NATIONAL ACADEMIES
Sciences
Engineering
Medicine

TRB TRANSPORTATION RESEARCH BOARD

TRB Webinar: Designing the Transportation Agency of the Future

August 7, 2024

12:00 – 1:30 PM

PDH Certification Information

1.5 Professional Development Hours (PDH) – see follow-up email

You must attend the entire webinar.

Questions? Contact Andie Pitchford at TRBwebinar@nas.edu

The Transportation Research Board has met the standards and requirements of the Registered Continuing Education Program. Credit earned on completion of this program will be reported to RCEP at RCEP.net. A certificate of completion will be issued to each participant. As such, it does not include content that may be deemed or construed to be an approval or endorsement by the RCEP.

ENGINEERING
RCEP
REGISTERED CONTINUING EDUCATION PROGRAM

AICP Credit Information

1.5 American Institute of Certified Planners Certification Maintenance Credits

You must attend the entire webinar

Log into the American Planning Association website to claim your credits

Contact AICP, not TRB, with questions

Purpose Statement

This webinar will extend the circle of practitioners who are able to participate in the conversation about this change. Presenters will share three ongoing research initiatives: TRB's Critical Issues in Transportation 2024 and Beyond, American Association of State Highway Transportation Officials' national transportation vision framework, and PIARC's research on the transportation agency of the future. Presenters will highlight the findings of these studies regarding the changing role of transportation and discuss how individual can apply these concepts.

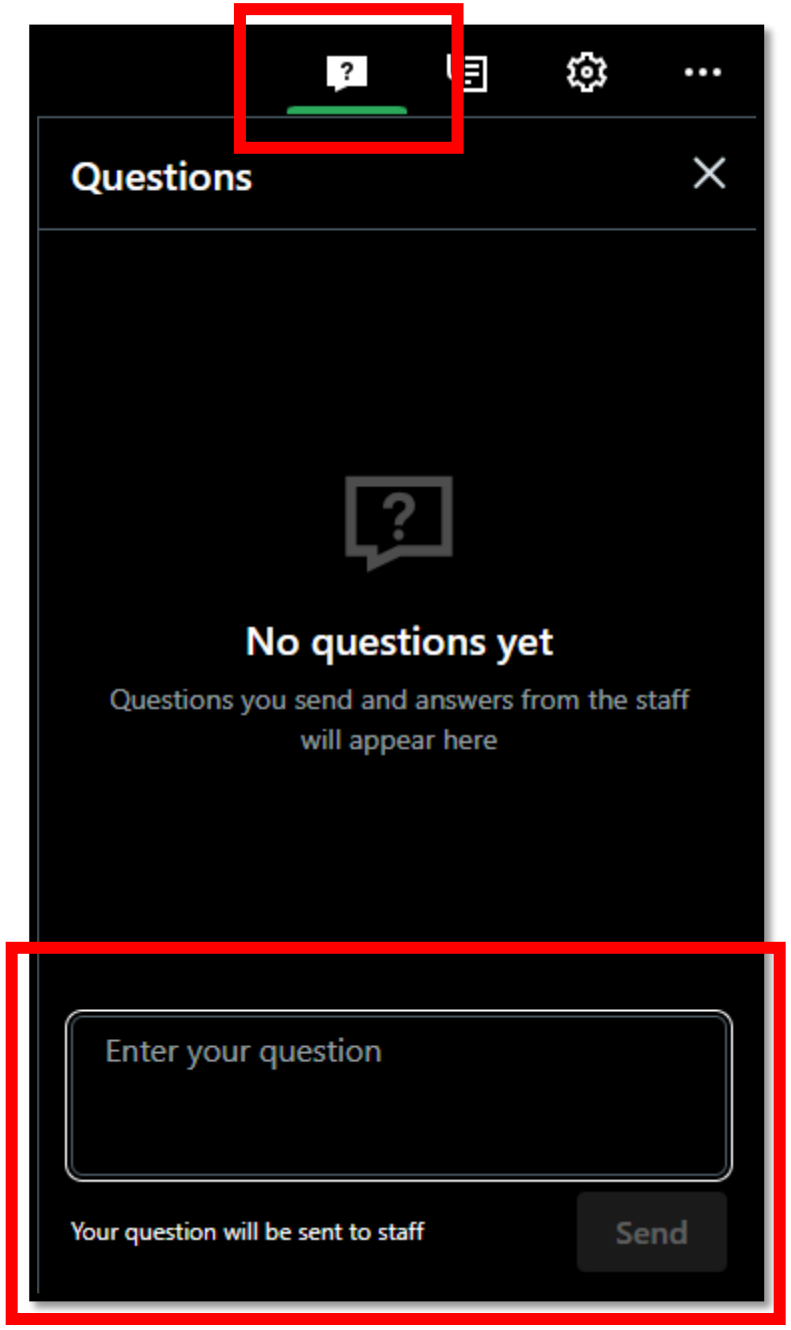
Learning Objectives

At the end of this webinar, you will be able to:

- Apply research and global best practices on the changing role of transportation agencies to your organization
- Identify the "levers of change" that could help transform your agency

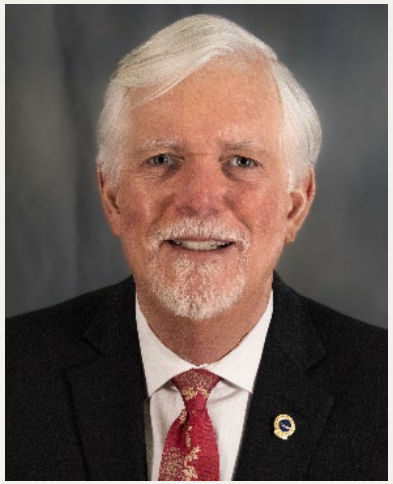
Questions and Answers

- Please type your questions into your webinar control panel
- We will read your questions out loud, and answer as many as time allows



Today's presenters

Victoria Sheehan
Vsheehan@nas.edu
Transportation Research Board



Roger Millar
roger.millar@wsdot.wa.gov
Washington State Department of Transportation

Jonathan Spear
Jonathan@jhspear.com
PIARC Technical Committee 1.1

John Kaliski
jkaliski@camsys.com
Cambridge Systematics, Inc.

Today's Focus: Share Recent Global Research

- TRB, Critical Issues in Transportation 2024 and Beyond
- NCHRP and AASHTO, Collective and Individual Actions to Envision and Realize the Next Era of America's Transportation Infrastructure
- PIARC, Toward the Transport Agency of the Future

Today's Focus: Build on Recent Collaboration

- World Road Congress, Prague, October 2023
- TRB Annual Meeting, Washington D.C., January 2024
- Transportation Research Arena, Dublin, April 2024

DESIGNING THE TRANSPORTATION AGENCY OF THE FUTURE

Victoria Sheehan,

Executive Director, TRB

August 2024

Strategic Context / Statutory Mandates

DOT Strategic Goals (FY 2022-2026)

* *Organizational Excellence not included in the RD&T Plan*

49 U.S.C Chapter 65 (Research Planning) Transportation Research Primary Purposes

- Promoting safety
- Improving mobility of people and goods
- Reducing congestion
- Improving the durability and extending the life of transportation infrastructure
- Preserving the existing transportation system
- Preserving the environment
- **Reducing transportation cybersecurity risks***

* *Added in the Bipartisan Infrastructure Law (BIL)*

U.S. DOT RD&T Strategic Plan

Overview

- ✓ A new U.S. DOT Research, Development and Technology Strategic Plan for Fiscal Years 2022-2026.
- ✓ Published in December 2022.

Purpose

- ✓ Defines DOT research priorities for the next 5 years.
- ✓ Describes the activities needed to achieve strategic goals.
- ✓ National research vision for the future transportation system.

STRATEGIC GOALS	GRAND CHALLENGES
Safety	Zero Fatalities
Economic Strength and Global Competitiveness	Resilient Supply Chains
Equity	Equitable Mobility for All
Climate and Sustainability	Net-Zero Emissions
Transformation	Future Transportation System-of-Systems

“Moonshot” - NCHRP20-24(138)

WHAT’S OUR VISION?

ASPIRATIONAL GOALS

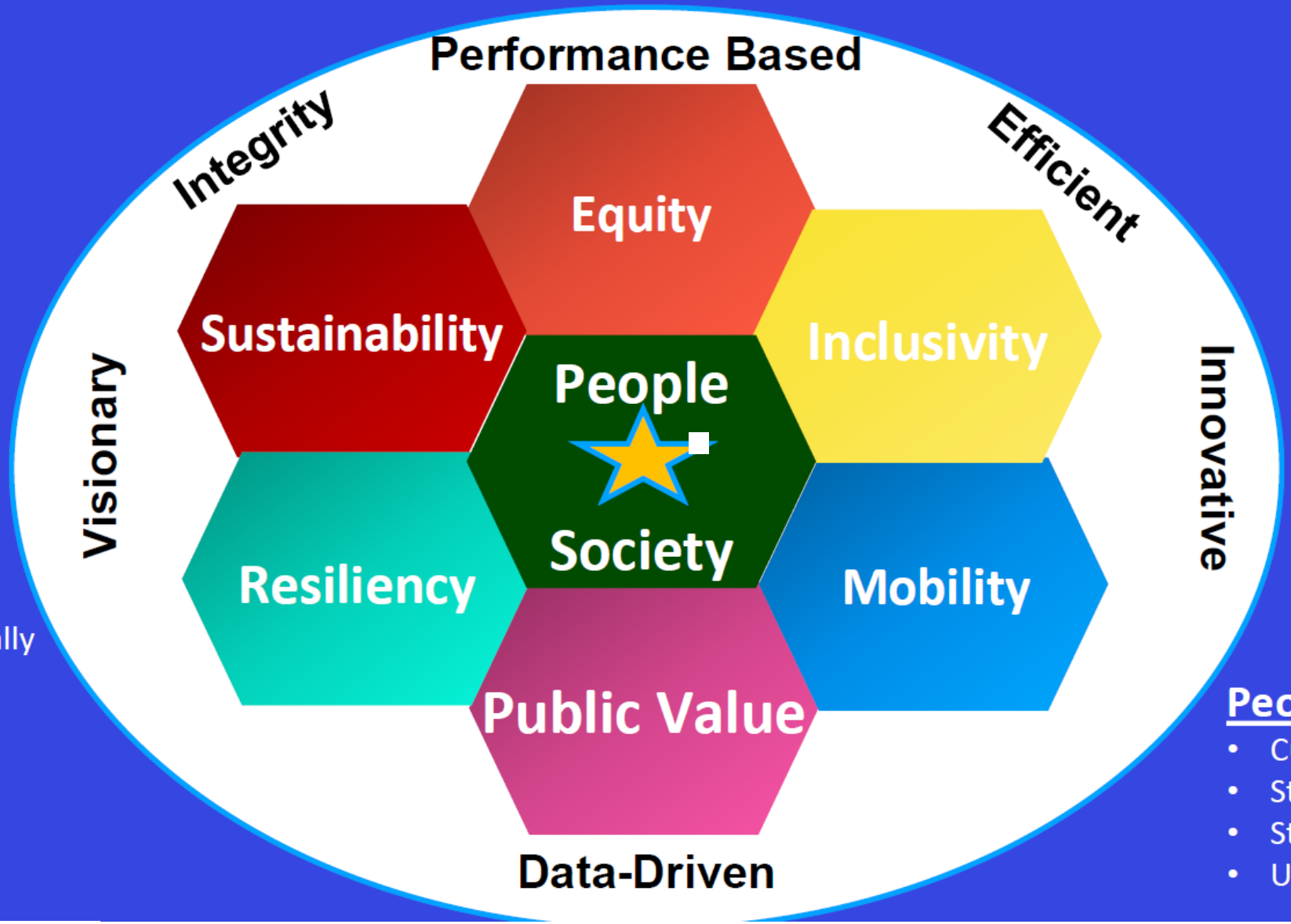
VISION

COMMUNITY-CENTERED TRANSPORTATION

A transportation system focused on connecting communities, moving people and goods, and meeting customer needs at all scales, from local to global – delivered as a partnership between state departments of transportation and other public, private, and civic sector partners.

