



TRB National Summit on

# The Future of the Transportation Workforce

**JUNE 2-4, 2025**

**Westminster, CO**

*Convened by*  
Transportation Research Board

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Workforce Development and Organizational Excellence

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National Transportation Training Directors at the National Network for the Transportation Workforce

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# WELCOME FROM GLENN MCRAE AND TYLER REEB

## COMMITTEE CO-CHAIRS

**W**elcome! We are excited to convene a dedicated group of workforce practitioners from local, state, and tribal government agencies, professional associations, private companies, and academic institutions—creating a unique opportunity for cross-sector engagement, cooperation, and innovation.

We are at the threshold of crisis and opportunity as we seek to ensure a well-prepared and sufficient workforce to continue to design, build, operate, and maintain our nation's transportation systems into the future. Participants are here to listen and engage, and to create an action agenda for the coming decades. This summit will feature more than sixty presentations of innovative work from across the U.S. and every corner of the transportation industry. Its design requires participants to be active and engaged contributors to building new networks, finding new partnerships, identifying untapped resources to continue the work that energizes and excites us.

The 2025 Summit is a logical successor to the 2012 National Transportation Workforce Summit that documented the workforce challenges facing the sector. It provided a foundation for the next decade of work that saw the development of new networks, partnerships, and innovative research, and the deployment of innovative technologies and opportunities. In 2012 those of us working in the field sought to generate broad ownership of a framework to link workforce needs to workforce development policies and programs. In 2025 we build on that central idea of ownership: How can we continue to work together so that we build the foundation for future success?

We have succeeded in garnering recognition for sustained, robust investment in workforce development. Our mission today is to take the next step to synergize our efforts already in action. Participants are here to build new internal and external teams, engage in participatory research models, and to share initiatives and best practices.

We offer our gratitude to the Supporters and Patrons who have helped make this Summit possible. We also thank the members of the TRB Standing Committee on Workforce Development and Organizational Excellence who helped conceive and support the Summit. Finally, a special shout-out for the energy and work of our Summit Planning Committee volunteers whose insights and support helped develop what we believe will be an energetic and successful summit.



Tyler Reeb



Glenn McRae

Tyler Reeb, PhD  
Interim Director  
Center for International Trade  
and Transportation (CITT)  
California State University Long Beach

Glenn McRae, PhD  
National Network for the Transportation  
Workforce



## PLANNING COMMITTEE

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This conference would not have been possible without the combined efforts of many individuals and organizations.

**Dr. Glenn McRae**, Co-Chair, National Network for the Transportation Workforce

**Dr. Tyler Reeb**, Co-Chair, Interim Director, Center for International Trade and Transportation (CITT), California State University Long Beach

**Marcus Brewer**, Texas A&M Transportation Institute

**Yolanda Brooks**, Washington State Department of Transportation

**Christina Currier**, Federal Highway Administration

**Susan Gallagher**, Western Transportation Institute, Montana State University

**Meghan Haggerty**, Massachusetts Department of Transportation

**Ronald Hall**, Upper Great Plains Transportation Institute

**Dr. Stephanie Ivey**, Southeast Transportation Workforce Center, University of Memphis

**Dr. Samuel Ricord**, SRF Consulting Group, Inc.

**Lindsay Shelton-Gross**, Shelton-Gross Communications LLC

**Patrick Son**, Gannett Fleming, Inc.

**Brian Turmail**, Associated General Contractors of America

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**Brittany Bishop**, Rapporteur

The **Transportation Research Board** is one of seven major programs of the National Academies of Sciences, Engineering, and Medicine. The mission of the Transportation Research Board is to increase the benefits that transportation contributes to society by providing leadership in transportation innovation and progress through research and information exchange, conducted within a setting that is objective, interdisciplinary, and multimodal. The Board's varied committees, task forces, and panels annually engage about 7,000 engineers, scientists, and other transportation researchers and practitioners from the public and private sectors and academia, all of whom contribute their expertise in the public interest. The program is supported by state transportation departments, federal agencies including the component administrations of the U.S. Department of Transportation, and other organizations and individuals interested in the development of transportation.

