining the high standards of our transit leadership programs. We will offer at least two Transit Mid-Manager Seminars in 2015. These are scheduled for April 27–May 1 in Philadelphia, PA and July 27–31 in Salt Lake City, UT. In recent years, qualified students have been turned away due to the high volume of applications. Depending on the number of applications and their quality, a third class may be held in November. If held, it will be in Jacksonville, FL with the Jacksonville Transportation Authority serving as the host.

Eno is launching a follow-on course in 2015, titled the Advanced Mid-Manager Workshop. All students must have completed the traditional Mid-Manager Seminar prior to enrolling in the Advanced course. This course will be a three-day workshop on implementation of concepts learned in the prerequisite class. The Advanced Mid-Manager Workshop includes modules that build upon the skills introduced in the prerequisite course, and new modules valuable to upwardly-mobile middle managers.

During late 2014, the Transit Senior Executive Program underwent a comprehensive review. The traditional weeklong, intensive course will remain relatively unchanged, but students will now participate in a yearlong program of distance education and class networking. A new instructional team will be selected in early 2015, with this year's course tentatively scheduled for October in Washington, DC.

Aviation Programs

Eno will continue to offer Understanding the US Aviation Industry course, with new variations included to reach new audiences. In this class, students learn the fundamentals of airline economics, commercial operations, historical influences, and the role of government in aviation. In addition to in-person daylong classes, portions of this class will be made available on-demand through an online portal. Eno is also exploring creating a shorter version of the course tailored for airport authority board members.

The Airport Leadership Development Program will hold its first class in 2015. Tentatively scheduled for late June, this 3.5 day class provides management and leadership training to airport employees.



Understanding the US Aviation Industry instructor Rob Britton presents to a class on January 29

Public-Private Partnership Course Series

Eno will continue to offer courses that train professionals at all levels on the emerging topic of public private partnerships. Courses are conducted online, or in a hybrid in-person/online format. Delivering Public Private Transportation Projects is an 8-hour introduction to the topic of P3s suitable for all audiences. Partnering with the Private Sector is a 32-hour multi-week course catering to project managers and decision-makers at public sector agencies. Students “learn by doing” and complete mock assignments leading to the delivery of a P3 project. Classes run when a class fills, and three to five classes are expected in 2015. Thanks to the support of the Surdna Foundation, Eno will be offering three additional course offerings of Delivering Public Private Transportation Projects free of charge as a part of a technical assistance award program.

Multimodal Line Manager Program

Eno has heard a number of calls for management and leadership training that targets front-line managers. The need for this training appears to cross modal boundaries. Eno will be developing a core curriculum for first-time managers, with a special emphasis on managing a team of tradespeople. Additional content that is mode-specific will be added as needed. The goal is to have a curriculum and instructors that can flex across multiple modes and sectors—including freight, aviation, and transit.

Alumni and Member Distance Education

Eno will be launching a monthly webinar/webcast series in 2015. These webinars will take different forms, ranging from tuition-based short courses to free informational webinars. Members of Eno will receive substantial discounts or waived tuition. Certain webinars will be reserved for members/alumni only, and for open-registration events they will receive priority access. Eno is now accredited to offer Certification Maintenance (AICP-CM) credits for AICP-certified urban planners and Professional Development Hours (PDH) for Professional Engineers.

Membership Levels and Benefits

Corporate

Eno offers its corporate members the unique opportunity to be a part of industry conversation, to advertise in publications and at events, to subscribe to exclusive content, and to recruit quality employees.

All members receive:

- Complimentary advertising in *Eno Transportation Weekly (ETW)*
- Opportunity to address Eno members and audience at events
- Opportunity to contribute relevant articles to *Eno Brief*
- Invitation to policy calls with lawmakers, senior Hill staff, policy principals, and industry leaders
- Access to Membership Directory (coming soon!)
- Access and ability to post to Eno Job List (coming soon!)

