



INNOVATION DRIVING EVOLUTION

2015 YEAR IN REVIEW





INNOVATION DRIVING EVOLUTION

In 1921, our founder William P. Eno created a foundation whose purpose was to continue his lifetime's work—the promotion of safety and order on roads and highways.

What initially began as the Eno Foundation for Highway Traffic Regulation has now morphed into the Eno Center for Transportation, a nonprofit think tank that is the national leader in policy research and professional development for the transportation industry.

What has not changed in nearly 100 years is Eno's constant presence at the forefront of the transportation industry. Eno's mission is to seek continuous improvement in transportation and its public and private leadership in order to increase the system's mobility, safety, and sustainability.

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Among the innovations credited to William P. Eno are traffic regulations, the stop sign, the pedestrian crosswalk, the traffic circle, the one-way street, the taxi stand, and pedestrian safety islands.

MESSAGE FROM THE CHAIRMAN

Since its inception 95 years ago, the Eno Center for Transportation has been at the forefront of the transportation industry. Since day one, we have worked hard to shape transportation policy and educate the workforce that moves people and goods on a day-to-day basis.

Beginning in 1921, William P. Eno initiated the work of the Center in an effort to turn the chaotic streets of the early 1900s into a safe and organized environment for those who utilized them. In 2015, the Eno Center initiated the discussion about how to rewrite Eno's original Rules of the Road to reflect the realities of our roads today; brought together industry leaders and proposed reform for our nation's air traffic control system; continued to educate and shape future transportation leaders; and integrated the industry's premiere "inside the Beltway" federal transportation policy publication *Eno Transportation Weekly* into the Eno family.

All of this activity has taken place during a year when we also expanded our volunteer Board to reflect the array of transportation modes and interests with which we are dealing.

One very special note of thanks to Eno's former President and CEO, Joshua Schank, who worked tirelessly with staff to attract foundation, individual, and corporate donor support for our diverse policy and educational initiatives.

I believe that if William Eno could see the product of the Center's work today, he would be extraordinarily proud of what is being accomplished. We look forward to continuing to enhance our programs, support the industry leaders of today and tomorrow, and strengthen the Eno Center's reputation for excellence.



Lillian Borrone

Chairman of the Board of Directors
Eno Center for Transportation



MESSAGE FROM THE INTERIM PRESIDENT



2015 has been an eventful year for the Eno Center for Transportation. Late in the year, Eno's President, Dr. Joshua Schank, left his position to assume an exciting senior executive position at the Los Angeles County Metropolitan Transportation

Authority. On the departure of Dr. Schank from Eno, I was asked by the Board of Directors to assume the position of President and CEO on an interim basis while a search was undertaken to select a new president. My goal during this transitional period is to maintain Eno's momentum and its leadership in policy research and in leadership development and education.

2015 was particularly significant in the incorporation of *Eno Transportation Weekly* (ETW) into the full range of Eno's work. ETW remains the primary source for news and information about federal transportation policy for public and private executives, transportation stakeholders and advocates, and other journalists. During this year we merged *Eno Brief* into ETW, so that the publication contains not only current news, but also analyses and opinion essays.

It has become clear that this publication, which has become a further mark of Eno's leadership in transportation information, will also play an important role in building both corporate and individual memberships in Eno and in expanding Eno's reputation and presence in transportation.

During 2015 Eno continued its policy research work with the issuance of a final report by its NextGen Working Group and the publication of *Reagan Devolution: The Real Story of the 1982 Gas Tax Increase*. The report of the NextGen Working Group (co-chaired by former U.S. Senator Byron Dorgan and former U.S. Secretary of Transportation James Burnley) provided a history of air traffic control, detailed previous reform efforts, and included international case studies; the report ultimately recommended reforms to U.S. air traffic control governance and funding.

The NextGen Working Group will continue and broaden its policy research as the Eno Aviation Working Group, and the P3 Working Group will be directed more broadly at surface

transportation finance. In 2015 Eno's Freight Funding Working Group convened stakeholders, academics, and policy leaders to identify funding sources for a federal freight program. With the policy research in this area largely completed this year, it is anticipated that a final report and recommendations will be issued in early 2016.

In 2015 Eno partnered with ICF International to organize and facilitate three policy workshops for the Federal Highway Administration on how other nations pay for surface transportation, user-pay principles, and technology-enabled mobility. Prior to each workshop, Eno prepared a white paper and literature review related to the particular topic, and drafted summary reports of the discussion after each workshop.

Eno's Center for Transportation Leadership (CTL) held successful and highly rated courses for senior transit executives and for transit mid-managers in 2015. CTL also offered its course on P3s, as part of two technical assistance awards programs for civic leaders and public officials, the first in Broward County, Florida, and the second with the Mayor's Office of the District of Columbia. Eno will conduct a third P3 technical assistance award program for the San Francisco Bay Area's Metropolitan Transportation Commission early in 2016.

A course for the airline industry was also presented. Eno continues to consider the development of new courses in the transportation field devoted to the expansion of the professional skills and leadership capabilities of transportation managers.

Eno remains a pre-eminent incubator of transportation policy research and of professional leadership training and education. The respect that it has earned over the last several years is indicative of Eno's reputation for non-partisan and non-ideological policy development and training across modes. I am confident that these very positive trends will continue under Eno's new leadership.

A handwritten signature in blue ink, appearing to read 'E. Frankel', written over a white background.

Emil H. Frankel
Interim President and CEO

2015 HIGHLIGHTS

ENO TRANSPORTATION WEEKLY EMBARKS ON ITS NEW COURSE

In 2015, the long-running *Transportation Weekly* became an Eno publication. At the end of 2014, **Jeff Davis**, who started the weekly update fourteen years earlier and had run it himself as editor and publisher, became a senior fellow at Eno. Soon after, he began issuing *Eno Transportation Weekly* (ETW).

ETW has not changed in any substantial way. Still the premier publication in federal transportation policy, ETW continues to provide detailed, day-to-day coverage on budget and policy decisions occurring on Capitol Hill. But with Eno program staff now assisting Davis with reporting and writing, the new update also gives more in-depth analysis of how transportation funds are being spent, important trends that are arising, and historical perspectives on current policy debates.

ETW replaces *Eno Brief* that the organization formerly issued on a monthly basis. Articles are now limited to members and subscribers, who include Congressional staffers, state and municipal departments of transportation, and private organizations.



ALL AROUND ENO'S NEW TRANSPORTATION LIBRARY

With the acquisition of *Transportation Weekly*, Eno also acquired Davis's extensive and growing archive of historic documents relating to the development of federal transportation policy. These documents are being added to the new online Eno Transportation Library to provide researchers and policymakers with access to inside information on how key decisions in transportation policy were made. An early addition to the library detailing the internal Nixon White House deliberations over the creation of the Amtrak route map garnered national media attention.

A trip to the Lyndon Johnson Presidential Library in Austin Texas yielded several thousand pages of documents relating to the creation of the U.S. Department of Transportation and of federal highway and vehicle safety programs in 1966. Eno is working with USDOT to find ways to highlight this new Eno Transportation Library material as part of the Department's 50th anniversary celebrations throughout 2016.

ENO'S NEW WEBSITE GOES LIVE

Over the past year, Eno staff worked hard to create a brand new website from the bottom up. This new platform is a huge improvement on the old site and highlights Eno's work in policy research, legislative analysis, and transportation education and leadership programs.



The new site highlights *Eno Transportation Weekly* (ETW) Editor Jeff Davis's excellent analysis of federal transportation policy, introduces a members only homepage, establishes an Eno Transportation Library (ETL), and creates an Eno Alumni Association.

Overview of Site Highlights:

- New Platform for ETW
- Events Calendar
- Workforce Center
- RFP/IFBs Center
- Member Log-In Page
- Member Database
- Member-Only Content
- Eno Transportation Library
- Eno Alumni Association

2015 HIGHLIGHTS

ENO HIGHLIGHTS—HONOREES

The Eno Center for Transportation honored **Jane Chmielinski**, Chief Operating Officer and President, Americas AECOM, with a Lifetime Achievement Award on June 4th, 2015, for her service to the transportation industry. **Aaron Gellman**, Professor, Northwestern University, 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 23rd Annual Future Leaders Development Conference Fundraising Dinner.