**[www.TRB.org](http://www.TRB.org)**

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Monday, June 2	
Time & Location	Session / Event
12:00 PM-5:00 PM Westminster Foyer	Registration
1:00 PM-2:00 PM Legacy Ballroom	<b>TOWN HALL PLENARY: THE FUTURE OF THE TRANSPORTATION WORKFORCE</b> <b>Introduction to the National Summit on the Future of the Transportation Workforce</b> <i>Goals for the Conference</i> <i>How the Conference will Work</i> <i>Values that Informed It</i> <b>Keynote: Welcome</b>
2:00 PM-3:00 PM Legacy Ballroom	<b>PLENARY</b> <b>Strategic Workforce Planning at State DOTs</b> DOT and Local Agency Workforce Strategic Planning is addressing disruptive trends and conditions, from the pandemic to natural disasters to an aging workforce to new federal directives. Using a variety of tools and practices, both homegrown and institutional, this session explores how three agencies are navigating these waters to increase worker retention and satisfaction and set the conditions for successful recruitment.
3:00 PM-3:30 PM Legacy and Westminster Foyer	Break
3:30 PM-4:30 PM Legacy Ballroom	<b>PLENARY</b> <b>Table-top Working Sessions</b> This session has facilitated working sessions at tables on key questions to identify elements for local and state successes.
4:30 PM-5:30 PM Legacy Ballroom	<b>PLENARY</b> <b>Keynote: Building a Workforce to Meet the Future: Developing Strong DOTs That Transcend Societal Shifts</b>
5:30 PM-5:45 PM Legacy Ballroom	<b>PLENARY</b> <b>Preparing for Day Two</b>

## SCHEDULE

Tuesday, June 3 The Big Picture	
Time & Location	Session / Event
8:00 AM-5:00 PM Westminster Foyer	Registration
8:00 AM-8:30 AM Westminster Foyer	Continental Breakfast
8:30 AM-10:00 AM Legacy Ballroom	<b>OPENING PLENARY</b> <b>Introduction to the Day's Work: Framing the Questions</b> <b>National Conversation on the Challenges and Opportunities in Building the Workforce</b> <i>How We Can Organize Effectively at the National Level: Responding to the Local/State Needs and Opportunities</i>
10:00 AM-10:30 AM Westminster Foyer	Break
10:30 AM-12:00 PM	<b>CONCURRENT WORKSHOPS</b> <b>Creating the Pipeline for a 21st Century Workforce</b> <p>The most persistent question in transportation workforce development is how we create clear pathways into the field so that we can have a steady stream of interested and prepared future workers seeking to enter the many different fields needed for a robust transportation system.</p> <ul style="list-style-type: none"> <li>• <b>BREAKOUT A: Increasing Applicant Pools for Transportation Jobs</b>    Location: Westminster I/II  Numerous strategies and programming approaches to attract future workers to careers in all modes of transportation have been tried and are proving increasingly successful and are ready for wider application. Not only does the field need to encourage consideration from students and youth but, make itself attractive as an option for incumbent workers seeking to transition to new opportunities. This requires a wide variety of approaches.</li> <li>• <b>BREAKOUT B: K-12: Priming the Career Track</b>    Location: Westminster III  We know that career awareness starts early for children and is influenced by a number of factors. Creating innovative programming alongside the K 12 curriculum that increases the understanding of the transportation field, the different jobs and careers related to it, and building out foundational skills needed to enter into it are all part of an important continuum of providing an attractive and compelling track into all levels of future work.</li> <li>• <b>BREAKOUT C: Experiential Education and Apprenticeships</b>    Location: Westminster IV  Learning by doing is not only one of the most effective modes of building competencies, it is also one of the most attractive learning styles for students. Having programs that emphasize the knowledge, skills, and abilities (KSAs) needed in transportation fields is an effective strategy for increasing the attraction for students and potential entrants to the field. Increasingly these learning opportunities have been extended to a wide variety of fields that are needed for the future success of the field.</li> </ul>
12:00 PM-1:30 PM Legacy Ballroom	Networking Lunch

