

Eno Center for Transportation

Strategic Plan (2022-2025)

DRAFT Revised November 2021

I. INTRODUCTION

This year marks the Eno Center for Transportation's centenary – a true milestone that few nonprofit organizations ever reach. Yet despite its age, Eno continues to remain ahead of the curve and wholly relevant in the ever-evolving world of transportation.

This updated Strategic Plan outlines Eno's vision, mission, values, and goals for the next three years (2022– 2025). It provides the framework for which Eno develops and revises plans for each goal and for how Eno measures its effectiveness. It serves as a tool for managing the efficiency of the organization and as a "living" document is periodically reviewed and revised. It was developed with input from Eno staff and the Board of Directors and Board of Advisors.

II. VISION

Eno's vision is for a transportation system that fosters economic vitality, advances social equity, and improves the quality of life for all.

III. MISSION

Eno shapes public debate on critical multimodal transportation issues and builds a network of innovative transportation professionals.

IV. OUR CORE VALUES

- *Independence.* We bring perspective and insight to everything we do based on open-minded inquiry and a fair, impartial understanding of issues. We tell it like it is and retain final determinations regarding our research, content, products, outcomes, and recommendations.
- *Collaboration.* We are the hub of a network of innovative organizations and professionals. We are inclusive and engage with a broad range of public, private, and nonprofit actors, at all levels of government, and across all modes.
- *Relevance.* We address the most pressing transportation issues of the day that matter in the short and long term. We are motivated by our potential impact.
- *Excellence.* We strive to produce the nation's best, most accurate work and training on transportation with rigor and comprehensibility.
- *Entrepreneurialism.* We have deep knowledge and understanding of the transportation sector which allows us the ability to pursue new opportunities, take calculated risks, and execute. We challenge ourselves and the sector.

V. CONTEXT

Eno's Strategic Plan focuses on the trends affecting the purpose, need, and function of the transportation network. This update situates Eno's work in the expected trends over the next three years and how the organization anticipates, reacts, and adapts.

1. The public health pandemic and its economic impacts devastated the transportation sector. While travel and goods movement show some signs of **recovery**, considerable challenges remain. The lasting impacts of the crisis on transportation will depend on policies that address how people work from home, whether metropolitan economies decentralize, and if business travel is curtailed.
2. **Safety and security** remain paramount goals across the globe and particularly for transportation. Over 35,000 people die each year in the United States in motor vehicle crashes and remains the leading cause of death for children and teens. At the same time, terrorist threats on facilities around the world have put transportation officials on edge. Advanced technology offer promise to decrease crashes caused by human error, though concerns remain about cybersecurity across all modes of transportation. Preparedness will require addressing human behavior, vehicle design, and infrastructure as well as working with key stakeholders to keep the transportation system safe.
3. The national reckoning on **equity and social justice** for people of color plays out across most aspects of American life. Transportation planning and decision making have direct impacts on people and are frequently cited as inequitable though this can be difficult to evaluate because there are various types, impacts, measurement units, and categories of people to consider. We need to understand the intentional and unintentional impacts of transportation on all people.
4. The transportation system remains the largest contributor to U.S. greenhouse gases, and all sectors of the industry are increasingly under pressure to **decarbonize**. Further, there is growing understanding that the nation's national security is threatened by an unpredictable climate and as transportation infrastructure is exposed to extreme weather events, its **resiliency** is a steady concern.
5. The global recession massively disrupted the transportation **workforce** and left **leadership** gaps in both the public and private sectors. Stark race and gender disparities continue to exist. There is deep concern that we need to pay much greater attention to ensuring the workforce of the future has the skills and aptitude to contribute productively to the wave of new technology pervasive in the transportation space.
6. The crises affecting the **global supply chain** are rooted in large scale macroeconomic issues that play out different in different countries. But they are also directly related to—and effected by—transportation, goods movement, and logistics. A deep understanding these complex relationships is needed to unblock freight pinch points and critical corridors.
7. With massive federal investment across the infrastructure space, the focus will soon shift to **implementation** of new federal programs, getting money out, and measuring success and understanding potential unintended consequences. Federal advocacy work is already shifting to business opportunities as a result.

