SCOH Strategic Plan Workshop Proceedings

Oct. 23, 2009
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INTRODUCTION

The Standing Committee on Highways met for its second Strategic Planning Workshop on Oct. 23, 2009, during the Annual Meeting of the American Association of State Highway and Transportation Officials in Palm Desert, Calif. Approximately 35 members were in attendance while another five members participated in the workshop by conference call. SCOH Vice Chair Neil Pedersen presided over most of the meeting while SCOH Chair Amadeo Saenz also attended a substantial portion of the workshop.

The Workshop was a fast-paced and highly detailed event with the 10 Strategic Plan Work Groups presenting their recommendations, while also receiving comments from other AASHTO Committees or AASHTO Staff. In addition, the SCOH members heard from AASHTO Executive Director John Horsley regarding the overall strategic plan, the members discussed a Mission and Vision Statement, they discussed a set of over-arching action items and they discussed implementation of the plan. Overall, the eight hour meeting was rich in detail and collaboration between SCOH and other AASHTO committees and AASHTO staff.

NEIL PEDERSON OPENING COMMENTS

Vice Chair Pedersen opened the meeting by expressing his thanks to the Work Group chairs, to the participants of the work groups, to the AASHTO staff and to the consultant team of Shobna Varma and Gordon Proctor.

He said during the preceding May’s workshop in Bedford Springs, Pennsylvania, that he did not fully appreciate the level of work and level of effort needed to support 10 Work Groups in drafting proposed objectives and action items. While he expressed his thanks to everyone involved in the significant effort to draft the ambitious plan, he said the true measure of the Strategic Plan will be in its implementation. The plan will only be successful if is diligently implemented, he said. Despite the significant amount of work already conducted, the work to date represents only an interim step, with the final steps occurring with the plan’s accomplishment, he said.

Vice Chair Pedersen noted that SCOH’s last Strategic Plan update occurred in 1998. He said the 1998 plan served SCOH well but it grew outdated several years after its adoption. He said SCOH has operated in recent years without a guiding Strategic Plan. As a result, the committee had lost a portion of its direction. Our challenge he said is, how do, we become meaningfully involved in the activities that are being led by other committees and how do, we as chief engineers and state highway administrators ensure that we are learning from the experiences of each other even if we are not in the lead role ourselves as members of SCOH?
He said the surveys and interviews conducted in preparation for the Bedford Springs workshop were unanimous in urging SCOH to take more of a leadership role. He said the respondents noted that SCOH as a committee needs to be more engaged with the strategic issues of AASHTO. He said the SCOH members decided they need to expand beyond their narrow focus of recent years and to be as involved in leading AASHTO as the SCOH members are in leading their home departments.

Vice Chair Pedersen said Bedford Springs ended up being a watershed and milestone event for this committee. He said the committee did a lot of soul searching and the members challenged themselves to be more engaged and more relevant within the AASHTO community. He noted the members left Bedford Springs with deciding to focus on 10 strategic areas which were selected from the AASHTO Strategic Plan. SCOH changed some of the items slightly to reflect SCOH’s focus but intentionally selected its priorities to align with and to support the AASHTO Strategic Plan.

He noted that stakeholders said consistently that SCOH was viewed as the technical arm of AASHTO, which is a very important function and very important to AASHTO’s credibility. But he said SCOH as a committee was not satisfied with being what one called, “just the keepers of the Green Book.” They wanted to be the experts for the Board of Directors and to support the issues important to the Board of Directors and play a significant role within AASHTO and in their home states in addressing transportation challenges. SCOH wants to be available to do the analysis necessary to support the policies in the key areas of transportation.

Although SCOH would like to be involved in all 22 Goals and Objectives in the AASHTO Strategic Plan, the members knew they had to focus and selected the top 10 items for their focus. Those 10 were selected in Bedford Springs by vote of the committee.

Another message that came through in the interviews leading up to the Strategic Plan and in the Bedford Springs workshop was that SCOH members want to spend more time discussing important issues among their peers, and to spend less time receiving presentations. That desire will cause SCOH to consider changes to its usual agendas. SCOH also needs to use emerging media to engage members, who want to be involved but who cannot attend meetings because of travel restrictions. He noted that the Strategic Plan had been developed using email and conference calls. TRB is successfully reaching hundreds of people by the use of “webinars,” Mr. Pedersen noted. SCOH also needs to consider how it can use technology for virtual meetings to engage its members.

Another message which came through during the plan development is that SCOH needs to strengthen its liaison to other committees. Many of the most important issues are not isolated into one discipline or committee, the Vice Chair said. These cross-cutting issues require SCOH to have regular interaction and communication with other committees. We need to be informed about activities in other committees to contribute to those efforts.
Quoting Winston Churchill, “There is nothing wrong with change if it is in the right direction.” Mr. Pedersen concluded by saying the new Strategic Plan represents significant change for SCOH. I am confident that the change we are making is in the right direction, we need to recognize that it is a significant change, he said. However, when he accepted the appointment as SCOH Vice Chair he warned that he intended to be a change agent. The interviews and surveys for the SCOH plan supported the need for change and therefore SCOH is consciously adopting a more strategic outlook in its new plan. He urged the members to help prioritize the 53 objectives and action items which were included in the draft plan. He said it may not be possible to accomplish them all, therefore he urged members to use a ranking matrix throughout the day to register their priorities from among the proposed items.

**JOHN HORSLEY COMMENTS**

Executive Director Horsley thanked SCOH for its effort and said he welcomed SCOH’s enhanced involvement with critical policy issues. He added, however, that AASHTO relies on SCOH for critical highway technical standards and policies, upon which the US, the states and even international countries depend. He related an anecdote of attending the World Road Congress several years ago and having attendees from countries as diverse as Indonesia and Cuba thanking him for AASHTO’s technical standards. Mr. Horsley provided an update on AASHTO activities relating to the reauthorization legislation. He spoke about the priority given to system preservation and the focus by the House on bringing the existing highway system up to a condition of good repair. He said, we fully support preservation but also understand the need for flexibility in adding capacity where needed. We may need to engage you in your home states because the leadership is not welcoming input from us and when they hear from all of us it will help provide a better perspective on the need for preservation as well as the need for capacity in addressing the challenges we face in transportation today. Mr. Horsley commended Mr. Pedersen and the team for the effort put into the SCOH Strategic Plan and for asking for his feedback on the plan. He also commended the team for having the leadership and AASHTO staff from other leading AASHTO groups be part of the day’s discussion. These members representing other AASHTO groups represent the coordination that I encourage and will provide feedback on areas of collaboration between their committees and SCOH and also discussion areas that SCOH could contribute to and lead, he said.

**Suggestion 1 – Retain SCOH’s Technical Strengths**

He urged SCOH not to overlook or undervalue the importance of its technical services while it advances an enhanced role in policy development. The technical expertise of SCOH and its subcommittees manifested in the many AASHTO technical publications are extremely important both in the U.S.A and abroad and we all rely on them, he said. The challenge, he said, is to sustain the world leadership role that SCOH plays in providing the technical expertise that the rest of the world depends on while playing a leadership role engaging in support of policy.
In reviewing the SCOH Strategic Plan, Mr. Horsley said his initial reaction to the 10 Work Group recommendations were, “this is great,” because AASHTO welcomes the increase participation of SCOH.

**Suggestion 2 – Avoid Duplication**

Mr. Horsley said the difficulty he sees is the potential duplication and overlap with other committees already appointed to address many of the same issues. He said he was glad to see the persons such as Climate Change Task Force Chair Paula Hammond, and Standing Committee on Performance Management Chair Pete Rahn and others coming to SCOH to discuss those topics. He said coordination with other groups will be very important throughout the SCOH Strategic Plan process.

**Suggestion 3 – Advance Technology in Addressing Congestion**

Mr. Horsley said the distance between where people live and where they work has contributed to the congestion. We need to look at Intelligent Transportation Systems and other technologies to address congestion. Technology is going to be key to our success in addressing congestion he said.

**Suggestion 4 – Provide Climate Change Technical Support**

Executive Director Horsley noted that in regard to SCOH’s Climate Change action items that SCOH will be called upon to help address Climate Change but that a Climate Change Steering Committee had already been established. He noted it is chaired by Washington Secretary Paula Hammond and includes SCOH Chair Amadeo Saenz. He urged SCOH to let that steering committee map out the policy approach and then engage after that. He said there will be a massive amount of work necessary to implement climate change adaption strategies, and standards. He said there will be major implications through the melting of permafrost, the rising sea levels and increased storm frequencies. He said Iowa has experienced two 500 year floods in 15 years. Such events will require re-evaluation of many standards, such as hydraulic standards. “You will have a lot to contribute on adaptation,” he predicted, and SCOH will be expected to be the lead group for dealing with Climate Change adaption.

**Suggestion 5 - Assist with Freight Standards**

Mr. Horsley noted that AASHTO President, Al Biehler, has discussed creating a national strategic freight plan for the country. With the widening of the Panama Canal the future of freight movement is expected to change. Maine DOT Director David Cole chairs the Special Committee on Intermodal Transportation and Economic Expansion. He noted that the Special Committee coordinates with the other modal committees including the Standing Committee on Aviation, the
Standing Committee on Rail and the Standing Committee on Water, and the Subcommittee on Highway Transport. He noted that the Highway Transport subcommittee is a SCOH subcommittee and he expects SCOH to lead through this subcommittee. As with Climate Change, he urged SCOH to recognize that the freight committees were tasked with advancing freight policy but that SCOH can assist with freight implementation. The development of standards for accommodating increased volumes of freight will be an important role for SCOH, he said.

**Suggestion 7 – Work Closely with SCOHTS**

Mr. Horsley said that SCOH definitely has the lead in roadway highway safety. SCOH has a very important role in highway safety but said he hopes SCOH works closely with the Standing Committee on Highway Traffic Safety (SCOHTS) on behavioral safety issues. He said in the areas of behavior and rural safety lie the largest opportunities for reaching AASHTO’s goal of cutting fatalities in half by 2030.

