



ATLANTA REGIONAL TRANSPORTATION SYSTEM MANAGEMENT AND OPERATIONS (TSMO) STRATEGIC PLANNING WORKSHOP (WORKSHOP #4) SUMMARY

BACKGROUND AND PURPOSE

The 4th TSMO Workshop -- focused on TSMO Strategic Planning -- was held on December 5, 2019 from 1:00 p.m. to 4:30 p.m. at the Atlanta Regional Commission (ARC) Harry West Conference Center (229 Peachtree St NE). The meeting had the primary purposes of 1) validating and providing further input on regional strengths and opportunities for advancing TSMO; and 2) identifying priority actions to include in the regional TSMO strategic plan.

This document summarizes the discussions during the workshop, captures key outputs of breakout group discussions, and synthesizes key themes that arose in relation to identifying priorities for the strategic plan.

WELCOME/INTRODUCTIONS AND REGIONAL TSMO VISION

Maria Roell (Atlanta Regional Commission) kicked off the workshop by welcoming participants and highlighting the role of the workshop in providing input for the TSMO strategic plan. Participants then introduced themselves. Michael Grant (ICF) then provided background on the context for the workshop and agenda.

Michael Grant then provided background on the development of the region's TSMO vision, which was crafted building on the region's "Win the Future" Vision and supporting plans, a stakeholder survey, and a TSMO visioning workshop held about a year ago, as well as subsequent feedback. The resulting TSMO Vision statement is:

Transportation systems across the Atlanta region are managed and operated to optimize safe, reliable, and efficient travel for all system users – people and freight – contributing to sustainable economic growth and a high quality of life.

He noted that the key outcomes or goals associated with the TSMO Vision are:

- Optimizing safety
- Reliable travel times
- Efficient, seamless travel
- Equitable access
- Environmental benefits

Foundational elements that support achievement of the TSMO Vision are:

- Operations philosophy focuses on moving people and goods, rather than vehicles

- Collaboration across jurisdictional boundaries, public and private sectors, and service providers
- Data sharing across public and private data providers and users
- Fostering a culture of innovation and adaptability to change

This vision will be the foundation for the TSMO Strategic Plan. Michael asked if there were any comments on the vision and its components. Comments provided by participants included the following:

- **User privacy protection** could also be discussed as part of the Data Sharing foundational element.
 - Polly Okunieff (ICF) noted that the idea of data privacy was covered in work focused on Data Governance. Data privacy may be a regional priority that is highlighted in the strategic plan, rather than part of the vision statement itself.
- The idea of **sustainable economic growth** is good and could be clarified. The concept of sustainable economic growth can be viewed two ways: 1) continue growing the economy more and more, or 2) creating growth that’s sustainable. The opinion was expressed that it is more important to focus on creating growth that is sustainable.
- The vision statement is detailed and **does a great job of being people focused; addressing challenges; and emphasizing the importance of encouraging collaboration** to prevent silos, which is what agencies in the region need to be focused on.

ASSESSMENT OF REGIONAL STRENGTHS AND OPPORTUNITIES

Michael Grant and Polly Okunieff (ICF) then provided highlights of an assessment of regional strengths and opportunities in relation to the region’s TSMO vision – first focusing on an assessment in relation to each of the outcome goals, and then in relation to the foundational elements. Natalie Smusz-Mengelkoch (Kimley Horn) also noted some additional input received through meetings and a web-survey.

Polly noted that the term TSMO is not completely part of the region’s conversation. The TSMO strategic plan provides an opportunity to focus on TSMO related planning, projects, and procurement and to help raise awareness of what TSMO means. Hopefully the strategic plan will identify priorities and opportunities to advance data sharing, since there is currently no central repository to build, store, and share information.