VI. STRENGTHS, OPPORTUNITIES, WEAKNESSES, THREATS

In light of these trends, it is important to understand Eno’s competitive position. The analysis below is intended to build off previous tools to assess the organization's strengths, weaknesses, opportunities, and threats. It then turns that analysis into an action agenda.

	EXTERNAL OPPORTUNITIES	EXTERNAL THREATS
	<ul style="list-style-type: none"> • Demand for training/tech assistance • Cities and states playing larger role • Desire for cross-modal focus • Demand for creating networks • New Administration engaged and more money throughout the system/actors • Interest in best practices/ learning from others and pilots and experimentation • New climate for fact-based work • Virtual participation in programs spurred on by pandemic 	<ul style="list-style-type: none"> • Challenging fundraising environment • Economic downturn • Public health concerns • Distaste for pay-to-play policy work • Changing emphasis from federal policy to state/local implementation • Proliferation of organizations • Lack of industry diversity • Uncertainty with respect to travel restrictions / telework
INTERNAL STRENGTHS	STRENGTHS/OPPORTUNITIES	STRENGTHS/THREATS
<ul style="list-style-type: none"> • Knowledgeable, dedicated staff • Solid brand: independent, non-partisan • Multi-modal • Leadership/training skills • Nimble and adaptable • Power to convene • Collaborative • Notable alumni interested in engaging • Engaged institutional partners • Strong Boards • Centenary 	<ul style="list-style-type: none"> • Use our ability to convene and facilitate meaningful dialogue to create cross-modal and cross-sector collaborations and discussions • Leverage and grow relationships with other organizations due to our independence • Pursue opportunities for partners, alumni to contribute (e.g., through ETW) • Leverage centenary to raise visibility and solidify relationships • Capitalize on relationships/strong contacts with Administration • Use endowment to strategically invest in key opportunities • Convene and connect stakeholders virtually who might not normally interact • Leveraging our network and reputation for excellence opens new avenues of revenue and meets needs in the industry 	<ul style="list-style-type: none"> • Emphasize track record and independence to build trust to maintain stellar reputation and diminish threat of pay to play perception • Leverage deep networks to expose funding opportunities • Deploy new training tools like the LMS as the demand for virtual engagement increases • Translate our ability to convene and facilitate meaningful dialogue to virtual format to open new audiences and revenue streams • Take advantage of training and technical needs in the industry through our expert staff and trusted policy work
INTERNAL WEAKNESSES	WEAKNESSES/OPPORTUNITIES	WEAKNESSES/THREATS
<ul style="list-style-type: none"> • Chronic staff capacity shortages • Salary constraints to retain staff • Limited visibility outside Washington • Shortage of diverse voices • Lumpy fundraising • Underutilized partners • Problematic internal technology 	<ul style="list-style-type: none"> • Strengthen relationships with underutilized partnerships and leverage to improve training and policy programs • Federal focus positions us well when the federal attention is robust • Philanthropies know us as credible and independent • Use interns/fellows to augment staff workload • Focus fundraising on direct program impacts to create a stronger pipeline of donors • Leverage partnerships with our rich network of alumni, especially notable leaders to increase our visibility • Coordinate with partners providing education and training programs to take advantage of gaps in the market 	<ul style="list-style-type: none"> • A shortage of diverse voices can provide an opportunity to look at the state and metro level to identify rising stars with a range of backgrounds • Examine workloads and salary structures, and provide opportunities to develop skills in order to retain personnel • Diverse and talented staff provide background and life experience that enhance Eno’s understanding of critical issues and impact • Increase staff capacity/skill to mitigate reliance on contractors • Develop partnerships to identify rising stars with diverse backgrounds • Budget to ensure we can continue to deliver high-quality work and take advantage of appropriate opportunities

VII. STRATEGIC GOALS

Eno strives to move toward our mission and vision on multiple fronts, with certain required building blocks for success:

- **Policy and practice impact:** Eno programs that seek to inform the rules, regulations, and management of transportation through our policy work and the Eno/MAX program
- **Professional impact:** Eno programs that professionalize and build capacity among professionals in the industry, like our leadership courses or webinars.
- **Internal building blocks:** Eno's internal structures, resources, and processes needed for Eno to maximize our impact and progress toward the goals.