Jane Chmielinski is responsible for all AECOM operations and provides operational leadership oversight to maximize coordination across AECOM's geographies, business lines, and government professional technical services operations, while continuing to advance and better align its corporate services. She has also successfully led a number of corporate initiatives, including the launch of the unified AECOM brand, the company-wide safety program, and the global performance-management system. Prior to her current roles, Ms. Chmielinski transitioned from President of AECOM's legacy DMJM Harris operation to serve as Group Chief Executive, Corporate Development, during early 2008. In that role, Ms. Chmielinski led the AECOM Office of Corporate Development, a central office that serves as the focal point for corporate services that span across AECOM's global operating groups.

Ms. Chmielinski understands the responsibility of corporate stewardship within her community and her profession and is personally involved in a number of professional associations, including the Women's Transportation Seminar (WTS) and the American Public Transportation Association (APTA). She currently serves on the Board of Directors for the March of Dimes; the Board of Directors for the New York Chapter of the Women's Forum; and the Board of Directors for the Beverly Willis Architecture Foundation.

A longtime friend of Eno, Aaron Gellman—Professor at Northwestern University—joined the faculty of the Kellogg School of Management in 1992 as a professor of management and strategy. He held an appointment as professor of industrial engineering at the Robert R. McCormick School of Engineering and Applied Science at Northwestern. He was also the Director of Northwestern's Transportation Center from January 1992 through August 2000. Outside of the university, he founded and was formerly President of Gellman Research Associates, Inc., a consulting firm. He also served 24 years as an adjunct professor at the University of Pennsylvania.



2015 Wilbur S. Smith Friend of Eno Award Winner,
Aaron Gellman



Jane Chmielinski, 2015 Eno Lifetime Achievement Award Winner
and Jerry Premo, Eno Board Member

Professor Gellman passed away in January of 2016. The Eno Center is particularly grateful for the many years that Professor Gellman spent serving on Eno's Board of Advisors and also as a part of Eno's NextGen working Group. The passion with which he worked was inspirational and contagious. We benefited greatly from his presence and hope to preserve his memory by continuing the work in which he was so deeply engaged.

THE BOARD OF DIRECTORS



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America's families spend more than 19 cents out of every dollar earned on transportation, an expense second only to housing, and greater than food and health care combined. (Source: Center for Transportation Excellence)

2015 HIGHLIGHTS

THE BOARD OF ADVISORS



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2015 HIGHLIGHTS

ENO IN THE NEWS

Over the past 5 years, Eno has firmly established itself as a proven go-to source for well-informed and neutral analysis of current events in the transportation industry.

Press consistently seeks Eno out and we are now viewed as not just a neutral, trusted source, but also as an educator of transportation professionals and the general public.

In 2015, Eno was featured in such outlets as CNN, MSNBC, NPR, *The Wall Street Journal*, and *The Washington Post*. This included an opinion piece in *The Washington Post* titled "Follow Reagan's Example, and Fill Up America's Highway Fund."



NOTABLE MENTIONS IN 2015



Ironically, William Phelps Eno never drove a car during his lifetime. The Father of Traffic Safety, an avid horseback rider, distrusted automobiles.

ENO MAKES AN IMPACT

NEXTGEN WORKING GROUP REACHES A CONSENSUS

After two and a half years of critical policy research and meetings, the NextGen Working Group, which was convened and staffed by Eno, reached the consensus that the U.S. air traffic control system should be taken out of the government's hands and led instead by a government corporation or independent entity.

Since 2013, the group met regularly to investigate how to modernize U.S. air traffic control and promote the speedy implementation of a new system, the Next Generation Air Transportation System (NextGen). Led by two co-chairs, former Senator **Byron Dorgan** and former Secretary of Transportation **James Burnley**, the group included over twenty members, including representatives from airlines, airports, pilots unions, controllers, government, and academia. This was the first time all of the major aviation stakeholders had been gathered together to discuss air traffic control governance and its potential reforms.

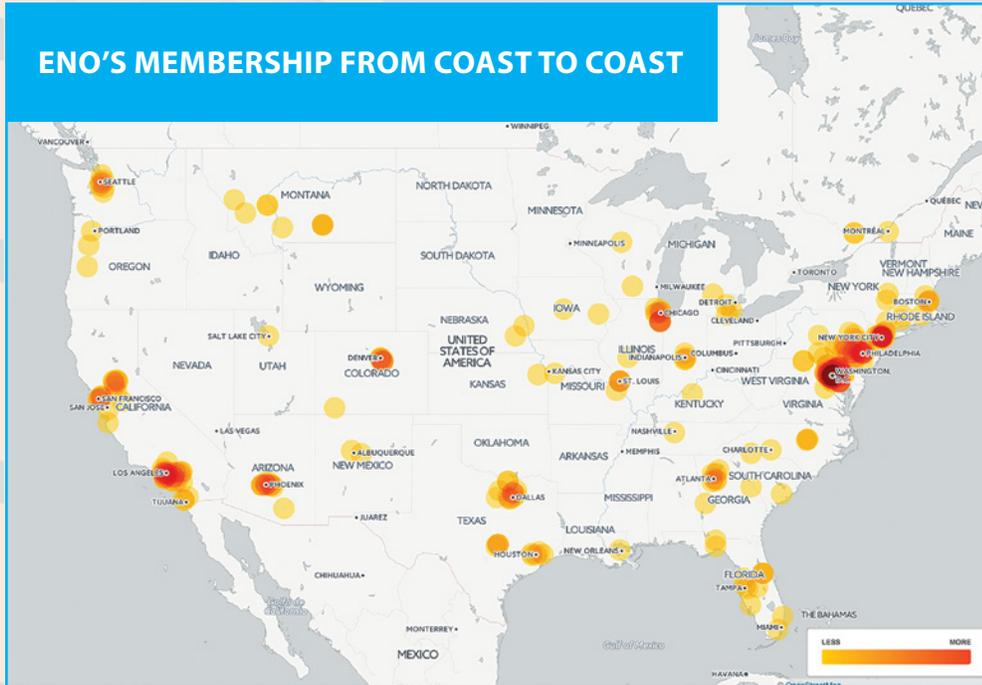
Despite the diversity of interests, the group was able to come to an overwhelming agreement that the U.S. should follow the majority of industrialized countries and separate air traffic control functions from the government—in this case, the Federal Aviation Administration. In March, the group released a statement of principles; in May, it issued a final report with policy recommendations.

In February 2016, the House Transportation and Infrastructure Committee, chaired by Rep. Bill Shuster (R-Pa), passed the Aviation Innovation, Reform, and Reauthorization Act (AIRR, H.R. 4441). If enacted, this legislation would separate the nation's air traffic control system from the FAA. "I know our recommendations influenced him, and I know he found them very useful in moving things along," said former Secretary of Transportation Burnley. "I'm cautiously optimistic that this might get into law this year."



Secretary Jim Burnley (pictured right) and Senator Byron Dorgan (left), co-chairs of Eno's Aviation (formerly NextGen) Working Group.

ENO MAKES AN IMPACT



THE CENTER FOR TRANSPORTATION LEADERSHIP CONTINUES TO INSPIRE

The Center for Transportation Leadership (CTL) remains the premier education resource for the U.S. transportation industry, equipping the next generation of leaders with the skills they need to succeed, identifying new talent, and offering courses on critical topics.

This year, Eno's *Transit Mid-Manager* seminar expanded to two levels. The entry-level class continued to focus on bolstering managers' communication and conflict resolution skills, but an intermediate-level class was added to deepen their leadership capabilities. This year, classes took place at the LA Metro, SEPTA in Pennsylvania, the Utah Transit Authority, and WMATA in Washington, DC.

The curriculum for Eno's celebrated *Transit Senior Executive Program* was revamped this year; lecturers underwent a coaching process to hone their topics. **Phil Washington** of the LA Metro discussed organizational change, and **Tom Downs**, WMATA's former chair, talked about managing relationships with a board.