Workshop participants started out the workshop providing input on regional strengths and opportunities

Several questions and comments were raised during the discussion of regional strengths and opportunities. Some participants requested clarification to better understand terminology. For instance:

- Clarify what is meant by smart eco-friendly infrastructure

- Michael noted that smart lighting infrastructure, which adjusts based on needs, is an example of eco-friendly infrastructure; this is not always focused on TSMO, but relates to streetscapes, lighting, and even electric-charging infrastructure.
- What does “Equity Focused Initiatives” mean on Slide #23-Initial Concepts for Deployment Priorities?
 - Michael noted that we will need to work to more specifically define key initiatives for developing equity focused initiatives, but these could relate to access to jobs for low-income or disadvantaged populations, access to transit or other modes for those with mobility impairments, etc. An action item coming out of the strategic planning discussion today could be to help define priorities for “equity focused initiatives”.

Other comments directly addressed strengths and opportunities, and consideration of priorities in the strategic plan. These included:

- Overall, while the Regional Traffic Operations Program (RTOP) is a great strength, there are at times challenges. Sometimes **procurement challenges** cause work orders to not be completed in a timely manner. For instance, even replacing a malfunctioning pedestrian signal may not occur quickly.
- A strength is that the Atlanta region and Georgia have standardized **signaling** (which is a good thing). This presents an opportunity for collaboration.
- Include **maintenance** in the strategic plan. Having a maintenance component is important because if you want to deploy technology, you have to have a system to maintain it. Maintaining infrastructure in a state of good repair is important for TSMO.

Some discussion also addressed questions and comments about data sharing and collaboration:

- Is surveillance data a part of TSMO? Should it be considered?
 - Polly noted that yes, it should be part of the data that is used. There will be data privacy and security issues, all of which should be addressed through data governance.
- Explain more about data sharing
 - Polly noted that data sharing was discussed in detail in Workshop #2. We don’t fully know what kind of data exists; we need to know the types of data, geographic referencing systems, and the quality of data. There is a lot of information about travel times; but signal systems not so much. The way different places categorize information and data from cameras is different, which makes it difficult to compare and group data. The collected data needs to be able to be parsed out.
- What is the purpose of sharing work zone information across agencies? The end goal should be to share it with the people who need this information, such as via Google Maps or Waze.
 - Polly noted this is correct, but there are also matters of collaboration and data sharing among agencies, so that for instance, agencies do not implement construction projects along multiple routes that lead to substantial delays; so that information is shared with transit and other service providers, and special events, etc.

- What conversations are being held about data innovation and understanding TSMO?
 - Polly noted that understanding is essential for developing strategies: understanding how data works and what data is available. With more and better data, it is easier to assess impact of decisions.

BREAKOUT GROUPS: DEVELOPING PRIORITIES FOR THE STRATEGIC PLAN

Participants then were broken into four groups to rotate among stations focused on four topic areas associated with components of the region’s vision (goals and/or foundational elements):

- 1) Safety and Reliability;
- 2) Efficient, Seamless Travel; Equitable Access; and Environmental Benefit;
- 3) Collaboration and Data Sharing; and
- 4) Operations Philosophy, Innovation, and Integration in Planning & Project Development.

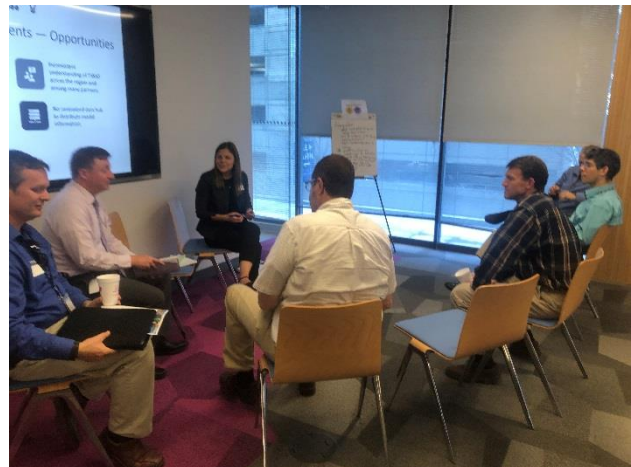
In their groups, participants were asked to identify possible actions to include in the strategic plan, over a 5-year or 10-year horizon. These could include: technology deployment priorities, TSMO strategies for increased regional implementation, policy development, or institutional support. Participants were also asked to consider who would be responsible for each action or priority.

