ENO MAX PROGRAM

The Eno MAX (Multi-Agency Exchange) Program is a collaborative leadership development, interagency networking and best-practice sharing program between public transportation operators and the Eno Center for Transportation. Starting in 2012, the MAX Program has brought together over 250 professionals from the Regional Transportation District of Denver, Los Angeles County Metropolitan Transportation Authority, the Metropolitan Atlanta Rapid Transit Authority, the Dallas Area Rapid Transit Authority, Valley Metro (Phoenix) and Sound Transit (Seattle).

Together with the participating agencies, Eno is looking to continue to incrementally expand the program to include additional transit agencies starting in 2019. This program will provide critically needed training for first-level supervisors, help build a network of professionals, and improve people readiness of the industry.

COURSE OBJECTIVES

The Eno MAX Program is designed to provide benefits for both the participating agencies and the program attendees.

For the agencies, the goals are to:
- Develop and retain future leaders
- Improve staff performance
- Improve their big picture transit perspective
- Share best practices and foster innovation
- Solve high priority agency defined business problems

For the attendees, the goals are to:
- Improve their technical knowledge and performance
- Develop a peer-network for collaboration
- Better understand their agency as it relates to the overall transit industry
- Improve their career skills
- Provide the tools to advance in their career
PROGRAM DESCRIPTION

Each year, up to four agencies are grouped together to form an Eno MAX program. Each agency selects eight high potential and high performance people to participate in the program using their own internal processes. These are typically mid-level managers from all organizational disciplines (operations, finance, planning, administration, engineering, etc.), many of whom have gone through internal management development and training programs. Select hourly or represented employees may also participate in the program. This cohort of up to 32 students then spends a week at each agency during the year. At the end of the program, all participants join together for three days of intensive leadership and skills training known as the “Eno week.”

While on site at each agency, key activities include:
• Hearing from and talking with the host agency CEO
• Classroom sessions on a wide range of topics with host agency senior staff
• Taking field trips to observe specific operations
• Meeting with host agency staff who can assist them in solving an important problem identified by their own agency
• Guest lectures from leading industry practitioners
• Networking opportunities with classmates, alumni, and senior agency executives

During Eno week, key activities include:
• Leadership and skills training
• Simulated presentations of their business problem solutions
• GM/CEO presentations and panels from all participating agencies

At the conclusion of the class, students have the opportunity to participate in an on-going alumni program.
PROGRAM ADMINISTRATION
Each agency and Eno assign an individual, typically from their Talent Development area, to act as their agency “facilitator”; this group works together to run the program.

*The agency facilitators have the following functions:*
- Optimize the impact of the program on the individual development of the participants
- Maximize the program's ROI for their agency
- Management of the selection process for agency participants
- On-going management of the program at their agency throughout the year
- Organizing and running the program when the class is at their property

*Eno is responsible for:*
- Providing skills and leadership training
- Running the “Eno week” program
- Providing on-going program management
- Identifying leading industry practitioners and arranging for them to speak at the class
- Managing a robust evaluation process to provide participant feedback
- Providing logistical support, including social events throughout the program year
- Providing a dedicated staff member to assist local facilitators
- Managing communications tools such as the course website

*Eno and the agencies jointly are responsible for:*
- Developing and coordinating the agendas at each property to ensure that key topics are covered
- Having regular debrief calls throughout the year to allow for program adjustments

**COST**
- One time payment to Eno of $35,000 for program development/training/on-boarding
- Annual fee of $29,500. This fee provides other benefits. To see a breakdown of the annual costs, see the Eno MAX webpage at www.enotrans.org/course/max-membership
- Single-mode transit properties can participate in a program with shorter site visits; these shorter programs are priced approximately 25% lower than the figures above
- Agencies are responsible for travel costs and some meals
- Staff time of MAX participants (one facilitator, eight staff and selected hourly or represented employees) for four weeks

**TERMS OF AGREEMENT**
- Two to three year commitment to enable maximum benefit to all participating agencies
- Each new agency will enter into a formal agreement with Eno