ASPIRATIONAL GOAL	*OUTCOME*
SAFE & SECURE	No fatalities or serious injuries to people using all modes of the transportation system; the transportation system has limited vulnerability to criminal activity, terrorism, and cyberattack and is not a conduit for human trafficking, smuggling, or spread of disease
ACCESSIBLE & AFFORDABLE	Affordable and convenient transportation options to access jobs, health care, education, food, recreation, and other services for all people and families, regardless of geographic location, age, ability, or socioeconomic status
SEAMLESS & RELIABLE	Convenient, human-centered choices available on demand to move both people and goods from origin to destination, with minimal delay and quick transfers between modes and systems
HEALTHY & THRIVING	Transportation investments that help grow prosperity and improve the health of all Americans
CLEAN & SUSTAINABLE	Zero net emissions of greenhouse gases and air quality pollutants, and enhancement of the natural environment
AGILE & RESILIENT	Communities protected against and able to adapt to and recover from extreme weather and climate trends, service disruptions, and other risks; transportation agencies able to adapt to risks, disruptions, and uncertainties

STRATEGIC FRAMEWORK FOR THE TRANSPORT AGENCY OF THE FUTURE



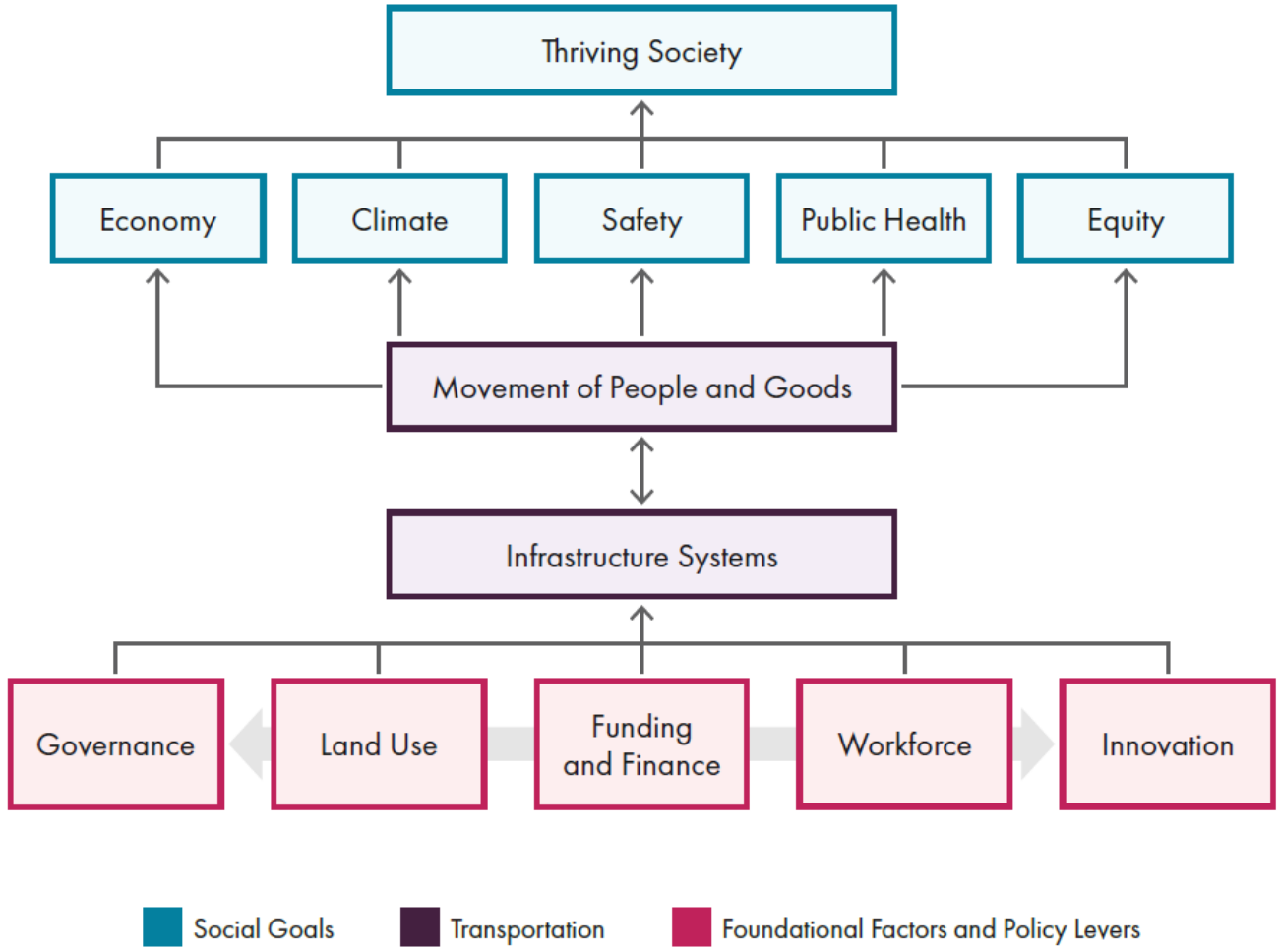
Need a Home:

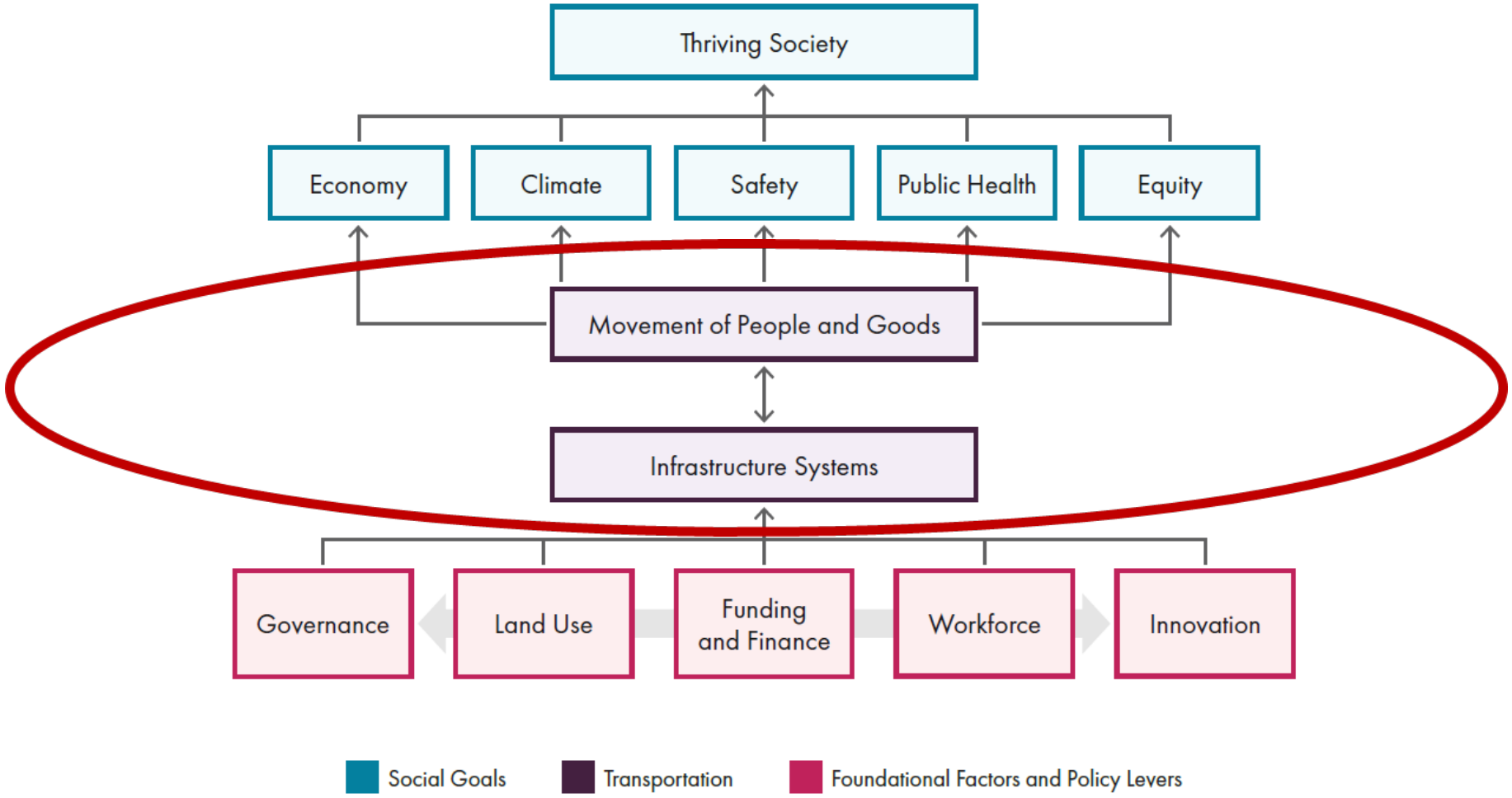
- Environmentally Sensitive
- Long-Term Thinking
- Safety Driven
- Stewardship
- Transparency

People:

- Customers
- Staff
- Stakeholders
- Users


FUNDING AND FINANCE
WORKFORCE
LAND USE
INNOVATION
INFRASTRUCTURE SYSTEMS
GOVERNANCE
Safety
Economy and Global Competitiveness
Public Health
Equity
Climate Change
THRIVING SOCIETY


Thriving Society
Economy
Climate
Safety
Public Health
Equity
Movement of People and Goods
Infrastructure Systems
Governance
Land Use
Funding and Finance
Workforce
Innovation
Social Goals
Transportation
Foundational Factors and Policy Levers


Thriving Society
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Innovation
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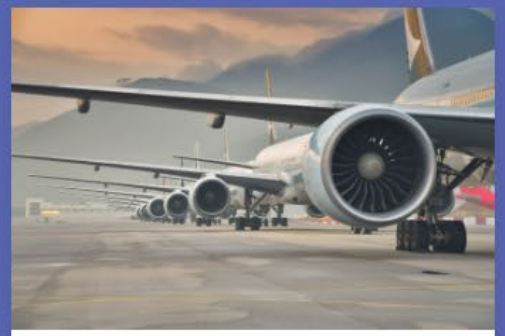
Transportation
Foundational Factors and Policy Levers

SOCIETAL GOALS

For this edition of Critical Issues in Transportation, the Transportation Research Board's Executive Committee chose to focus on five vitally important societal goals to meet major challenges facing society.



ECONOMY

Building and Sustaining the Economy

CLIMATE

Mitigating and Responding to Climate Change

SAFETY

Increasing Road Safety

PUBLIC HEALTH

Advancing Public Health

EQUITY

Promoting Equity and Inclusion

FOUNDATIONAL FACTORS

The foundational factors and policy levers that influence transportation's success or failure in supporting societal goals.