Each group came up with a list of priorities or actions, and discussed many of these over the course of the sessions as the groups rotated across the topics. The group discussion results are summarized below.

Group 1 – Safety and Reliability (Facilitated by Natalie Smusz-Mengelkoch)

The Safety and Reliability group had broad discussion focused on regional strengths and opportunities for strategies that support safety and reliability. The following general themes were discussed as priorities for strategic action.

- **Work Zone Management**
 - **Scheduling construction activity** is a significant opportunity for growth. How do we effectively communicate and coordinate regional construction schedules?
 - **Maintenance of Traffic (MOT)** should include advanced work zone management strategies during the planning stages.
 - Regional users have a difficult time coordinating with WAZE. There may be opportunity to coordinate through GDOT for input.
- **Connected and Automated Vehicles:**
 - There is an opportunity for **car manufacturers to be partners** and share work zone management notifications.



Participants discussed priorities for Safety and Reliability

- There is an opportunity to **leverage connected and automated vehicle (CAV) deployments to support multiple applications.**
- Opportunities for **connected vehicle (CV) deployments for HERO.**
- **Data:**
 - **Finer granularity on crash data** needs to be studied to understand the causes of fatalities.
 - Data analysis should be used to consider design and maintenance.
 - Need to have regional performance measures and baseline established for safety performance.
- **Multi-Modal Options:**
 - A strength is that transit agencies currently monitor distracted driving on buses.
 - **Transit Signal Priority (TSP)** is limited throughout the region. This is an opportunity for future growth.
 - Need to leverage other initiatives to support **pedestrian technology deployments**, i.e. connected vehicle notifications or alerts at crossings.
 - Should **prioritize bike/pedestrian safety**, not focused just on vehicular.
 - Bringing modal parity to reliability – prioritize projects that make transit better.
- **Institutional Issues:**
 - A strength is that ARC’s TIP evaluation process considers TSMO type strategies.
 - Opportunity to consider context within **ARC’s TIP evaluation process.**
 - TSMO strategies need to be integrated within standard planning practices. Potential to **require TSMO elements as part of the grant funding.**
 - There is opportunity to integrate/encourage TSMO safety and reliability strategies into the decision making process. Maybe **tools** to support ease of consideration could be developed **for local agencies.**
 - The need for evolving cultures of mobility (i.e. TDM, aging populations, etc.) provides an opportunity for innovation.
 - Opportunity to address equity issues that arise due to technology deployments; need to consider **equity as an element of deployment.**
 - Need to be mindful of **integrating land use planning.**
 - Need a **safety committee** that monitors safety issues and consistently evaluates.
- **Miscellaneous:**
 - There is an opportunity to implement **wrong-way driver systems.**
 - **Education throughout the region** about technology deployments, benefits, etc. is needed (agency and public).
 - Opportunity to **encourage safety and reliability applications usage by the public.** How do we get people to use an application that they may not recognize the need for?
 - Opportunity to communicate better with non-technical community to enhance collaboration.
 - How do we better **enforce** existing infrastructure; opportunity for technology deployments for this?
 - There may be an opportunity for **regional TSMO peer exchanges.**
 - There may be opportunity for **TSMO Lab activities** similar to the Curiosity Lab.
 - Opportunity to make better use of **variable speed limits (VSL)** with enforcement and more effective algorithms.

Group 2 – Efficient, Seamless Travel; Equitable Access; and Environmental Benefit (Facilitated by Navel Urena Serulle)

The groups identified many approaches to address the varied issues of mobility, equity and environmental impact. They noted that this grouping of topics works well as the three-legged stool of sustainability. Below are the key messages from all teams that participated in this breakout group.