1:30 PM-3:00 PM	<p><b>CONCURRENT WORKSHOPS</b></p> <p><b>Tools for Upskilling and Retention</b></p> <p>Building opportunities for those currently employed in transportation is key to the future success of organizations. Changing needs, technologies, and organizational opportunities require a workforce that is nimble and adaptable, and organization dedicated to providing continuous learning and development opportunities.</p> <ul style="list-style-type: none"> <li>• <b>BREAKOUT A: Capacity of States to Deliver on Infrastructure</b> Location: Westminster I/II</li> </ul> <p>This presentation brings together thought leadership from the public and private sectors to discuss recent initiatives to increase labor supply and improve productivity and operations to provide states with a set of targeted actions that can help manage the challenges related to infrastructure investments and best deliver on their potential.</p> <ul style="list-style-type: none"> <li>• <b>BREAKOUT B: Preparing the Transportation Workforce for Emerging Technologies (NCHRP 20-102)</b> Location: Westminster III</li> </ul> <p>The presentation will provide an update on the work to develop a comprehensive, practical guide for transportation agency recruitment, hiring, development, and retention of a workforce proficient in developing and deploying complex transportation technology and systems. Participants will be engaged in sharing their input and experience related to workforce development challenges within their own organization.</p> <ul style="list-style-type: none"> <li>• <b>BREAKOUT C: Fostering a Resilient and Adaptable Transportation Workforce: Using the Agency Capabilities Framework to Drive Organizational Change (NCHRP Project 20-44(40))</b> Location: Westminster IV</li> </ul> <p>The session will highlight various agencies' strategies for actively managing their workforces and knowledge bases to understand and adapt their agency capabilities. It will showcase various innovative approaches, noteworthy practices, and lessons learned uncovered through stakeholder outreach, agency interviews, and virtual peer exchanges and documented via practitioner videos and deep-dive case studies.</p>
3:00 PM-3:30 PM Westminster Foyer	Break
3:30 PM-5:00 PM Legacy Ballroom	<p><b>PLENARY</b></p> <p><b>Workforce Lessons from the 2024 TRB National Tribal Peer Exchange</b></p> <p>An overview of what Tribal transportation leaders identified and prioritized as transportation program delivery challenges, including the core competencies and related training and resources needed for Tribal governments to carry out their duties.</p> <p><b>Reflections on the Summit Goals</b>  <i>How do we Attract and Engage a Workforce for the Future?</i>  <i>What Kind of Workforce do we Need for the 21st Century?</i></p> <p><b>Introduction to Poster Session</b></p>
5:00 PM-6:30 PM South Courtyard / Westminster Foyer	<p><b>Reception and Poster Session</b></p> <p>Innovative work to advance the future transportation workforce takes many forms and offers opportunities for expansive cross-fertilization. The poster session offers an informal opportunity to engage directly with workforce champions from public, private, and academic organizations. Posters will remain up through Wednesday morning to allow for extended engagement.</p>