Five strategies goals and associated objectives derive from this overarching framework:



Goal 1: Ensure our rigorous and independent research and analysis informs solutions and decision-making on critical multimodal transportation issues

This strategic plan aims to sharpen Eno’s focus on the most timely and relevant topics where we have the most experience and expertise and have the most potential for impact.

<p>Goal 1 Strategy:</p>	<p>Objectives:</p>
<p>Expand engagement on critical and emerging policy topics, e.g., freight, cybersecurity, safety</p>	<ul style="list-style-type: none"> • To be at the forefront of transportation policy issues in the U.S. • Research, analyze and promote solutions to the most important transportation issues • Offer access to innovative knowledge through research reports, articles, courses, webinars, podcasts, the website, etc. <p>Key SOWT Factors:</p> <ul style="list-style-type: none"> • Pursue opportunities for partners, alumni to contribute (e.g., through ETW, webinars, PDP modules.) (SO) • Capitalize on relationships/strong contacts with Administration (SO) • Federal focus positions us well when the federal attention is robust (WO)
<p>Goal 1 Strategy:</p>	<p>Objectives:</p>
<p>Develop sustainable funding models for research initiatives that preserves independence</p>	<ul style="list-style-type: none"> • Build individual giving program to support ongoing initiatives through unrestricted funding • Secure philanthropic/foundation and contractual funding • Tightly coordinate policy work with fundraising by developing clear strategies for future work and achievable ways to raise support • Examine existing member structure and revise tiering and benefits as necessary • Build training development and education elements into proposals for research <p>Key SOWT Factors:</p> <ul style="list-style-type: none"> • Focus fundraising efforts on program impacts to create strong pipeline of donors (WO) • Emphasize track record and independence to build trust to maintain stellar reputation and diminish threat of pay to play perception (ST) • Leverage deep networks to expose funding opportunities (ST)

Goal 1 Strategy:	Objectives:
Develop meaningful partnerships with affinity organizations	<ul style="list-style-type: none"> • Expand Eno's reach through other organizations' networks • Realize cost savings through discounted memberships, conference fees • Augment existing Eno staff with outside expertise
	<p>Key SOWT Factors:</p> <ul style="list-style-type: none"> • Invest in staff capacity and skill to effectively reach goal (SO) • Leverage and grow relationships with other organizations due to our independence (SO) • Pursue opportunities for partners, alumni to contribute (eg through <i>ETW</i>) (SO) • Strengthen relationships with underutilized partnerships and leverage to improve training and policy programs (WO)
Goal 1 Strategy:	Objectives:
Strengthen Eno's existing working groups, and expand use of discrete task forces and project advisory groups	<ul style="list-style-type: none"> • Leverage outside expertise to inform policy initiatives • Facilitate meaningful dialogue to help solve, understand, affect important policy questions • Augment existing Eno staff with outside expertise
	<p>Key SOWT Factors:</p> <ul style="list-style-type: none"> • Use our ability to convene and facilitate meaningful dialogue to create cross-modal and cross-sector collaborations and discussions (SO) • Leverage and grow relationships with other organizations due to our independence (SO) • Emphasize track record and independence to build trust to maintain stellar reputation and diminish threat of pay to play perception (ST) • Leverage deep networks to expose funding opportunities (ST)

