

ENO MAX

Information

For Prospective Member Agencies



Designed by Transit Agencies for Transit Agencies

Public transportation in the United States are going through a period of profound change and transition. From workforce constraints to technological advances, transit agencies face a unique set of challenges and opportunities. Through peer learning and leadership development, Eno/MAX is the first program of its kind designed to prepare today's transit workforce to tackle these issues head-on and ignite innovation to improve agencies from top to bottom.

— Invitation to Join

In 2012 the leaders of Dallas Rapid Transit (DART), Denver's Regional Transportation District (RTD), and the Los Angeles County Metropolitan Transportation Authority (LA Metro) realized they faced similar challenges. They brought together emerging leaders at their agencies to engage with their counterparts in other agencies for a new model of collaborative best-practice sharing.

Now working with the Eno Center for Transportation, the program has more than doubled in size and since its inception has brought together over 350 professionals and saved participating agencies millions of dollars.

Today, Eno/MAX seeks to strategically expand the program and include additional transit agencies like yours. We are confident that you will find Eno/MAX is unmatched in helping your agency:

- Develop and retain future leaders
- Improve staff's big picture transportation and transit perspective
- Share best practices and foster innovation
- Solve high priority agency-defined business problems

This packet provides with further details about the program and how it can benefit your agency. Once you have had a chance to review, we welcome a chance to answer questions and/or visit your representative to experience the program in action.

Participating Agencies:



How Eno/MAX Works

- 1 The Eno/MAX program year kicks off with a collaborative planning session.**

At the start of the program year, each agency sends their program facilitator (see below for an explanation of roles) to a collaborative planning session called the Facilitator's Conference. Together, they review the previous program year, discuss changes and improvements, and develop a plan for the coming year. A key part of the conference is deciding on the final groups and schedules for the coming year. The Eno/MAX program cohorts consist of up to four agencies each, matched based on property characteristics.
- 2 Then participating agencies select their participants.**

Once the plan for the year is developed, the facilitators get to work at their agencies to kick off the program. Using their own internal processes, each agency selects eight high-potential employees to participate. These are typically supervisors, project managers, and mid-level managers from all organizational disciplines (operations, finance, planning, administration, etc.). Select hourly or represented employees may also participate in the program.
- 3 During the year, participants learn from other agencies and develop their business case.**

Once participants are selected, the program year begins and participants develop a business project to solve a high-priority, agency-defined problem. During the program year, they gather input and advice on this project from their counterparts in the other agencies during their program week visits. The program weeks are designed by each property to provide a mix of tours, peer-to-peer engagement, and presentations on operations and initiatives at their agency, as well as targeted leadership and business skills training.
- 4 The impact continues after the program ends.**

Eno staff and program facilitators provide additional support to develop each participant's business project into a CEO-ready business case presentation by the conclusion of the program. At the conclusion of the program, participants become part of the Eno Alumni Association, where they receive access to webinars and other networking opportunities.



Experiential projects accelerate learning, bridge the gap between theory and practice, produce demonstrable mindset changes, and increase engagement levels.

Program Roles and Responsibilities



GMs and CEOs

Participates in the program as speakers or in informal networking sessions and engages with business project ideas after the program.



Steering Committee

A executive sponsor who provides internal leadership and guides program development, improvement, and expansion.



Program Facilitators

A project manager who handles day-to-day functions of the program throughout the year and plans the agency host week.



Eno Experts + Facilitator

Eno's experts provide expertise based on the latest research and the facilitator provides business case support and coaching.








Guest Speakers

Select sessions of classes are instructed by Eno's leadership instructors or guest lecturers.

Eno/MAX Program Pillars

The Eno/MAX Program is based on four program components, or pillars, which combine to make a state of the art training program that is described by participants as the "most transformational training of their lives."

Transit Industry Knowledge	Best Practices Exchange	Building Business Skills	Creating Peer Networks
 <p>Techniques</p> <ul style="list-style-type: none"> Presentations Tours Exercises Eno Webinars <p>Content</p> <ul style="list-style-type: none"> About the Agency Agency Electives Eno Webinars 	 <p>Techniques</p> <ul style="list-style-type: none"> Presentations Tours Exercises Business Matches <p>Content</p> <ul style="list-style-type: none"> Agency Elective Presentations 	 <p>Techniques</p> <ul style="list-style-type: none"> Presentations Exercises <p>Content</p> <ul style="list-style-type: none"> General Business Skills Leadership Management Skills Business Case Process 	 <p>Techniques</p> <ul style="list-style-type: none"> Peer Matches Social Events Business Matches <p>Content</p> <ul style="list-style-type: none"> Shared Knowledge Common Challenges

 Having a peer network can be key to retaining employees and spurring innovation in your organization. In the Modern Workplace Learning Survey, 90% of employees indicated a preference for gaining knowledge from colleagues and sharing insight among teams.