Leadership Council (\$50,000+)

- **Membership to the Eno Board of Advisors**, which provides strategic input and advice to Eno's leadership on current Eno policy, research, and advocacy work on federal and state issues related to Eno's agenda, along with setting forth future projects and work
- **Exclusive participation** in the development of **Eno's working group projects**. Eno's current groups include the Public-Private Partnership, Freight Funding, and NextGen Working Groups
- Headline sponsorship with **prominent logo display** at all Eno policy events nationwide
- **Sponsorship listing** on Eno's website for all policy events
- **Two complimentary VIP tables** at Eno's Annual Future Leaders Development Conference Fundraising Dinner, which hosts the top public and private officials in the transportation industry
- **Complimentary invitation** for you and five colleagues to all **Eno policy events** nationwide
- **One full tuition waiver** to a **multi-day** Eno Center for Transportation Leadership training course
- **One full tuition waiver** to a **single-day** Eno Center for Transportation Leadership training course
- **Title sponsorship** of a luncheon event at each applicable Eno Center for Transportation Leadership training course
- **15 Eno Transportation Weekly** annual **subscriptions**
- **Complimentary advertising** in *ETW* breaking news blasts

Corporate

Advisory Board (\$25,000+)

- **Membership to the Eno Board of Advisors**, which provides strategic input and advice to Eno's leadership on current Eno policy, research and advocacy on federal and state issues related to Eno's agenda, along with setting forth future projects and work
- Exclusive **participation in** the development of two Eno **working group projects**. Eno's current groups include the Public-Private Partnership, Freight Funding, and NextGen Working Groups
- Headline sponsorship with **prominent logo display** at all Eno policy events nationwide
- **Sponsorship listing** on Eno's website for all policy events
- **One complimentary VIP table** at Eno's Annual Future Leaders Development Conference Fundraising Dinner, which hosts the top public and private officials in the transportation industry
- **Complimentary invitation** for you and three colleagues to all **Eno policy events** nationwide
- One **full tuition waiver** to a **single-day** Eno Center for Transportation Leadership training course *and a 50 percent discount* to a **multi-day course**
- **Title sponsorship** of a luncheon event at each applicable Eno Center for Transportation Leadership training courses
- **10 Eno Transportation Weekly** annual **subscriptions**
- **Complimentary advertising** in *ETW* breaking news blasts

Gold (\$10,000+)

- Headline sponsorship with **prominent logo display** at one Eno policy event nationwide
- **Sponsorship listing** on Eno's website for one policy event
- **One complimentary signature table** at Eno's Annual Future Leaders Development Conference Fundraising Dinner, which hosts the top public and private officials in the transportation industry
- **Complimentary invitation** for you and two colleagues to all **Eno policy events** nationwide
- **One full tuition waiver** to a **single-day** Eno Center for Transportation Leadership training course
- **7 Eno Transportation Weekly** annual **subscriptions**

Silver (\$5,000+)

- **Complimentary invitation** for you and a colleague to two **Eno policy events**
- **50 percent discount** to a **single-day** Eno Center for Transportation Leadership training course
- **5 Eno Transportation Weekly** **subscriptions**

Institutional

Eno offers institutional members* the unique opportunity to be a part of industry conversation, to participate in limited access webinars and events, to network with industry leaders and peers, to learn through discounted access to publications and courses, and to publish and present research.

All levels receive:

- Complimentary subscriptions to *Eno Transportation Weekly* (ETW)
- 50 percent discount to events and publications
- First access to free, limited-space events and webinars
- Access to member-only content via member portal
- Eligibility to participate in William P. Eno Paper Competition
- Access to Eno Job List (coming soon!)
- Access to member directory (coming soon!)
- Customized benefits*

Platinum (\$25,000+)

- Up to 15 participants
- Complimentary Advertising in *ETW*
- Participation on an Eno Working Group
- 1 seat on the Eno Board of Advisors

Gold (\$12,500+)

- Up to 10 participants
- Complimentary Advertising in *ETW*
- Participation on an Eno Working Group

Silver (\$7,000+)

- Up to 7 participants
- Complimentary Advertising in *ETW*

Bronze (\$3,500+)

- Up to 5 participants

* Institutional memberships are for university departments, public sector organizations, and 501(c)(3) organizations. University membership does not replace the need to provide funds to Future Leaders Development Conference (LDC) students from member schools.