**Suggestion 8 – Opportunities in Communication**

Mr. Horsley said another area where we would need to collaborate is in the work being done by Secretary Paula Hammond of Washington DOT. We have great opportunities to work together but a more important role for SCOH to play is in your states, he said. We need to learn to communicate better than we are doing now with the citizens. We need to speak to the public in common language, not engineering jargon. I would encourage SCOH to be involved in not discussing the technical aspects of how you plan, design, build, maintain and operate but on why you are doing it to serve the communities you serve.

**Suggestion 9 – System Preservation**

In terms of System Preservation, he said SCOH will be a lead committee. He noted that House Transportation Chairman Oberstar is pushing AASHTO to identify the cost of restoring the highway system to a state of good repair condition, a task that will involve SCOH to a great extent.

**Summary Issues**

Because of the tight agenda, Mr. Horsley could not address all 10 topics. In closing, he said SCOH has a tremendous opportunity to engage in important issues and he sees this as a terrific effort in that direction. He said he hopes the Strategic Plan encourages SCOH to engage with
other committees and to work together. Sharing the SCOH Strategic Plan with other committees will stimulate other committees to do the same for their groups, he said.

**CHAIR AMADEO SAENZ**

SCOH Chair Amadeo Saenz thanked Neil Pedersen for his leadership role and told the members that their work on the Strategic Plan is very important. He said the Strategic Plan will lay out where the committee wants to go and how it intends to get there. He said with the growing national focus upon performance management, that the SCOH plan is an opportunity to set goals and to demonstrate that transportation agencies can achieve them. He applauded the members for their work and especially thanked Vice Chair Pederson for his efforts.

**WORK GROUP DISCUSSION**

Consultant Shobna Varma of StarIsis Corp. explained the format of the workshop which was organized to emphasize coordination and collaboration. Chairs of other AASHTO Committees, members of other committees and AASHTO staff were scheduled to speak for 10 minutes at the start of each Work Group presentation. Then the Work Group chair would lead 25 minutes of discussion in the “group circle” format regarding the recommended Strategic Plan items. The questions to be addressed were, “What collaboration do we need? Who do we add to the effort? What do we drop?”

She explained a prioritization matrix that was distributed. On the matrix, SCOH members could rank any item as a 1, 2, or 3 priority. As well, they could indicate whether an item should be dropped altogether, or given to another group which has responsibility for that subject. At the end of the day, the consultant team would tally the rankings and distribute them to the Work Group chairs. The rankings and the comments provided by the members would be recorded and shared with the Work Group. The ranking and comments would provide valuable input to the Work Group chairs to decide whether, and how, to revise the list of action items for inclusion in the final plan.

Vice Chair Pedersen told the members that the Strategic Plan will be amended one more time based on comments received at the workshop and then distributed for a final vote by late November or early December. He urged members to seriously prioritize the items during the workshop because it would not be possible for SCOH to accomplish all of the items if all the items were ranked as equally important.

Later in the day, Mr. Pedersen announced that AASHTO staff member Ken Kobetsky suggested that AASHTO conduct a webinar in November to discuss the changes to the plan. He endorsed the idea and said SCOH appreciates the suggestion.
WORK FORCE PLANNING AND DEVELOPMENT DISCUSSION

Mary Harker of the Idaho Transportation Department, and who is the chair of the Subcommittee on Human Resources, participated by conference call on the Workforce Development Strategic Plan items. She thanked the group for inviting her to participate. She explained three initiatives related to work force development currently under way in the subcommittee. First is the NCHRP 20-72 project which produced Report 636, “Toolkits for DOTs in Responding to Work Force Challenges.” She said it is a user friendly tool intended to assist state transportation officials in many of their work force development areas. She said the team has completed its first product and is now moving on to a phase two.

She said the subcommittee has also formed an Ad Hoc Committee on Workforce Planning and Development, led by Kate Murphy, Iowa DOT. This would be an area to partner with SCOH and have someone from the Work Group be part of the committee she said.

The group is in the process of beginning to organize an Ad Hoc Committee on the Multi-Generational Workforce. Ms. Harker said the toolkit and the eventual ad hoc committee products should assist SCOH with its work force development needs.

Workforce Development Work Group Chair Pam Hutton explained the Work Group’s recommended Strategic Plan items. She thanked Mary for her participation, thanked her Work Group and thanked Ms. Varma for her extensive assistance. Ms. Hutton said the workforce is the basis of everything a transportation agency accomplishes, and is therefore a critical success factor.

Ms. Hutton said the workforce tool kit is an excellent product but so far lacks the technical training and work force development aspects that chief engineers need in developing an effective workforce.

Suggestion 10 – Creating a Corporate University

Ms. Hutton said that addressing the technical training and work force development needs was important and that is why her Work Group developed Strategic Plan action items such as identifying the core competencies needed for a modern highway workforce, reviewing successes in creating “corporate universities” and in identifying ways to use the media to recruit employees.

Suggestion 11 – Examine Industry Workforce Training and Certifications

A comment made in the group circle was that SCOH should consider in its Strategic Plan Workforce Development efforts examining what kind of partnerships exist for training and professional development from private sector and professional trade association groups. A
member noted that the Institute of Traffic Engineering (ITE) offers accreditation in traffic engineering disciplines. The American Concrete Pavement Association (ACPA) also offers training and accreditation which can improve workforce skills. The member suggested that such professional and private sector groups could be a source of training besides that developed within state transportation departments.

Ms. Hutton agreed that examining private sector and professional training opportunities was an excellent suggestion.

A question was asked about the Action Item to have the subcommittees identify necessary core competencies in the major workforce areas. The question was to how the information about core competency was to be used. Ms Hutton said the Work Group assumed the core competency information would be populated into the NCHRP Tool Kit. If a department is writing qualifications for a job it could rely on the core competency information to assist with writing position descriptions, she said.

Suggestion 12 – Establish Comprehensive Workforce Assessment and Training Clearing House

Ms. Hutton explained that one of action items addressed obtaining input from the subcommittees on the training and skills needed for core competencies and for those areas developing the necessary assessment tools and training programs. SCOH member Carlos Braceras commented that the Strategic Plan action item was addressing an area that could be helpful to states. It could consider creating or urging other appropriate groups to create a training clearing house that lists all the available training for the transportation sector. Now the sources of training are unconsolidated. If an employee could be assessed as to his or her skill levels and then based on their growth and career plans identify training to augment their skills and facilitate growth by providing the right training at the right time, it would be a very useful service to the states. Mr. Braceras said now, there is not a comprehensive resource as to what training is available.

Ms. Hutton and Mr. Braceras discussed this as an approach to also incorporate succession planning, tied to assessment and training that could help states identify organizational needs and then plan staff growth tied to succession planning, and training. The discussion concluded the end product would be very useful to states.

Mary Harker said the current tool kit could be the focal point to bring together information about the sources of all available training.

AASHTO staff member Mark Bush said the Subcommittee on Systems Operations and Management (SSOM) is initiating a project on workforce development to encourage high school and college students to enter the engineering field, particularly in operations areas. He said a
consultant has been selected and the project should be a significant product for the states to use in identifying ways to attract and develop a workforce in the operations area.

Ms. Hutton said a significant issue is that no one is clear on what all workforce issues are under development or available to the states. We can address these issues as we bring together a Work Group that consolidates all of this information before it can be populated in the Toolkit that Mary spoke about.

AASHTO staff member Ken Kobetsky said another model is a workforce group on safety. He said the Standing Committee on Highway Traffic Safety is developing core competency in safety training, which could be another model to examine for SCOH.

**CLIMATE CHANGE DISCUSSION**

Washington State DOT Director Paula Hammond summarized for the group the activities of AASHTO’s Climate Change Steering Committee (CCSC) which she chairs. The CCSC was created to understand the implications of climate change. The chairs of all the AASHTO standing committees, all of which are likely to be affected in some way by climate change including the SCOH Chair Amadeo Saenz, are part of the committee. The two goals of the Steering Committee is to

1. Recommend climate change policy to the board of directors and the communication necessary to set the policy
2. Support each of our states in addressing climate change issues.

She said the Steering Committee is in the process of creating several sources of support for the states including a web-based forum and workshop for states regarding strategies they could adopt or issues they will confront. Six climate change webinars are being planned for next year. She said AASHTO also is collaborating with the Pew Center on Climate Change regarding support, such as research into transportation’s role in combating climate change. The Steering Committee is holding a symposium next May or June for the states to come together to share what is happening in their states and to learn from each other’s experiences.

**Suggestion 13 – Reducing GHE through Operational Improvements**

We need your help particularly in action 5, “Promote the development and implementation of traffic control strategies and devices that lower energy consumption, reduce congestion and reduce costs,” said Director Hammond. The Pew centre is currently doing some research on the issue of how GHG emissions can be reduced by different DOT programs. We need SCOH to review this and provide information on such operational improvements.
Suggestion 14 – Input in Strategic Climate Change Research Plan

On SCOH Action 6, “Promote climate change as a priority in environmental research,” we are developing a Strategic Climate Change Research Plan and we need your input on that so that we can understand what the research gaps are and propose research to fill those gaps and also identify additional resources that we might need, Ms. Hammond said.

Suggestion 15 – Climate Change Adaptation Peer Exchange with FHWA

FHWA has contacted the Steering Committee for a Climate Change Adaptation Peer Exchange. This is tied to the SCOH Action 2 dealing with short-term infrastructure rehabilitation projects in response to climate changes in highly vulnerable locations, Ms. Hammond said. This would be a great opportunity for SCOH to participate and is expected to occur as early as December 2009. The Steering Committee is in the process of flushing out the details with FHWA. Understanding impacts of infrastructure and adaptation could be a particularly important area for SCOH to participate, she said.

Suggestion 16 – Reducing GHE through Operations

In action 3, “Support reduction of Greenhouse gases and consideration of climate change in transportation development and operations planning,” the Pew Center is working with us but we need input from SCOH and SCOP on things to consider that can contribute to reduction of GHG, she said.