Equity and Environmental Impact:

- All teams agreed on the importance of identifying how to improve equity and environmental benefit. For this, the groups highlighted as a key priority the need for developing **data-driven strategies to assess the equity and environmental benefit/impact of projects**.
- The teams proposed setting up equity and environmental boundaries. That is, agencies need to **establish agreed upon equity and environmental impact thresholds** that all future projects need to meet. They viewed this a common starting point for all projects moving forward.
- The teams also highlighted the importance of providing **access to inexpensive and environmentally friendly mobility alternatives** in areas with vulnerable or disadvantaged populations.
 - There is a clear need to provide more first/last mile solutions.
 - Alternatives also need to address other limiting factors for vulnerable areas, such as lack of access to smart phones (or constant access to data/internet) and the lack of bank/credit card accounts, which are required to access most of the new mobility alternatives.
- While caught in the chicken-egg dilemma, the teams identified the need for more **investment in electric and alternate fuel vehicles and infrastructure**. They highlighted transit as a good place to start, especially since this would bring other benefits besides environmental ones, such as the modernization of fleet vehicles (e.g., replacement of old busses with new).
- Additionally, there is a clear need to assess **safety** in the region and its **impacts on mobility options** (alternatives to driving). This assessment needs to be twofold, evaluating both social safety (e.g., crime) and infrastructure safety (e.g., is the infrastructure safe to use? Are the bike lanes clearly marked? Are the sidewalk leveled and in good condition to walk?)

Efficient, Seamless Travel

- Efficient and seamless travel requires the integration of or at least an increased level of **collaboration across systems, technologies and operations** across agencies/jurisdictions.
 - High priority should be given to the development of a shared, agreed upon cooperation concept, one that includes a data-driven decision making process that outputs best potential solutions for the region and not for a subset of jurisdictions.
 - It is also important to assess each agency/system capabilities, in order to identify the best approach to integrate their operations.
 - The region should also consider new technology-based approaches, such as virtual TMCs.

- **Increasing efficiency of transit** needs to become a high priority, as it supports all three goals.
 - It is important to understand who the users are (commuter vs non-commuter) and what are their needs.
- It is also important to develop an action **framework for Mobility on Demand (MOD)** type of service.
 - This action framework needs to address:
 - How to centralize and use data
 - How to integrate payment
 - How to develop customizable application(s)
 - The role of the private sector
 - A priority should be developing a multimodal trip planning app including transit, scooters, vehicles, etc.
 - But should a public agency build it?
 - How do we make google do it?
 - Hackathon?
 - What are the barriers?
 - If public agency builds it how do we get public to use it? Marketing issues
- The teams also provided insight into **freight-related needs**.
 - Improve **curbside management for freight** (e.g., truck/van parking)
 - Assess **off-peak deliveries** - staggering hours for more efficient freight
 - Restrict freight access for more efficient freight
- The teams also highlighted that there are local/regional entities from which they can learn. For instance, the Atlanta Airport is a major people and good mover. It would be beneficial to look into their operations and see what can be extrapolated to use in the city/region.
- While not a top priority, the teams did acknowledge the need to consider the potential **impact of Connected/Autonomous Vehicles**.
- It is important to understand that the private sector is already developing or implementing many of the potential solutions that are needed for the region. As such, it is important to include them in the process, learn from them, and see how to best leverage their experience (e.g., **private-public partnerships**).
- **Priority Lanes** were also mentioned as a potential strategy that could yield benefit to the region. The teams suggested that conversation about this should be reopened and discussed in more detail.

Group 3 – Collaboration and Data Sharing (Facilitated by Polly Okunieff)

The discussions under this topic addressed a wide array of opportunities to enhance collaboration and data sharing among agencies, entities, and the private sector. Ideas discussed are noted below.