Goal 1 Strategy:	Objectives:
Develop policy work with goal of incorporating research and findings, into PDP courses, curricula	<ul style="list-style-type: none"> • Develop new policy and PDP work that is mutually-reinforcing • Ensure PDP programs reflect latest policy work and innovative thinking • Capture and utilize valuable performance measures via evaluations, surveys, focus groups, direct feedback, etc., to enhance program quality and uncover new opportunities for training and policy work • Increase the PDP team's technical and intellectual bandwidth in program management, training, and adult learning methodology • Integrate both policy and professional development programs into membership and sponsorship offerings
	<p>Key SOWT Factors:</p> <ul style="list-style-type: none"> • Use our ability to convene and facilitate meaningful dialogue to create cross-modal and cross-sector collaborations and discussions (SO) • Deploy new training tools like the LMS as health concerns isolate people (ST) Build off virtual learnings (ST) • Take advantage of training and technical needs in the industry through our expert staff and trusted policy work (ST)
Goal 1 Strategy:	Objectives:
Consider Eno peer-review panels to connect policy work to projects on-the-ground	<ul style="list-style-type: none"> • Capitalize on interest in Eno's brand and "endorsement" opportunities • Ensure policy work is put into practice • Highlight relevance of Eno products and research
	<p>Key SOWT Factors:</p> <ul style="list-style-type: none"> • Use endowment to strategically invest in key opportunities (SO) • A shortage of diverse voices can provide an opportunity to look at the state and metro level to identify rising stars with diverse backgrounds (WT) • Focus fundraising efforts on direct program impacts to create a stronger pipeline of donors (WO)

Goal 2: Build and engage a world-class network of innovative transportation leaders

Eno’s network is a key strength of the organization. Through investment in our network of stakeholders, Eno can leverage our impact. Eno should also look for ways to foster reciprocal relationships with its transportation training partners and ensure its training products and services remain relevant, leading-edge, and in-demand.

Goal 2 Strategy:	Objectives:
<p>Nurture new role for Board of Regents and actively recruit, with focus on diversity and inclusion, new members on a regular, rotational basis</p>	<ul style="list-style-type: none"> • Continue to enhance the governance and engagement of the Board of Regents and defining its new role as a PDP volunteer corps
	Key SOWT Factors:
	<ul style="list-style-type: none"> • Strengthen relationships with underutilized partnerships and leverage to improve training and policy programs (WO) • Convene and connect stakeholders who might not normally interact (SO)
Goal 2 Strategy:	Objectives:
<p>Leverage extensive alumni network to support existing work and grow the Eno brand; build and promote alumni engagement platforms</p>	<ul style="list-style-type: none"> • Build and leverage alumni engagement through the web portal, the Alumni Association, professional growth opportunities, and compelling program content • Provide exclusive PDP leadership webinar content on a regular basis to build Eno brand recognition and member loyalty to Eno as the preeminent transportation training source
	Key SOWT Factors:
	<ul style="list-style-type: none"> • Leverage partnerships with our rich network of alumni, especially notable leaders to increase our visibility (WO) • Convene and connect stakeholders who might not normally interact (SO)

Goal 2 Strategy:	Objectives:
Consider launching an Eno diversity council	<ul style="list-style-type: none"> • Highlight tools, plans, and ideas for increasing diversity across transportation • Position Eno as a leader in this important space • Expose Eno and potential council members to new networks and latest thinking
	Key SOWT Factors: <ul style="list-style-type: none"> • Use our ability to convene and facilitate meaningful dialogue to create cross-modal and cross-sector collaborations and discussions (SO) • Leverage and grow relationships with other organizations due to our independence (SO) • Convene and connect stakeholders who might not normally interact (SO) • Use endowment to strategically invest in key opportunities (SO) • A shortage of diverse voices can provide an opportunity to look at the state and metro level to identify rising stars with diverse backgrounds (WT)
Goal 2 Strategy:	Objectives:
Develop Eno’s supporter pipeline from acquisition to sustained supporter	<ul style="list-style-type: none"> • Create opportunities for corporate and organizational partners to sponsor and support existing and on-going policy work directly, through fellowships and funds on high-priority issues • Develop programs and outreach specific for young professionals • Create virtual networking opportunities and on-going engagement opportunities • Create an acquisition strategy to strategically seek out desired audiences
	Key SOWT Factors: <ul style="list-style-type: none"> • Philanthropies know us as credible and independent (WO) • Focus fundraising efforts on direct program impacts to create a stronger pipeline of donors (WO)