What to Expect as an Eno/MAX Member Agency

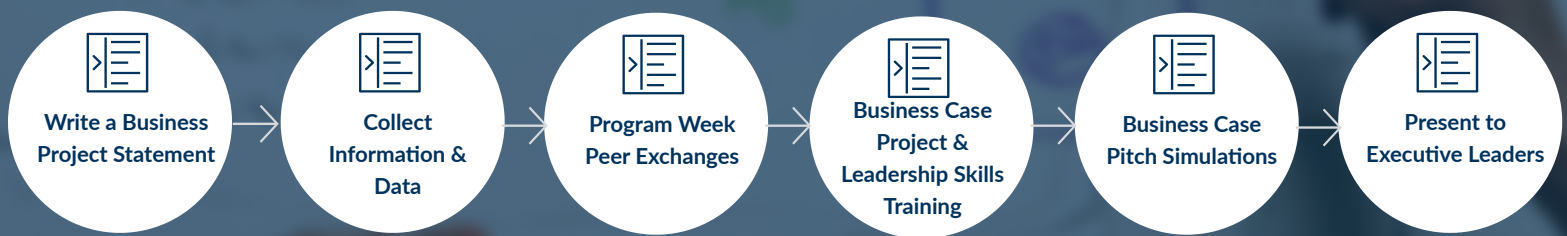
While on site at each agency, the program visits include a session with the host agency CEO and other classroom sessions on a wide range of topics with host agency senior staff or guest lectures from industry leaders. The participants also take field trips to observe specific operations and meet with host agency staff who can assist them in solving an important problem identified by their own agency through their business projects. Some of the subjects covered through the program year include:

					
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/ped, ride sharing, etc.)	ADA & Paratransit	IT & Technology

Capstone Business Case

During the program year, participants work on projects to develop strong and compelling business case presentations for senior leaders at their agency. These presentations focus on the elements of the business case that they build throughout the year, with support and coaching from the Eno facilitator. During the program weeks, the participants gather and evaluate data, assess the situation, and evaluate available options to derive a plausible solution for a problem or opportunity. Their work on developing the business case provides a practical, hands-on learning experience in critical thinking. The proposals the participants develop often extend beyond the end of program year as the agency may decide to take the next steps to implement.

Developing the Business Case



Managers model how to analyze problems to their teams and those that use critical thinking, create teams that assess problems and devise solutions.

Encouraging Innovative Solutions Throughout the Agency

“ We define [innovation] as "something different that creates value." Processes can be innovated. Marketing approaches can too. Something different can be a big breakthrough, but it can also be an everyday improvement that makes the complicated a bit simpler or the expensive more affordable. ”

Excerpted from Harvard Business Review, *Breaking Down the Barriers to Innovation*, November/December 2019

Through developing their business cases and preparing to present them to senior leaders at their organization, participants learn key skills that help them individually, and the whole organization, be better innovators:

Questioning
the Status Quo

Better
Collaboration

Experimenting
with New Ideas

Empowered to
Share Ideas

Impact of the Eno/MAX Program



marta

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.



DART

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.



RTD

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.



M

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.

Your Investment

Year 1

Initiation Fee \$35,000 + Annual Fee \$44,500 = Total Year 1 Cost \$79,500

Internal Costs* \$55,000

Years 2+

Annual Fee \$44,500

Internal Costs* \$55,000

*Includes estimated travel costs, select meals, and other internal costs for Eno/MAX participants (one facilitator, eight staff and selected hourly or represented employees).

Eno/MAX Program

VS

Those Other Programs

	Eno/MAX	Other Industry Programs	MBA Program
Gain understanding of basic business concepts, including finance, marketing, etc.	✗	✗	✗
Learn key concepts to develop strategic thinking	✗	✗	✗
Real-time problem-solving for front-burner problems at their agency	✗		
Information exchange with peers in similar roles	✗	✗	
Continued learning and networking opportunities	✗		✗
Gain specific transit industry knowledge and networks	✗	✗	
Learning hours	128	115	60
Cost per participant	\$5,563	\$4,000 - \$6,000	\$50,000+

Additional Benefits to Your Agency

- Eligibility for tuition waiver to one of Eno's high-quality professional development programs, including Transportation Senior Executive or Transportation Mid-Manager Programs
- 5 annual subscriptions to Eno Transportation Weekly (ETW), the premier weekly source of policy and analysis for leaders across the country
- Access to webinars and other virtual learning opportunities

Get your team plugged into Eno's professional development programs and network



The MAX Program is highly valued by the participants, who report several professional benefits of their participation:



Improved technical knowledge and performance



Developed peer network as resource



Better understanding of agency + industry



Improved leadership + business skills

In their Own Words: The Participant Experience



In the long term, my learning will assist in my engagement and motivation style, effectiveness of communication, engagement with Board members, and the vastness of my transit industry contacts/connections.



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.



Great program. Thanks for the experience. This is the best training and networking experience over my 15 year transit career



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.



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.



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.