GOVERNANCE

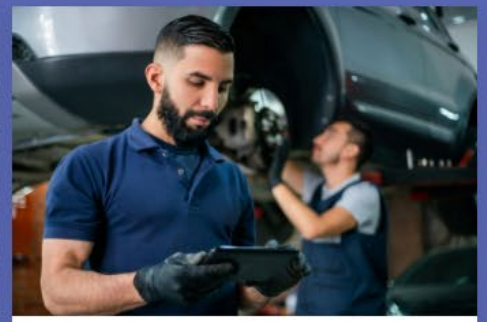
Making Decisions about Investments, Operations, and Regulation

LAND USE

Coordinating among Land Use Regulation, Transportation Policies, and Infrastructure Investment Decisions

FUNDING AND FINANCE

Securing Adequate Investment in Transportation Infrastructure



WORKFORCE

Attracting and Retaining Skilled Staff

INNOVATION

Accelerating the Development, Evaluation, and Implementation of Innovation

KNOWLEDGE GAPS

At its heart, Critical Issues is designed to help challenge the transportation community to explore how travel affects personal growth and happiness.

For those interested in areas for further research and policy innovation, the report summarizes high-level research questions to address key knowledge gaps and contested topics. The scroll to the right highlights just a few.

- Can mode choice be shifted at significant scale to affect **2050 climate goals** if policy makers do not adopt steep carbon or fuel taxes, and, if not, how could this be done in the most cost-effective and politically acceptable ways?
- What are the causes of declining truck and rail freight **total factor productivity (TFP) growth and static transit TFP growth**, potential remedies, and trade-offs associated with implementing these remedies?
- What is needed to develop improved **infrastructure condition and performance** measures across all modes that account for efficiency, safety, environmental, and other consequences that are appropriate at the national, state, and local levels?
- What are **best practices in coordinating land use and transportation infrastructure provisions and regulations** to achieve climate, safety, equity, and economic goals that are transferable across jurisdictions?
- What are publicly and politically acceptable replacements for **motor fuel taxes** and the best means to mitigate the equity consequences of greater reliance on user fees?
- What is required, in addition to documenting best practices, for attracting, training, and retaining a diverse, skilled **transportation workforce**, particularly in the public sector?

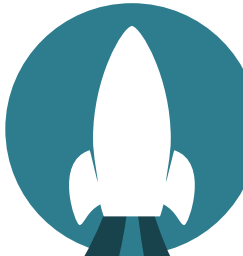
Critical Issues in Transportation for 2024 and Beyond

COLLECTIVE AND INDIVIDUAL ACTIONS TO ENVISION AND REALIZE THE NEXT ERA OF AMERICA'S TRANSPORTATION INFRASTRUCTURE

NCHRP 20-24 (138)A

presented to
TRB Webinar

moderated by
Roger Millar
Secretary, Washington State DOT



August 7, 2024

PROJECT STATUS

2021/2022: Visioning

- Research on trends, uncertainties, and customer needs
- DOT and partner engagement
- Vision framework and AASHTO resolution

2023/Beyond: Implementation

- Continue engagement with partners through Challenge Network(s)
- Advance moonshot concepts through initial deployment projects
- Identify individual and collective actions for state DOTs


We choose to go to the moon in this decade and do the other things, not because they are easy, but because they are hard. Because that goal will serve to organize and measure the best of our energies and skills, because that challenge is one that we're willing to accept. One we are unwilling to postpone. And therefore, as we set sail, we ask God's blessing on the most hazardous and dangerous and greatest adventure that man has ever gone
John F. Kennedy, 9/12/62

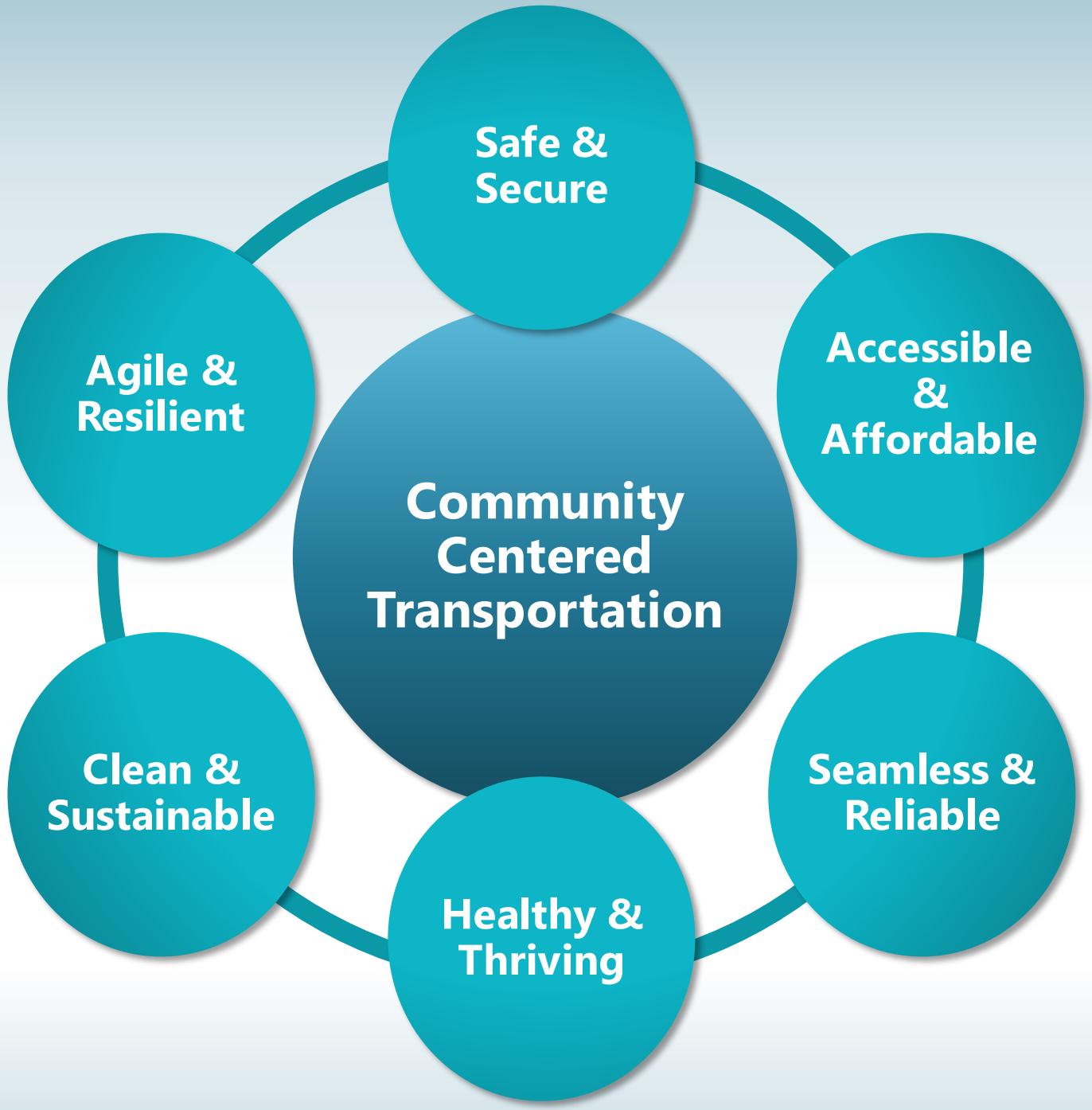
WHAT'S OUR VISION?

COMMUNITY-CENTERED TRANSPORTATION

A transportation system focused on ***connecting communities***, ***moving people and goods***, and ***meeting customer needs*** at all scales, from local to global – delivered as a ***partnership*** between state departments of transportation and other public, private, and civic sector partners.

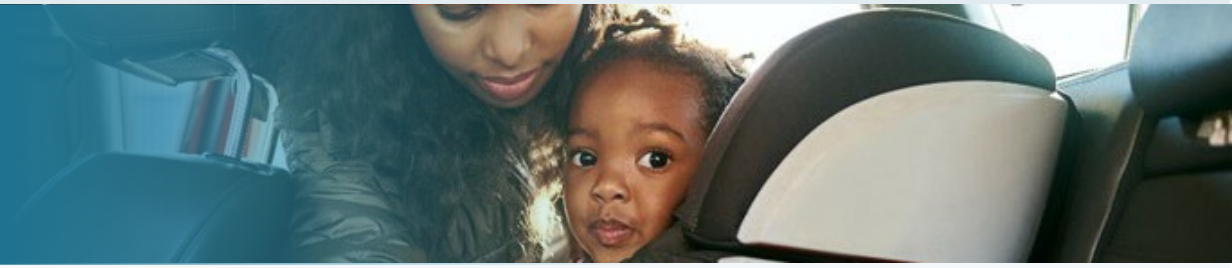
WHAT'S OUR VISION?

ASPIRATIONAL GOALS



MOONSHOTS: WHAT IF WE…

Make aggressive progress toward Vision Zero?



Increase access to opportunity for financially insecure households?

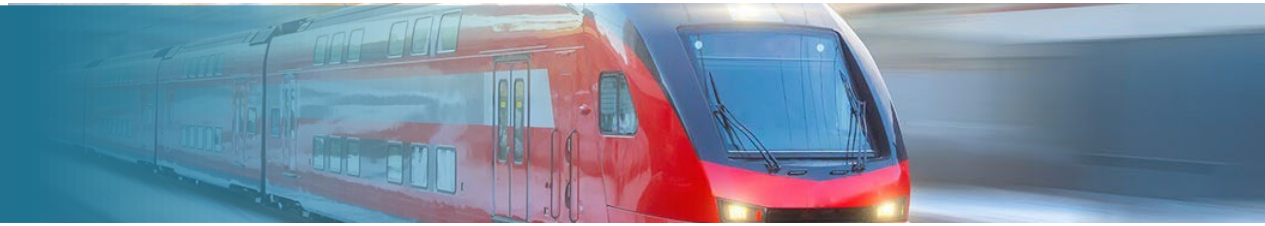
Create a mobility marketplace that works for our customers?

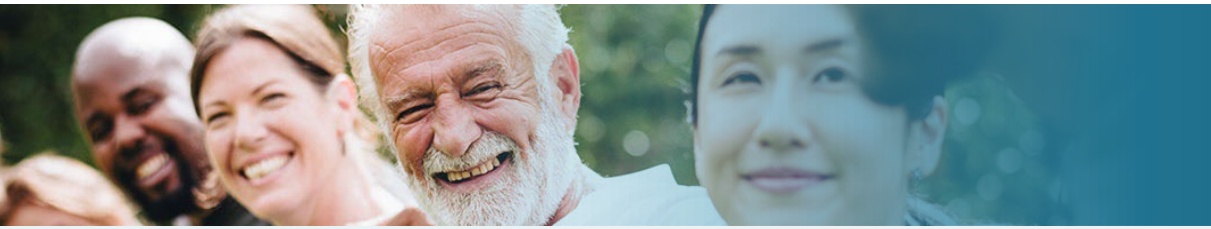
MOONSHOTS

Create a nationwide digital technology infrastructure?

Transform how we power the transportation system?

Rethink how we connect communities and regions?



