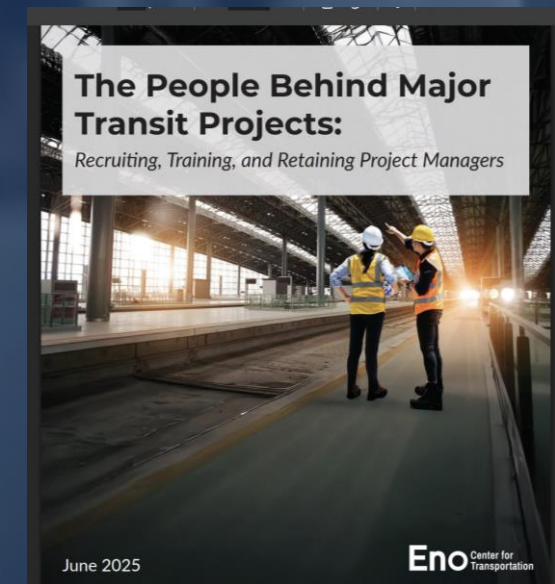




Independent, non-partisan, non-profit think tank

- Conduct research
- Organize workshops and webinars
- Conduct training programs
- Publish Eno Transportation Weekly

Welcome to Eno's Project Delivery Resources Hub





On the Right Track:

Rail Transit Project Delivery Around the World

[Read Online](#)



Saving Time and Making Cents:

A Blueprint for Building Transit Better

[Read Online](#)



Transit Construction Cost Explorer

Eno has compiled all the information collected on projects around the world into this publicly-available database.

[Explore Data](#)



Case Studies Archive

Dig into the details of each of our case studies to learn more about best practices across the nation and the globe.

[Visit the Archive](#)



Project Delivery Symposium

Watch recordings from Eno's three-day symposium covering the many facets of project delivery.

[Watch Recordings](#)



Project Delivery Resources

Eno has collected information on other research and analysis of project delivery in the United States for your reference.

[Visit Now](#)

Problem

- U.S. pays 50% more to build transit than peer countries
- Transit projects take longer to construct in the U.S.
- Major cost and timeline drivers

Three Key Lessons

1. Permitting & Environmental Review
2. Managing Projects
3. Governance

1. Permitting and environmental review

- Invest in staff and processes.
- Early and consistent coordination
- Utility relocation
- Land acquisition