## SCHEDULE

### Wednesday, June 4 Partnerships & Networks: Business Models and Tools to Sustainably Support the Future Workforce

Time & Location	Session / Event		
7:30 AM-8:00 AM Westminster Foyer	Continental Breakfast	7:30 AM-3:30 PM Westminster Foyer	Registration
8:00 AM-9:00 AM Legacy Ballroom	<b>PLENARY</b> <b>Moonshot Thinking and Beyond</b> During the past few years, TRB and AASHTO have launched the "Moonshot" initiative to advance a vision of how to transform transportation systems — and transportation agencies – to better address economic and community needs. Eleven state DOTs are advancing "moonshots" related to safety, technology, energy, connectivity, and access to opportunity. Key to the success of these initiatives are leadership, cross-disciplinary thinking, partnerships, and a skilled and adaptive workforce. Hear from three state DOT leaders about how their agencies are taking on transformational initiatives – and what they are learning about future workforce needs.		
9:00 AM-10:30 AM	<b>CONCURRENT WORKSHOPS</b> <b>Changing &amp; Enhancing Organizational Culture</b> Fulfilling the mission of designing, building, maintaining, and operating a robust future focused transportation system in the country is highly dependent on how we build and nurture resilient and adaptable organizations in both the public and private sector that are responsive to external changing needs and information, and nurturing of the learning and development needs of the people who work within them. <ul style="list-style-type: none"> <li>• <b>BREAKOUT A: Changing &amp; Enhancing Organizational Culture</b> Location: Westminster I/II Building a collaborative, innovative, adaptable and engaged workforce is critical to support asset management plans. This session explores two innovative approaches to building a workforce-centered solution to infrastructure planning challenges. Investing in staff and structures that deliver holistic perspectives across operations, maintenance, engineering, business analysis, finance, and technology, as well as, achieving enhanced buy-in and support with opportunities for employee growth and development and increased career satisfaction lead to successful outcomes. By capturing knowledge in a user-friendly format, organizations can support workforce resilience, enable cross-training, and empower new and existing staff to confidently lead and contribute to asset management efforts.</li> <li>• <b>BREAKOUT B: Embracing Innovation and Continuous Learning</b> Location: Westminster III These presentations will share insights into how innovative technologies are transforming transportation, and how efforts to create an organizational culture of continuous learning supports the workforce to adapt to these changes and creates a more engaged, well-equipped workforce driving a more resilient organization to achieve their goals.</li> <li>• <b>BREAKOUT C: New Business Models</b> Location: Westminster IV Numerous factors influence workforce attraction and retention. Organizations facing high vacancy rates struggle to identify strategies to increase retention and attract new workers. Organizational structure plays a significant, though under-appreciated role in addressing these issues. Well defined institutional structure enhances clarity and reduces ambiguity and leads to employees feeling valued and engaged, key elements of retention strategies. This presentation will offer case studies of organizational transformation to improve these factors.</li> </ul>		



10:30 AM-11:00 AM Westminster Foyer	Break
11:00 AM-12:00 PM Legacy Ballroom	<b>PLENARY</b> <b>Moving to Transformative Thinking: “Pizza Teams” Set-up</b> The term “Pizza Teams” was popularized by Amazon to encourage smaller team formats with no more than five to 10 members that were more efficient, nimble, and innovative. As an alternative to organizational swim lanes and silos, this session will explore the value of cultivating one-, two-, and three-pizza teams within transportation organizations to: <ul style="list-style-type: none"> <li>• Facilitate organizational change,</li> <li>• promote cultures of continuous improvement; and</li> <li>• solve wicked problems.</li> </ul> Many other organizations, while not explicitly using the pizza team model by name, are actively encouraging small, cross-cutting teams to reduce bureaucracy, improve communication, and accelerate innovation. Learn strategies to bring positive pizza team dynamics to your organization.
12:00 PM-1:30 PM Legacy Ballroom	Networking Lunch
1:30 PM-3:00 PM	<b>CONCURRENT WORKSHOPS</b> <b>Sustaining the Future Workforce</b> How do we solidify the knowledge and practice experience that has been advanced during the Summit? This final breakout session looks to focus in on strategies to guide future workforce initiatives, whether applied through organizational effort, government policy, or more widely as continuing partnership and network collaboratives. <ul style="list-style-type: none"> <li>• <b>BREAKOUT A: Partnerships</b> Location: Westminster I/II Building effective partnerships has always been an essential ingredient in workforce development. Increasingly we are learning how to better navigate successful partnerships with universities, community colleges, and other workforce training partners. In addition, the community and local businesses are being seen as key partners. These presentations will highlight how all of this comes together to guide successful workforce development.</li> <li>• <b>BREAKOUT B: Metrics and Measurements</b> Location: Westminster III How do we measure and document success in workforce development? All too often programs are implemented without adequate attention to measuring whether they achieve their stated purpose. These presentations showcase approaches to how to use data to help drive better outcomes.</li> <li>• <b>BREAKOUT C: Staying Ahead of the Curve: AI, ITS, C/AV and Infrastructure</b> Location: Westminster IV The increasing deployment of connected and autonomous vehicles (C/AV) will have a profound impact on roadway maintenance. The continued development of ITS imposes complex demands on the workforce that installs, maintains and operates the public infrastructure. Incorporating AI into transportation agency work practices must also address AI risks such as accuracy, data security, ethical use of AI, and transparency, identifying the most critical considerations and skills needed by the workforce. The presentations will cover current guidance, practices and questions.</li> </ul>
3:00 PM-3:30 PM Westminster Foyer	Break <div>Wednesday, June 4 continued &gt;&gt;</div>