Individual

Eno offers its members the unique opportunity to be a part of industry conversation, to participate in limited access webinars and events, to network with industry leaders and peers, and to continue to learn through discounted access to publications and courses.

All members receive:

- First access to limited space events
- 50 percent discount to events and publications (excluding *ETW*)
- Access to member-only content via member portal
- Access and ability to post jobs on Eno Job List (coming soon!)
- Access to member directory (coming soon!)

Executive Leaders (\$1,000)

- Membership to the Eno Board of Advisors Executive Leader Subcommittee
- One *Eno Transportation Weekly* (ETW) subscription
- \$200 credit toward one Center for Transportation Leadership (CTL) course

Basic Members (\$500)

- \$100 credit toward one CTL course

Public Sector Members (\$250)*

- \$50 credit toward one CTL course

Students and Young Professionals (\$100)*

* To be considered a public sector member, you must be employed by a federal, state, or local government, which includes transit agencies, and metropolitan planning organizations. You must provide a public sector email address when joining. NOTE: Outsourced private-company employees do not qualify for the public sector rate.

* To be considered a student, you must be a full-time student and provide a university email address when joining. To be considered a young professional, your annual salary must be no greater than \$50,000 and you must be 30 years of age or younger.

Sponsorship

Sponsorship opportunities are available for our major events, like LDC, and for smaller events, such as course luncheons.

Sponsorship benefits can include:

- Company logo on all promotional material
- Prominent sponsorship listing
- Recognition in *Eno Brief* monthly online publication
- Advertising in *Eno Transportation Weekly*
- Hyperlinked company logo on event website
- Complimentary attendance

We are also happy to customize sponsorship packages to include benefits that are tailored to your organization's needs. Customized marketing benefits include, but are not limited to:

- Hyperlinked banner advertising on organizational website for three months
- Company spotlight article in *Eno Brief*
- Ongoing social media recognition
- Special recognition and company spotlight at event
- Additional tickets to event

Our next major event is our **Future Leaders Development Conference Fundraising Dinner** on June 4, 2015 at the W Hotel in Washington, D.C. Sponsorship starts at \$1,000.

Giving

We are excited to announce that Eno will launch a Giving program in 2015, which will include *Annual Giving* and *Major Giving* opportunities.

We have expanded our reach tremendously in the past few years, and strive to make an even bigger impact as we move forward. Through Annual Giving, friends of Eno will be able to donate to the newly created *Eno Fund* to help us ensure that we continue to thrive well into the next century.

Gifts to the Eno Fund will go to support all areas of our work from students' course attendance to ensuring the longevity of our research and educational programs. Donors will be able to designate a specific area for their funding to go toward.

For especially generous gifts, we will begin offering *naming opportunities*. Named gifts are particularly appropriate for close friends of Eno and for other donors who would like to have their name permanently associated with Eno.

Support for the Eno Fund supports Eno's future, and every gift, no matter what size, makes a difference. To make a gift, go to www.enotrans.org/about-us/give-to-eno.

For more information on membership, sponsorship, or giving, email Lindsey Collins at lcollins@enotrans.org.

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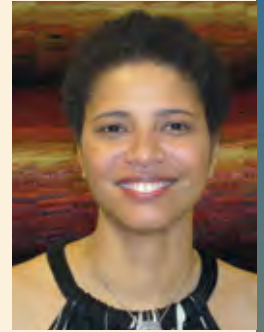
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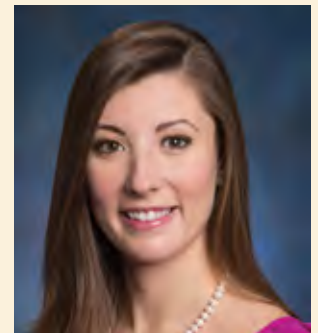
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