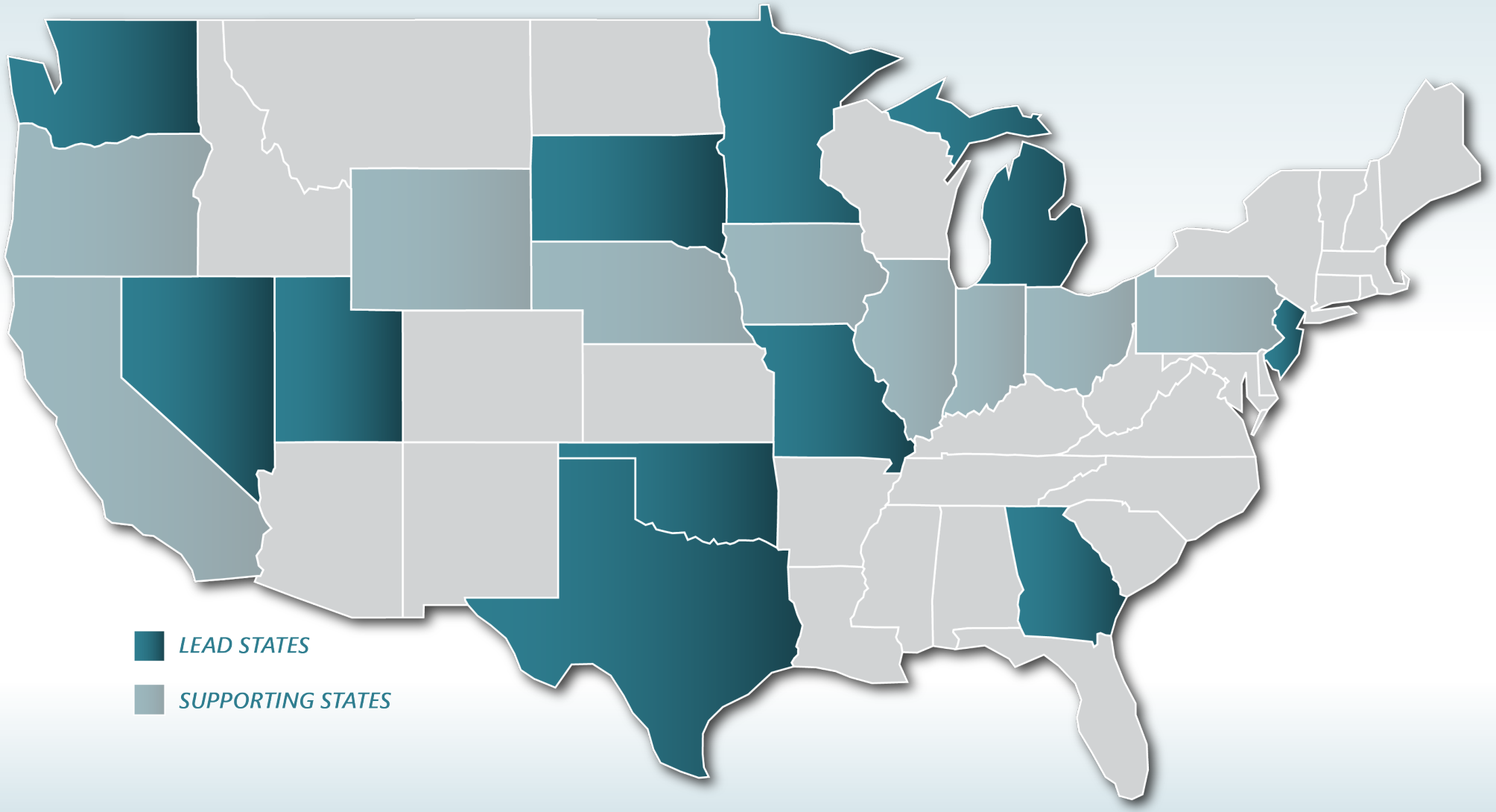


Put communities at the center?

CREATING A SPECTRUM OF ACTIONS/ LEVERS OF CHANGE

- External
  - Partnerships
  - Communications/customer service
  - Land use coordination
  - Multi-state/megaregional coordination
- Internal
  - Policies/regulations
  - Plans/programs
  - Assets/right of way
  - Investments
  - Technology/data
  - Human resources
  - Organization/governance
  - Leadership/culture

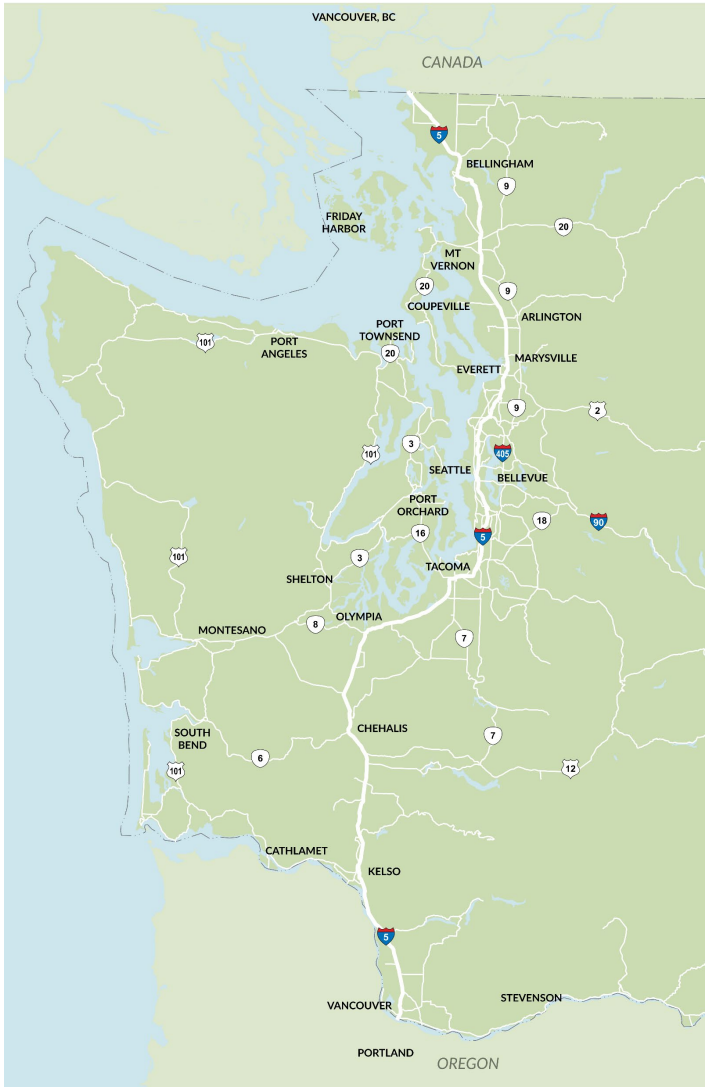
INITIAL DEPLOYMENT STATES



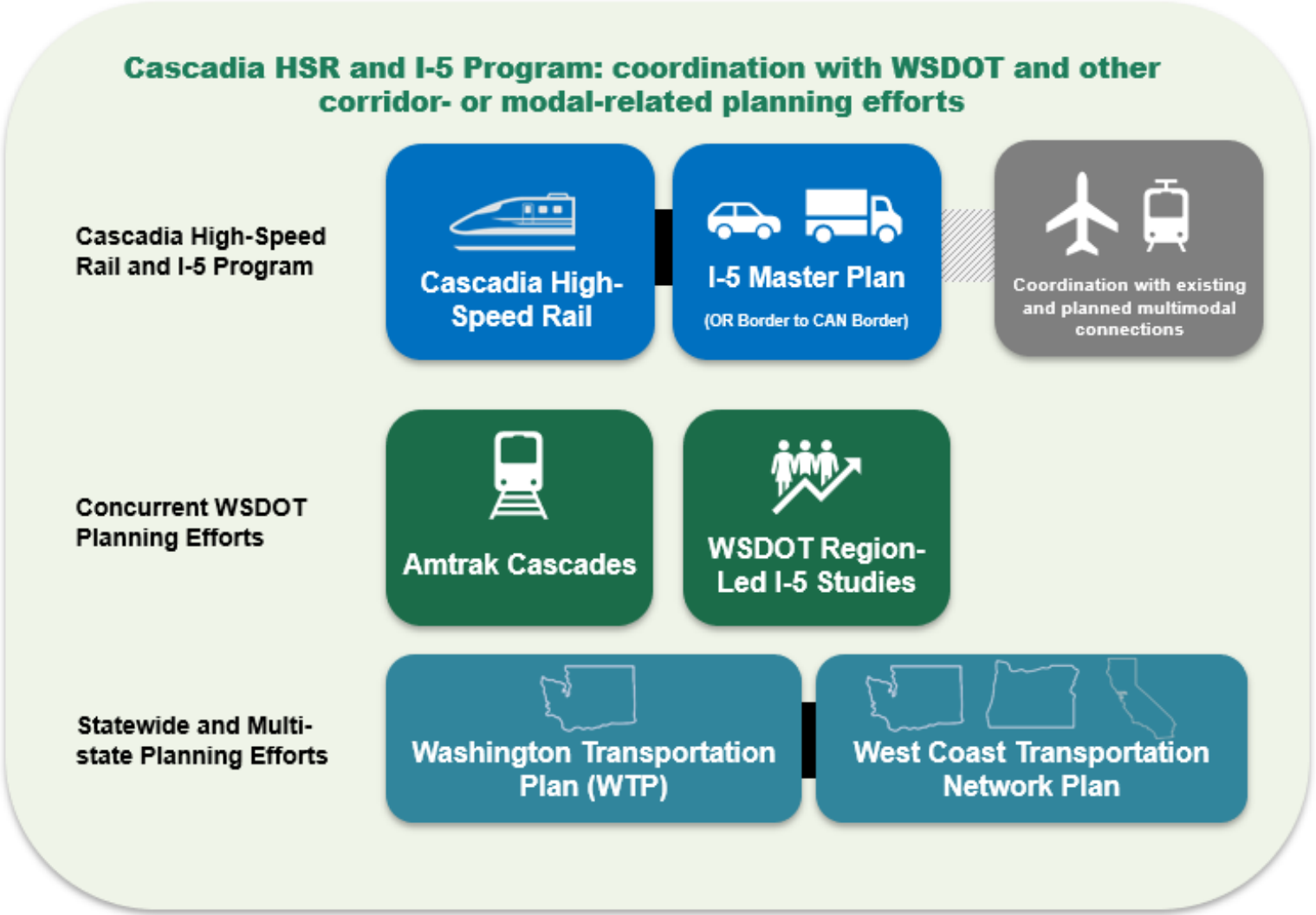
Cascadia High-Speed Rail

Cascadia High-Speed Rail & I-5 Program

- 3-4 million new residents are expected in the Cascadia megaregion by 2050.
- This significant growth requires investments across modes, including rail, highways and air mobility.
- Extreme weather events and climate impacts will place greater strain on our infrastructure, requiring investments for a more resilient system.
- New travel options are needed to accommodate growth and provide equitable access throughout the region.