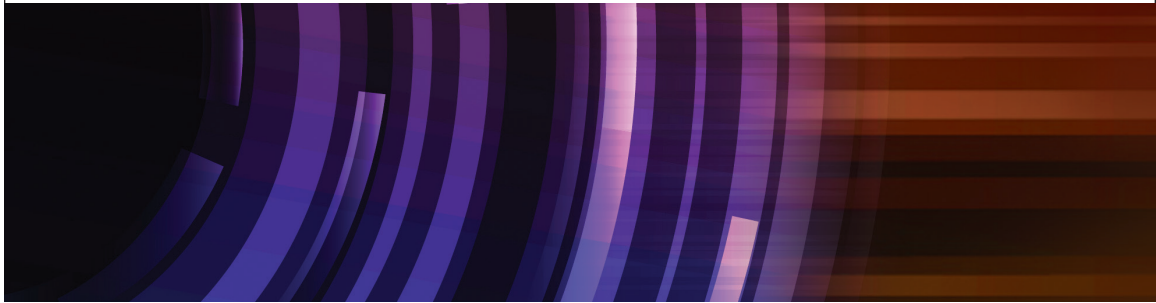
# SCHEDULE, ONLINE PROGRAM

Wednesday, June 4 <i>continued</i>	
Time & Location	Session / Event
3:30 PM–4:30 PM Legacy Ballroom	<b>PLENARY</b> Bringing it All Together: Identifying Key Themes, Future Strategies, and Pathways to Ongoing Collaboration
4:30 PM–5:30 PM Legacy Ballroom	<b>CLOSING PLENARY</b> Where to From Here and Call to Action



## Detailed Conference Program

To view the detailed conference program, scan the QR code or go to: <https://qrco.de/bfyVbV>.