2. Managing Projects

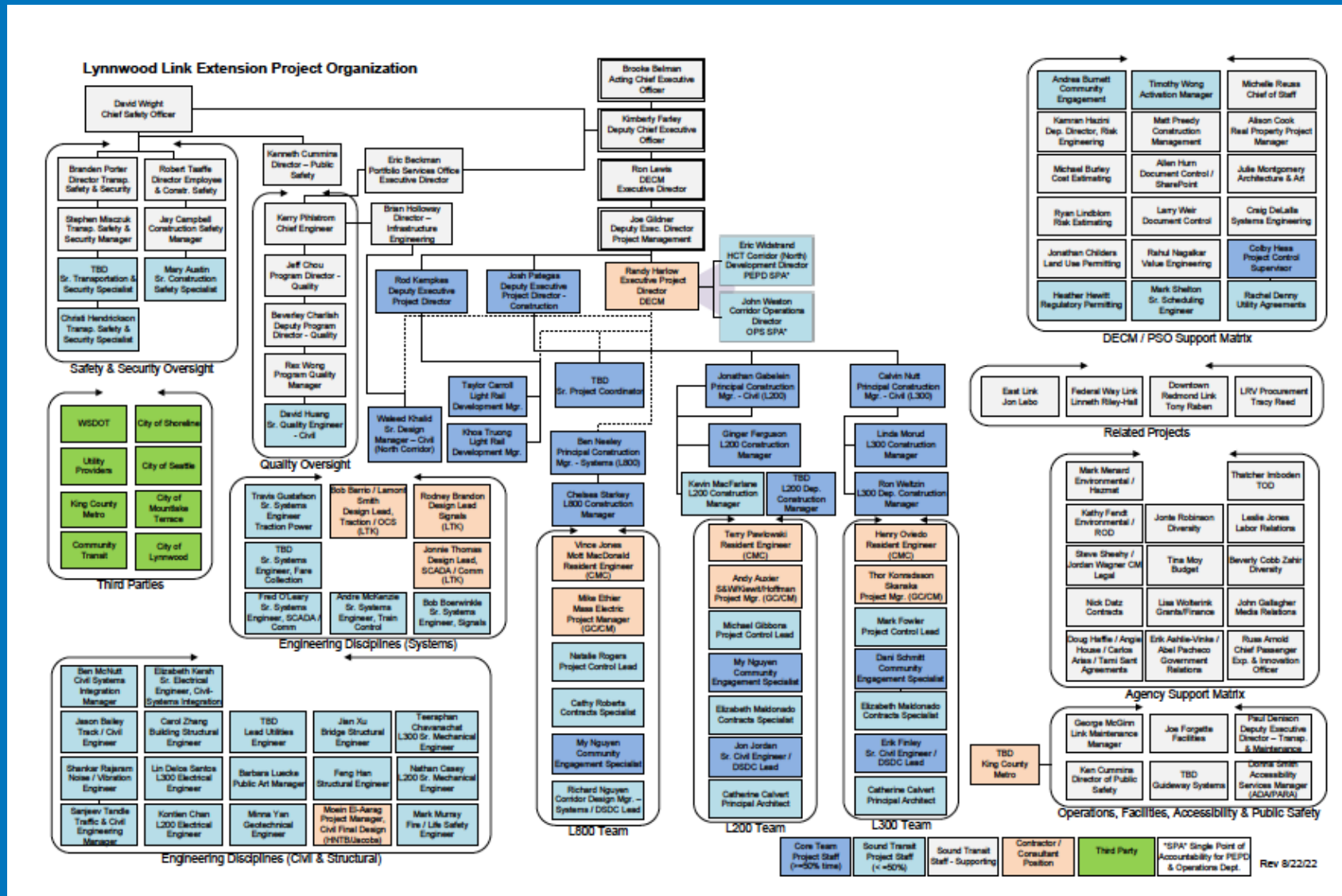
Factors that make recruitment difficult:

- Higher private sector salaries
- Limited talent pipeline in the transportation industry
- Lack of long-term career opportunities
- Extraordinary range of skills and traits needed

Great project manager for large transit project

- Intelligence of Albert Einstein
- Patience of a saint
- Negotiating skills of Nancy Pelosi
- Savvy of James Bond
- Planning skills of a general
- Communication skills of Michelle Obama
- Integrity of the pope
- Drive of Mark Zuckerberg
- Tough skin of an armadillo
- Ego of Mother Teresa

Seattle Light Rail - Project Org. Chart



Skill set

Technical expertise

Soft Skills:

- leadership
- strategic thinking
- interpersonal
- problem-solving
- decision-making

Communications skills

- Present info in timely, clear, and accessible manner.
- With agency staff, leadership, consultants, contractors, partners, media, public, property owners, businesses.. .
- Needed to collaborate and coordinate

Agencies and projects are like ...

- First project or pipeline
- Contract type and project delivery method
- Need review personnel, processes, and systems

Recruitment

- Underestimating importance & difficulty of attracting talent.
- Salary disparity between public and private sectors.
- Highlight distinct advantages of working in public sector.

Use of consultants

- Offer valuable expertise
- Don't overly rely upon them

Retention

- Better-paying opportunities in the private sector.
- Clear career advancement pathways.
- Deputy project manager positions

Professional Development

- Formalize and institutionalize training
- Learning from other agencies
- *Very important:* Failing to document lessons learned

3. Governance

Each approach to governance and funding reflects a combination of history, laws, regional growth, geography, economic development, and local circumstances.

Agency Arrangement

Type	Examples
Intercounty agreement	Caltrain
County	Many suburban bus agencies
City	Toronto, London
Regional Authority	NY, Seattle, S.F.
State / Province	Ontario, NJ Transit

Many Regions Have Similar Histories



Cities take over transit from private operators



Regional agencies created



Agencies integrate to create more seamless networks.

Transit system functions can be centralized or decentralized

Service

*planning,
operating,
standards*

Capital

*planning,
construction, debt*

Fare policy

*Affordability,
intermodal transfers*

Funding

Administrative

*procurement,
communication, real
estate*



Delivering Capital Projects

Agencies leading project delivery need authority, resources, and talented staff

Can have separate construction agency



GATEWAY DEVELOPMENT
COMMISSION