A multimodal and integrated approach



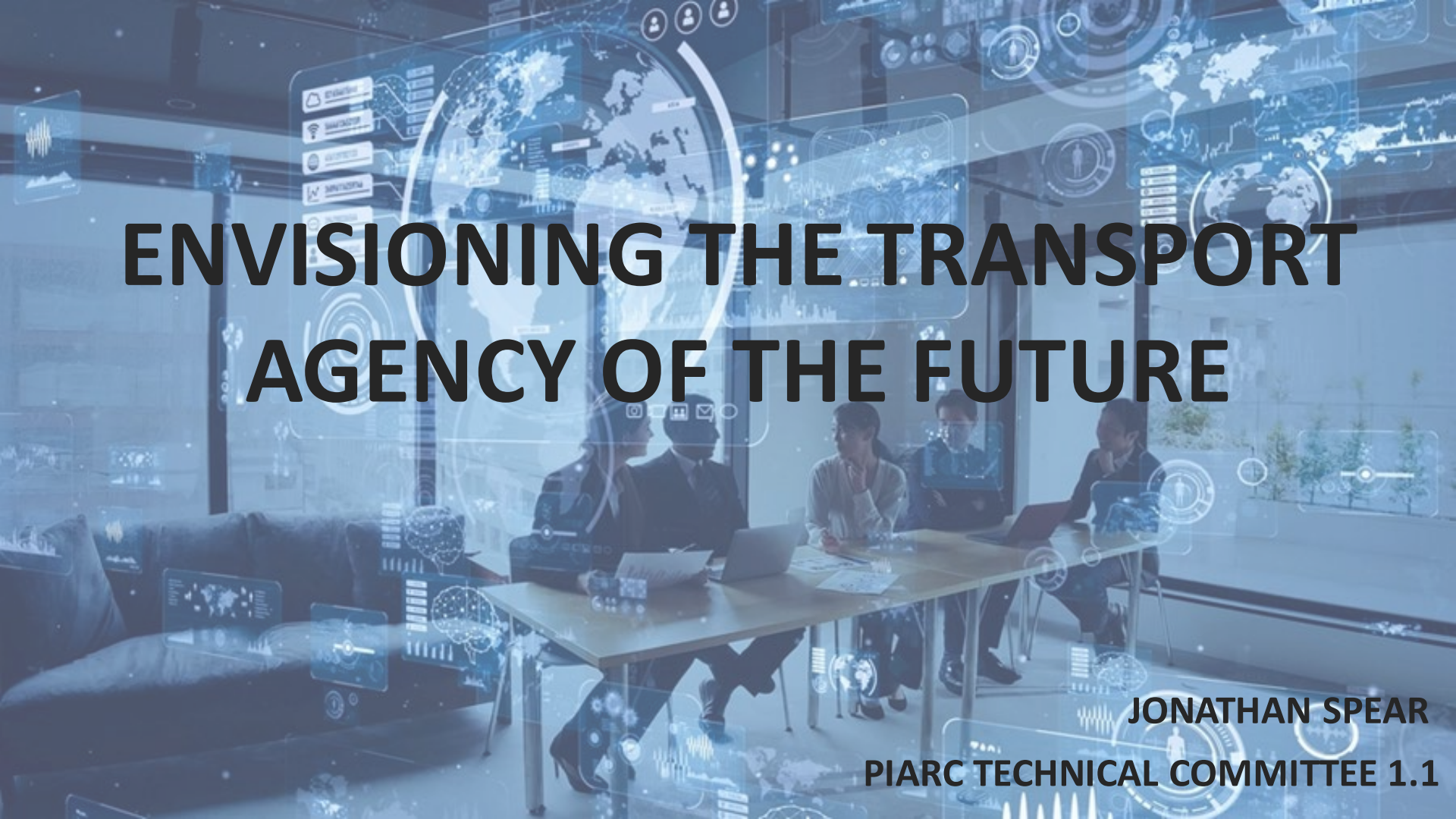
WHAT HAVE WE LEARNED?

- Focus on the customer
- Technology as enabler
- Critical role of partnerships
- Big and small solutions
- Individual and collective actions
- Need for internal change: workforce, governance, data, processes

WHAT'S NEXT?

- Work with ***initial deployment states*** to demonstrate progress and refine Moonshot concepts
- Continue to build out spectrum of ***individual and collective actions*** for state DOTs
- Continue to engage with "***Challenge Network***" of non-traditional partners
- Share ***results and resources*** with all states; bring in next cohort
- Continue ***strong coordination*** with TRB, USDOT, other partners

THANK YOU!



ENVISIONING THE TRANSPORT AGENCY OF THE FUTURE

JONATHAN SPEAR

PIARC TECHNICAL COMMITTEE 1.1

OVERVIEW

- How We Got Here
- Megatrends and Scenarios
- Future Challenges and Opportunities
- A North Star and Guiding Principles
- Some Dimensions of the Transport Agency of the Future
- Aspects to Consider
- Framing the Debate – Key Issues
- Programme

The Transport Agency of the Future has emerged as a theme from discussions within the current TC 1.1 in the 2020 – 2023 PIARC Strategic Planning Cycle mainly under considerations of responding to and shaping Disruptive Transport Technologies. This theme is being widened in the 2024 – 2027 Strategic Planning Cycle to cover broader drivers of change, future mission, public value creation, workforce planning and purpose and models of organisation design.

WHAT IS PIARC?

PIARC is otherwise known as the **World Road Association**

Founded in **1909** as a non-profit, non-political association

First global forum for the exchange of knowledge, policy and practice on roads and road transport

Recognised for the quality and neutrality of our work

Work with HICs as well as with LMICs

127 member governments, as well as regions, groups/companies and individuals

The Association mobilises the knowledge of **1,200 experts** from more than 80 countries in **20+ Technical Committees and Task Forces**

PIARC THEMES AND COMMITTEES FOR 2024 – 2027

Strategic Theme 1 Road Administration	Strategic Theme 2 Road Mobility	Strategic Theme 3 Safety & Sustainability	Strategic Theme 4 Resilient Infrastructure
TC 1.1 Performance of Transport Administrations	TC 2.1 Roads for Accessibility and Mobility in Urban and Periurban Areas	TC 3.1 Road Safety	TC 4.1 Pavements
TC 1.2 Contribution of Roads to Economic and Social Development	TC 2.2 Roads for Equity, Accessibility and Mobility in Rural and Interurban Areas	TC 3.2 Winter Service	TC 4.2 Bridges
TC 1.3 Finance and Procurement	TC 2.3 Sustainable Freight	TC 3.3 Asset Management	TC 4.3 Earthworks
TC 1.4 Planning the Resilience of Road Networks–Climate Change and other Hazards	TC 2.4 Road Network Operations and ITS for Sustainability	TC 3.4 Environmental Impacts of Road Infrastructure and Transport	TC 4.4 Tunnels
TC 1.5 Disaster management	TC 2.5 Road infrastructure for Connected and Automated Mobility	TC 3.5 Road infrastructure for road transport decarbonisation	TC 4.5 Decarbonisation of road Construction & Road Maintenance
			TC 4.6 Road Design Standards
Task Forces			
TF 1.1 HDM-4			
Cross-Cutting Committees			
Terminology Committee		Road Statistics Committee	
Strategic Coordinator on Decarbonisation			

TECHNICAL COMMITTEE 1.1 – PERFORMANCE OF TRANSPORT ADMINSITRATIONS 2024 - 2027

1. Envisioning the Transport Agency of the Future
2. Creating Public Value
3. Workforce and Diversity

THE BASIC ROAD-BASED MOBILITY PARADIGM HAS NOT CHANGED IN OVER A CENTURY

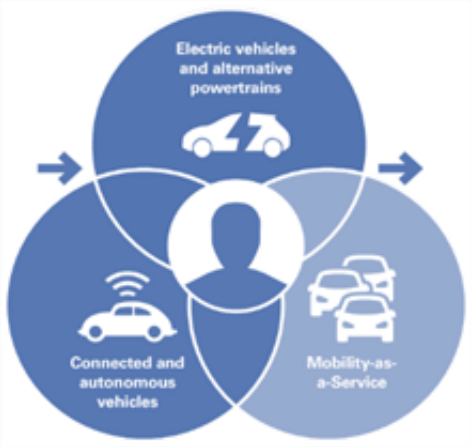
20th Century Conventional Paradigm

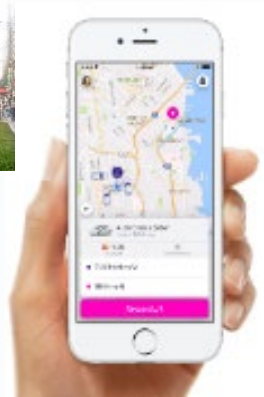
- Predict and Provide
- Simple Infrastructure
- Internal Combustion Engine
- Fossil Fuels
- Human Driven
- Private Vehicle Ownership
- Physical Road Infrastructure
- Reactive Asset Management
- Inflexible Road and Parking Capacity Planning
- Variable Focus on Alternative Modes and Travel Behaviour
- Transport Planning as a Silo
- Development Control based on road-focused traffic impacts

A REVOLUTION IN COMING – CONNECTED, AUTONOMOUS, ELECTRIC AND SHARED

21st Century Smart Mobility Paradigm

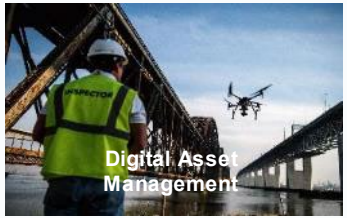
- Avoid – Shift - Improve
- Demand-Responsive
- Multi-Modal
- Electric
- Connected &Autonomous
- Shared Use
- Digital Infrastructure and Services
- Smart Asset and Mobility Management
- Optimised Road, Curbside and Parking Capacity
- Integrated with Smart and Sustainable City
- Development Control around Triple Accessibility Planning





DISRUPTIVE TECHNOLOGIES AND SERVICE MODELS

PIARC TC 1.1 (2020 2023) – The Role of Transport Agencies in Shaping Disruptive Technologies and Service Models



TERMS OF REFERENCE IN PIARC 2024 – 2027 STRATEGIC PLAN

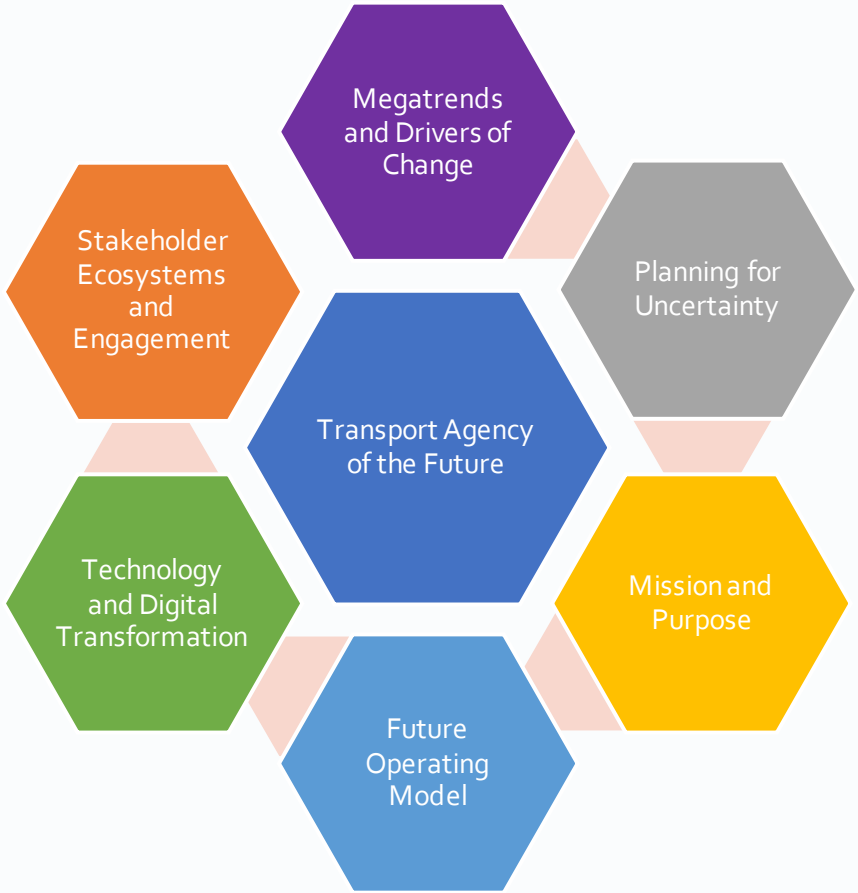
Investigate how the Transport Agency of the Future must evolve to meet changing customer needs and to leverage technology, with highlights on important aspects such as changing role and function, addressing uncertainty, operating models, addressing issues of equity, diversity, and inclusivity, assessing the impact of digitalization, and incorporating innovation at the organizational level.

