

## Final Program

| DAY1 – Monday, September 19   |  |   |   |
|---|--|---|---|
| 8:30 AM-9:15 AM   | <b>Continental Breakfast/Networking</b>  |   |   |
| 8:30 AM-4:00 PM   | <b>Registration</b>  |   |   |
| 9:15 AM-10:00 AM  | <p><b>Opening Plenary: Be Bold in Facing the Future</b></p> <p><b>Introduction/Moderator: Stephen Woelfel, Massachusetts Department of Transportation</b></p> <p><i>This session will open the conference by introducing the concept of an “Uncertainty Advantage,” which is the capacity to be better prepared for whatever lies ahead. This talk will demonstrate the power of scenarios to build resilience and strengthen strategy while reintroducing a set of scenarios developed within a previous TRB event just prior to the pandemic.</i></p> <ul style="list-style-type: none"> <li>Alan Iny, Boston Consulting Group</li> </ul>  |   |   |
| 10:15 AM-11:30 AM   | <table border="0"> <tr> <td style="vertical-align: top;"> <p><b>Session 1: COVID Pandemic Lessons Learned</b></p> <p><b>Moderator: Alyssa Ryan, University of Arizona</b></p> <p><i>How did agencies embrace scenario planning during the pandemic? How could scenario planning have helped transit agencies be better prepared to manage the COVID-19 pandemic?</i></p> <ul style="list-style-type: none"> <li>Stephen Wong, University of Alberta</li> <li>Hannah McIntosh, King County Metro Transit</li> <li>Peter Kersten, Regional Transit Authority of Northern Illinois</li> <li>Timothy Papandreou, Emerging Transport Advisors</li> </ul> </td> <td style="vertical-align: top;"> <p><b>Session 2: Future Changes/ The Future Requires Scenario Planning</b></p> <p><b>Moderator: Nate Higgins, Slalom</b></p> <p><i>What are the disruptive technological, economic, and demographic trends that are most going to impact the future of transportation and transportation organizations? How might scenario planning help us to change how we organize to deliver transportation value?</i></p> <ul style="list-style-type: none"> <li>Tamarah Usher, Slalom</li> <li>Sam Van Hecke, Cambridge Systematics</li> <li>Stephanie Hoopes, United Way</li> <li>Jessica Kenny, Massachusetts Department of Transportation</li> </ul> </td> </tr> </table> | <p><b>Session 1: COVID Pandemic Lessons Learned</b></p> <p><b>Moderator: Alyssa Ryan, University of Arizona</b></p> <p><i>How did agencies embrace scenario planning during the pandemic? How could scenario planning have helped transit agencies be better prepared to manage the COVID-19 pandemic?</i></p> <ul style="list-style-type: none"> <li>Stephen Wong, University of Alberta</li> <li>Hannah McIntosh, King County Metro Transit</li> <li>Peter Kersten, Regional Transit Authority of Northern Illinois</li> <li>Timothy Papandreou, Emerging Transport Advisors</li> </ul> | <p><b>Session 2: Future Changes/ The Future Requires Scenario Planning</b></p> <p><b>Moderator: Nate Higgins, Slalom</b></p> <p><i>What are the disruptive technological, economic, and demographic trends that are most going to impact the future of transportation and transportation organizations? How might scenario planning help us to change how we organize to deliver transportation value?</i></p> <ul style="list-style-type: none"> <li>Tamarah Usher, Slalom</li> <li>Sam Van Hecke, Cambridge Systematics</li> <li>Stephanie Hoopes, United Way</li> <li>Jessica Kenny, Massachusetts Department of Transportation</li> </ul> |
| <p><b>Session 1: COVID Pandemic Lessons Learned</b></p> <p><b>Moderator: Alyssa Ryan, University of Arizona</b></p> <p><i>How did agencies embrace scenario planning during the pandemic? How could scenario planning have helped transit agencies be better prepared to manage the COVID-19 pandemic?</i></p> <ul style="list-style-type: none"> <li>Stephen Wong, University of Alberta</li> <li>Hannah McIntosh, King County Metro Transit</li> <li>Peter Kersten, Regional Transit Authority of Northern Illinois</li> <li>Timothy Papandreou, Emerging Transport Advisors</li> </ul> | <p><b>Session 2: Future Changes/ The Future Requires Scenario Planning</b></p> <p><b>Moderator: Nate Higgins, Slalom</b></p> <p><i>What are the disruptive technological, economic, and demographic trends that are most going to impact the future of transportation and transportation organizations? How might scenario planning help us to change how we organize to deliver transportation value?</i></p> <ul style="list-style-type: none"> <li>Tamarah Usher, Slalom</li> <li>Sam Van Hecke, Cambridge Systematics</li> <li>Stephanie Hoopes, United Way</li> <li>Jessica Kenny, Massachusetts Department of Transportation</li> </ul>  |   |   |
| 11:30 AM-11:45 AM   | <b>Morning Break</b>   |   |   |
| 11:45 AM-1:00 PM  | <p><b>Session 3: Scenario Planning Across Sectors</b></p> <p><b>Moderator: Michael Morris, North Central Texas Council of Governments</b></p> <p><i>By demonstrating standard scenario testing/practices in other fields, transportation officials will see the need to change; to reduce project outcome risks and to enhance inclusion and diversity.</i></p> <ul style="list-style-type: none"> <li>Chris Cassidy, National Medal of Honor Museum, Former Navy Seal, Former Commander of the International Space Station</li> </ul>   |   |   |