Meanwhile, Eno's "Future Leaders Development Conference" (formerly the "Leadership Development Conference") continued to cultivate emerging transit professionals, and subject matter courses on topics like Public-Private Partnerships and Understanding the Airline Industry remained available.

But the programs are perhaps best described by past participants.

ALUMNI SPOTLIGHT

"I felt like being part of the leadership development conference would be something I'd really enjoy, and I did. I really appreciated the caliber of the other fellows. We had people from different backgrounds, and the interaction between us was very edifying; people really wanted to learn.

One day we went to the U.S. Department of Transportation and chatted with several of the different administration heads. [DOT] Secretary Foxx came and talked to us for maybe twenty minutes. He obviously has important things to do, and it was really special that he'd talk to us about what was going on with DOT and his vision for the future.

I think Eno really opened my eyes about what is out there in policy. And as I go throughout my career and do advocacy work, I'm finding that a lot of the people who are involved in Eno are very willing to be available and to help me."

— Andrew Wells, a master's degree candidate in Civil and Environmental Engineering at the University of Delaware, participated in the Future Leaders Development Conference in 2015.



Andrew Wells,
2015 Eno Fellow

"It was an excellent week with a great mix of former and current transit executives; each brought life and career lessons learned along the way. Anytime you can get that, it's so valuable. It also gave me a week to personally reflect upon myself and my strengths and weaknesses.

One thing was especially interesting. We did a case study during this class, and during it, Howard Permut, a former transit executive and CEO, played the role of the governor's office. A lot of the things that went on in that case study were pretty realistic. Shortly after I got back here [to the MBTA], we had a significant issue: we essentially had a runaway train. It made the national news and I became the face of the MBTA. And some of the things Howard said during the case study—comments about expectations of your board members or how the governor will react, the importance of making a decision and displaying confidence—really did come through at that moment of crisis.

After that event, I received a phone call from Howard, and from Jerry Premo [a former AECOM executive and TSE instructor], just checking in. That was one of the other great benefits of the Eno experience: the bond you make not only with your classmates but with the various speakers who come in."

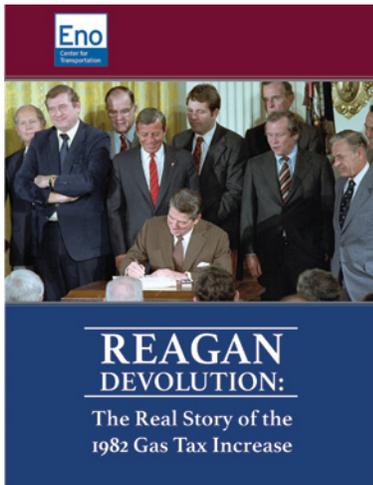
— Jeff Gonneville is Chief Operating Officer of Boston's MBTA; he attended the Transit Senior Executive seminar in 2015.



Jeff Gonneville, COO of the MBTA
and Eno TSE alumnus. Photo
courtesy of MassTransit Magazine

The individual cost of congestion exceeded \$900 per driver in 1997, resulting in more than \$72 billion in lost wages and wasted fuel. (Source: U.S. Dept. of Transportation)

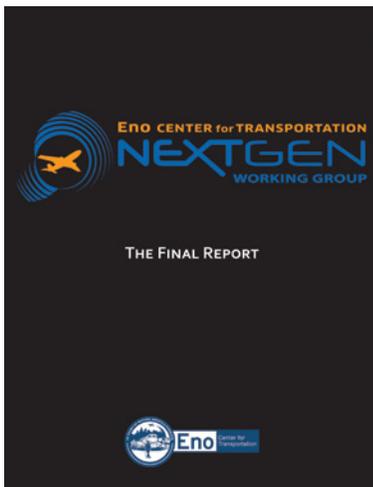
RESEARCH AND POLICY



Paper Releases

REAGAN DEVOLUTION: THE REAL STORY BEHIND THE 1982 GAS TAX INCREASE

New Senior Fellow Jeff Davis's first research report for Eno was the May 2015 paper *Reagan Devolution: The Real Story of the 1982 Gas Tax Increase*. Based on original document research at the Ronald Reagan Presidential Library, the report revealed that President Reagan's support for the 5 cent per gallon motor fuels tax increase was more closely linked with proposals to "devolve" much of non-Interstate federal transportation programs to states than was known at the time, and highlighted Reagan's role in increasing net gasoline taxes in California as governor in order to provide the first dedicated state revenue stream for mass transit.



NEXTGEN WORKING GROUP FINAL REPORT

Over more than two years, 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). The group, co-chaired by former Senator Byron Dorgan and former Secretary of Transportation Jim Burnley, brought together industry stakeholders including airlines, airports, manufacturers, operators, pilots, controllers, academic thought leaders, former government officials, and the larger business community.

This effort culminated in May 2015 with the release of the *NextGen Working Group Final Report*. This report included an extensive history of air traffic control in the U.S., details of previous attempts at reform, and a case-study analysis of six countries that have reformed their air traffic control providers. The report also outlined its consensus-based policy recommendations to reform U.S. air traffic control governance and funding structures. The dissemination process included a briefing on Capitol Hill and multiple appearances in the media by Eno staff and the NextGen Working Group co-chairs.



RESEARCH AND POLICY

2015 Review and Outcomes

TRANSPORTATION FINANCE WORKING GROUP

After releasing the *Partnership Financing* report in 2014 and launching our P3 Technical Assistance Awards in 2015, the P3 Working Group is transitioning to the Transportation Finance Working Group. While the group remains relevant to the P3 research, the renaming allows the group to expand into related yet pressing issues within the realm of transportation funding and financing.

The Working Group will enter 2016 focusing on a new research scope: improving accessibility and mobility in metropolitan regions. These areas are the economic engines of the United States, but many have transportation networks that are inadequate, hindering economic growth, hampering mobility, and harming the environment. In addition, metropolitan regions lack sufficient funding to address these issues. However, some approaches, such as congestion pricing, have become highly politicized and some proposals have failed due to political and public opposition. The new research scope will focus on identifying opportunities to such pricing strategies and the barriers to implementation.

Former U.S. Secretaries of Transportation **Norman Mineta** and **Mary Peters** will remain Working Group co-chairs and continue leading these efforts, while Eno seeks an additional co-chair.



RESEARCH AND POLICY

AVIATION WORKING GROUP

Following the success of Eno's NextGen Working Group, the group has decided to tackle a new aviation issue, and in the process rebrand as the Aviation Working Group. The new issue to be studied is the certification of aircraft, aircraft components, personnel, and new airspace users. This is a critical issue for the safety of our airspace, as well as our competitiveness in the global economy.

This new effort is also co-chaired by former Senator Byron Dorgan and former Secretary of Transportation Jim Burnley. Membership in the Aviation Working Group includes organizations and individuals that have been part of the previous effort on air traffic control, as well as new entities that will join the group now.

FREIGHT FUNDING WORKING GROUP

Despite being a world leader in logistics, the United States currently lacks a comprehensive national freight policy. To solve the nebulous problem of funding such a program, the Eno Freight Working Group brought together numerous freight industry stakeholders and thought leaders to develop a specific proposal for funding a multimodal freight grant program. Former Minnesota Senator **Norm Coleman**, former New Jersey Governor **Jim Florio**, and former Minority Leader **Richard Gephardt** serve as co-chairs for this working group.

During the course of 2015 the Working Group met several times to discuss and debate various funding mechanisms to be dedicated to a freight discretionary grant program. After much discussion, the group is close to finalizing recommendations to be considered in upcoming authorization. The recommendations are not fine grained, but serve as a guide for Congress to use when crafting surface transportation bills. The final report and recommendations are expected to be released in 2016.



Paul Bea and Judge Ed Emmett of Eno's Freight Working Group, October 2015

RESEARCH AND POLICY



HOW WE PAY FOR TRANSPORTATION: THE LIFE AND DEATH OF THE HIGHWAY TRUST FUND

The Highway Trust Fund (HTF), which has been the source of federal funding for highways and transit since 1956, continues to face shortfalls due to unwillingness on the part of elected officials to raise the fuel tax, rising fuel-efficiency, and declining vehicle-miles traveled. This continuous funding crisis has not only inhibited needed expansion of the federal surface transportation program, but it also has served as a substantial impediment to essential reforms.