How do transport agencies enable effective engagement and dialogue with the evolving stakeholder ecosystem and how do they work with other public and private entities to carry out their mission?

BREAKING OUT THE TOPIC

- Key Drivers of Change on Transport Agencies
- New Transport Modes and Trends in Mobility
- Planning for An Uncertain Future
- Evolving Mission and Purpose
- Changing Roles and Functions
- Organisational Operating Models
- Technology including Digital Transformation
- Equity, Diversity and Inclusivity (and Social Value)
- Sustaining Innovation at the Organisational Level
- Engaging with Stakeholder Ecosystem (including Other Public Entities, Private Sector)

SIX AREAS OF SPECIFIC FOCUS



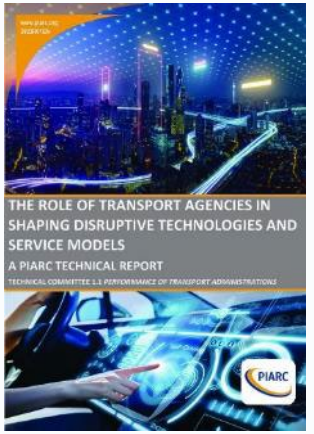
Focus Elsewhere

- Culture of Innovation (Special Project)
- Artificial Intelligence (Special Project)
- Equality, Diversity and Inclusivity
- Skills and Competencies

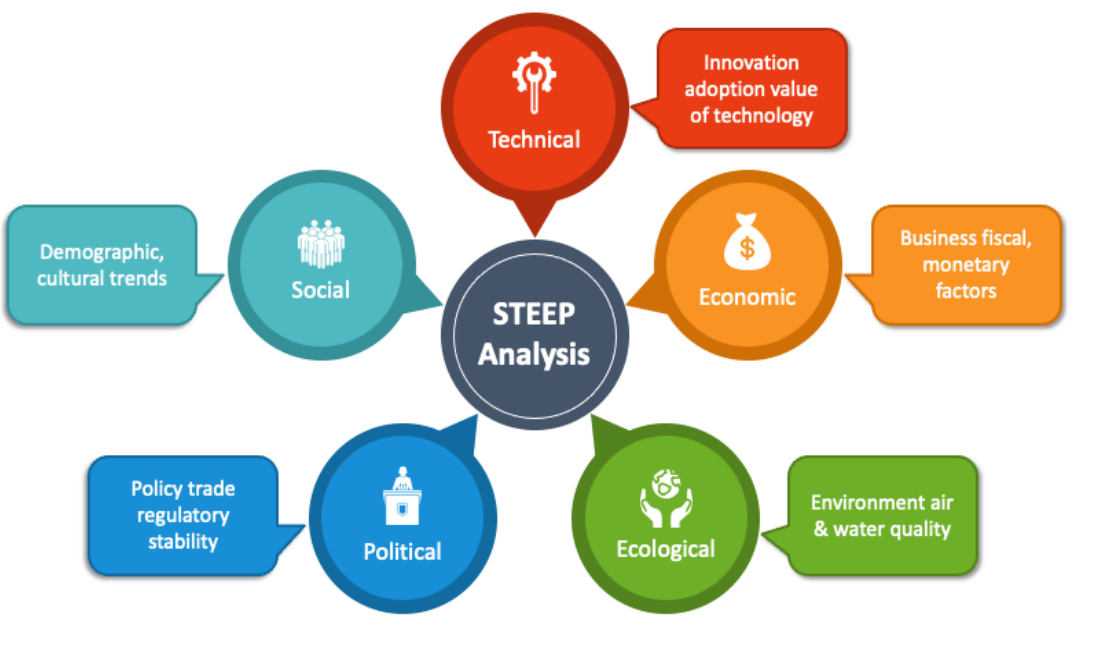
Important to Identify and Call Out Evidence on Low- and Middle-Income Countries

POINTS OF DEPARTURE (AND ASSISTANCE)

- TC 1.1 (2023) – Disruptive Technologies and Service Models
  - Literature Review
  - Broader Considerations (Innovation, Transport Agency of the Future)
- Previous PIARC TC 1.1 Reports on Multimodal Governance (2015) and Change Management (2018)
- 3 Dedicated Workshops
  - WRC Prague (October 2023)
  - TRB Annual Meeting Washington (January 2024)
  - TRA Dublin (May 2024)
- PIARC Special Projects
  - Managing Innovation in the Road Sector (2023)
  - Artificial Intelligence in the Road Sector (2024)



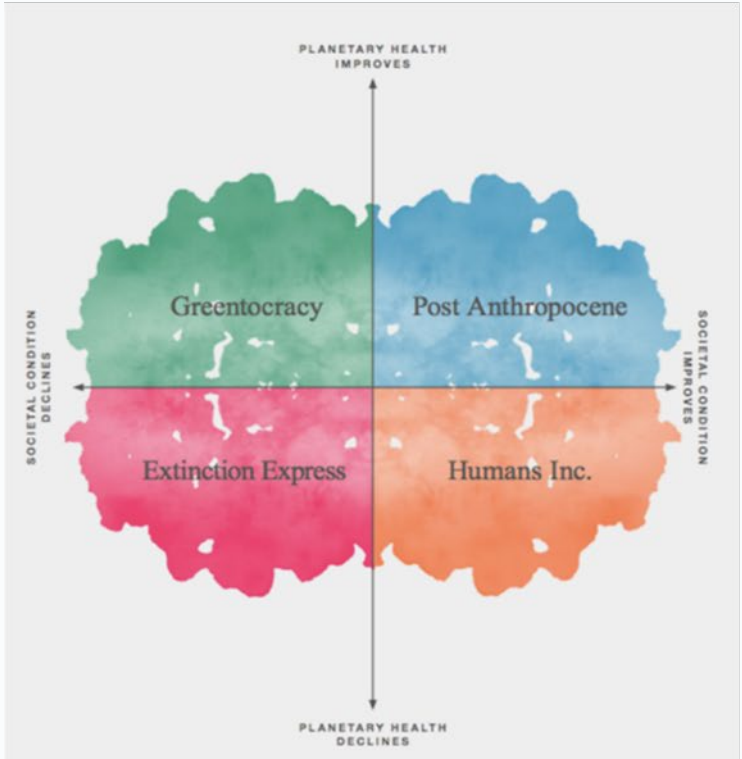
MEGATRENDS AND SCENARIOS



- Urbanisation
- Climate Change
- Ageing Population
- Migration
- Future Pandemics and Health
- Globalisation/Multi-Localisation
- Geopolitical Power Shifts
- Future of Democracy
- Equality and Diversity
- Energy Transition
- Digitisation
- Artificial Intelligence
- Shared Economy
- Pursuit of Happiness
- Sustainable Development Goals

PLANNING FOR UNCERTAINTY

FUTURE SCENARIOS



2050

FUTURE CHALLENGES AND OPPORTUNITIES

PIARC TC A.1 (2016 – 2019) – Evaluating the Transformation of Transport Administrations (Survey)

- Social acceptance of new mobility technologies
- Climate change and action
- Environmental sustainability
- Ageing population
- Generational shifts
- Regulations in multiple areas
- Resilience and Future Proofing
- Political discourse and accountability
- Financial efficiency and doing more with less resources

THE STORY SO FAR – AN EXAMPLE FROM DUBAI

Pre-2005 | 2005 - 2015 | 2016 - 2020 | Current (2023)

Dubai Municipality

Roads and Transport Authority

Multi-Agency

COVID-19

Public Works

Mass Transit

Network Management

Mobility Management, Regulation and Coordination Climate Action


What Got You Here
Won't Get You There

A NORTH STAR FOR GUIDING THE FUTURE OF TRANSPORT AGENCIES

INPUTS
(Constraints, Opportunities, STEEP, SWOT)

- Political Direction
- Vision and Purpose
- Authority and Mandate
- Data and Information
- Finance and Resources
- History and Legacy
- Culture and Values

GUIDING PRINCIPLES
(Regulating Chosen Operating Model and Key Organisational Components)

OUTCOMES
(Economic, Efficient, Effective, Equitable)

People

- Customers
- Employees
- Stakeholders
- Community

Prosperity

Planet

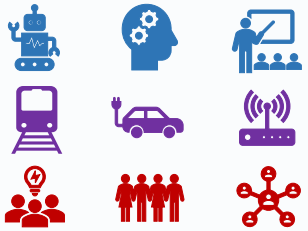
Policy, Strategy, Planning, Design, Delivery, Regulation, Operations, Monitoring, Performance Management

DIMENSIONS OF THE TRANSPORT AGENCY OF THE FUTURE

- Corporate Purpose and Vision
- Strategy and Planning
- Policy and Regulation
- Operating Model and Stakeholder Ecosystem
- Organisational Functions and Structure
- Data, Processes and Procedures
- Technology, Systems and Physical Design
- Customer Services and Propositions
- Organisational Culture and Values
- Workforce, Skills and Competencies
- Performance Management
- Corporate Learning and Innovation

POTENTIAL FUTURE ROLES (TECHNOLOGY)

1. Policy Maker and Regulator
2. Researcher and Developer
3. End User, Operator and Manager
4. Convener, Enabler and Integrator



Regulatory Approach

Restrictive (Ban)

Prohibition (or lack of legislation) of testing, deployment or other presence of technologies in a public setting.

May be a temporary position while industry engagement, policy and regulations are devised.

E.g. USA

Open (Laissez Faire)

Direction and deployment largely left to the market with minimal requirements or regulation except public safety.

May be a temporary position to attract industry interest whilst policy and regulations are devised.

E.g. USA

Regulated Partnership

Public Sector provides enabling environment and controls such as permitting or contracts.

Balanced Regulatory Approach.

May include conditional access to public roads and assets.

E.g. UK

Guiding Hand

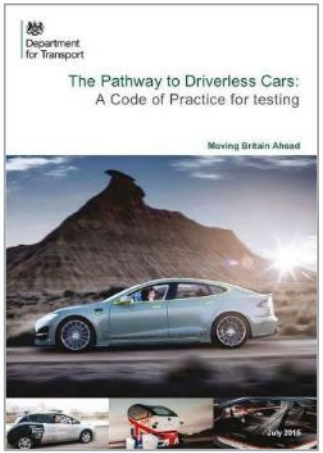
Direct initiatives by Public Sector.