|                 |   |   |
|-----------------|---|---|
|                 | <ul style="list-style-type: none"> <li>• Emmitt Smith, E Smith Advisors, Pro Football Hall of Fame</li> </ul>   |   |
| 1:15 PM-2:15 PM | <b>Networking Lunch</b>   |   |
| 2:30 PM-3:45 PM | <b>Session 4: Importance of Scenario Planning in Decision Making</b><br><b>Moderator: Matt Hardy, American Association of State Highway and Transportation Officials</b><br><i>In this session, attendees will hear from state DOT leaders on how they use scenario planning to foster a resilient approach in a transportation agency, face the disruptions caused by extreme weather events, and support the changing workforce environment.</i> <ul style="list-style-type: none"> <li>• Secretary Roger Millar, Washington State Department of Transportation<br/><i>(recorded presentation)</i></li> <li>• Secretary Shawn Wilson, Louisiana Department of Transportation and Development<br/><i>(recorded presentation)</i></li> <li>• Assistant Secretary Andrea d'Amato, Massachusetts Department of Transportation</li> </ul>  |   |
| 3:45 PM-4:00 PM | <b>Afternoon Break</b>  |   |
| 4:00 PM-5:15 PM | <b>Session 5: Scenario Planning at State DOTs</b><br><b>Moderator: Alyssa Ryan, University of Arizona</b><br><i>State and other planning agencies are facing unprecedented uncertainties as they update and implement long-range transportation plans. Many states are using scenario planning to explore the impact of changing trends and potential disruptions, assess alternative strategies for accomplishing their vision and goals, and test potential investment packages. This panel will share examples from states that are including scenario planning as part of long-range plan development, with an emphasis on lessons learned.</i> <ul style="list-style-type: none"> <li>• John Kaliski, Cambridge Systematics, <i>Planning in Uncertainty: Lessons Learned for State DOTs</i></li> <li>• Nastasha Earle-Young, North Carolina Department of Transportation</li> <li>• Scott Zainhofsky, North Dakota Department of Transportation</li> </ul> | <b>Session 6: Scenario Planning at MPOs</b><br><b>Moderator: Jim Thorne, Federal Highway Administration</b><br><i>Participate in a panel discussion with four MPOs sharing how scenario planning enhanced their transportation planning process, influenced policy development, and supported collaboration with partners. Each panel member will share highlights of their scenario planning approach and lessons learned. Applications include developing and refreshing a regional vision, emergency response and evacuation planning, updating a Metropolitan Transportation Plan, and using an exploratory approach.</i> <ul style="list-style-type: none"> <li>• Allison Yeh, Hillsborough Transportation Planning Organization</li> <li>• Patricia Steed, Heartland Regional Transportation Planning Organization</li> <li>• Peter Gies, Broward Metropolitan Planning Organization</li> <li>• Alexander Trauger, MetroPlan Orlando</li> </ul> |
| 5:30 PM-7:00 PM | <b>Exhibitor/ Reception/ Tools (Posters)</b> <ul style="list-style-type: none"> <li>• Jiayun Shen, Clemson University, <i>Planning for Travel Demand during Prolonged Power Outages: Case studies of the Texas 2021 snowstorm and Hurricane Ida</i></li> <li>• Gabrielle Freeman, RSG, <i>Scenario Planning and Strategic Modeling for the Oregon Transportation Plan</i></li> <li>• Yoram Shiftan, Technion, Israel Institute of Technology, <i>Scenarios planning for major mass transit investments in an era of uncertainty</i></li> <li>• Majbah Uddin, Oak Ridge National Laboratory, <i>Sentiment Analytics as Part of Public Participation in the Transportation Scenario Planning</i></li> </ul>   |   |