One of the breakout groups discussing Collaboration and Data Sharing priorities

- **Crowd sourced App for maintenance events**
 - Issue with public not knowing to which jurisdiction to report road maintenance issue
 - Solve with a regional, collaborative crowd-source tool that covers multi-jurisdictions (like WAZE where people can submit information about events on the road)
 - System would channel information to appropriate jurisdictions
 - A means of standardizing maintenance data by channeling complaints and work orders through an active source tool

- Develop better tools for **communications between emergency responders**
 - Improve communications and automates notifications (particularly for work zone start/end times)
 - Support decision support playbook esp. for Hazmat cases
 - Feeds sensor information to HEROs (improved situational awareness)
 - Incident clearance tools
 - Lane shut downs - Waze machine puts out signal when physically placed in closed lane for collision clearance

- Improve data sharing / **develop data sharing strategy**
 - Issue with firewalls, cybersecurity, no organization wants another to access internal data center
 - Need data sharing strategy to access information
 - [see centralized Connected Data Platform (CDP) idea in later topics]

- **Leverage/pooled/share contracts for licensed data and software** from other jurisdictions
 - Reduce cost and enable other jurisdiction in region/state that need same data (e.g., INRIX) with a pooled procurement
 - Reduce cost with statewide license or pooled procurement for software (e.g., RITIS/Catt Lab)
 - Need strategy for other jurisdiction to discover that these resources may be available

- Develop **Open Source Software (OSS) for sensors for detecting events** or work zones (e.g., WAZE provided HERO team with sensors with an incident occurs)
 - **IMI grant** may provide opportunity for building an Open Source Software (OSS) tool
 - What is the region's stance/policy on OSS development?

- Do we have official policies promoting open source over proprietary? Should we?
- **Centralized data repository** - Prioritize Connected Data Platform (CDP) data and processes (“use cases”) based on “outcomes that matter”
 - Deploy incrementally
 - What should the highest priority data be based on? Low hanging fruit? Project needs?
 - Need to understand “big picture” for CDP prior to prioritizing use cases
 - Then prioritize what functions need to be built out to provide the minimum viable product (MVP)
 - Need champion to protect the Vision for the CDP
 - Person (“owner”) should have ‘skin the in game’ (clout, funding source)
 - The CDP becomes the centralized data repository for discovery and access to information
 - How are the data/functions rolled out? Who decides?
 - TSMO Committee (see #8) can drive deployment based on project needs and regional priorities (as stated in #6)
 - CDP owner if GDOT will need modal data partner (like Transit ATL)
 - Need Roles and Responsibilities for data owners/users
 - (e.g., minimum quality needed for data), need to discuss what the minimum data quality is for data sets (from upstream and downstream systems)
 - Requires agreements to participate in CDP
 - CDP committee will need to keep track of data roll out and data format and quality
 - Needs for CDP
 - End user is overwhelmed with too much data, need better query tools to meet user needs
 - Need data disposal policies/rules
- Need **TSMO Committee** to support collaboration in the TSMO space
 - How? People get tired of meetings
 - Perhaps blog or newsletter
 - Responsibility – should it be GDOT or ARC; others suggested rotating chair every few years
 - Need purpose for the meeting
 - Share information on projects
 - Organization should be responsible for making decisions such as policy or recommendations for funding, ranking projects, identifying CDP data priorities
 - Set standards, regional approach for projects (e.g., IoT data standards, TSP architecture/data flows), may want to prioritize data quality (don’t want to under engineer data, but don’t want to over engineer the quality requirements either)
- Need *Collaboration* not more *bureaucracy*
- Need **policy on Privacy and Personal Identifiable Information (PII)**; should be a national standard

- California just passed a statewide privacy bill and the EU has one
- **Need tools that smaller transit agencies can use**
 - There is a culture of following the “bigger” organization (MARTA)
 - Need ways to integrate traffic information with transit (e.g., for reroute)
 - Need to understand how TSP will work across jurisdictions (when Gwinnet buses travel into Atlanta)
 - Need to understand travel patterns (OD) for route pickup/drop off in Atlanta

Group 4 – Operations Philosophy, Innovation, Integration in Planning & Project Development
(Facilitated by Michael Grant)

The discussions under this topic addressed a wide array of institutional issues. Recommendations for priorities are noted below.