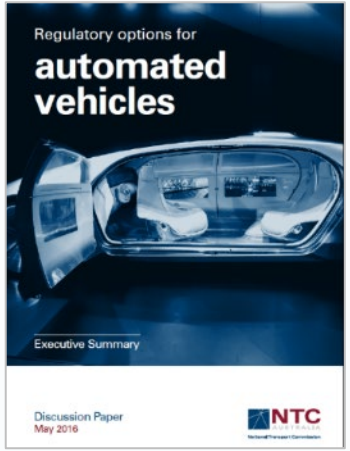
Strong Public-Private Partnerships.

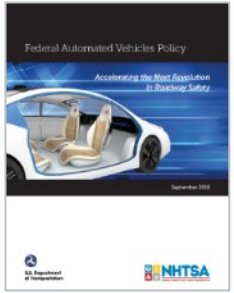
May include Leadership Role by Government directly or indirectly via University Sector

E.g. Singapore

POLICY AND REGULATION

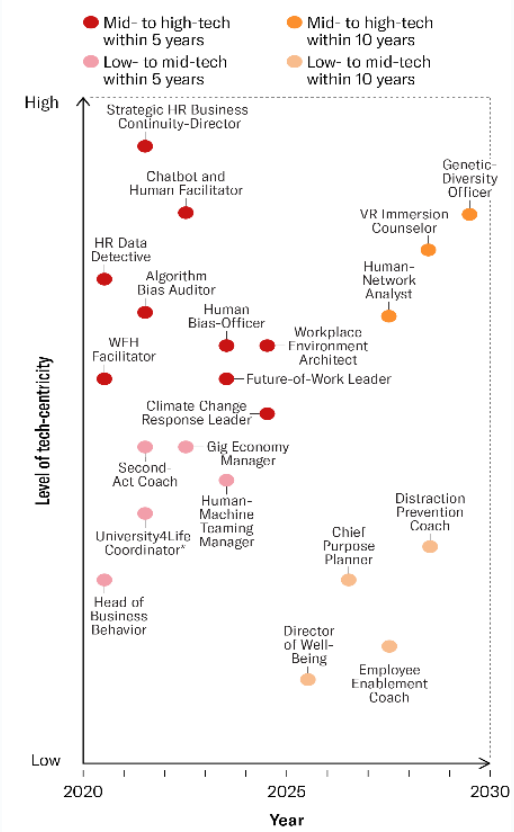




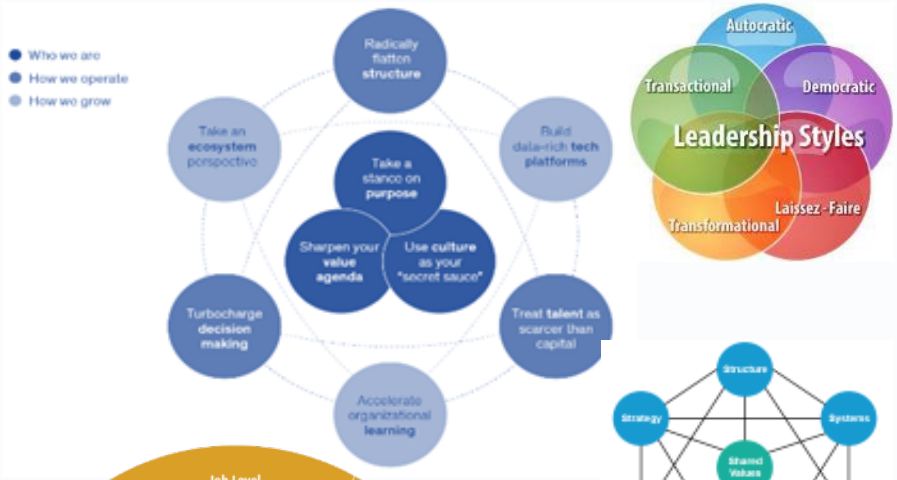


WIDER ORGANISATIONAL DEVELOPMENT

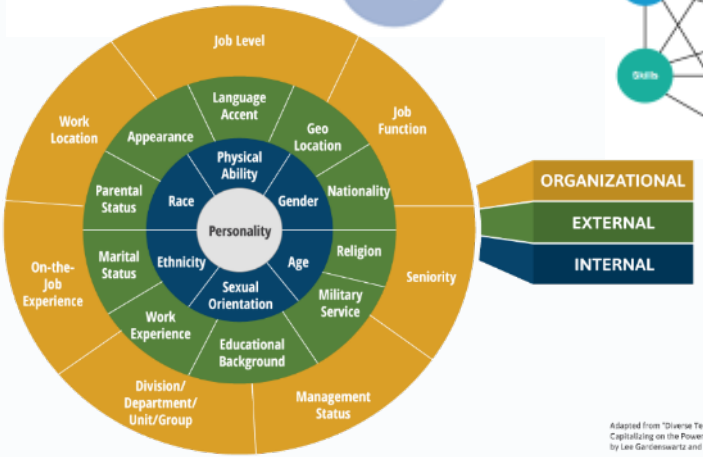
21 HR Jobs of the Future



9 Keys for a Future Ready Organisation



Diversity in the Workplace

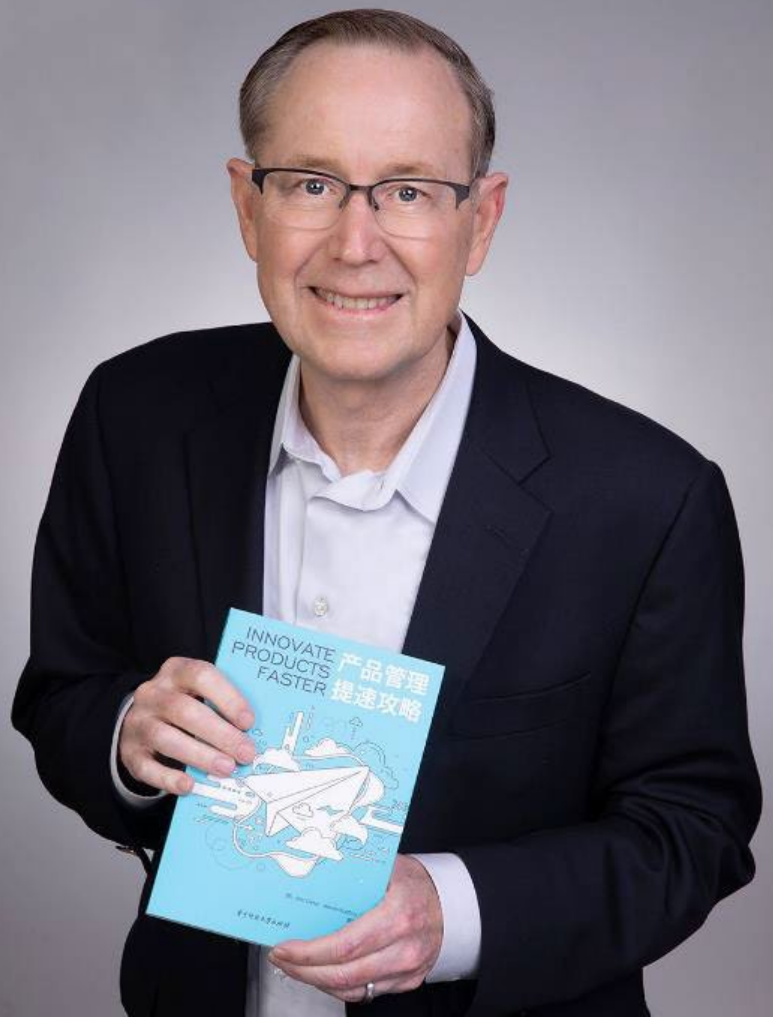


Sources: Cognizant Centre for Future of Work and Future Workplace (2020), McKinsey (2021), Gardenwartz and Rowe (2008)

ATTITUDES TO INNOVATION AND RISK

SUSTAINING A CULTURE OF INNOVATION

- Establish a Sense of Urgency
- Build Powerful Coalitions
- Create and Communicate Vision
- Empower People to Act
- Tap Short Term Wins
- Consolidate Improvements for More Change
- Institutionalise New Processes



INITIAL HYPOTHESIS – THE TRANSPORT AGENCY OF THE FUTURE

The Transport Agency of the Future should be:

- Clear about purpose, mission and functions and how these are changing
- Committed to the creation and the maintenance of public value
- Flexible and agile to respond to the evolving demands of people (customers, workforce, and partners) and external factors (socio-economics, climate, etc.), constantly adapting tactics to meet the need
- Comfortable with and resilient to uncertainty, prepared for a range of plausible futures and using scenario planning, back casting and other methods to minimize regret.
- People-centric, listening to people to harness their power and moving decision makers to invest and support
- Harnessing modern communicators and technology to gain traction, help media and popular culture understand what is needed and why
- Shifting from infrastructure and asset managers to mobility managers, conveners and regulators to deliver an enhanced seamless experience to its customers
- Innovative in attitude, culture, methods and tactics
- Diverse on multiple levels, celebrating and utilising difference (of employees, customers and stakeholders)

FRAMING THE DEBATE – TC 1.1 FUTURE ISSUES

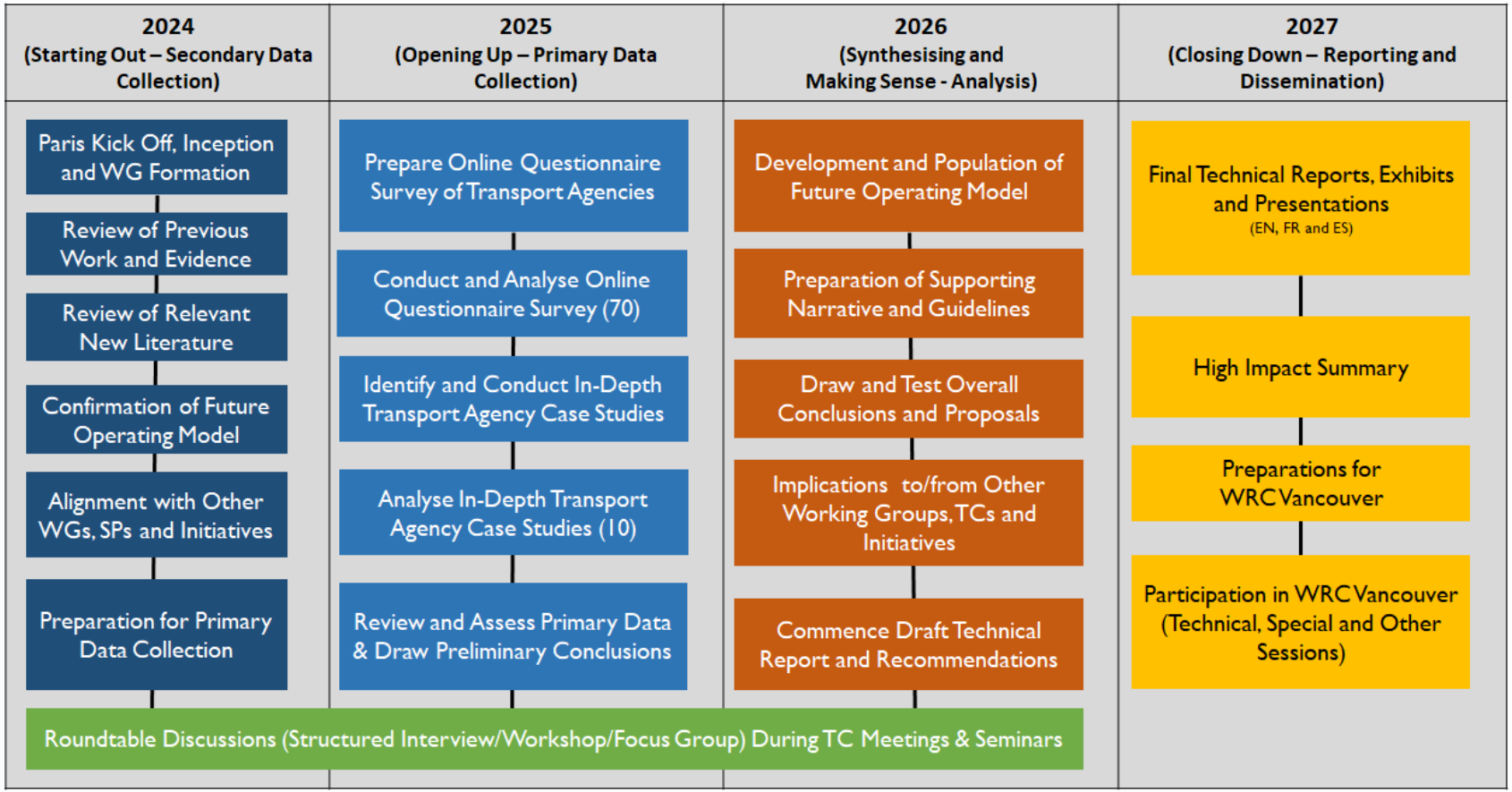
- What are the key megatrends, drivers, issues and challenges that Transport Agencies face in the future?
- How might these factors combine into plausible scenarios against which coherent policy responses and decisions can be made?
- What is the future purpose, function and mission (raison d'etre) of Transport Agencies and does / how does this differ from the current state?
- How should Transport Agencies organise themselves to deliver their future mission and how might this be reflected in critical dimensions of organisational design and management?
- How might Transport Agencies be transformed by advances in technology, digital processes and systems and data, including the emergence of Artificial Intelligence?
- How can Transport Agencies foster a culture and enabling environment for innovation?
- How might Transport Agencies engage differently or better with external partners, stakeholders and the community to realise their and societal goals?
- What early recommendations follow from consideration of the above questions to help Transport Agencies to remain relevant, effective and engaged?