Identifying that the current approach to paying for surface transportation at the federal level is broken, the Eno research team performed an 18-month political and historical analysis of transportation funding sources in the U.S., including the “user-pay” model. The research team then examined how peer countries fund their transportation systems at the national level. Through data comparisons and case studies, the research team developed national policy recommendations regarding a potential move to greater use of general fund revenues for federal surface transportation programs.

Published in December 2014, the report is one of Eno’s most widely read.



RESEARCH AND POLICY



AIR TRAFFIC CONTROL REFORM REFERENCE PAGE

To better inform the public of the ongoing legislative initiatives regarding the Federal Aviation Administration (FAA), Eno has created a dedicated page on its website. There, recent and past legislative initiatives are presented, along with a vast library of studies, by both governmental and non-governmental sources, on all matters regarding FAA reform.

FEDERAL HIGHWAY ADMINISTRATION WORKSHOPS

Transportation innovations and changing politics create an ever-evolving transportation policy world. To be most effective, transportation practitioners must stay up to date on groundbreaking research, shifting technologies, and stakeholder attitudes, and understand how these issues might influence policy. Under leadership of the Federal Highway Administration, Eno, in partnership with ICF International, organized, hosted, and documented three separate transportation policy workshops that engaged industry leaders and key members of the transportation community in a discussion of emerging transportation issues. The subject of each workshop attracted a diverse range of high-level experts on topics that included International Experience in National Transportation Funding, Evaluating the User Pay Model for Federal Transportation Programs, and Emerging Technology Trends in Transportation.



RESEARCH AND POLICY



Eno Interim CEO and President Emil Frankel kicking off the P3 Summit for Broward County, FL

P3 TECHNICAL ASSISTANCE AWARDS

As part of the P3 Working Group's dissemination efforts, the P3 Technical Assistance Awards are an effort to provide civic leaders and decision makers with the tools necessary to develop strong public-private partnerships that protect the public interest. The awards were geared towards state and local governments that have interest in P3s and have enabling legislation, but lack substantial experience in delivering P3s. This effort by the Working Group is funded by a second grant from the Surdna Foundation.

The application process for the Technical Assistance Awards began in the spring of 2015, with the Working Group selecting three winners at the June 2015 meeting. The three winners selected were Broward County/Port Everglades in Florida, the Mayor's Office in the District of Columbia, and the Metropolitan Transportation Commission in the San Francisco Bay Area. Each of the winners would receive a P3 summit, focusing on gathering public-sector professionals to discuss local issues related to P3s, and a course session for a select number of attendees to learn about the P3 development process.

This year, Eno has completed P3 summits for Broward County in November and the DC Mayor's Office in December, with the course session for the DC Mayor's Office and the summit and course session for MTC taking place in early 2016.

RESEARCH AND POLICY



David Bragdon, TransitCenter; Christopher Ward, Dragados USA; Beverly Scott, formerly with MBTA; Thomas Prendergast, MTA; Robert “Buz” Paaswell, City College of New York; and former Eno President and CEO Joshua Schank speak to attendees at the Chicago Transit Governance event.

GOVERNANCE SEMINARS

In 2014 Eno released “Getting to the Route of It: The Role of Governance in Regional Transit,” a report that looks at the issues of regional transit governance across the nation. The report highlights how metropolitan regions are the economic engines of our nation and public transit is the machinery that enables the largest metropolitan areas to function, compete effectively for employers and labor, and foster innovation. The ability of transit organizations to respond to changing and expanding demands varies across the industry and is shaped to a large extent by individual governance and organizational structures. Each type of governance structure has its own implications for funding, equitable and effective service patterns, and economic growth.

In 2015, Eno staff traveled to Boston, Chicago, San Francisco, and New York to conduct policy discussions with top transit officials and industry experts about the role of governance in each region. These forums were open to the public and highlighted the lessons learned in the report as well as advanced the discussion on how governance can be modified to improve transit services.

LEADERSHIP TRAINING AND EVENTS

Events of Note

18TH ANNUAL POLICY SUMMIT SPOTLIGHTS MOBILITY TRENDS, NEW TECHNOLOGY, AND WHO RULES THE ROAD

On November 12 in Washington D.C., Eno held its 18th Annual Policy Summit. This year's topic was the "New Rules of the Road." Our Founder, William P. Eno, wrote the very first rules of the road back at the beginning of the 20th Century.

Much has changed since the early 1900s. Today the urban landscape is almost entirely different: there are more cars and they are traveling at higher speeds; the urban population continues to grow; new technologies and technology-enabled services are emerging; and a growing number of people now walk and bike to their destinations.

Eno's 2015 Policy Summit focused on these changes and brought together key industry leaders from across all modes of transportation in order to discuss how Eno's original rules must evolve in reaction to the changing world of transportation.

Many topics were discussed including: Who rules the road and how does technology change the rules of the road? Panelists stressed that oftentimes the rules of the road are not clear enough to be followed and that the rules tend to favor cars over more traditional modes like bikes and walking. The technology panel highlighted the need for a transportation landscape that complements technology, not one that hinders it.

The policy summit provided the starting point for a conversation about our out of date rules of the road. Technology and transportation have already collided and the intersection is changing our roads in ways William Eno would have never imagined. The Eno Center plans to build on this policy summit and again be at the forefront of the defining industry conversation—the new rules of the road.



Martha Roskowsky, People for Bikes; Taylor Reiss Gouge, NYCDOT Select Bus Service; and Tom Jensen, UPS, speak at Eno's 2015 Policy Summit



Alice Grossman, GAR Foundation Award Winner, with Kelsey Lantz, Eno Fellow, enjoying the reception before the Annual Future Leaders Development Conference Dinner.

FUTURE LEADERS DEVELOPMENT CONFERENCE

Each year, the Eno Future Leaders Development Conference (LDC) gives 20 of the nation's top graduate students in transportation a first-hand look at how national transportation policies are developed. Students apply to the program early in the year, and those selected as "Eno Fellows" come to Washington, DC for a week in the spring for meetings with federal officials and leaders of business and nonprofit organizations.

The LDC is designed for students in transportation-related programs, including engineering, planning, public policy, public administration, economics, management, and law. Students interested in any mode of transportation are encouraged to apply.

MONTHLY WEBINARS AND POLICY CALLS

Once a month Eno hosts policy webinars for members and ETW subscribers. These webinars feature transportation leaders from every area of the country and every mode of transportation.

Members and subscribers are able to hear off the record conversations about trending industry topics and are able to submit questions directly to the speakers. Access to high level executives and academics like this is a benefit for Eno members.

Previous Eno Policy Webinar Speakers:

Joseph Szabo, Executive Director of the Chicago Metropolitan Agency for Planning (CMAP)

Steve Heminger, Executive Director of the Metropolitan Transportation Commission (MTC)

Matt Rose, Executive Chairman of BNSF Railway

Sylvia Garcia, Assistant Secretary, Budget and Programs, and Chief Financial Officer at the U.S. Department of Transportation

Tom Daschle, Former U.S. Senator

Deborah Hersman, President and CEO of the National Safety Council

Tom Pendergast, Chairman and CEO of the New York Metropolitan Transportation Authority



Eno's 2015 Future Leaders Development Conference (LDC) Fellows

2015 Review and Outcomes

CTL 2015 YEAR IN REVIEW

The Center for Transportation Leadership underwent a period of simultaneous transition and expansion in 2015. Over 150 transportation professionals advanced their careers by attending an Eno course in 2015. Further, CTL expanded its mission by winning several sponsored contracts to study the staffing and organizational structure of transportation agencies.

Our flagship courses had a very eventful year. The Future Leaders Development Conference attracted a record number of outstanding applicants, and was supported by a record number of institutional and individual donors. The Transit Senior Executive Program was completely overhauled, including the hiring of a new instructional team and a new year-long distance education curriculum. Eno also launched its Alumni Association, where previous students can connect with Eno and each other throughout their career span. Eno also debuted its newest program, Transit Mid-Manager: Level 2, to help bridge the career gap between our existing transit programs.