|  |  |
|--|--|
|  | <ul style="list-style-type: none"> <li>• Reinaldo Germano dos Santos, Foursquare ITP, <i>Engagement and Evaluation Tools in Developing and Ranking Alternative Scenarios – the case of the East-West and North-South Corridors in Central Maryland</i></li> <li>• Gabrielle Freeman, RSG, <i>VisionEval Strategic Planning Model for Northwestern Vermont</i></li> <li>• Bradley Sharlow, Michigan Department of Transportation, <i>Scenarios to Identify and Account for Long-Term Influences on Transportation: Methods from Michigan Mobility 2045</i></li> <li>• Chandler Duncan, Metro Analytics, <i>NCHRP 20-126(02) State Transportation Agency Multifaceted Decision-Making for Future System Performance</i></li> </ul> |
|--|--|

| DAY2 – Tuesday, September 20 |   |
|------------------------------|---|
| 8:30 AM-9:15 AM              | <b>Continental Breakfast/Networking</b>   |
| 8:30 AM-3:00 PM              | <b>Registration</b>   |
| 9:15 AM-12:30 PM             | <p><b>Session 8: Tabletop Exercise</b></p> <p><b>Moderators: Trish Hendren, The Eastern Transportation Coalition and Tracee Strum-Gilliam, PRR</b></p> <p><i>This will be a facilitated session that will require participants to use scenario planning concepts and tools to address a real-world policy situation. For this workshop, the policy issue will focus on the challenges surrounding the electrification of transportation networks.</i></p>   |
| 10:45 AM-11:00 AM            | <b>Morning Break</b>  |
| 12:30 PM-1:30 PM             | <b>Networking Lunch</b>   |
| 1:30 PM-2:30 PM              | <p><b>Session 9: Tabletop Plenary</b></p> <p><b>Moderator: Jenny Zeng, Massachusetts Department of Transportation</b></p> <p><i>This session will evaluate the results of the Tabletop Exercise just completed and consider how participants performed in the context of scenario planning principles. Through the lens of the Tabletop Exercise, this session will demonstrate the benefits that scenario planning can have on decision making.</i></p> <ul style="list-style-type: none"> <li>• Patt Talvanna, Boston Consulting Group</li> <li>• Alan Iny, Boston Consulting Group</li> </ul>  |
| 2:30 PM-3:45 PM              | <p><b>Session 10: Organizational Implementation</b></p> <p><b>Moderators: Kerri Sullivan Woehler, Washington State Department of Transportation and Peter Plumeau, EBP</b></p> <p><i>The challenges of uncertainty and disruption facing transportation decision-makers today require flexible, adaptable responses. New problems require new thinking and new approaches – especially from the practitioners agency leaders rely on to conduct analysis and engage stakeholders to recommend near-term actions and long-term strategies. Scenario planning is broadly understood as a promising method to support this kind of decision-making, but is under-utilized by transportation agencies.</i></p> <p><i>In this session, we'll take a closer look at how transportation agencies would benefit from scenario planning in their decision making while considering the influence of agency culture, organizational structure, business processes and governance on scenario planning implementation. Session participants will hear from transportation executive leaders about the opportunities and challenges they face in adopting scenario planning principles in their agency. [The session will incorporate interactive elements to increase engagement from participants.]</i></p> <ul style="list-style-type: none"> <li>• David Swallow, RTC of Southern Nevada (Las Vegas)</li> <li>• Jitender Ramchandani, Virginia Office of Intermodal Planning and Investment</li> <li>• Luciana Burdi, Massachusetts Port Authority</li> </ul> |