These eight lines of enquiry will form the starting point for TC 1.1 (2024 – 2027) in its research and investigation of The Transport Agency of the Future including will inform the detailed ToR and development of the programme for this work to be finalised at the ST 1 Kick-Off Meetings in Paris in early 2024.

TIMESCALES

- Medium-Term Actionable – 2030
- Long-Term Visioning and Net Zero – 2050

APPROACH AND PROGRAMME



BASIC METHODS

- Review of Previous Evidence (Reports and Workshops) (2024)
- Updated Literature Review (2024)

} State of Knowledge Report

- Online Questionnaire Survey of Transport Agencies (2025)
- In-Depth Case Studies (2025)
- Roundtable Discussions at each TC Meeting or Seminar (2024 – 2026)
- Development of Concepts – Framework for Operating Model (2024 and 2026)
- Special Projects – Innovation and AI (2023 and 2024)
- Parallel Initiatives (e.g. IATR, UITP, NCHRP)

International seminar: **Transport Agency of the Future**

September 4-6, 2024
Bangkok (Thailand)

Workshop: Future-Proofing Road Safety for Asia and beyond (4th Sept)

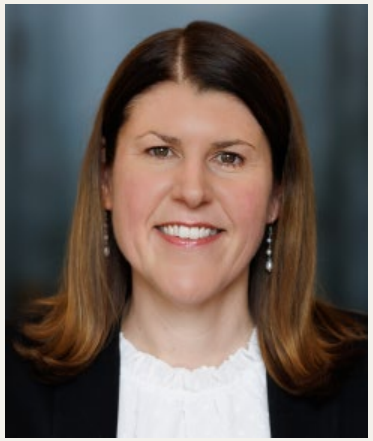
PIARC

28TH WORLD ROAD CONGRESS

OCTOBER 2027
VANCOUVER, CANADA

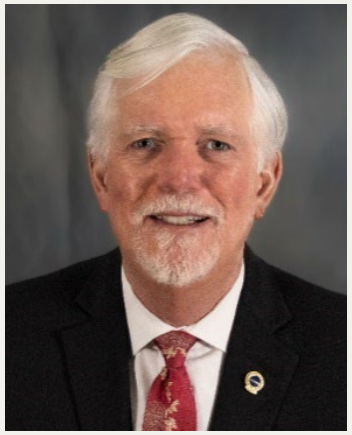
THANK YOU!

Today's presenters



Victoria Sheehan
Vsheehan@nas.edu

TRB TRANSPORTATION RESEARCH BOARD

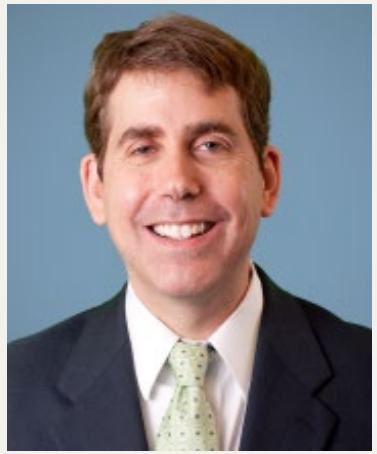


Roger Millar
roger.millar@wsdot.wa.gov

WSDOT

Jonathan Spear
Jonathan@jhspear.com

PIARC



John Kaliski
jkaliski@camsys.com

CAMBRIDGE SYSTEMATICS

What's Next?

- Critical Issues rollout and implementation
- "Moonshot" initial deployment projects and Phase 2 report
- PIARC additional research and working group
- Additional TRB activities
  - Webinars through Committee on Strategic Management
  - TRB 2025 Annual Meeting workshop and sessions
  - Future research?

Upcoming events for you

August 25 - 28

TRB's Transportation Symposium on Environment, Energy, and Livable Economies

August 28

TRB Webinar: New CEQ Regulations Effects on Transportation Industry

https://www.nationalacademies.org/trb/events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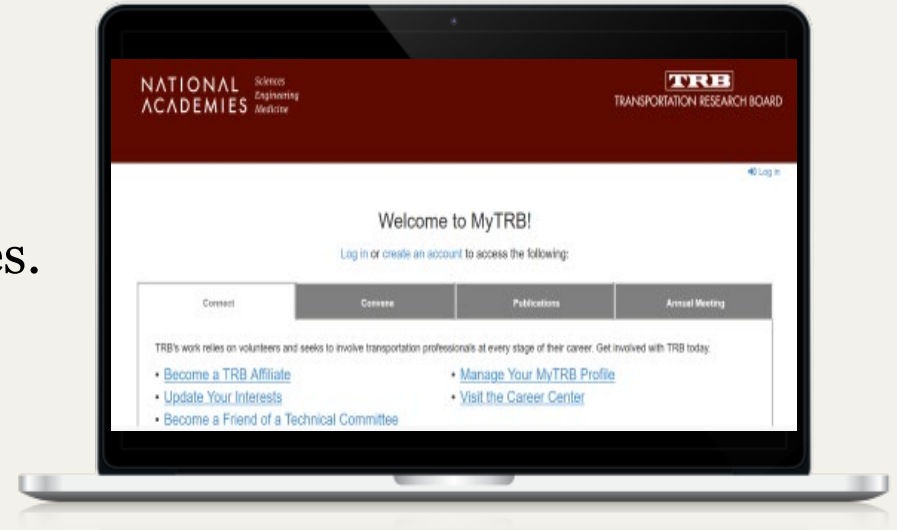

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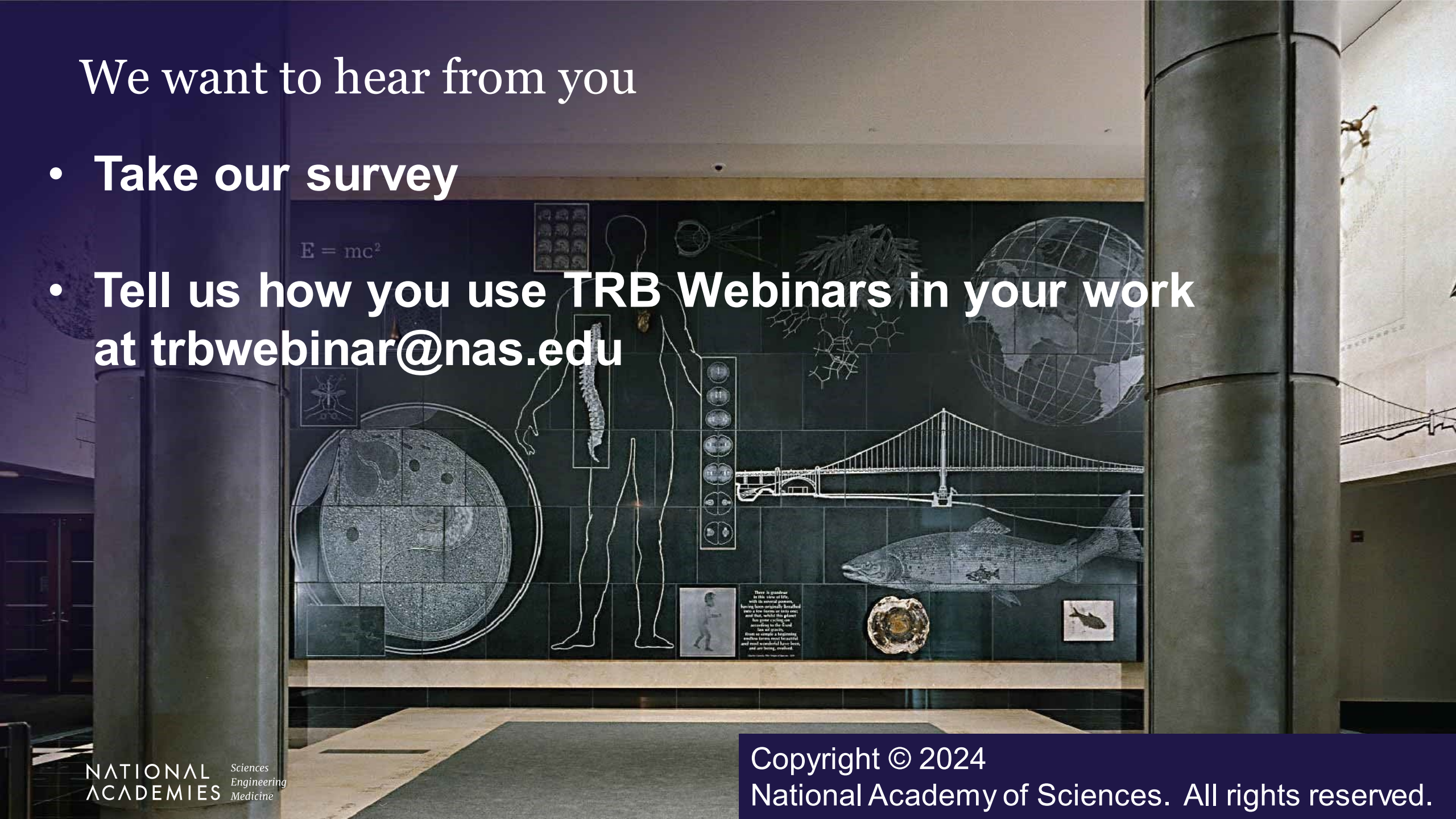

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