Ms. Hammond explained some of the other activities being done by the Steering Committee so that SCOH members know what the committee is doing and action items in the SCOH plan can contribute to the activities of the Steering Committee. Ms Hammond explained that the AASHTO Climate change website was developed to keep everyone updated with current information on both policy setting as well as activities happening in each state. She said that there were newsletters and alerts and the steering committee wants to make sure the database was robust and addressed the needs of the SCOH members. The Steering Committee is also working with other organizations interested in the right approaches to reduce GHE keeping in mind the impact to transportation systems in all our states as we try to find good results, Director Hammond said.

Ms. Hammond concluded by saying, SCOH has an important role to play and we will need technical input from SCOH and we need to find those who will be the contacts in SCOH as we continue the work with the Steering Committee.
Suggestion 17 – Areas of Climate Change Support

Work Group Chair Kevin Chesnik thanked Neil Pedersen and Shobna Varma for the direction and support they provided the Work Group and said the field of climate change is developing rapidly on many fronts, making it difficult for the state practitioners and for SCOH to keep up with the developments. The focus of his work group’s suggestions was to help bridge the gap from what is being developed in other AASHTO committees to what SCOH’s subcommittees should be doing to support AASHTO’s climate change efforts, he said. The intent is to coordinate the subcommittees to work on the appropriate subject areas.

The Climate Change Work Group took the Board of Director’s climate change objective and added to it specifics for the SCOH subcommittees. He said the Work Group understands that climate change policies will be set by the Board of Directors but SCOH realizes it will need to provide the technical details on how to implement those policies. The Work Group took the objective developed by the Board of Directors and enhanced it to provide direction to the subcommittees. The three areas of focus for SCOH have been to identify and distribute new and emerging practices, materials and technologies related to climate change mitigation and adaptation; to evaluate and standardize policy development related to highway infrastructure planning, design and development; and to provide communication and educational support to states as they implement these approaches.

Mr. Chesnik said many of the states are operating at differing levels regarding climate change and that SCOH could help bring them up to comparable levels of sophistication by disseminating information about practices, policies, research findings and needed areas of mitigation. He said SCOH’s subcommittees also can play a key role in developing many of the policy-implementation details regarding climate change. To do so, however, will require continued interaction between SCOH and other AASHTO groups on developing climate change policy, he said.

Mr. Chesnik first discussed the three high priority action items. He explained how each of the three action items took the policy on climate change and worked the details necessary for the subcommittees to implement the policy. In action 2, he said we need to engage right now to make a difference. This action will have the subcommittees look at activities they have to identify in highly vulnerable locations and be prepared to evaluate the areas that need the short-term fixes. Action 3, will prepare us to look at new ways to design and build things with reduced footprint. In action 4 we address how highways connect with different modes and support the integration of modes. The remaining three actions covered cross cutting areas and would be a collaborative effort with other SCOH Work Groups focused on traffic control operational strategies focused on lower energy consumption, research and supporting performance management relating to climate change.

Ms. Hammond said that in the last two years state transportation departments and AASHTO have been on the defense trying to understand climate change issues and dispel some of the myths
about climate change and greenhouse gas emissions. Now we are in the policy development stages and are looking for good methodologies and approaches to good fuel, good vehicle engines and good operational strategies that can help reduce greenhouse emissions. I think this committee can help us on good operational strategies. Efficient operations on our systems can contribute to the reduction of greenhouse emissions. Additionally we are also looking at the impact of increasing capacity on VMT and the effects of increased throughput on reducing greenhouse emissions, Director Hammond said.

Mr. Chesnik said that different states are facing different problems and many of the issues discussed earlier including the flooding in the coastal area indicate the need for a different approach to building infrastructure. Trying to bring all the information together and having a cohesive approach is extremely important to addressing the issues of climate change, he said. Ms Hammond said, we think our technical committees will help us address these issues. In closing Mr. Chesnik said that the technical side can provide the information but we need we to have that interaction and discussion in order to direct our subcommittees to address these newer issues.

COMMUNICATING THE VALUE OF COMMUNICATION

Secretary Hammond also spoke about the efforts surrounding the AASHTO goal of Communicating the Value of Transportation, which is the topic of another SCOH Work Group. She introduced Sherry Appel who is staffing many of the AASHTO marketing efforts on the “Are We There Yet,” campaign. Secretary Hammond said AASHTO created the marketing task force to re-define the national message regarding transportation and the national perception of transportation. The campaign also emphasizes transportation’s benefits to the economy and the quality of life and how the state actions in transportation contribute to the national economy and the national transportation system. She said the communication task team has spent considerable time on a two-fold plan – to arm the carriers of our messages whether it the states, CEOs, the PIOS in the DOTs, as well as our governors and other advocates with a compelling message regarding transportation. We focused on creating a buzz in our states and then carrying the message across the country. We are using the social media but also some of our traditional mechanisms. So far, AASHTO has produced a number of messages such as the Bottom Line Report, a Rough Roads Report regarding the state of the nation’s pavements and a Bridging the Gap Report on the state of the nation’s bridges. She said we are using the information that states have been able to produce to demonstrate the priorities that we have in our authorization proposal of preserving, maintaining, keeping safe and operating well and having congestion free highways and clean air in each of our states. As we do that we have trying to find the right words that will help us connect with our audience depending on what aspect of transportation they are interested in their state or community or from a national perspective.

We need the data, we need the support and we need the messengers from every one of our standing committees throughout each of our state DOTs because it is not just the CEOs who should be trying to carry this message. We are trying to find a common theme as the “Are We
There Yet?” which can be the umbrella. Ms. Hammond said AASHTO has joined with several key allies including the American Public Transit Association, the Associated General Contractors, the National Chamber of Commerce, the AAA and others. Each has its own brand but they are communicating the same kinds of messages about the importance of transportation to the nation and about why it is the time to invest in transportation. We used the ARRA (American Recovery and Reinvestment Act) messages as our initial set of messages. We are speaking to all forums and sharing the successes in our delivery of projects by the states and we know that states are also doing the same themselves.

Ms. Hammond then asked for input from the Work Group and the members on how SCOH can contribute to the messages. She asked, are there areas that are missing in this AASHTO communication strategy that can be incorporated or and are there areas, opportunities we are missing or messages that AASHTO could use SCOH’s assistance in telling?

Jim McMinimee, the chair of the Communicating the Value of Transportation Work Group, said the messages of AASHTO and the intentions of the chief engineers are very compatible. He said his work group took to heart the message from the Board of Directors that SCOH should help communicate the message regarding transportation’s importance. This was something that started in May in Bedford Springs. He said, this was also a message conveyed by John Horsley in his update earlier in the day. He said, the group wanted to also make sure that we are contributing to the AASHTO messages but we also wanted to be thinking about two other things as we moved forward on this path. SCOH believes it can enhance and magnify the message by taking advantage of the credibility of the chief engineers. SCOH members want to ensure that they are in synch with their individual directors, the Board of Directors (BOD) as a whole and with the AASHTO message. We focused on the AASHTO goal 2D of “communicating the value of transportation.” We felt that to accomplish this we needed to focus national resources and one of the themes as we went through the effort used a lot of “c” words in its proposed Strategic Plan such as “contribute,” “complement,” and “coordinate,” he said.

Mr. McMinimee said SCOH has proposed producing a periodic “Chief Engineers’ Report” as a mechanism to use the chief engineer’s credibility to help convey the AASHTO message. In developing this report we obviously want to be compatible with the messages already developed by AASHTO we want to develop the right tools and as John said today as chief engineers we want to find the right words to say what we say. The last theme is that we want to coordinate with our industry partners just as we want to coordinate with the other reports that you mentioned earlier.

Secretary Hammond asked what topics would be included in the Chief Engineer’s report. Mr. McMinimee responded that the heart of the question regarding the report now is to determine the right audience? What are the messages it should provide? What would be the types of messages that could be shared using the credibility of the chief engineers that would convey the value of transportation effectively? How can the chief engineers contribute to forwarding those messages? He said the 20-7 request was to help define and differentiate it from those other reports. Why
SCOH proposed a brief project to clarify the message and the content of the proposed report so that it is differentiated from the other reports while still complementing the AASHTO message.

SCOH member Rick Land said SCOH is cognizant that it does not want to produce another report just to produce a report but SCOH members felt that a chief engineer’s perspective could add value to the national discussion regarding transportation.

Secretary Hammond said she understood how valuable it is to have the chief engineers contribute their technical expertise and credibility to the messages. She said, in Washington we use our chief engineers in new releases and report very successfully. We have our chief engineers involved in presenting information to the legislature and the professionalism and credibility they bring is extremely important. I would want to ensure that a Chief Engineer’s report does not duplicate existing AASHTO messages. But we may be missing something that the SCOH group thinks is important to bring forward and that is a very important thing that we want to keep in mind and talk about.

McMinimee said, another factor to consider is that much has changed in the last year and one of the things we hope to take advantage of with this effort is to look at messages pertinent to the issues of today.

King Gee of FHWA asked if the Board of Directors has identified a use for such a report. He noted that many such reports are produced including ones from The Road Information Program (TRIP), the American Society of Civil Engineers (ASCE) and FHWA’s Condition and Performance Report. I very much appreciate what Jim just said about what the gaps are in the messaging but I am not sure how you would address the gaps. Would you put that in front of the NCHRP panel to consider or you give the consultants a wide open charge to identify the gaps and make recommendation? Those are aspects that we need to think through.

Ms. Hammond said we should also keep in mind that we do not have a lot of time for messages pertaining to investments and we should look at where the funding should be directed.

**Suggestion 18 – Summarize Work by SCOH and Its Subcommittees’ Concisely in the Chief Engineers Report**

Carols Braceras said that there is a lot of work that goes on in the SCOH subcommittees and they are producing a lot of material. A lot of it comes to SCOH and we approve it as a SCOH document but we never really take the information and key points from the work done and bring that forward in a concise way that highlights the value of the product, he said. I think there is a lot of value in SCOH summarizing and bringing forward what is being done in the subcommittees. Summarizing the work of SCOH’s many subcommittees in important areas such as safety or preservation could be a powerful report for use both within and outside of AASHTO, he said. I
think part of this discussion on the chief engineers report started as a result of SCOH members feeling that SCOH was left out of some of the reports that was generated by AASHTO, he said.