- At a broad level, **align state and regional planning and funding programs** to support and integrate TSMO considerations. Specifically:
 - Link TSMO goals to performance measures used in the **Transportation Improvement Program (TIP) and Livable Communities Initiative (LCI) project selection process**.
 - Integrate TSMO goals into local planning through the **Comprehensive Transportation Plan (CTP) program**
 - This was identified as a key opportunity before getting to the TIP and other funding programs, since the CTPs lay out plans at the county level, which lead to project concepts.
 - The CTP is an opportunity to bring TSMO considerations into transportation and land use planning at a high level, before individual projects are identified.
 - Have ARC engage TSMO into the discussion in county planning
 - Update the **Development of Regional Impact (DRI) process** to include consideration of TSMO strategies:
 - Integrate TSMO into land use planning and development project reviews.
 - As major projects are reviewed for approval, mitigation measures should include TSMO strategies (e.g., demand management, operational improvements along roadways, transit operations)
- Have ARC develop **guidelines/resources to support TSMO** deployment:
 - Have **ARC define specific TSMO elements to include (or require) in projects** in order to receive funding.
 - Have ARC evaluate or verify implementation of TSMO components in projects.
 - Have ARC develop **policies and best practices related to TSMO**
 - Local agencies will follow ARC’s lead.
 - **Explore national best practices** in TSMO.
 - Develop a **sample TSMO projects guide** for local governments
 - Show examples of good TSMO deployments to see success stories and possibilities [**Note: this guide is already under development, funded by ARC*]

- Develop a **focused tangible TSMO/technology initiative directed to a particular problem** or community issue.
 - For instance, the Smart Columbus effort, which won the Smart City Challenge in 2016, had a focus on smart mobility hubs to support access to jobs.
 - Involving the private sector, including public-private-partnerships to support this focused initiative.

- In intelligent transportation systems (ITS) deployments or other technology or mobility deployments, think beyond the project to create information sharing opportunities – **consider how the new project can provide data** to help other agencies or organizations in ways that can be used to optimize their efforts.

- Develop a **regional TSMO committee at ARC** to help support continued advancements in TSMO coordination and deployments
 - It will be important for this committee to have a clear purpose and authority so that it is sustainable; the committee can also play a role in evolving the standards that are being used in the industry by partners

- Fund **pilot projects**
 - ARC (or other agencies) could set aside money for innovative concept deployments and have local agencies, organizations, and the private sector work together to compete for funding

- Have ARC **fund impact studies** to assess the effects of various projects and policies on system management and operations.

- Take efforts to help **remove barriers to or the risks of innovation**
 - **Open up public infrastructure for private innovation** (e.g., road space for autonomous shuttles) – Curiosity Lab in Peachtree Corners (real-world testbed with 5G connectivity and autonomous vehicle test track) was highlighted as an excellent example.
 - Develop **technology incubators** to help spur businesses in the transportation/mobility technology field

- **Tell the story about how TSMO matters** – to advance understanding of the role and value of TSMO
 - **Quantify the economic case** for TSMO
 - Tell **how TSMO matters to people**: Think outside the box (beyond travel time savings) and focus on “user experience” – how people interact with transportation and their mobility options (e.g., seamless connections)
 - **Make TSMO initiatives more visible** to the public and decision-makers: often TSMO (e.g., traffic signal improvements, incident management) is not very visible to the public, unlike a new road infrastructure or transit service – identify opportunities to market TSMO and draw attention to new initiatives “flip the switch” on a new technology.