|                 |  |
|-----------------|--|
| 3:45 PM-4:00 PM | <b>Afternoon Break</b>   |
| 4:00 PM-5:00 PM | <b>Session 11: Integrating Scenario Planning to Support Agency Vision</b><br><b>Moderator: Stephen Woelfel, Massachusetts Department of Transportation</b> <ul style="list-style-type: none"> <li>Secretary Julie Lorenz, Kansas Department of Transportation</li> </ul> |

**DAY3 – Wednesday, September 21**

|                   |   |   |
|-------------------|---|---|
| 8:30 AM-9:30 AM   | <b>Continental Breakfast/Networking</b>   |   |
| 8:30 AM-12:30 PM  | <b>Registration</b>   |   |
| 9:45 AM-11:00 AM  | <b>Session 12: Integration Opportunities in Your Organization and Tools to Make it Stick</b><br><br><b>Moderators: Curtis Bradley, North Carolina Department of Transportation and Mike Knodler, University of Massachusetts Amherst</b><br><br><i>This session will discuss a number of tools that can help incorporate scenario planning into the analytical work of transportation agencies. It will also include a discussion of processes that can help advance agility in responding to change. Topics will cover uncertainty in travel forecasting (exploratory modeling and analysis, TMIP/ EMAT), Vision Eval/ incorporating automated vehicles into scenario planning models, and integrating scenario planning tools into the agency environment.</i> <ul style="list-style-type: none"> <li>Robert Lempert, RAND Corporation</li> <li>Steven Popper, RAND Corporation</li> <li>Meghan Haggerty, Massachusetts Department of Transportation</li> <li>Hannah Twaddell, ICF</li> </ul> | <b>Session 13: Global Risk Assessment &amp; Mitigation Strategies</b><br><br><b>Moderator: Michael McArdle, VHB</b><br><br><i>When it comes to "thinking the unthinkable" and building organizational resiliency for an era of disruption, traditional long-range planning cycles are inherently limited. Risk and assurance leaders looking to take the next step towards resiliency must use the outputs from scenario planning to build enterprise-wide risk management (ERM). This session will cover the basic frameworks of ERM, the unique value proposition of ERM, tactics for low-cost implementation of ERM principles, and best practices for using scenario planning to build ERM capabilities that guide risk-informed decision-making.</i> <ul style="list-style-type: none"> <li>Daniel Hebda, Gartner</li> </ul> |
| 11:00 AM-11:15 AM | <b>Morning Break</b>  |   |
| 11:15 AM-12:30 PM | <b>Session 14: How Do you Plan to Integrate Scenario Planning into Your Agency</b><br><b>Moderator: Alyssa Ryan, University of Arizona</b><br><br><i>This session will include a discussion between members of the planning committee and conference participants on incorporating the use of scenario planning to meet disruptions while also advancing agency goals including the promotion of equitable decisions, system performance, and organizational capacity.</i>  |   |
| 1:30 PM-4:00 PM   | <b>Committee Meeting</b><br><a href="#">AJE10 Strategic Management</a><br><b>Andrea d'Amato, Chair</b><br><br><b>Committee Website:</b> <a href="https://trbaje10sm.wixsite.com/aje10">https://trbaje10sm.wixsite.com/aje10</a>   |   |