SCOH and its subcommittees, such as the Subcommittee on Maintenance, were left out of the development of the *Rough Roads Report*, when they had been working on that information for many years and could have contributed significantly to the report, Mr. Braceras said. Ms. Hammond said, I can see how we could use the work done by the subcommittees. She said, it would make such great headlines to have a report saying DOTs develop a new product to address a certain area of transportation and we do not tell that story well enough. I definitely see the value that kind of information would add and I think having that would be great, Ms Hammond said.

**Suggestion 19 – Discussion and Recommendations on Top Three or Four Issues**

Mr. McMinimee said that although the earlier AASHTO reports were very good, things have changed rapidly and that the messages of the past may not be current. Mr. Land added that so many activities are under way in AASHTO that it is difficult to stay abreast of them, and that a lot of communicating has been done, much of it without the chief engineers’ input. As a chief engineer trying to deliver messages about what is happening at the national level there is a wealth of information and I do not think that we use the meeting here effectively to understand the two or three important issues and in our action item 4 we tried to address that gap. I think we really need to be having that discussion and be pushing to the larger AASHTO organization and the public about what we see happening relative to the transportation system.

**Suggestion 20 – Chief Engineers Have an Advocacy Role with the Board of Directors**

Mr. Chesnik emphasized that although the details of a chief engineer’s report may be unclear at the moment, what is important to understand is that the chief engineers want to play a technical support role in helping the Board communicate the value of transportation. The chief engineers play a crucial role in communicating that message in their home states and they believe they can play a similar role nationally, he said. There are many important things that this group is doing that we need to communicate to the Board of Directors and the Chief Engineers report is one such avenue.

**Suggestion 21 – Nimble Communication Is Needed**

Secretary Hammond said that it is very important to convey the products and outcomes that SCOH and its subcommittees have produced to the Board of Directors so we can use those contributions around why transportation investment is important.
After hurricane Katherine wiped out bridges on the gulf coast, the bridge committee worked on a report to address these coastal waves that were not seen before. These address the climate change issue and could be part of the messaging, she said.

**Suggestion 22– Developing the Process to Continue Beyond the Current Reauthorization**

Also as AASHTO focuses on the near term issues of reauthorization it is also important for this group to look beyond to the next reauthorization, said one SCOH member. The processes and reports we start at this point can continue to contribute to messaging of adding to the value of transportation beyond the short term.

**PERFORMANCE MANAGEMENT DISCUSSION**

Missouri DOT Director Pete Rahn spoke about the ways in which SCOH and the Standing Committee on Performance Management (SCOPM) can collaborate. He noted that the next transportation bill will certainly include performance measures and performance reporting requirements for the state DOTs. He said AASHTO is proposing six areas of performance measurement in which the individual states would set their own targets. However, the House transportation committee is considering much more prescriptive and onerous requirements, which AASHTO hopes to moderate.

**Suggestion 23 – Help to Make Measures Operational**

He noted that SCOPM already has eight groups working on performance measures. He said SCOH can assist by helping to “operationalize” the measures. He noted the recent report on how states gather International Roughness Data (IRI) which reported significant variability in states’ collection methods. He said when measures are selected, a good deal of effort will be necessary to ensure consistent definitions and collection methods across the country.

Work Group Chair Paul Degges said his work group discussed how SCOH can be an ongoing source of guidance to the Board of Directors and to the SCOPM regarding performance metrics. The deliverables envisioned by the SCOH Performance Management Work Group are to inform the Board of its desire to assist, to appoint a group to act quickly, to help standardize the definitions and the data collection methods and to actively support a move toward an outcome-based transportation program.
Suggestion 24 – Collect Pending Subcommittee Performance Measures

Carlos Braceras suggested that a more meaningful step than Action 1 would be to collect from the SCOH subcommittees the many measures that they are in process of developing. He said many of the subcommittees are in process of developing various measures. The collection and dissemination of them could be of help as the SCOPM and the Board considers how to identify, define and standardize performance data.

Mark Bush of the AASHTO staff said the SSOM also is doing a lot of work on performance measurement, which could contribute to the suggestion by Mr. Braceras.

Director Rahn thanked SCOH for its engagement but noted that AASHTO is on a tight timeline because of the continually shifting nature of the Congressional proposal. He said it won’t be possible to craft the perfect measures that satisfy the technical accuracy that many will desire. He said AASHTO will need the chief engineers to vet the measures AASHTO proposes and then to institute them in their home departments.

Suggestion 25 – Consult on Performance Management Action Items

Mr. Degges said he and members of the Work Group can consult with Director Rahn and help craft language for the SCOH Strategic Plan which gives the Board SCOH’s assistance with performance management.

RESEARCH DISCUSSION

Standing Committee on Research (SCOR) Chair Susan Martinovich, director of the Nevada DOT, spoke to SCOH regarding its strategic plan proposals for research. Ms. Martinovich complimented the team on a great effort. The plan I reviewed is a very aggressive plan, she said and urged SCOH not to duplicate the many research efforts already under way in SCOR. She said each year the SCOR and the Research Advisory Committee (RAC) review about a hundred proposals for consideration. The team prioritizes these proposals and in March of each year provides funding for research of selected proposals. One recent change made in the operations of the committee has been to set aside monies for strategic research that addresses needs of the future versus immediate needs. SCOR has set aside $5 million of the about $30 million dollars of research money for this futuristic unknown type of research. To-date we have about $8 million dollars of these big projects that have been selected. SCOH could assist by helping to prioritize the many research requests that SCOR receives from the SCOH subcommittees. She said SCOH also can submit research proposals taking advantage of the 20-24 funds set aside for research of interest to senior DOT leaders. Addressing the action item 3, “SCOH will task all of its subcommittees to review all their specifications, manuals and other documents and give a short
report every year to SCOH. The report may indicate that there was no update necessary,” she said SCOR receives many requests from subcommittees to update their manuals and this is happening very often. SCOR has communicated with the subcommittees and asked each subcommittee to submit a plan that addresses how many updates are planned in the future. RAC has put a plan together that details the plan for updating of manuals and the action item 3 may already be addressed by the RAC plan. SCOR welcomes suggestions from SCOH on how we can collaborate here and add value to SCOH’s needs. Ms. Martinovich concluded by saying, we look for opportunities to work together with SCOH on these research actions.

SCOH Research Work Group Chair Ken Sweeney led his Work Group’s discussion by conference call. He thanked the members of the Work Group and expressed special thanks to Sandra Larson, Vice Chair of SCOR for working with the group as they developed the objectives and action items. Mr. Sweeney said a core competency of any organization such as SCOH must be innovation, and that AASHTO through SCOH and SCOR must continue to lead in technical innovation. The Work Group wants to focus SCOH’s efforts in high-payoff technical innovations that can be implemented quickly so that the states will receive the maximum benefit. He said the action items proposed in the SCOH strategic plan were intended to prioritize and focus both from research perspective and also getting research findings implemented quickly. SCOH is certainly key to implementation and the team spent a great deal of time discussing how we can implement the high-payoff items more quickly. In today’s environment things move quickly and moving successfully into implementation is the key to our success, he said. The action 1 and 2 addresses this intent by taking things that are important for the Board of Directors but a bit different from SCOR in its focus to get them to implementation quickly in the states. Action 2 addresses implementation, where TIG needs to be strengthened and action 4 is about getting the work quicker into the manual, Mr. Sweeney said. Action 4 addresses the delay in updating the manual that Ms. Martinovich spoke of earlier and this leads to delay in implementation.

SCOH member Brian Blanchard said the Technology Implementation Group (TIG) already exists for the rapid implementation of high payoff technologies that are ready to use. He said we use the lead state team concept to implement those technologies. It would be important to clarify TIG’s role in relation to the SCOH strategic plan proposal, Mr. Blanchard said. In our work group we discussed two aspects, one expediting research and two expediting implementation. We are looking at expediting the stages prior to TIG actions that would be to expedite research and implementation of high payoff innovations. TIG plays a role after the initial piloting and implementation and tries to popularize or increase the use of the piloted and tested technologies in states. We are looking to issue technical memorandums to expedite the use in states while the manuals get updated.

Mr. Sweeney said the emphasis of the strategic plan recommendations is to accelerate the performance of SCOH and to get new information out to the states more quickly.
Suggestion 26 – Prioritize SCOH Research

Mr. Pedersen said as a member of SCOR and chair of the 20-7 research committee, it is very much a bottom up approach today in terms of identifying research projects. SCOH, as a standing committee, needs to spend more time on the input that is provided for research priorities both to SCOR and the 20-7 committee. He said he also liked the suggestion to use the 20-24 committee funds for SCOH priorities. He said he would like the issue of research prioritization to be specifically addressed so that SCOH presents a more strategic set of recommendations for what research is conducted in the area that Director Martinovich shared in the area where five million dollars are set aside for strategic work. We need the SCOH group to submit requests that deal with cross-cutting issues to SCOR and other but I would ask that we make sure to word the action item to have SCOH submit specific projects that are high payoff and cross cutting for consideration to 20-7, SCOR and 20-04.

Ms. Martinovich said SCOR, 20-07, 20-83 and 20-24 would like SCOHs input on prioritization of projects and would welcome feedback on what projects should be funded. She also supported SCOH’s emphasis on implementation, which is not the purview of SCOR. She also agreed that the production of the technical manuals can be a slow process and any success in speeding their approval would be welcomed. She supported the action items to expedite the implementation of the technical memorandum to facilitate the implementation.

Mr. Sweeney said the work group spent considerable time on Action 4, which calls for the use of electronic ballots and technical memoranda to expedite the adoption of new standards. He said the process can be used to implement selected innovations more quickly.