- Augment traditional transportation models and methodologies to **better assess equity and environmental benefits**, or to set constraints within which to optimize performance, to ensure these issues are more fully considered in decision making.
 - Use performance measures that are not only based on what comes out of models.
- **In planning, consider near-term impacts and strategies**, not just long-term (e.g., 20+ year) impacts
 - Long-term planning may suggest needs for substantial infrastructure improvements or investments, while in the near-term there may be low-cost solutions to help improve performance during the time it will take for funding and planning to occur for longer-term investments
 - Also, make sure to consider impacts at a human scale: what is the impact for individual travelers or users of the system
- **Integrate transit operations**
 - The ATL is a mechanism to support this over time
- **Advance Integrated Corridor Management (ICM) by:**
 - Identifying where it is most appropriate
 - Developing objectives for each corridor
 - Bringing together all operators/all modes in the corridor
 - Develop Concept of Operations (ConOps) for corridors

PRIORITIES

Following report backs from each group, Michael Grant noted that a lot of great ideas were developed, and the team will work to use this information to develop the Strategic Plan. The team will also look for opportunities to engage participants to help prioritize these actions, such as through a web survey. In response to a question about what is most important for the strategic plan, comments included:

- Having a **regional TSMO committee** put in place to support the implementation of the TSMO strategic plan and address the institutional issues is important (this point was reiterated in several of the groups).
 - Questions to consider: How would we identify the committee partners? How to sustain such a committee?
- To be a strategic plan, **focus on the small number of key (1-3-5) needles that are trying to be moved** and prioritize the initiatives and objectives.
 - For each of the goals, it could help to group the priorities and evaluate the strategies behind them
- Identify **5-year and 10-year priorities**: Keep focused on near-term opportunities to make the plan tangible and implementable.

NEXT STEPS

Maria Roell thanked participants for their contributions. Building on the results of the workshop, ARC and the consultant team will be working to use the input from the workshop to draft the TSMO Strategic Plan. The team will also continue developing a Local Agency TSMO Deployment Guide, which will be a useful resource for partners across the region.

Participants are encouraged to look for opportunities to participate in finalizing the Strategic Plan, such as through a web survey to help refine or prioritize strategies.

Appendix A: Workshop Agenda



ATLANTA REGIONAL TRANSPORTATION SYSTEM MANAGEMENT AND OPERATIONS (TSMO)

STRATEGIC PLAN WORKSHOP

Date: Thursday, December 5, 2019, 1:00 PM

Location: Atlanta Regional Commission, 229 Peachtree Street, NE, Suite 100, Atlanta, Georgia

Purpose: 1) Validate and provide further input on regional strengths and opportunities for advancing TSMO. 2) Identify actions to include in the regional TSMO strategic plan.

Agenda:

1:00 pm – 1:15 pm	Welcome and Introductions
1:15 pm – 1:25 pm	Regional TSMO Vision and Goals
1:25 pm – 2:00 pm	Assessment of Existing Regional Strengths and Opportunities
2:00 pm – 3:30 pm	Breakout Groups: Developing Priorities for the Strategic Plan
3:30 pm – 4:00 pm	Report Backs
4:00 pm – 4:30 pm	Prioritizing Actions
4:30 pm – 4:45 pm	Wrap Up and Next Steps

Appendix B: Workshop Participants

Name	Affiliation
Loammi Aviles	GCT
Jim Bunting	City of Sandy Springs
Tania Celis	CPL/City of Chamblee
Tamara Christian	FHWA
Desmond Cole	COA/DPW/DOT
Eddie Curtis	FHWA HOP
Reignald Fennell	DOT HERO Unit
Jamie Fischer	SRTA/GRTA/ATL
Steven Foy	Paulding DOT
Kirk Gagnard	GCT
Michael Grant	ICF
Gil Grodzinsky	Georgia EPD
Michael Hunter	Georgia Ttech
Leslie Langley	AECOM
Natalie Mengelkoch	KHA
Greg Morris	FHWA
James Nguyen	City of Peachtree Corners
Polly Okunieff	ICF
Jeff Phillips	GDOT HERO Unit
Y. Raad	COA/DOT
Eugene Rhee	CPACS
Maria Roell	ARC
Sam Samu	SRTA
Nayel Urena Serulle	ICF
Caitlin Shankle	City of Sandy Springs
Brandi Tyler	ICF
Kofi Wakhisi	ARC
Michelle Wright	City of Douglasville