AASHTO Comprehensive Committees Review (CCR) Recommendations

AASHTO Board of Directors
November 15, 2016
AASHTO Strategic Plan

Strategic Goals:

• Provide value to members
• Provide innovative technical and professional services and products
• Be a leader in national transportation policy development
• Communicate the value of transportation
Current AASHTO Committee Structure

Board of Directors
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Executive Committee

- Special Comm: Transp Security and Energy Mgmt
- Special Comm: Joint Development
- Joint Comm: AASHTO-AGC-ARTBA
- Special Comm: Intermodal Transp and Econ Expansion

Highways
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- Bridges
- Design
- Construction
- Materials
- Highway Transport
- ROW

Planning
---
- Operations
- Maintenance
- Traffic Engineering
- Materials

Environment
---
- Asset Management
- Policy
- Research
- Data
- Capacity Building

Finance and Admin
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- Environmental Process
- Community/Cultural Concerns
- Air Quality, Climate Change, Energy
- Natural Resources
- Civil Rights
- Information Systems
- Personnel, Human Resources
- Transportation Finance Policy
- Fiscal Mgmt, Accounting
- Internal/External Audit
- Transportation Communication

Aviation
- Research
- Research Advisory Council
- Safety Mgmt
- Performance Mgmt
- Water Transportation

Public Transportation
- Highway Traffic Safety

Rail Transportation

*Note: only showing active committees*
Setting the Stage
Responsiveness and streamlining serve as foundation for committee structure review

Following the adoption of a new strategic plan in 2016, the AASHTO Board of Directors requested a comprehensive review of the committee structure and operations to ensure that AASHTO is providing the highest possible value to its members.

What’s New?
The proposed restructuring:
- Realizes entities reporting to the Board of Directors and increases the multidisciplinary focus of AASHTO.
- Establishes a Strategic Management Committee within the Board of Directors to provide top-down guidance and direction to the Policy Forum, Councils, and Committees.
- Creates a Transportation Policy Forum to which six major Councils and a Special Committee on Freight provide input on policy direction and technical needs.
- Groups committees based on their primary role within a systematic transportation agency: Program Delivery and Operations, Enterprise/Cross-Discipline, and Administration.
- Streamlines and simplifies access of senior leaders to the policy and technical committees.
- Addresses cross-functional issues through liaison and more consistent interactions between committees.

Why This Matters
AASHTO exists to serve its members. For more than 100 years, AASHTO has depended on the involvement and support of its member state DOT volunteers. Ensuring that the committee structure functions efficiently and effectively on behalf of AASHTO members is critical to the long-term success of the organization and the nation’s transportation system. The involvement of AASHTO’s members in the restructuring effort has continued the legacy of our volunteers anticipating change, evaluating possibilities, and collaborating on improvements.

About the CCR Steering Committee
The Comprehensive Committee Review Steering Committee is comprised of state DOT CEOs and senior DOT officials. It met frequently over the past 18 months.

The Steering Committee considered a variety of potential committee structure scenarios, including a largely “no-change” scenario with only procedural changes to the existing committee structure.

Want to Know More?
Additional committee review materials, including a list of CCR steering committee members, timelines, and important documents, can be found on the committee website at committee.review.transportation.org.

Following adoption by the AASHTO Board of Directors, the next step will be to develop a phased, multiyear implementation plan.
Strategic Objectives/Outcomes

- **Organizational Structure**: Provide an organizational structure that ensures committees can operate efficiently and be nimble, adaptable, and forward looking.
- **Organizational Focus**: Broaden multimodal perspectives of committees and their coverage.
- **Committee Priorities**: Prioritize committee activities and the resources required to support and conduct these activities while representing the diverse views of the member departments.
- **Cross-Committee Interactions**: Provide for increased communication between committees.
Proposed Procedural Changes