Mr. Kobetsky said there is a lot of frustration about the time it takes to update the manuals and it may be helpful to look at the timeframes involved in the approval and update. He said, currently it takes almost three years before you have an update that states can use to act on. If it is a tough project it takes longer. I think if we do it right it should not take that long and we can then use the interim reports or the technical memorandum like the bridge group uses to get it out to the states, he said. A good example is this Strategic Plan it could not have been done in such a short time with this thoroughness without the help of the consultants. The resources available to the subcommittees have significantly reduced and the even though some of them are reluctant to ask for help, they need it he said.

Mr. Chesnik said as the SCOH representative to SCOR we do not get input on scoring from the SCOH group and it is important for SCOH to provide input on important project and SCOR would act upon the recommendation of SCOH. As the chair of TIG, I would ask SCOH to review and clarify the role of TIG, he said. TIG is focused on implementation but there are limitations in TIG especially with large SHRP 2 projects coming for implementation SCOH needs to decide what role TIG should play in implementation.
Suggestion 27 – Review the Research Comments Received

Ken Sweeney said based on the comments, the work group can make some changes to the action items.

SAFETY DISCUSSION

Director Martinovich spoke also as the vice chair of the Standing Committee on Highway Traffic Safety (SCOHTS.) She said, as with research, there was considerable overlap between the SCOH strategic plan safety recommendations and the activities already under way in SCOHTS. She said SCOHTS recently formed a new subcommittee comprising the chief safety officers of every state since SCOHTS does not have representation from each of the states. She said between those members from every state and SCOH’s existing liaisons to SCOHTS that further liaisons were not needed.

Ms. Martinovich said SCOH is the group that supports the Board of Director in their commitment and AASHTO’s commitment to meet the goal of reducing fatalities by half by 2030 and SCOH is the umbrella organization that takes the recommendations of SCOHTS and decides on the implementation. She said that some of the action items spoke about having SCOH representatives to SCOHTS. SCOH already has several representatives to SCOHTS and you may just want to have them be the liaisons in providing feedback at your meetings and bringing your recommendations and suggestions to the SCOHTS meetings. I see SCOH’s role as implementing the enforcement, engineering and education ideas in your states rather than meeting with the other groups since that is already occurring at the SCOHTS level, she said. I would ask that each state focus on a one page summary of what they are doing in safety on a specific topic, say “run off the roads” and share that at your meeting so that others can learn and glean the best practices to take back to your states to implement, Ms Martinovich said. Similarly the Safety Management subcommittee under SCOHTS identifies research and sends it to SCOR and as leaders in AASHTO I encourage you to provide your input in prioritizing the research. She said SCOH also could suggest safety research topics and priorities.

Work Group chair Khani Shahebjam said the safety topic is the most important one in the SCOH strategic plan. He said the work group’s intent was not to duplicate what others are doing. He said the work group sought considerable input from other groups and safety experts as it wrote its proposed action items. He said each of the seven proposed action items were intended to complement and support a comprehensive safety approach. The appointment of a liaison in Action 1 was intended to keep safety prominent on SCOH’s agenda by ensuring the actions of the other safety groups are brought to SCOH for incorporation in its activities. Mr. Shahebjam said that he was a member of SCOH and SCOHTS and was to be the liaison assigned to the action item. The Action 2 item of tracking fatality reductions by states was debated but viewed as being very important. The Action 3 item was intended to share and disseminate best practices among the states on low-cost strategies for reducing crashes. The team is looking to fund a study to compile these practices for sharing. Action 4 is intended to engage local agencies in reducing
crashes on local roads, which was a practice successfully implemented in Minnesota. Action 5 was intended to implement Intelligent Transportation System (ITS) and IntelliDrive technology as common safety strategies in the high payoff category of projects that SCOH, SCOR and TIG could partner to implement. Action 6 was intended to encourage a data-driven approach to identifying safety counter measures and taking into consideration all of the work and information on SHRP 2 available in the safety database while Action 7 was intended to allow SCOH members to successfully communicate with the public and policy makers on what we do in safety and keeping the topic in the forefront of the discussion.

**Suggestion 28 – Unique Opportunity for SCOH to Implement Strategies**

SCOH member Kevin Keith said as chief engineers, SCOH members have a unique opportunity to implement successful strategies. He said there are 23 guides for safety strategies to implement. He said Missouri has implemented many of the promising strategies and has reduced fatalities from 1300 to 800. “Implementation” is the word that is missing from the safety recommendations, he said. SCOH members, as individuals, have the ability to put these strategies we already know in practice. He noted that in Missouri they adopted guard cable in the median of every interstate and nearly eliminated cross over fatalities. There already is much good information about strategies to reduce fatalities, while what is missing is the implementation of all the strategies, he said.

**Suggestion 29 – Provide Time to Discuss Safety Innovations**

Carlos Braceras made a similar observation that he would like to see SCOH provide time on every meeting agenda to discuss crash data and trends and discuss what those trends are indicating. He said states whose trends are moving in the right direction could be asked to explain their successful strategies, which would stimulate discussion that SCOH could propose research on. The synergy of performance measures and the abilities of the SCOH members could lead the committee in the right direction regarding safety, he said.

AASHTO director of engineering Tony Kane said the current proposed SCOH action items are too detailed and over lapping. He supported the approach suggested by Director Martinovich and Carols Braceras for each state to bring to SCOH meetings a one-page summary of best practices related to a specific safety topic, such as run off the road crashes. The sharing of such information could lead to states adopting the strategies more quickly. He suggested that SCOH as the leadership team task all of its subcommittees to provide an update on what they are doing in the area of safety and through that update advance the goal of safety. Mr. Kane suggested that SCOH change the language of its action items to supporting research versus doing research. There may be some additional funds coming into safety research and SCOH could be involved in setting direction by being involved in prioritizing research and thus set direction in research.
Suggestion 30 – Revisit the Safety Recommendations

Mr. Shahebjam said the work group had discussed that there was some overlap. He said the work group will re-examine its suggestions to see if they can be consolidated.

CONGESTION DISCUSSION

AASHTO staff member Jim McDonnell provided the update on behalf of other AASHTO committees. He said a comment from the Standing Committee on Planning was to include them in SCOH’s efforts to address congestion.

Mark Bush led the “group circle” discussion on behalf of the Scott Rawlins, the Congestion Work Group chair who was unable to attend. Mark noted that SSOM is addressing several congestion-related issues. He said the largest area of concern is how to achieve proper coordination because of the broad range of issues relating to congestion. He said SSOM already is conferring with the committees on Security, Economic Expansion and Planning.

System Preservation Discussion

Work Group chair Scott Christie explained the group’s three action items and its objective which are intended to capitalize on emerging technologies and materials, support the Board of Directors on advocating for adequate funding and to support promising research into ways to further preserve the system.

Mr. McDonnell provided feedback on behalf of other AASHTO staff and committees and said the primary comment on the initiatives was to continue coordinating with AASHTO particularly on determining needed investment levels. The information on needed investment levels already is in the Bottom Line Report, he said. He also asked that Action Item 2 language be changed from “lobbying Congress” to “advocate for adequate funding.”

AASHTO staff member Ken Kobetsky said there is a Technical Services Program 2 regarding pavements, which should be referenced in the action item language.

Work Group member Kevin Mahoney said the group discussed having environmental documents and project plans consider system preservation early in a project’s planning and design cycle, instead of after a project is completed. He also said there is a strong tie between system preservation and performance management which needs to be considered.
Suggestion 31 – Link to Asset Management

Vice Chair Pedersen said SCOH needs to tie into asset management more clearly. SCOH is a co-sponsor of the Subcommittee on Asset Management but it hasn’t been as involved as it should be. He urged that the language for system preservation make reference to developing strong ties with the Subcommittee on Asset Management.

FREIGHT DISCUSSION

Maine DOT Commissioner David Cole spoke to the group about the Special Committee on Intermodal Transportation and Economic Expansion. He said the freight topic is very horizontal, and cuts across all modes and even into the private sector. He said freight needs to be addressed as a component of many areas including climate change and economic development. As one commentator said, freight containers are the global economy. Although it is important to emphasize all modes, only 20 percent of US communities have access to rail service. Therefore, highways will remain critically important to freight movement, he said.

AASHTO staff member Leo Penne said there are several very important areas related to freight that fall within the purview of SCOH that SCOH could address. Missouri has corridors of the future which require consideration of highway design and construction standards to accommodate freight. Minnesota has dispersed manufacturing and wants to understand what needs to be done to ensure safe mobility on those secondary routes, he said. Vehicle Infrastructure Integration and Commercial Vehicle Infrastructure Integration are important areas which SCOH could address, he said. Within your jurisdiction there is a list of very important things that SCOH can be focusing upon, he said.

Freight Work Group chair Kevin Keith said the AASHTO approach to freight is sound, but the problem is that it isn’t communicated or understood very well. He said after looking at the AASHTO approach, the work group decided it didn’t need to create many new action items. The action items proposed by the work group are to:

- Support and collaborate with the other committees in identifying a freight network.
- Identify best practices that can be used operationally.
- SCOH will participate and advocate for freight initiatives.

A part of the discussion centered on the Subcommittee on Highway Transport (SCOHT), which is a SCOH subcommittee that focuses exclusively on truck size and weight issues. Discussion occurred as to whether the focus of the subcommittee could be expanded to include additional highway freight issues. Mr. Keith said the work group decided that discussion of the
subcommittee’s role should be left up to the governance discussion, which is to occur after the new strategic plan is adopted.

**PROJECT DELIVERY DISCUSSION**

Project Delivery Work Group chair Greg Johnson explained the five proposed action items which are:

- Continue to promote streamlining;
- SCOH will seek opportunities to support streamlining in the upcoming reauthorizing bill;
- Create a forum for capturing project-acceleration strategies;
- Task subcommittees to review their policies to promote best project-delivery practices;
- SCOPM move the Subcommittee on Project Delivery under SCOH.