Eno staff and Transit Senior Executive instructors pose for a photo with L.A. Metro General Manager, Phil Washington

TRANSIT LEADERSHIP PROGRAMS

Eno has a full slate of transit leadership programs set for 2016. Our flagship Transit Senior Executive Program will be offered on

April 17-22. The Transit Mid-Manager Seminars will be held on July 17-22 and October 16-21. The Transit-Mid-Manager: Level 2 course will be held in November. Transit courses have limited capacity and competitive admission.



Eno Instructor Rob Britton speaks at Eno's Understanding the U.S. Airline Industry course.

OTHER COURSES

Eno will be offering a number of learning opportunities in 2016:

- The Future Leaders Development Conference (LDC) will be held June 5-9
- *Understanding the Airline Industry* is a one-day class that provides an excellent introduction to how airlines do business. Generally offered on-site at an airport, this class is ideal for vendors, airport board members, organized labor, and others.
- *The Public Private Partnerships Course Series* is a two-part online class that introduces students to the concept of public-private partnerships in transportation.
- Eno will begin offering training courses for Members of Congress and their staff, leveraging our in-house expertise related to *Eno Transportation Weekly*. These courses will be developed later in the year, with the intention of offering them to participants after the 2016 elections.

LEADERSHIP TRAINING AND EVENTS

Webinars and distance-education short courses will be available throughout the year. Most will be available at low or no cost to Eno members.

- Most Eno courses and programs are eligible to serve as AICP-Certification Maintenance and Professional Development Hours.

RESEARCH ON THE TRANSPORTATION WORKFORCE AND ORGANIZATIONAL STRUCTURE

Eno was awarded six contracts to study the transportation workforce and agency organizational structure. This represents a new direction for CTL, and positions Eno as a leader on these important issues. Eno will complete work on existing projects, seek out new opportunities, report the findings to our members, and be an increasing presence in the media on workforce and organizational structure topics.

2015 CTL STAFF AND INSTRUCTORS

Alex Bond, Director, Eno Center for Transportation
Erin Shumate, Events Manager, Eno Center for Transportation
Carita Ducre, Instructor, Insight Strategies
Teri Fisher, Lead Instructor, Insight Strategies
Kevin Catlin, Lead Instructor, Insight Strategies
John Catoe, Instructor, Insight Strategies
Howard Permut, Senior Advisor, Eno Center for Transportation
Rob Britton, Lead Instructor, AirLearn
Roy Kienitz, Roy Kienitz LLC



George Brooks, 2014 Transit Mid-Manager Alumni, gives a tour of the Roberts Train Yard at SEPTA in Philadelphia, PA to the April 2015 Transit Mid-Manager class.



Transit Mid-Manager class of 2015 in Philadelphia, PA

2015 GUEST INSTRUCTORS

Michael Allegra, General Manager, Utah Transit Authority
David Armijo, Former GM of Alameda Contra Costa Authority
Joe Casey, former General Manager of the Southeast Pennsylvania Transit Authority (SEPTA)
Flora Castillo, member of the New Jersey Transit Board of Directors; former APTA Chair
Tom Downs, former Chair of WMATA; former CEO of Amtrak; former Chair of New Jersey Transit; former Eno President
Carolyn Flowers, Senior Advisor at Federal Transit Administration; former General Manager of the Charlotte Area Transit System (CATS)
Ron Hartman, Vice President of North American Operations at Network Rail Consulting; former CEO of Rail at Transdev; former General Manager of the Maryland Transit Administration
Ron Hopkins, AGM Operations, Southeast Pennsylvania Transit Authority (SEPTA)
Greg Kelly, President and CEO of U.S. Operations of Parsons Brinckerhoff
Stephen Kingsberry, former Director of Port Authority Trans-Hudson (PATH)
Jeffrey Kneuppel, Deputy General Manager, Southeast Pennsylvania Transit Authority (SEPTA)
Bob Lund, AGM Engineering, Maintenance, and Construction, Southeast Pennsylvania Transit Authority (SEPTA)
Kenneth McDonald, General Manager of Long Beach Transit (LBT)
Therese McMillan, Acting Administrator of Federal Transit Administration
Michael Melaniphy, President/CEO of the American Public Transportation Association
Joel Oppenheimer, Senior Vice President, STV, Inc.
Keith Parker, General Manager of the Metropolitan Atlanta Regional Transit Authority (MARTA)

LEADERSHIP TRAINING AND EVENTS

Howard Permut, former President of Metro North Railroad (MNR)

Jerry Premo, Senior Vice President of AECOM; former Executive Director of New Jersey Transit

Robert Prince, Jr., Senior Vice President of AECOM; former President of COMTO; former General Manager of the Massachusetts Bay Transit Authority (MBTA)

Jack Requa, Interim General Manager, Washington Metropolitan Area Transit Authority

Philip Washington, CEO of Los Angeles Metropolitan Transportation Authority (Metro) and President of American Public Transportation Association (APTA)

Matt Welbes, Executive Director of Federal Transit Administration

Dick White, Vice President, American Public Transportation Association

Scholarships Available to Eno Students



John Catoe, Eno instructor; Robert Prince Jr., AECOM and award namesake; Hector Rodriguez, Robert Prince Jr. Scholarship winner; and Alex Bond, Director of Eno Center for Transportation Leadership.



Transit Mid-Manager class of July 2015 in Salt Lake City, Utah. This class partnered with UTA and was given a tour of its facilities.

TRANSIT SENIOR EXECUTIVE PROGRAM SCHOLARSHIPS

Frank J. Lichtanski Memorial Scholarship

The American Public Transportation Foundation (APTF) has honored **Frank J. Lichtanski**, longtime General Manager/CEO of Monterey-Salinas Transit in California by creating the Frank J. Lichtanski Scholarship Fund. Mr. Lichtanski is remembered for his 31 years of dedication to providing the very best transit service to the people of Monterey County. In memory of his dedication to the public transit industry and support of small and medium-sized transit agencies, the scholarship has been established to provide tuition support in the amount of \$2,500 (participant's agency will be invoiced for remaining tuition costs) to an eligible candidate from a small or medium-sized transit agency. The winner of the Frank Lichtanski Scholarship also receives a waiver of registration fees for the APTA Annual Meeting.

Robert Prince Jr. Scholarship

The Conference Of Minority Transportation Officials (COMTO) and AECOM have honored **Robert Prince Jr.** for his dedication to the growth and development of emerging leaders in the transit industry by creating the Robert Prince Jr. Scholarship. Mr. Prince has demonstrated a lifelong commitment to the education of the transit workforce in his roles as a leader in the public and private sectors of the transportation industry, in his volunteer commitment to youth in Boston, and as board member of COMTO and the American Public Transportation Foundation. The scholarship will be awarded to a senior leader in the transit industry who currently reports directly to the General Manager/

2015 PARTNERS

Insight Strategies

Federal Transit Administration

National Transit Institute

Conference of Minority Transportation Officials

American Public Transportation Association

Southeastern Pennsylvania Transit Authority

Utah Transit Authority

Valerie J. Southern-Transportation Consultant

Renaissance Planning Group

Association of Metropolitan Planning Organizations

ICF International

**Center for Urban Transportation Research,
University of South Florida**

LEADERSHIP TRAINING AND EVENTS

CEO. The recipient should have a career goal to become a transit General Manager/CEO in a rural, small urban, or urban transit agency. Preference is given to current members of COMTO. The winner of the Robert Prince Jr. Scholarship also receives a registration waiver and travel support to the COMTO Annual Conference, and is encouraged to participate in the COMTO Leadership Institute.

FUTURE LEADERS DEVELOPMENT CONFERENCE SCHOLARSHIPS/AWARDS

Charles William Koch Award

Charles William Koch devoted his professional career to transportation improvements. Much of his professional work was in the area of railroad operations and highway traffic engineering. He conducted traffic surveys, developed traffic plans, and evaluated project alternatives for a number of improvements in U.S. cities. He also specialized in bus and railroad operations and modernization, as well as rapid transit planning.

During World War II, he worked with the U.S. Army Corps of Engineers in France, Germany, and the Philippines. He also spent five years working on traffic control, highway relocation, and transportation planning in Basel, Switzerland.