## PacTrans Workforce Development Institute



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- AI & Data in Transportation
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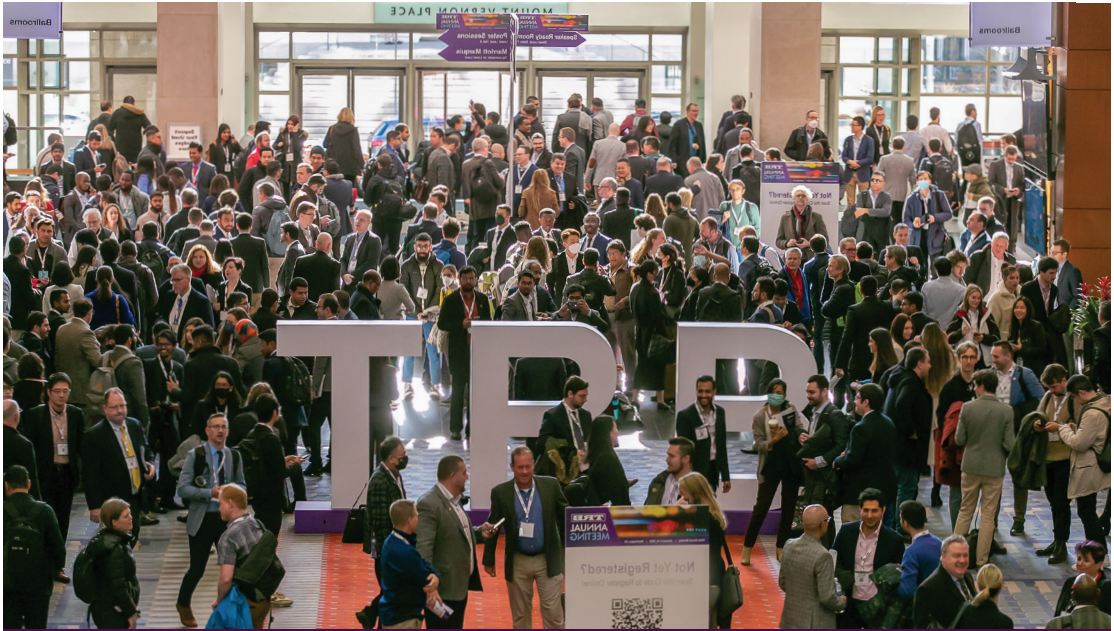
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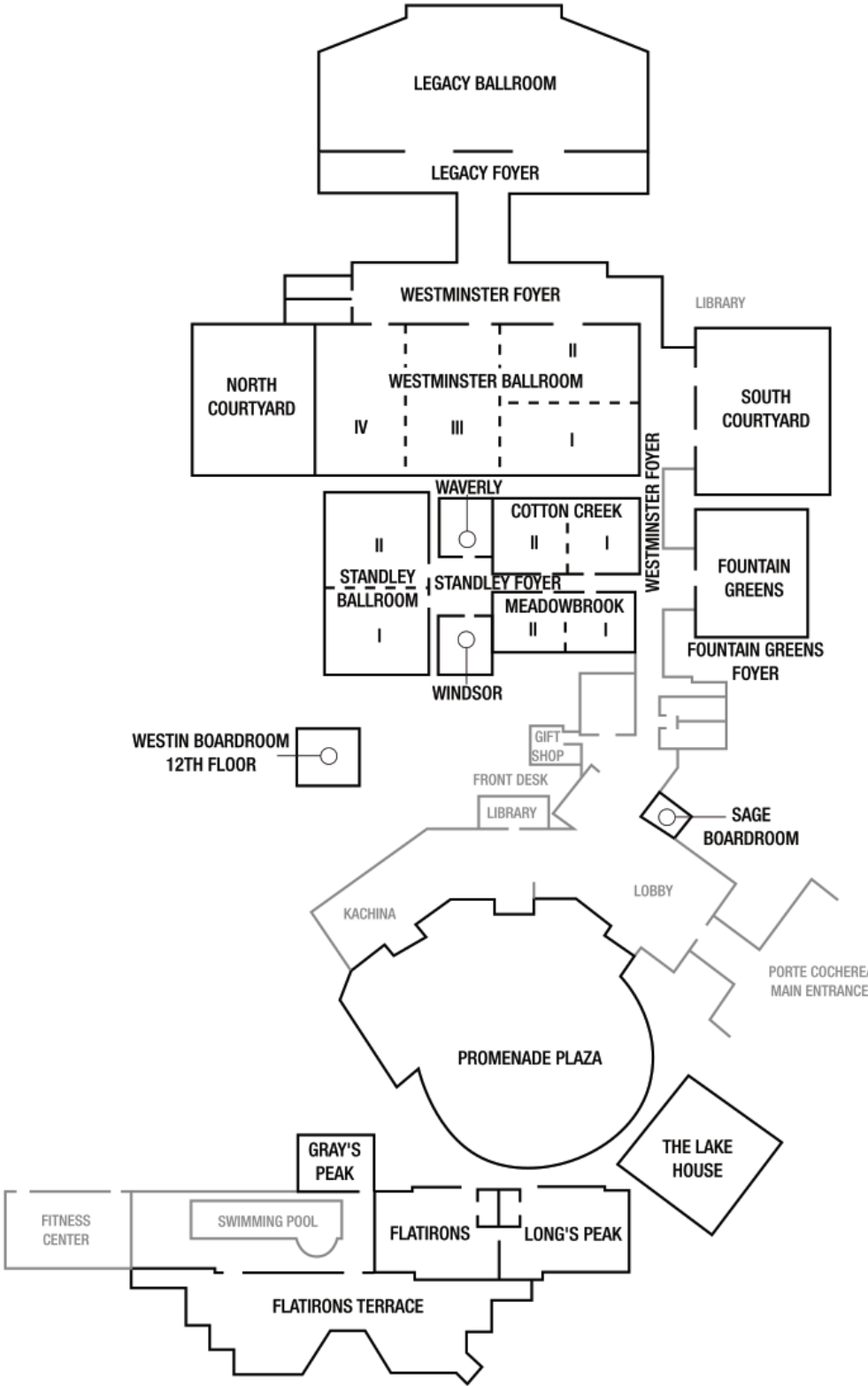


# **TRB** ANNUAL MEETING

January 11–15, 2026  
Washington, DC



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