Shannon Eggleston of the AASHTO Center for Environmental Excellence asked what was intended by SCOH regarding dealing with external environmental groups. She said AASHTO already has an active environmental streamlining effort, and a group of state officials whom she relies upon for advice on developing congressional environmental initiatives. She said AASHTO has produced a number of resources to assist states such as guidance on how to deal with storm water regulations, using recycled materials and other environmental issues.

**Suggestion 32 – Identify Project Acceleration Techniques**

Carlos Braceras said the environmental phase is only one aspect of accelerating projects. He said he would like to see SCOH advance best practices in many other aspects of project acceleration such as the use of design build, developing templates so states can use Construction Management and General Contractors, hire contractors programmatically for on-call work and other strategies to advance states’ project management skills. He said these in-house strategies can accelerate project delivery in all the phases outside of the environmental or planning stage.

Tony Kane supported Mr. Braceras and said SCOH could identify the strategies that states can adopt to accelerate projects on their own, without duplicating the environmental streamlining efforts already under way. He said AASHTO has recently created a Subcommittee on Organizational Performance which will look at three areas: risk management; project delivery; and organizational structures.

King Gee said that as the result of recent Congressional concern over the length of time it takes to deliver projects that he and colleague Gloria Shepherd have been tasked with cutting that time in half. He said some of the Special Experimental Project 14 (SEP 14) strategies such as design build may be more commonly available. He said many good strategies for accelerating projects have been identified and accepted, although they still are not widely used.
Pam Hutton said she also would like to see coordination with the Standing Committee on Finance and Administration (SCOFA) because innovative finance is a significant component of the project acceleration issue.

**OVERARCHING ISSUES**

After the 10 work groups completed their discussions, the committee moved on to discussing the Mission, Vision and the overarching initiatives which address SCOH’s fundamental focus upon providing technical services. The mission and vision were adopted by acclamation without substantive discussion.

Vice Chair Pedersen quickly reviewed the action items listed under the section on overarching items. He said in terms of process, he was considering forming two working groups - one to address governance issues and another to oversee implementation of the strategic plan. There was discussion that perhaps only one group is needed. The logic being that it would be difficult to separate the implementation of the cross-cutting initiatives without also addressing the governance issues of how to get the many subcommittees and task forces to coordinate effectively. Vice Chair Pedersen said he would consider the option of one group instead of two.

The consultants are to get to the Work Groups the minutes of the meeting and comments regarding suggested changes to their action items by October 30. The Work Groups are to incorporate the comments into their action items and return them to Neil and the consultants by Nov. 6.

Based on the final changes, the consultants will compile a final Strategic Plan. In mid-November, a webinar will be held on the final document and it will be distributed for a final electronic vote in late November or early December, Mr. Pedersen said.

**Suggestion 33- Consider Private Sector Involvement**

During discussion of whether any issues were missing from the Strategic Plan, the question was raised whether SCOH should consider having the private sector more involved in the development of technical standards. It was noted that states involve the private sector in the development of construction specifications and other standards. It also was noted that the Canadian construction industry is deeply involved in setting national standards in that country.

AASHTO Executive Director John Horsley said that AASHTO meets regularly with several private sector groups such as AGC, ARTB and ACEC. He said those discussions frequently identify issues regarding engineering practices, which are forwarded to the appropriate technical AASHTO committees.
Rick Land noted that many of the SCOH subcommittees already have deep involvement with the private sector. With those subcommittees being under SCOH, SCOH already has extensive involvement with the private sector, he said.

Mr. Pedersen said the issue of private sector involvement is important and should be addressed by the governance group.

**Suggestion 34 – Project Management Approach, Committee Collaboration**

The team discussed the process to address the implementation of the strategic plan. Kevin Chesnik suggested that the implementation of the strategic plan be approached as a project-management task. Mr. Pedersen agreed and said it will be important to have a sound project-implementation plan and to involve the SCOH members actively in delivering the strategic plan.

Mr. Chesnik also said that SCOH needs to leverage its members’ service on other committees. SCOH should think about how its members’ role on other committees can be a conduit for coordination and collaboration.

**Suggestion 35 – Consider Emphasis of Board Support**

Paul Degges also suggested that SCOH consider whether its Strategic Plan has emphatically made the point that SCOH wants to be relevant and supportive of the Board of Directors. He asked members to consider whether that point has been adequately stressed.

King Gee noted that policies of the Board of Directors often need to be developed quickly while the historic strength of SCOH’s technical processes have been that they were deliberative.

**FINAL ACTIONS**

The meeting was closed with a summation of the follow-up activities that are to occur:

1. The consultant team will distribute minutes regarding the Action Items discussion and the prioritization results by Oct. 30.
2. Work Groups will return their final language to Neil and the consultants by Nov. 6.
3. A final plan will be drafted and will be the subject of a mid-November webinar.
4. Vice Chair Pedersen will evaluate the formation of either one or two work groups to address implementation of the Strategic Plan and any governance issues that arise from the implementation.
5. The 20-7 Committee will consider whether to contract for additional consultant assistance for the implementation phase of the plan.
6. A final plan will be distributed for electronic ballot in late November or early December.
PRIORITIZATION OF ACTION ITEMS

PRIORITIZATION OF ACTION ITEMS- RANKING

During the workshop, SCOH members discussed each of the action items identified by the ten Work Groups, with the objective of prioritizing the various action items. Each Action Item was taken up and various SCOH Members provided their comments and feedback relating to that Action Item, following which, they ranked the Action Item in order of Priority – ranging from Priority 1 to Priority 3, Drop Item and Assign to Other Groups.

Table-1 below summarizes the prioritization of the various Action Items during the workshop. For ease of review, the Action Items have been ordered by Priority in decreasing order. The Action Item receiving the highest number of Priority 1 designations has been listed on top followed by the next highest and so on. In the event of a tie in the first priority rating (say Priority 1), the number of votes for that Item in the next priority rating (Priority 2) was considered while ordering the Action Items.
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<th>Action Items</th>
<th>Priority 1</th>
<th>Priority 2</th>
<th>Priority 3</th>
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<tr>
<td>1</td>
<td>SAFETY-3 3. Identify low-cost strategies to address fatalities and share with states</td>
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<td>RESEARCH-1 1. SCOH will annually identify and select two or three high payoff key topics and approve them for expedited and focused research.</td>
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<td>PRESERVE-1 1. Identify and implement primary technologies, strategies, materials and processes to improve system conditions</td>
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<td>PRESERVE-2 2. Support BOD in lobbying for adequate funding for system preservation</td>
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<td>PROJECT DELIVERY-2 2. SCOH will promote environmental streamlining and accelerated project delivery in the upcoming Transportation Re-authorization Act.</td>
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<td>CLIMATE CHANGE-1 1. Develop and disseminate new tools and practices for climate change mitigation and adaptation.</td>
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<td>PERFORM MGMT-2 2. Form a subcommittee to act quickly in providing technical guidance to AASHTO as it negotiates a set of performance metrics and a performance management process with Congress and the Administration for the re-authorization legislation</td>
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<td>PROJECT DELIVERY-3 3. Integrating project initiation and programming to accelerate project delivery. Identify practices to expedite project delivery</td>
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<td>9</td>
<td>PERFORM MGMT-3 3. SCOH will provide leadership in developing common definitions and common data-collection processes which will be needed to support development of accurate, timely, and cost-effective highway performance measures</td>
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<td>CONGESTION-3.1 3.1 Produce synthesis of best practices in operations.</td>
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<td>19</td>
<td>SAFETY-2 2. Set incremental two year goals for fatality reduction. Provide support to SCOHTS-SM</td>
<td>15</td>
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<td>CLIMATE CHANGE-3 3. Support reduction of Greenhouse Gases and consideration of climate change in transportation development and operations planning.</td>
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<td>21</td>
<td>COMMUNICATE - 4 4. SCOH will set aside time to discuss the top three or four issues from the Chief Engineers’ perspective and recommendations on approaches, strategies, solutions and actions to address them and recommend to BOD.</td>
<td>14</td>
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<td>22</td>
<td>COMMUNICATE - 5 5. SCOH will coordinate with AASHTO and collaborate with Association of General Contractors (AGC), the American Road &amp; Transportation Builders Association (ARTBA) and ACEC to share messages about the value of transportation.</td>
<td>14</td>
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<td>23</td>
<td>SAFETY-6 6. Analyze data to reduce fatalities.</td>
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<td>CLIMATE CHANGE-5 5. With Congestion Group promote the development and implementation of traffic control strategies and devices that lower energy consumption, reduce congestion and reduce costs.</td>
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<td>WORK FORCE-4 4. SCOH subcommittee to identify priorities for current training needs &amp; conversion or development of technical or professional development courses to web-based training or self-study programs.</td>
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<td>26</td>
<td>PERFORM MGMT-1 1. Write to SCOPM about assisting with development of performance metrics, particularly as they pertain to highway condition, performance, or operations</td>
<td>13</td>
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<td>2. NCHRP study that will build on current efforts to gather information on new, current and future DOT workforce challenges, best practices, and implementation strategies focused on highway-related disciplines.</td>
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<td>3.2. Meet with BOD and provide briefings on highlights of report.</td>
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<td>2. Assess bottlenecks and operational problems, identify strategies.</td>
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<td>1. Propose the creation of an AASHTO workforce planning and development working group to monitor and facilitate progress on workforce planning and development issues.</td>
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<td>4. Use technical memorandum for quickly implementing high payoff projects .(Example FHWA)</td>
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<td>2. Identify operational best practices in emerging initiatives and organizational structures. Develop AASHTO Resource Center</td>
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<td>7. With Standing Committee on Performance Management support methods for measuring the results of climate change mitigation and adaptation efforts.</td>
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<td>1 Assign liaison to other safety groups</td>
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<td>5. SCOH proposes NCHRP workforce toolkit be updated and provided for SCOH use in States.</td>
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<td>36</td>
<td>1.3. SCOH &amp; AASHTO and the Board of Directors to develop appropriate policy, programmatic and technical messages that are aligned to the AASHTO messages using 20-7 funds in developing these messages</td>
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<td>3. Advocate for freight in reauthorization</td>
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<td>PROJECT DELIVERY-5</td>
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<td>38</td>
<td>5. SCOPM move the Subcommittee on Project Delivery under SCOH tasked to address cross-cutting issue</td>
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<td>39</td>
<td>1.1. SCOH will propose a resolution to inform the Board of Directors formally that the Standing Committee on Highways is available and willing to serve as direct communicators or as technical advisors</td>
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<td>5. Promote safety through technology.</td>
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<td>PRESERVATION-3</td>
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<td>3. SCOH will actively support implementation of research being conducted in the SHRP2 Renewal track</td>
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<td>4. Consider local roads in fatality reduction strategies.</td>
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<td>WORK FORCE-7</td>
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<td>43</td>
<td>7. SCOH (for State Website) propose branded National TV spots and short clips promoting the transportation profession.</td>
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<td>1. Create SHRP 2 congestion strategy implementation task team to expedite implementation of congestion related projects</td>
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<td>45</td>
<td>2. SCOH reach subcommittee on Public Affairs, NTPAW and AASHTO HQ to ensure that they know that SCOH is available to provide technical expertise to its advocacy efforts. To identify, document and share state successes in delivering transportation project</td>
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<td>CLIMATE CHANGE-4</td>
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<td>4. Support integration of transportation and land use planning through the increased development of non-highway modes of travel.</td>
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<td>CLIMATE CHANGE-2</td>
<td>2. Evaluate the need for short-term infrastructure rehabilitation projects in response to climate changes in highly vulnerable locations. (SC on Bridges and Structures and Design)</td>
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<td>CONGESTION - 3.2</td>
<td>3.2 Conduct workshops on congestion toolkit</td>
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<td>SAFETY-7</td>
<td>7. Develop safety messages</td>
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<td>WORK FORCE-6</td>
<td>6. SCOH - Propose NCHRP study implementation of a corporate university concept for state DOTs</td>
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<td>RESEARCH-3</td>
<td>3. Subcommittees to review specifications, manuals and other documents. Report status of update every year to SCOH</td>
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<td>CLIMATE CHANGE-6</td>
<td>6. With Research Work Group promote climate change as a priority in environmental research</td>
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<td>53</td>
<td>RESEARCH-5</td>
<td>5. Review current process and recommend options to accelerate updating of manuals</td>
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<td>54</td>
<td>FREIGHT-1</td>
<td>1. Support defining a national freight network and intermodal connectors</td>
<td>1</td>
<td>21</td>
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PRIORITIZATION OF ACTION ITEMS- FEEDBACK FROM SCOH MEMBERS