1. Better define the roles and responsibilities of the committees
2. Establish committee activities focused on Strategic Plan goals.
3. Improve direction from parent committees to subgroups
4. Committee chairs be members of a Council, the TPF or Board, and that subgroup chairs be members of the parent committee.
5. Establish “steering committees” within committees.
6. Identify cross-cutting liaisons between appropriate committees.
7. Technical service programs guided by appropriate committee(s).
8. Encourage groups to operate virtually.
9. Establish Communities of Practice for discipline/topical areas.
10. Establish ad-hoc, short-term task forces for specific matters.
11. Formalize the role of the Associate Members.
12. Allow limited participation by private sector representatives.
Proposed Structural Changes

Board of Directors
- Executive Committee
- Strategic Management Committee

Special Committees:
- AASHTOWare
- Research and Innovation

Policy Bodies:
- Transportation Policy Forum

COUNCILS:
- Aviation
- Water
- Rail
- Active Transportation
- Freight
- Highways and Streets

Program Delivery and Operations Committees:
- Planning
- Environment and Sustainability
- Design
- Bridges and Structures
- Traffic Engineering
- Right of Way and Utilities
- Materials and Pavements
- Construction
- Maintenance
- Transportation System Operations

Enterprise/Cross-Discipline Committees:
- Safety
- Communications
- Transportation System Security and Resilience
- Performance, Risk, and Asset Management
- Data Management and Analytics
- Funding and Finance

Administration Committees:
- Agency Administration
- Human Resources
- Internal and External Audit
- Knowledge Management
- Civil Rights
Revised Recommendation Report and Restructuring Proposal

AASHTO Comprehensive Committees Review (CCR) Report: Committee on the Future of Transportation

Overview

The following recommendations for AASHTO’s restructuring have been developed to respond to the AASHTO Strategic Plan. The proposal has been developed through the benefit of input from members, and has been endorsed by the AASHTO Board of Directors.

The primary objectives of the restructuring include establishing a Transportation Policy Board, restructuring the membership to include subcommittees and regional advisory councils, and aligning AASHTO with the American Association of State and Highway Transportation Officials (AASHTO) to improve membership. The proposal is designed to create a more efficient and effective structure for the association.

Introduction

The development of this strategic plan for AASHTO’s restructuring includes an analysis of the current structure and the development of a new plan that addresses the needs of the organization and its members. The plan is designed to improve the organization’s ability to respond to the challenges facing the transportation industry.

Recommendations

1. Create a Transportation Policy Board
2. Establish subcommittees
3. Develop regional advisory councils
4. Enhance membership engagement

AASHTO Strategic Plan Goals

1. Improve membership engagement
2. Provide innovative transportation policy and research
3. Enhance regional transportation planning and development
4. Communicate the value of transportation

To better align the committees with the strategic plan, the following actions were identified:

1. Revise committees to focus on specific transportation modes
2. Establish regional advisory councils to enhance membership engagement
3. Develop subcommittees to address specific transportation issues
4. Enhance communication efforts to promote the value of transportation
WHEREAS, The proposed changes: ensure engagement on state identified priorities and emerging issues through a new Board-level Strategic Management Committee; increase multi-modal communication and collaboration, facilitated by a new multi-modal Transportation Policy Forum; improve nimbleness and expedite committee decision-making through steering groups within each committee; and address cross-functional issues through more consistent interactions between committees; and

NOW, THEREFORE, BE IT RESOLVED, That the AASHTO Board of Directors adopts the structural and operational changes to AASHTO’s committees recommended by the CCR Steering Committee in its report entitled **AASHTO Committee Restructuring Proposal** with no change to the Board’s own role on policy and technical matters; and,

BE IT FURTHER RESOLVED, That the next step in this process will be for the new Strategic **Management** Committee to develop and implement a phased, multi-year implementation plan with regular progress reports to the Board of Directors with proposed changes to AASHTO’s Governing Documents.
Key Implementation Points

1. Notice to All Committees
   a. Continue as now with further guidance pending
   b. Committee members to be engaged in alignment
   c. Interim Operating Guidelines during transition