Jesus Barajas, Rodney Slater Award winner, and Eno Fellows Subasish Das and Jonathan Riehl enjoy the reception before the annual Future Leaders Development Conference Dinner.

In his will, Mr. Koch made a bequest to the Eno Center for Transportation, with the purpose of increasing knowledge and developing better ways to address transportation issues.

The Charles William Koch Award, given annually, recognizes exceptional academic achievement and leadership qualities evidenced by a student specializing in transportation operations.

Dr. Thomas D. Larson Fellowship

Dr. Thomas (“Tom”) D. Larson exhibited a lifelong commitment to the fields of transportation and engineering. He was born near Philipsburg, Pennsylvania, and attended Penn State University, where he earned a bachelor’s, master’s and doctoral degree in civil engineering. He later returned to Penn State where he founded what is now known as the Pennsylvania Transportation Institute.



Transit Mid-Manager class of 2015 in Salt Lake City, UT

In 1970, Dr. Larson helped establish the Pennsylvania Department of Transportation (PennDOT) and was later appointed by Governor Richard Thornburgh to lead the agency as Secretary. In 1989, Larson was appointed by President George H.W. Bush to head the Federal Highway Administration, where he spearheaded the development of the 1990 National Transportation Policy and played a major role in molding the landmark *Intermodal Surface Transportation Efficiency Act (ISTEA)* of 1991.

Dr. Larson was an active leader in a number of professional organizations. He was affiliated for many years with the Eno Center for Transportation. As Chairman of Eno’s Board of Regents, he was a strong proponent of the Leadership Development Conference sponsored for graduate students in transportation-related disciplines.

To honor Dr. Larson’s important contributions, the Board of Directors of the Eno Center for Transportation has established the Dr. Thomas D. Larson Fellowship, which supports the participation of one Eno Fellow in the annual Conference. This fellowship recognizes an individual enrolled in a doctoral program in transportation who reflects Dr. Larson’s lifelong commitment to pursuing excellence in the field.

 A regular rush-hour driver wastes an average of 99 gallons of gasoline a year due to traffic. The average cost of the time lost in rush hour traffic is \$1,160 per person. (Source: Center for Transportation Excellence)

LEADERSHIP TRAINING AND EVENTS



Eno Transit Senior Executive Program class of 2015

Eno Alumni Award

The Eno Alumni Award is given to the highest-rated applicant in each Future Leaders Development class. Applications to be an Eno Fellow are scored by the Eno Board of Regents based upon academics, service, research, work experience, and a personal statement. This award is funded through small donations from previous Eno Fellows and was established in 2015.

GAR Foundation Award

The GAR Foundation is a private, independent foundation established in 1967 as a charitable trust by Galen J. Roush, co-founder and chief executive officer of Roadway Express. The Foundation has distributed more than \$115 million since its inception to support charitable organizations within the Foundation's areas of interest, including education, the arts, social services, and activities that are to be judged for the general good of the community.

The GAR Foundation's mission is "To strengthen communities in our region through discerning and creative support of worthy organizations."

Jane Chmielinski Award

The Jane Chmielinski Award is given to an outstanding Eno Fellow who demonstrates a career interest in the private sector. The award was created through a generous donation by AECOM to honor Ms. Chmielinski's selection for the 2015 Eno Lifetime Achievement Award.

Rodney E. Slater Award

Rodney Slater served as Secretary of the U.S. Department of Transportation in the Clinton Administration. Before being named secretary in 1997, Mr. Slater was Administrator of the Federal Highway Administration. From 1987 to 1992, he was a member of the Arkansas State Highway Commission, serving as its Chairman in 1992.

As Secretary, Slater focused on leadership. He strove to make USDOT visionary and vigilant, and he motivated all employees to work toward transportation excellence. Mr. Slater introduced more than 3 million young people to the challenges and rewards of a career in transportation through the Garrett A. Morgan program.

Mr. Slater grew up in Marianna, Arkansas, one of the poorest areas in America. He graduated from Eastern Michigan University and earned a law degree at the University of Arkansas. In 1994, Eastern Michigan presented him its Black Alumni Achievement Award.

The Rodney E. Slater Award is given annually to a student who demonstrates outstanding leadership qualities amidst life's challenges and adversity, a thirst for knowledge, and a drive to achieve.



Jane Chmielinski, recipient of the Eno Lifetime Achievement Award, and Nathalie Saade, recipient of the new Jane Chmielinski Award, pose together for a quick snapshot after the Future Leaders Development Conference Dinner.

Alumni Membership Launch

This year Eno launched its alumni membership program. This is the first time that CTL alumni have a one-stop location for materials from their class, a confidential message board, job listings, the member directory, and professional development resources. It is free to sign up, but participation is limited to current and former CTL students.

LOOKING AHEAD TO 2016

ENO AVIATION INSIGHTS

It has been 35 years since Congress deregulated the airline industry. Since deregulation, the industry has undergone a series of dramatic transformations. A healthy, competitive airline industry that provides affordable and effective intercity transportation service is essential to a modern economy. There is little need or desire to reregulate the airline industry. Ticket prices are still historically low, and we are closer than ever to a profitable and financially stable airline industry. Some trends, however, suggest that the system might be failing some consumers, especially those in mid-sized and smaller cities. We at Eno propose to undertake an ambitious research effort that will strive to better understand where the industry is going and how people, business, and government are going to be affected.

Our research will develop and disseminate a better understanding of the new airline industry from a neutral, objective standpoint. Through a balanced data analysis and carefully selected metrics, we will examine overarching industry trends and their underlying causes. This will result in a series of carefully displayed metrics and explanations that tell the story of the industry in a way that is digestible for the media and policymakers. Based on the trends we uncover, we will also work to develop specific policy recommendations for lawmakers, with the goal of ensuring that the airline industry can achieve the dual goals of financial viability and better mobility for as many people as possible.

LOOKING AHEAD TO 2016

DIGITAL CITIES

In 2016, sponsored by a generous grant from the Hewlett Foundation, Eno will be exploring the public sector's role in providing a space for innovation and ensuring public benefit for innovations at the intersection of technology and transportation. This exciting research will include a series of white papers investigating the policy space for transportation network companies, vehicle automation, technology-enabled transit, innovation in freight technologies, the shared economy, and innovation in traveler data. The cornerstone of this research will be case studies of four innovative metropolitan regions and their policy approaches to each of these new mobility options.

TRANSITCENTER INNOVATIVE CONTRACTING

In 2015, Eno began a research program that will focus on how to selectively and competitively contract out services to create improved customer service and performance outcomes as opposed to only cost savings. The goal will be to create a guide for transit agencies looking to improve their performance through the use of private service provision, and a course that can give them the training and skills to carry this effort through. This includes an examination of the existing extent of service contracting in the U.S. and abroad, an investigation of the biggest barriers to contracting, and the creation of a series of recommendations for overcoming those barriers.

LOOKING AHEAD TO 2016

2016 ENO CALENDAR OF EVENTS*

January
<p>11: Eno TRB Reception</p> <p>21: Digital Cities Advisory Board Meeting</p>

February
<p>9: Policy Webinar</p> <p>24: Aviation Working Group Meeting</p>

March
<p>1: Board of Directors Dinner</p> <p>2: Board of Directors Strategic Planning Session</p> <p>3: Board of Directors Meeting</p> <p>24: Digital Cities Summit</p>

April
<p>17-22: Transit Senior Executive Seminar</p> <p>TBD: Policy Webinar</p>

May
<p>25-26: P3 Technical Assistance Awards: MTC</p>

June
<p>5-9: Future Leaders Development Conference</p> <p>9: Board of Directors Meeting</p> <p>22: Policy Webinar</p> <p>TBD: Transportation Finance Working Group Meeting</p>

July
<p>17-22: Transit Mid-Manager Seminar: Level 1 (Session 1)</p> <p>27: Policy Webinar</p> <p>TBD: Board of Advisors Mid-Year Call</p>

August
<p>24: Board of Directors Meeting</p>

September
<p>12/13: APTA reception</p> <p>28: Policy Webinar</p>

October
<p>16-21: Transit Mid-Manager Seminar: Level 1 (Session 2)</p> <p>26: Policy Webinar</p>

November
<p>10: Board of Directors Meeting and Joint Meeting of the Boards</p> <p>11: Policy Summit</p> <p>16: Policy Webinar</p>

December
<p>14: Policy Webinar</p>

*Some dates are subject to change.