Goal 3: Expand professional development programs to fill needs and gaps in the industry

Eno should continue to strategically leverage its successful leadership development training programs. At present, these activities are largely focused on the public transit industry. However, Eno has a unique opportunity to expand its work into other transportation sectors in order to ensure the leadership development curricula informs policy work and aligns with strategic partnership goals, and vice-versa.

Goal 3 Strategy:	Objectives:
Think broadly and equitably, expand and diversify leadership and training partnerships and collaboration with other organizations representative of under-served populations (e.g., YPT, WTS, COMTO, APTA)	<ul style="list-style-type: none"> • Explore and secure diverse funding sources for leadership and training programs to include federal, philanthropic, and other research funding • Actively seek new organizational partners and collaboration opportunities to promote leaders and provide a platform to under-served populations
	Key SOWT Factors:
Increase PDP's virtual prowess and presence; create scalable, sustainable virtual learning programs that meet the needs of transportation leaders	<ul style="list-style-type: none"> • Leverage deep networks to expose funding opportunities (ST) • Develop partnerships to identify rising stars with diverse backgrounds (WT)
	Key SOWT Factors:
Goal 3 Strategy:	Objectives:
Increase PDP's virtual prowess and presence; create scalable, sustainable virtual learning programs that meet the needs of transportation leaders	<ul style="list-style-type: none"> • Develop and execute virtual/e-learning strategy • Explore monetizing Eno's webinars and other content through integration into virtual programs
	Key SOWT Factors:
Increase PDP's virtual prowess and presence; create scalable, sustainable virtual learning programs that meet the needs of transportation leaders	<ul style="list-style-type: none"> • Translate our ability to convene and facilitate meaningful dialogue to virtual format to open new audiences and revenue streams (ST) • A shortage of diverse voices can provide an opportunity to look at the state and metro level to identify rising stars with diverse backgrounds (WT)
	Key SOWT Factors:

Goal 3 Strategy:	Objectives:
Establish certifications for courses, programs, and webinars to include Eno's own CEU program (PMI, AICP, Eno credits)	<ul style="list-style-type: none"> • Offer sought-after professional development certifications that will render Eno's programs more attractive to transportation leaders and the industry
	<p>Key SOWT Factors:</p> <ul style="list-style-type: none"> • Use our ability to convene and facilitate meaningful dialogue to create cross-modal and cross-sector collaborations and discussions (SO) • Translate our ability to convene and facilitate meaningful dialogue to virtual format to open new audiences and revenue streams (ST)
Goal 3 Strategy:	Objectives:
Build and extend courses and programs into other transportation modes	<ul style="list-style-type: none"> • Assess market needs, Eno's competitive advantage, partnership potential, and the market's willingness to pay for courses/programs; assess redundancies where they may exist • Establish intra-regional exchange networks (e.g., MetroMAX in/for various locations and modes) • Continue to expand and professionalize the Eno/MAX Program • Increase the PDP team's technical and intellectual bandwidth in program management, training, and adult learning methodology
	<p>Key SOWT Factors:</p> <ul style="list-style-type: none"> • Coordinate with partners providing education and training programs to take advantage of gaps in the market (WO) • Convene and connect stakeholders who might not normally interact (SO)
Goal 3 Strategy:	Objectives:
Increase the visibility and brand insistence of Eno's programs to increase the pool of prospective members and participants	<ul style="list-style-type: none"> • Improve brand recognition and brand loyalty for Eno's products and programs • Increase profile of Eno staff as thought leaders and experts
	<p>Key SOWT Factors:</p> <ul style="list-style-type: none"> • Emphasize track record and independence to build trust to maintain stellar reputation and diminish threat of pay to play perception (ST) • Focus fundraising efforts on direct program impacts to create a stronger pipeline of donors (WO)

Goal 4: Broaden Eno's influence to reach state, regional, and local levels and corporations

Eno should enhance our influence and relevance by engaging new audiences and building new partnerships both within Washington and beyond.