2. Establish Strategic Management Committee (SMC)
   a. Adopt and oversee implementation plan
   b. Adopt SMC operating guidelines (initial & normal)
   c. Establish Interim Operating Principles/Guidelines
   d. Form private sector engagement task task force
   e. Provide regular progress reports to the Board
   f. Propose changes to Governing Documents for approval
Critical Role of AASHTO Committees and Volunteers
Questions & Comments

CCR Committee Website:
http://committeereview.transportation.org

Implementation Phase Questions:
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Thank You!
The following partial org chart slides are available should there be specific questions:

- Strategic Management Committee
- Policy Bodies and Transportation Policy Forum
- Program Delivery and Operations
- Enterprise/Cross Discipline
- Agency Administration

Three work flow charts
- Policy Matters Work Flow
- Technical Matters Work Flow
- Multi-Modal Work Flow
Strategic Management Committee

Board of Directors
- Executive Committee
- Strategic Management Committee

Special Committees:
- AASHTOWare
- Research and Innovation
Policy Bodies and Transportation Policy Forum

Policy Bodies:

Transportation Policy Forum

Councils:

- Freight
- Aviation
- Highways and Streets
- Public Transportation
- Water
- Rail
- Active Transportation
Program Delivery and Operations

Program Delivery and Operations Committees:

- Planning
- Environment and Sustainability
- Design
- Bridges and Structures
- Traffic Engineering
- Right of Way and Utilities
- Materials and Pavements
- Construction
- Maintenance
- Transportation System Operations
Enterprise/Cross Discipline

Enterprise/Cross-Discipline Committees:

- Safety
- Transportation System Security and Resilience
- Data Management and Analytics
- Communications
- Performance, Risk, and Asset Management
- Funding and Finance
Agency Administration

Administration Committees:

- Agency Administration
- Human Resources
- Internal and External Audit
- Knowledge Management
- Civil Rights
Policy Matters Work Flow

Transportation Policy Forum

- Freight
- Aviation
- Highways and Streets
- Public Transportation
  - Councils:
    - Water
    - Rail
    - Active Transportation

Board of Directors
- Executive Committee
- Strategic Management Committee

Special Committees:
- AASHTOWare
- Research and Innovation

Program Delivery and Operations Committees:
- Planning
- Environment and Sustainability
- Design
- Right of Way and Utilities
- Bridges and Structures
- Traffic Engineering
- Construction
- Maintenance
- Transportation System Operations

Enterprise/Cross Discipline Committees:
- Safety
- Transportation System Security and Resilience
- Data Management and Analytics

Communications
- Performance, Risk, and Asset Management

Funding and Finance

Administration Committees:
- Agency Administration
- Human Resources
- Knowledge Management
- Internal and External Audit
- Civil Rights
Technical Matters Work Flow

Policy Bodies:
- Transportation Policy Forum
  - Councils:
    - Freight
    - Aviation
    - Highways and Streets
    - Public Transportation
    - Water
    - Rail
    - Active Transportation

Process Delivery and Operations Committees:
- Planning
- Environment
- Bridges and Structures
- Traffic Engineering
- Right of Way and Utilities
- Design
- Materials and Pavements
- Construction
- Maintenance
- Transportation System Operations

Enterprise/Cross-Discipline Committees:
- Safety
- Communications
- Transportation System Security and Resilience
- Performance, Risk, and Asset Management
- Data Management and Analytics
- Funding and Finance

Administration Committees:
- Agency Administration
  - Human Resources
  - Internal and External Audit
  - Knowledge Management
  - Civil Rights

Special Committees:
- AASHTOWare
- Research and Innovation
Multi-Modal Work Flow

Transportation Policy Forum

Councils:
- Aviation
- Highways and Streets
- Public Transportation
- Water
- Rail
- Active Transportation

Board of Directors
- Executive Committee
- Strategic Management Committee

Special Committees:
- AASHTOWare
- Research and Innovation

Program Delivery and Operations Committees:
- Planning
- Environment and Sustainability
- Bridges and Structures
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Enterprise/Cross-Discipline Committees:
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Administration Committees:
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Program Delivery and Operations

Transit Fac.