WAYS TO GET INVOLVED WITH ENO

ENO CENTER FOR TRANSPORTATION CORPORATE/ INSTITUTIONAL MEMBERSHIP LEVELS

Corporate/ Institutional Membership (Nonprofit and government agencies receive 30% off membership dues)	Titanium Capacitor (\$50,000+)	Platinum Catalyst (\$25,000+)	Gold Connector (\$15,000+)	Silver Conductor (\$10,000+)	Bronze Propeller (\$5,000+)
Named Center for Transportation Leadership scholarship	✓				
Annual Webinar hosting and sponsorship	✓				
Logo and listing as Featured Eno Center Sponsor on website homepage	✓	✓			
Logo in Eno Annual Report as a Special Contributor	✓	✓			
Exclusive participation in Eno Working Group projects	2	1	1*		
Complimentary half-page full color advertisement(s) in <i>Eno Transportation Weekly</i> (ETW)	3	2	1		
Sponsorship table(s) at Eno's Annual Future Leaders Development Conference Fundraising Dinner	2 VIP	1 VIP	1 Signature		
Daily rate tuition waiver(s) for Eno Center for Transportation Leadership training course(s).	10	8	6	4	
Complimentary subscriptions to <i>Eno Transportation Weekly</i> (ETW)	20	15	12	9	5
Special membership discounts to events, training courses, and publications	✓	✓	✓	✓	✓
Priority access to limited-space events and webinars	✓	✓	✓	✓	✓
Access to member-only web content via Member Portal	✓	✓	✓	✓	✓
Job and RFP viewing and posting permission on Eno Career and Workforce Center	✓	✓	✓	✓	✓
Access to online Membership Directory	✓	✓	✓	✓	✓
Opportunity to contribute relevant articles to <i>Eno Transportation Weekly</i> (ETW)	✓	✓	✓	✓	✓
Monthly member-only expert-led Policy Calls on current and breaking news events, policy, and legislation	✓	✓	✓	✓	✓
Access to the Eno Transportation Library (ETL)	✓	✓	✓	✓	✓
Discounted fees for specialized Eno services (e.g., consultation, facilitation, resource support, custom reports, and technical assistance)	✓	✓	✓	✓	✓

*Benefit reserved exclusively for Institutional Members (Nonprofit or government agencies)

** Additional memberships may be added at discounted rates (contact Development Department for information)

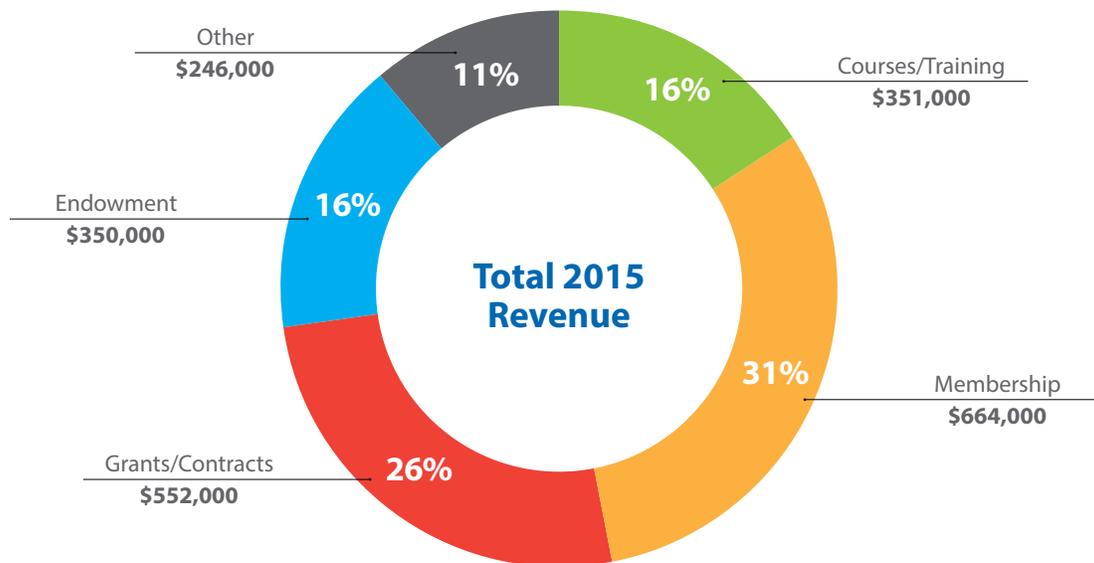
WAYS TO GET INVOLVED WITH ENO

ENO CENTER FOR TRANSPORTATION INDIVIDUAL MEMBERSHIP LEVELS

Individual Membership Dues*** ✓ Nonprofit/ government receive 30% off ✓ Young professionals under 40 receive 40% off ✓ Full-time students/ Eno alumni receive 50% off	Transportation Leader (\$1,150)	Affiliate Member (\$350)	Alumni Member CTL Alumni & Fellows (Complimentary)
Subscription to <i>Eno Transportation Weekly</i> (ETW)	✓		
Special membership discounts to events, training courses, and publications	✓		
Monthly member-only expert-led Policy Calls on current and breaking news events, policy, and legislation	✓		
Access to the Eno Transportation Library (ETL)	✓	✓	
Priority access to limited-space events and webinars	✓	✓	
Access to member-only web content via Member Portal	✓	✓	
Access to online Membership Directory	✓	✓	
Job and RFP viewing and posting permission on Eno Career and Workforce Center	✓	✓	✓
Access to the Alumni Directory			✓
Webinar Alumni Series hosting opportunity			✓
Alumni-only discussion forum, resource webpages, and webinars			✓

*** Membership discounts cannot be combined

HOW WE ARE FUNDED



○ In 2003 there were more than 6.3 million motor vehicle crashes reported to police. Of those, 38,252 crashes resulted in fatalities. (Source: National Highway Traffic Safety Administration)

WAYS TO GET INVOLVED WITH ENO

GIVING AND PARTNERSHIP OPPORTUNITIES

Through the generosity of our members and stakeholders, Eno is able to expand our policy research and renowned educational programs. Eno promotes transportation policy innovation and provides professional development opportunities across the career span of transportation leaders. Support for Eno bolsters Eno's future and every gift, no matter what size, makes a difference.

Donate to the Thomas J. O'Bryant Policy and Finance Fellowship

In 2012, the Eno Board of Directors elected to name the summer fellowship in **Thomas J. O'Bryant's** honor. Tom devoted a significant amount of his life to serving Eno and the transportation leadership efforts and policy research that it supported. Eno is seeking matching funding to endow the Thomas J. O'Bryant Fellowship, which offers the nation's top graduate student in transportation a ten-week program to spend a summer in Washington, DC. Once in DC, Fellows conduct research under the guidance of Eno staff, collaborate with transportation experts on publications, and assist in the execution of programs conducted by Eno's Center for Transportation Leadership. Each \$10,000 donation provides a naming opportunity.

Support the Future Leaders Development Conference and Dinner

Numerous organizations have joined the Eno Center for Transportation in supporting the annual Future Leaders Development Conference. These include universities whose students have participated, previous Eno Fellows, corporations, and others with a commitment to developing the nation's future transportation leaders. The program also benefits from the ongoing support and involvement of its distinguished faculty. These leaders at USDOT, the modal administrations, on Capitol Hill, in trade and professional organizations, advocacy groups, and corporations make time each summer to meet with the Eno Fellows and engage them in discussion of the most pressing transportation issues of the day.