Goal 4 Strategy:	Objectives:
Explore possibilities for professional and organizational development consultancy work	<ul style="list-style-type: none"> Evaluate leadership training for industry members and develop a PDP consultancy model to address need gaps
	Key SOWT Factors:
	<ul style="list-style-type: none"> Leveraging our network and reputation for excellence opens new avenues of revenue and meets needs in the industry (SO)
Goal 4 Strategy:	Objectives:
Expand the transportation industry's understanding of where Eno can add value at the state, local, and metropolitan level	<ul style="list-style-type: none"> Leverage our network and ETW to provide valuable, leading-edge research and analysis Continue to educate public and private decision-makers at all governmental levels on the transportation policy and practice
	Key SOWT Factors:
	<ul style="list-style-type: none"> Federal focus positions us well when the federal attention is robust (WO) A shortage of diverse voices can provide an opportunity to look at the state and metro level to identify rising stars with diverse backgrounds (WT)

Goal 4 Strategy:	Objectives:
<p>Identify opportunities for Eno to partner with organizations with a presence at the state, regional and local level, both formally and informally</p>	<ul style="list-style-type: none"> • Create a roadmap to strategically target state and metropolitan DOTs and transit agencies for membership • Increase visibility among influential audiences through more partnerships, high-profile events, and targeted outreach • Formalize our organizational partnerships and ensure those partnerships are aligned with strategic goals
	Key SOWT Factors:
	<ul style="list-style-type: none"> • Use our ability to convene and facilitate meaningful dialogue to create cross-modal and cross-sector collaborations and discussions (ST) • Leverage and grow relationships with other organizations due to our independence (ST) • Leveraging our network and reputation for excellence opens new avenues of revenue and meets needs in the industry (SO)

Goal 5: Invest in essential building blocks for success

Eno is growing smartly and is poised to continue to increase its' visibility and impact. Eno must adapt to its changing circumstances and prioritize the creation and implementation of internal policies and procedures and invest in staff to most effectively utilize all organizational resources and maximize internal efficiency.

Goal 5 Strategy:	Objectives:
<p>Strengthen the recruitment of diverse and talented staff, and recommit to fostering an inclusive and equitable workplace, with a focus on retaining high-performing staff</p>	<ul style="list-style-type: none"> • Provide staff with professional development and opportunities for internal upward mobility (promotions/title changes/etc.) • Conduct periodic reviews to ensure Eno is offering fair and competitive total rewards packages commensurate with workload • Improve upon current new-employee orientation to create a robust program, leading to employee success and assimilation • Evaluate and formalize Eno’s current talent acquisition/hiring process to more effectively reach and attract diverse and talented individuals • Provide staff with resources and trainings that address diversity and inclusion in the workplace • Work to standardize the format for the staff training we provide • Embed diversity and inclusion into organizational values and policies to promote accountability at the individual level and demonstrate a more inclusive culture
	<p>Key SOWT Factors:</p> <ul style="list-style-type: none"> • Diverse and talented staff provide background and life experience that enhance Eno’s understanding of critical issues and impact (WT) • Increased staff capacity and skill to mitigate the overreliance on contractors (WT) • Deploy new training tools like the LMS as health concerns isolate people (ST)