The following comments were provided by SCOH members on the prioritization scoring sheets that were distributed. The comments are added to convey additional sentiments submitted by SCOH members outside of the verbal comments made in the group circle.

I. Work Force Planning and Development Discussion

Action-1: Propose the creation of an AASHTO workforce planning and development working group to monitor and facilitate progress on workforce planning and development issues.

Comments
- Use Subcommittee on HR to provide progress on current goals.
- National pay scale similar to FHWA enforce similar to Davis-Bacon ACT would be helpful in retaining competent personnel.
- Combine Work Force Action Item 1 and Work Force Action Item 2 by having the group in Work Force Action Item 1 sponsor and implement Work Force Action Item 2. ... HR Task force should bring all the efforts under one umbrella.

Action-2: NCHRP study that will build on current efforts to gather information on new, current and future DOT workforce challenges, best practices, and implementation strategies focused on highway-related disciplines.

Comments
- How much more can we "invent the wheel" thru an NCHRP study.

Action-3: SCOH subcommittees to identify a set of high level core competency requirements and professional development for entry level, fully operational, supervisory, and management levels.

Comments
- Need to be an assessment tool developed and then training should put into logical growth order.
- There is work going on that needs to be coordinated, directed and completed.
- Work Force Action Item 3 and Work Force Action Item 4 should be developed together and be involved in Work Force Action Item 1 as well.
- Too much variance from DOT to DOT.
- Include succession training and mentoring also.

Action-4: SCOH subcommittee to identify priorities for current training needs & conversion or development of technical or professional development courses to web-based training or self-study programs.

Comments
• Partner with industry as there are existing programs available.
• Work with other groups like ITE, ASCE, ACEC, ARTBA, AGC.
• Combine W-4 and W-5.
• Assemble Training opportunities that already exists in States.
• SCOH subcommittees for example, ITE to identify that is programs such as PTOE, PTP, TOPS

**Action-5:** SCOH proposes NCHRP workforce toolkit be updated and provided for SCOH use in States.

**Comments**
None

**Action-6:** SCOH - Propose NCHRP study implementation of a corporate university concept for state DOTs.

**Comments**
• At the most have a 20-05 study. Are there any other 20-05 reports produced?
• Work with other groups like ITE, ASCE, ACEC, ARTBA, AGC
• Universities are constantly struggling with watering down the curriculum. The education needs to remain focused on basic principles.
• Again I think most states have a good feel for how they want their employees trained.

**Action-7:** SCOH (for State Website) propose branded National TV spots and short clips promoting the transportation profession.

**Comments**
• Due to the current state of the economy, some states do not have any problem. We had no problems attracting people to the profession. Hopefully the economy will improve.
• Have Public Affairs groups involved.
• Important but already being done to some extent via current AASHTO efforts. How much more can we "invent the wheel" thru an NCHRP study

II. Climate Change

**Action-1:** Develop and disseminate new tools and practices for climate change mitigation and adaptation.

**Comments**
• Focus on dissemination not development.
• Is not the center for excellence leading this?
• Input from subcommittees to be taken. Have CC1 and CC3 be in parallel.
• Get FHWA involved.
Action-2: Evaluate the need for short-term infrastructure rehabilitation projects in response to climate changes in highly vulnerable locations. (SC on Bridges and Structures and Design).

Comments
- Do we know for sure and have definite information on this yet?
- Cost/Benefit analysis.
- This should also involve a little research in the area and involve risk analysis and a "Do nothing" alternative.

Action-3: Support reduction of Greenhouse Gases and consideration of climate change in transportation development and operations planning.

Comments
- Including energy savings here.
- Replace "through the" with "that includes"
- Whether we agree or not we need to accept that this will be part of the new reauthorization.
- Reducing footprint is the appropriate immediate action.

Action-4: Support integration of transportation and land use planning through the increased development of non-highway modes of travel.

Comments
- We should already be doing as part of CSS and "Complete Streets".
- This must be focused and if tied to land-use delivery will stall.
- Totally agree but do not omit Highway modes in this coordination.

Action-5: With Congestion Group promote the development and implementation of traffic control strategies and devices that lower energy consumption, reduce congestion and reduce costs.

Comments
- Emphasize operations as an element in this action item.

Action-6: With Research Work Group promote climate change as a priority in environmental research.

Comments
- Need objective research to establish appropriate reaction to our changing environment.

Action-7: With Standing Committee on Performance Management support methods for measuring the results of climate change mitigation and adaptation efforts.

Comments
- Must develop first what is the target based on, quality, research etc and then measure.
III. Communicating the Value of Transportation

Action-1.1: SCOH will propose a resolution to inform the Board of Directors formally that the Standing Committee on Highways is available and willing to serve as direct communicators or as technical advisors.

Comments

- This was not discussed at the Group Circle.
- Can the SCOH chair just effectively communicate this support?
- Not sure if a resolution would help. Suggest-Just Do IT!

Action-1.2: SCOH members to work with the AASHTO BOD and the Subcommittee on Public Affairs to brand and translate AASHTO messages for communication at the SCOH, state and local level.

Comments

None

Action-1.3: SCOH and AASHTO and the Board of Directors to develop appropriate policy, programmatic and technical messages that are aligned to the AASHTO messages using 20-7 funds in developing these messages.

Comments

None

Action-2: SCOH reach subcommittee on Public Affairs, NTPAW and AASHTO to ensure that they know that SCOH is available to provide technical expertise to its advocacy efforts. To identify, document and share state successes in delivering transportation projects that illustrate and communicate the value of transportation.

Comments

- Use NTPAW or subcommittee on Public Affairs with SCOH participation.

Action-3.1: Issue periodic Chief Engineers Report that will include present and future transportation trends and needs and the ability of our nation’s transportation infrastructure to meet those demands.

Comments

- Make sure we need this.
- Not sure this will help, but may just need to be refined.
- Make Chief Engineers report a concise summary of other current technical reports.
- Build on existing TRIP report (identifies needs) and add future trends and needs or ASCE report.

Action-3.2: Meet with BOD and provide briefings on highlights of report.
Comments

- Provide Reports, don't need to meet.

**Action-4:** SCOH will set aside time to discuss the top three or four issues from the Chief Engineers’ perspective and recommendations on approaches, strategies, solutions and/or actions to address them and recommend to BOD.

Comments

- This may be best done with a joint task team

**Action-5:** SCOH will coordinate with AASHTO and collaborate with Association of General Contractors (AGC), the American Road & Transportation Builders Association (ARTBA) and ACEC to share messages about the value of transportation.

Comments

- Add National Chamber of Commerce to distribution list of report.
- Pam has been working on the Asset Mgmt and Performance Measures with SCOPM and could continue to work on these areas.
- SCOH should operationalize the performance measures and develop formulas for measuring.
- Every group should have the same message. Not sure that SCOH can influence the messages of these organizations since they have their own agenda.
- If we are not already doing this we should be.

**IV. Performance Management**

**General Comment**

- It will be difficult to develop National Standards since States need flexibility

**Action-1:** Write to SCOPM about assisting with development of performance metrics, particularly as they pertain to highway condition, performance, or operations.

Comments

- We don't need to write. We should already be engaged.
- Develop a report on the PM efforts & products of Subcommittees to the SCOPM.
- Just help.
- Use SCOPM as the tool for this coordination.
- Do more than write---deliver materials to SCOPM.
- Everyone measures something-Normalize/Standardize among all states.
- Always a concern that each state has its own "way of doing things."
- Need to stay abreast of SCOPM work.
Action-2: Form a subcommittee to act quickly in providing technical guidance to AASHTO as it negotiates a set of performance metrics and a performance management process with Congress and the Administration for the re-authorization legislation.