Co-Host Eno Receptions and Webinars

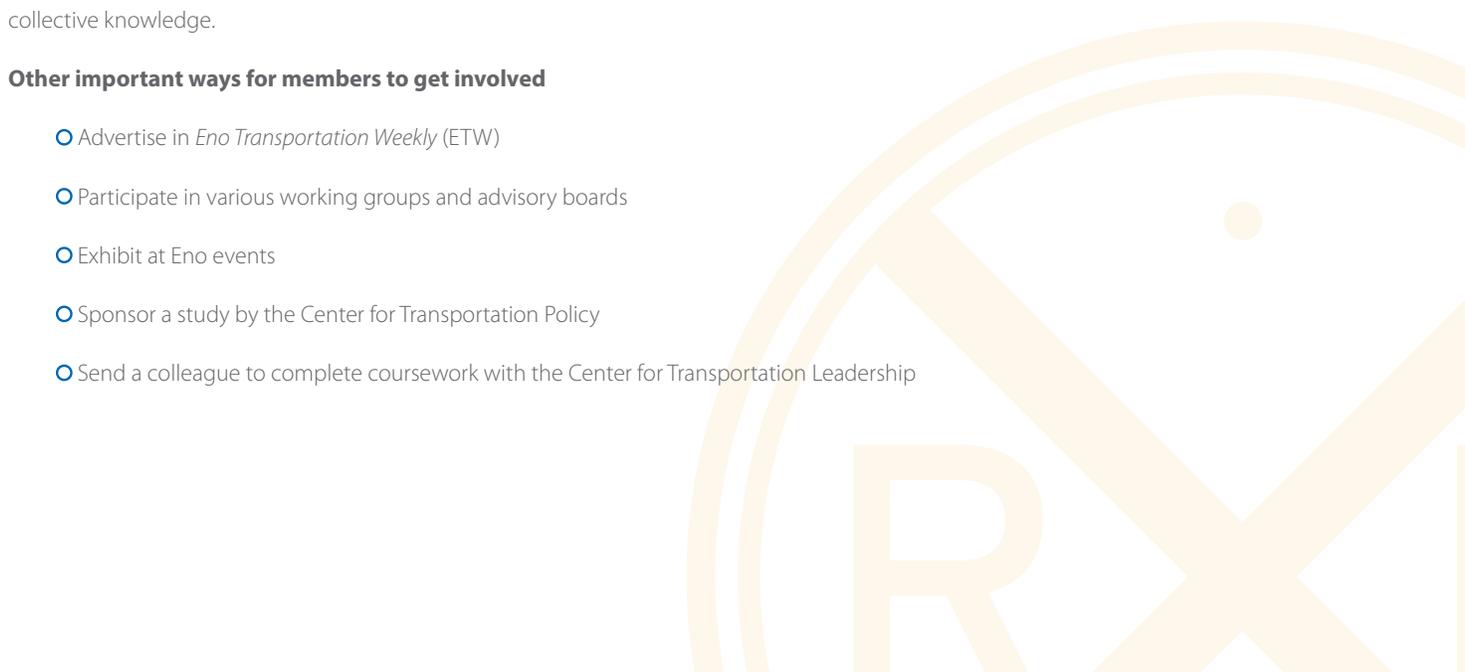
Throughout the year, Eno hosts various networking and learning events. By supporting industry networking receptions and policy webinars, you give back to your fellow members and ensure Eno's continued sustainability and impact. When you invest in Eno, you grow your brand visibly among some of the world's most prominent transportation stakeholders.

Sponsor the 2016 Annual Policy Summit

The Annual Policy Summit convenes transportation professionals, policymakers, corporations, educators, and students who discuss the emerging transportation trends of the day. Bolster your organization's reputation as a supporter of cutting-edge transportation practices by sponsoring the Annual Policy Summit. Sponsorship of this event is a great opportunity to network while making a real difference in how thought-leaders, policymakers, and stakeholders come together to learn from each other and leverage their collective knowledge.

Other important ways for members to get involved

- Advertise in *Eno Transportation Weekly* (ETW)
- Participate in various working groups and advisory boards
- Exhibit at Eno events
- Sponsor a study by the Center for Transportation Policy
- Send a colleague to complete coursework with the Center for Transportation Leadership



THANK YOU TO OUR 2015 CONTRIBUTORS!

TITANIUM MEMBERS



PLATINUM MEMBERS



GOLD MEMBERS



SILVER MEMBERS



A VERY SPECIAL THANK YOU TO OUR SUPPORTERS

The William and Flora Hewlett Foundation

Linda O'Bryant

The Surdna Foundation

The Travel Technology Association (TravelTech)

The Federal Transit Administration (FTA)

John L. and Susie Adams

Mortimer Downey

CSX Corporation

ENO SUPPORTER SPOTLIGHT

TESTIMONIALS



"Eno is a very important voice in the transportation arena that provides a critical examination of a disparate set of issues. *Eno Transportation Weekly* is an incredible resource. Highway finance and the Congressional process that provides for national highway programs are very complex—they're difficult for even the experienced to understand. But editor, Jeff Davis, is an unparalleled voice who can distill that very complicated process in a way that a layman can understand. I believe he is the definitive voice on highway finance.

My experience with Eno stems from many, many years, and my respect for the organization has grown through my experience with the board."

— John Blazey, Boeing; member of Eno's Board of Directors



"Eno attracts interest and participation from a wide array of people. Regardless of someone's political view or personal agenda, all of the folks who involve themselves with Eno genuinely have an interest in making transportation more efficient, more affordable, and safer. And there's a commitment to finding a balance between advancing the legacy of transportation, which has to be in place, and nurturing or ushering in all of the disrupters and the innovators. Eno's been able to keep us on a trajectory that balances the core with the new."

— Sam LaMagna, Intel Corporation; member of Eno's Board of Directors



"The Eno Center provides comprehensive empirical data on transportation issues that are extremely useful to stakeholders across the board. The Eno team has demonstrated time and again their ability to understand complex topics, and to challenge conventional wisdom regarding transportation policy. UPS considers Eno a valuable ally and a go-to source for innovative ideas and thought-provoking concepts related to transportation policy development.

From a practical standpoint, freight networks throughout the world are integrated and intermodal, and Eno understands this and takes a thoughtful, analytical approach to devise practical solutions to the daunting challenges transportation providers face."

— Tom Jensen, UPS; member of Eno's Board of Advisors



"On research and writing, Eno is good at developing a fresh perspective on issues, and I find them to be really thoughtful, diligent, and thorough in finding sources of information and documenting them. They've done some very good work for us and have helped us be better informed on transport issues. For policy research and analysis, I'd highly recommend their work."

— David Bragdon, Executive Director of TransitCenter



ABOUT **WILLIAM PHELPS ENO**

As a child, our founder, William P. Eno, got caught in a horse and buggy traffic jam in Manhattan. This moment apparently affected little Eno so much that he cited this as his metaphorical “Ah-hah” moment. From that point on, he decided to make it his life’s mission to solve the challenges associated with traffic. Imagine a rush hour traffic jam so horrible that you quit your day job and dedicate the rest of your life to solving it. That’s the type of moment this was for Eno.

William Phelps Eno has been dubbed the “Father of Traffic Safety.” In pursuit of safer roads and highways, Eno developed the first traffic plans for New York, London, and Paris, to name a few. He has also been credited with helping to invent the stop sign, taxi stands, hard left turns, and the roundabout.

Eno began his career in his family’s real estate business; however, the aforementioned traumatic traffic jam led him to dive head first into the world of transportation. His “Rules of the Road” were the first of their kind and were adopted by New York City in 1909. He is also credited with writing the first-ever manual of police traffic regulations.

Eno did not just focus on roads—gradually he came to realize that the future of transportation would lead men underground and into the air. He developed plans for subways in New York City long before anyone seriously considered the concept. He also supported railroad and maritime interests and instigated research on the future impacts of aviation.

In 1921, in order to perpetuate all of the hard work he had done, Eno created a foundation whose purpose was to continue his life’s work—the promotion of safe transportation. He endowed what became the Eno Foundation and began the work of attracting fellow transportation experts and specialists in order to provide a forum for unbiased discussions that would lead to improvements in the movement of people and goods.

William P. Eno died in 1945 at the age of 86. Ironically, he never drove a car during his lifetime. The Father of Traffic Safety, an avid horseback rider, distrusted automobiles.

Since 1921, the Foundation has undergone many changes. What began as a Foundation for Highway Traffic Regulation has now morphed into a nonprofit think tank that works in federal transportation policy and transportation leadership development. What has not changed is Eno’s constant presence at the forefront of the transportation industry.



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