Goal 5 Strategy:	Objectives:
Address staff capacity constraints	<ul style="list-style-type: none"> • Ensure Eno’s leadership team considers current staff capacity and strengths when identifying new initiatives • Strengthen communication and collaboration across departments to build redundancies ensure continuity during staff transitions • Strategically hire new staff members and/or create new positions that will holistically benefit the organization and add to Eno’s human capital • Invest in on-going skills-training for staff, creating a more efficient workforce
	Key SOWT Factors:
	<ul style="list-style-type: none"> • Use interns/fellows to augment staff workload (WO) • Use endowment to strategically invest in key opportunities (SO) • Diverse and talented staff provide background and life experience that enhance Eno’s understanding of critical issues and impact (WT) • Increased staff capacity and skill to mitigate the overreliance on contractors (WT)
Goal 5 Strategy:	Objectives:
Create and formalize internal board processes and practices to ensure Board of Directors are having the greatest impact	<ul style="list-style-type: none"> • Update and formalize Eno’s board recruitment process and create a pipeline for future board members • Formalize on-boarding and orientation process for new board-members and identify opportunities for board training • Build board capacity to serve as ambassadors on Eno’s evolving fundraising strategies and how they can engage • Prioritize the recruitment of diverse and talented board members
	Key SOWT Factors:
	<ul style="list-style-type: none"> • Strengthen relationships with underutilized partnerships and leverage to improve training and policy programs (WO) • Leverage partnerships with our rich network of alumni, especially notable leaders to increase our visibility (WO)

Goal 5 Strategy:	Objectives:
Further incorporate Eno's Core Values and Strategic Plan into Eno's workplace culture and operational practices	<ul style="list-style-type: none"> • As appropriate and necessary, create annual operational plans for Eno's business operations (development, professional development programs, policy, communications/ETW, operations) • Evaluate staff on their embodiment of Eno's core values during the performance evaluation process and throughout the entirety of the year • Encourage staff to incorporate Eno's strategic goals into their individual Annual workplans • Improve team collaboration and engagement across the departments at Eno by encouraging inter-departmental conversations
	<p>Key SOWT Factors:</p> <ul style="list-style-type: none"> • Diverse and talented staff provide background and life experience that enhance Eno's understanding of critical issues and impact (WT) • Increased staff capacity and skill to mitigate the overreliance on contractors (WT)
Goal 5 Strategy:	Objectives:
Improve fundraising and development program to support a growing supporter base	<ul style="list-style-type: none"> • Leverage the 100th anniversary of Eno to grow Eno's supporter base • Utilize audience analytics to improve efficiency and ROI of outreach efforts • Professionalize Eno's event operating procedures to include framework for strategy, functional goals and objectives, resource requirements, and measurable outcomes • Stabilize the Future Leaders Development Conference by ensuring full funding
	<ul style="list-style-type: none"> • Emphasize track record and independence to build trust to maintain stellar reputation and diminish threat of pay to play perception (ST) • Leverage centenary to raise visibility and solidify relationships (SO) • Focus fundraising efforts on direct program impacts to create a stronger pipeline of donors (WO)

Goal 5 Strategy:	Objectives:
<p>Streamline financial and operational systems to allow for better strategic decision making and increase staff efficiency.</p>	<ul style="list-style-type: none"> • Ensure Eno’s financial operations are transparent and that all staff make decisions with organizational budget goals in mind • Organize and maintain Eno’s physical and digital data systems, ensuring that information is easily accessible (CRM, Quick-books, Server, filing cabinets, etc.) • Revise current and create new human resource/operating polices to accurately reflect Eno’s current and aspirational practices • Update Eno’s employee handbook and policies to reflect current best practices and create clarity within the workplace as well as consistency • Effectively organize Eno’s data systems and create plan/policies for ensuring systems stay organized and up to date • Research, develop, and regularly revisit plans for how to invest in office infrastructure (IT, hardware, software, office equipment) that enable staff to more effectively and efficiently complete tasks • Finance and leadership team to effectively communicate Eno’s financial/budget goals and constraints to staff
	<p>Key SOWT Factors:</p>
	<ul style="list-style-type: none"> • Use endowment to strategically invest in key opportunities (SO)