Comments
- Have representatives from Subcommittee
- May take too long to be of help.
- SCOPM should go to appropriate Standing Committees, subcommittees for support, recommendation and performance measures.
- Have all SCOH members involved.
- Instead of a subcommittee form a task group.
- Form a workgroup of SCOH and SCOPM to provide assistance during reauthorization time.
- SCOH needs to work with SCOPM to develop the metrics.
- Offer that to implement these actions Performance Measures need to be developed. Once SCOH receives these measures SCOH will commit to deliver in a specified agreed period of time.
- Have congress direct AASHTO to do this thru USDOT/FHWA.
- This is urgent and would depend on how quickly reauthorization happens (traditionally 2-3 years)

Action-3: SCOH will provide leadership in developing common definitions and common data-collection processes which will be needed to support development of accurate, timely, and cost-effective highway performance measures.

Comments
- Even if uniformity is not achieved it would be good to know what some states do if they do not collect the performance data in the same manner as other states. (example given of IRI not collected on bridges).
- Common definitions are much needed. Common data collection processes will be difficult to develop and time consuming and we do not have time for that now.
- Change "provide leadership" to "provide input".
- Let SCOPM provide the lead.
- This item is the key to be able to have a level comparison amongst DOTs.
- This is time consuming so rating it lower.

Action-4: Support the SCOPM in moving from a process-oriented program and project delivery system to an outcome-based project and program delivery process.

Comments
- Add the collection of work done by SCOH in this area.
- Propose the pertinent operational measures/data collection/processes.
- Agree but this is FHWA mind-set. They are particular about Processes and not outcome -- Will need to change their outlook.
V. Research and Emerging Technology

General Comments

- Need to fast track projects implementation of high payoff innovations.
- SCOH should develop relationships with workgroups in SHRP, NCHRP, FHWA SCOR and RAC to expedite implementation.

Action-1: SCOH will annually identify and select two or three high payoff key topics and approve them for expedited and focused research.

Comments

- Use TIG
- SCOH provides the recommendations to SCOR on research needs.
- Support needs of research proposal topics.
- Work with SCOR.
- Consider a rewrite that considers comments made by SCOR chair and avoid duplication of work.
- How will these be selected and measured?
- Prioritization is key to success.
- While I agree with Susan that we do not need to repeat any work, we still need a better knowledge of such information.

Action-2: Select two or three practical, implementable, high payoff innovations for implementation.

Comments

- Assign to TIG
- Use TIG
- TIG may be the body for this.
- Consider a rewrite that considers comments made by SCOR chair and avoid duplication of work.
- If we research it we need to implement it.
- While I agree with Susan, we need to have the knowledge to implement the research and to be sure that our problem areas are being addressed. We need to be giving our suggestions.

Action-3: Subcommittees to review specifications, manuals and other documents. Report the status of the update every year to SCOH.

Comments

- SCOR seems to be already working on this issue.
- Rely on SCOR work.
- Consider a rewrite that considers comments made by SCOR chair and avoid duplication of work.
- May not be doable every year.
Action-4: Use technical memorandum for quickly implementing high payoff projects. (Example FHWA)

Comments
- Have TIG do this but make sure that the payoff is expressed in $ savings and less impact to the traveling public & businesses.
- Communicate benefit in terms that will motivate DOTs to try new technologies.
- Not sure of what this is so ranked it low.
- Interim approval at committee level.
- Consider a rewrite that considers comments made by SCOR chair and avoid duplication of work.
- If a project is identified by TIG use the Technical Memorandum and not wait on update to Green Book.
- If this works share it.
- Technical Memorandum is a good idea for updates and new method while these make their way into the manual.

Action-5: Review current process and recommend options to accelerate updating of manuals.

Comments
- Not sure what can be done here.
- The challenge is getting input holding meetings and funding.
- Need to coordinate with SCOR.
- Rely on SCOR's efforts.
- Consider a rewrite that considers comments made by SCOR chair and avoid duplication of work.
- Review manuals for update cycle based on number of Technical Advisories issued.

VI. Cut Fatalities by Half by 2030

Action-1: Assign liaison to other safety groups.

Comments
- We already have SCOH members engaged; need to work thru them.
- Would like to see a rewrite that focuses on SCOH sub-committees activities, that suggests this to be a topic on all SCOH meetings and that focus on systematic safety approaches for reducing fatalities.
- SCOH needs a focal point for this.
- SCOH members on the safety groups may not be active liaisons.
- We need first hand information on what is happening in this area and what is being provided to the current group make up.
Action-2: Set incremental two year goals for fatality reduction. Provide support to SCOHTS-SM.

Comments
- Provide support and stay engaged.
- Let SCOHTS take lead.
- Delegate activities to SCOHTS-SM and Have SCOHTS and SCOHTS-SM provide a report of all states data, trends and lesson learned.
- Would like to see a rewrite that focuses on SCOH subcommittees activities, that suggests this to be a topic on all SCOH meetings and that focus on systematic safety approaches for reducing fatalities.
- May be have other groups lead with input from SCOH.

Action-3: Identify low-cost strategies to address fatalities and share with states.

Comments
- I said priority 1, but this may be a report that is developed twice a year (for Spring & fall meeting) that shows fatality report and trends for each state.
- We could then discuss with each state on what the data is telling us and what we can learn from that.
- We already know many strategies - use them and also share the good practices.
- Propose a 20-05 study and use some work that has already been done thru 20-05.
- We need to discuss top practices at SCOH meetings and what the Subcommittees are doing in this context.
- Would like to see a rewrite that focuses on SCOH subcommittees activities, that suggests this to be a topic on all SCOH meetings and that focus on systematic safety approaches for reducing fatalities.
- SCOH members can share results. This is important for sharing lessons learned. Combine FAT-2 and 3 into a redefined action item.

Action-4: Consider local roads in fatality reduction strategies.

Comments
- Would like to see a rewrite that focuses on SCOH subcommittees activities, that suggests this to be a topic on all SCOH meetings and that focus on systematic safety approaches for reducing fatalities.
- This is requiring roads outside of State and Federal systems which may be difficult.
- Yes, but with prioritization.

Action-5: Promote safety through technology.
Comments

- Would like to see a rewrite that focuses on SCOH sub-committees activities, that suggests this to be a topic on all SCOH meetings and that focus on systematic safety approaches for reducing fatalities.

Action-6: Analyze data to reduce fatalities.

Comments

- SCOH needs this information in reporting form which may not be easy to generate.
- Review in concert with FAT-3 item.
- Analyzing data does not reduce fatalities.
- This should fall within strategies or technologies.
- Is this measurable?

Action-7: Develop safety messages.

Comments

- This will need to have more coordination at the state agency level--key to implementation.
- Work with NHTSA/USDOT to develop these messages.
- Use the PIOs.
- Lots of safety messages exist--build on them.
- Do this nationally and statewide.

VII. Freight

Action-1: Support defining a national freight network and intermodal connectors.

Comments

- Use Subcommittee on Highway Transport.
- Use California example--Goods Movement Action Plan

Action-2: Assess bottlenecks and operational problems, identify strategies.

Comments

- Have a research project, and consultant to survey states.
- Individual States can/should do this.
- Pay attention to deliverable 3.
- Subcommittee on Highway Transport should lead.
- Tough to implement strategies considering the funding shortages.
Action-3: Advocate for freight in reauthorization.

Comments
- Change this action to address our Subcommittee on Highway Transport.
- This action item should be more specific.

VIII. Congestion

Action-1: Create SHRP 2 congestion strategy implementation task team to expedite implementation of congestion related projects.

Comments
- SSOM has the lead.
- Work closely with SCOR.


Comments
- Combine with Action 3

Action-3: Identify guidance to increase capacity and improve operations.

Comments
- Focus on best practices not guidance.
- Do this thru Subcommittees.
- Drop increase capacity. It seems like we depend more on building bigger than using technology.

Action-3.1: Produce synthesis of best practices in operations.

Comments
- SSOM has the lead.

Action-3.2: Conduct workshops on congestion toolkit.

Comments
- SSOM has the lead.

IX. System Preservation

Action-1: Identify and implement primary technologies, strategies, materials and processes to improve system conditions.
Comments

- Should assign to maintenance subcommittee and TSP2.
- Support through Subcommittee activity, NCHRP, Scans etc.
- This is being done by many others.
- Add asset management and emphasize in the action items.

Action-2: Support BOD in lobbying for adequate funding for system preservation.

Comments

- Focus on advocating versus lobbying.
- Focus on Asset Mgmt.
- Use discussing the need for instead of lobbying.
- Per Jim from AASHTO- Received a comment to replace "lobbying" with Congress.

Action-3: SCOH will actively support implementation of research being conducted in the SHRP2 Renewal track.

Comments

- Lower priority because SHRP-2 is going to take some time.
- Once a product is developed and adopted. Need direct involvement between SHRP2 and Subcommittees.

X. Project Delivery

Action-1: Support Center of Excellence efforts and others in streamlining.

Comments

None

Action-2: SCOH will promote environmental streamlining and accelerated project delivery in the upcoming Transportation Re-authorization Act.

Comments

- Most important.
- Maybe EPA should be invited to these meetings to provide input.
- This is critical item.

Action-3: Integrating project initiation and programming to accelerate project delivery. Identify practices to expedite project delivery.

Comments
- Define project delivery as inception of programming and planning to ribbon cutting.
- Add Delivering projects from Start to Finish - all phases, rapid delivery.

**Action-4:** Subcommittees to examine their standards, policies, manuals and recommended procedures to promote collaborative best practices. Promote collaborative project delivery.

**Comments**

None

**Action-5:** SCOPM move the Subcommittee on Project Delivery under SCOH tasked to address cross-cutting issues.

**Comments**

- Good idea.
- Why would not SCOH take the lead on this?
- We need to discuss this and the role of the Subcommittee on Organizational Mgmt.
- Did not understand the action item.
- Did not address Governance issues here. But work on the issue