

AASHTO's  
Standing Committee on  
Highways

Draft  
Strategic Plan

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Version 7

Circulated for Comment from

Sept. 23 to Oct. 14, 2009

AMERICAN ASSOCIATION OF  
STATE HIGHWAY AND  
TRANSPORTATION OFFICIALS

**AASHTO**  
THE VOICE OF TRANSPORTATION

# Background

The Standing Committee on Highways is updating its Strategic Plan to align with the recently adopted AASHTO Strategic Plan and to address a wide range of emerging transportation issues which are confronting SCOH members. This draft Strategic Plan is presented for review and comment to the AASHTO community after more than 10 months of preparation. Comments received on this draft plan will be considered for inclusion in the final plan which is expected to be adopted in the late fall of 2009.

This is the first update to the SCOH Strategic Plan since 1998. It is an expansive plan intended to address the wide variety of issues which its members raised. It addresses the traditional core activities of SCOH such as the development of new standards, policies and practices related to highway design, construction and maintenance. But reflecting the complex and inter-related nature of modern highways, the SCOH Strategic Plan also seeks to integrate the committee's efforts with those of other committees within AASHTO and with key stakeholders outside of the organization. As a result, the SCOH Strategic Plan addresses issues related to:

- Reducing fatalities
- Expediting projects
- Preserving the system
- Alleviating congestion
- Developing the workforce
- Demonstrating accountability
- Improving the freight network
- Reducing Greenhouse Emissions
- Communicating the value of transportation
- Expediting promising research and technology.

Ten Work Groups chaired by SCOH members developed draft objectives and action items for these strategic areas. Also developed were draft new Mission, Vision and over-arching governance objectives for the committee. Listed below are the activities that led to the current version of the draft SCOH Strategic Plan:

- Analysis of survey responses from more than 350 AASHTO members who were surveyed about their opinions regarding SCOH, what its priorities should be, and how it should interact with its subcommittees and with other committees;
- Interviews with 20 key stakeholders, including SCOH subcommittee chairs and chairs of other AASHTO standing committees;
- Workshop and breakout sessions held on May 14 and May 15, 2009 discussing the findings of the interviews and surveys. This resulted in identifying ten priority areas

from the AASHTO Strategic Plan that members identified for inclusion in the new SCOH Strategic Plan;

- Ten Work Groups were formed to develop objectives and action items in the ten priority areas;
- Communication with several AASHTO committee chairs to get members of other Committees and Subcommittees to participate in the Work Group discussions to ensure that there was collaboration and no duplication in the actions developed in the SCOH plan and other AASHTO committee initiatives
- More than 40 Work Group conference calls were conducted during the summer to develop the draft language;
- Four conference calls of the Work Group chairs and AASHTO staff were conducted to discuss the developing language;
- A draft plan was developed and circulated to Chairs of all AASHTO committees and to AASHTO staff for feedback. The feedback received from them has been incorporated into the current version of the draft plan that is being circulated to all SCOH members for additional review.

The feedback received from SCOH members by October 16 will be included in an updated plan for discussion on October 23, 2009 in a workshop to be held during the next SCOH Strategic Plan meeting. The discussion and feedback resulting from the October 23, workshop will be incorporated into a revised version of the SCOH Strategic Plan and circulated to all SCOH members for electronic ballot and approval.

Comments about this draft plan should be sent by October 14 to SCOH Vice Chair Neil Pedersen at [npedersen@sha.state.md.us](mailto:npedersen@sha.state.md.us) with copies to consultants Shobna Varma at [svarma@insight.rr.com](mailto:svarma@insight.rr.com) and Gordon Proctor at [goproctor@wowway.com](mailto:goproctor@wowway.com)

# SCOH Work Group - Discussion Participants

## **Freight**

Kevin Keith, Missouri DOT, Chair  
Barbara Ivanov, Washington DOT  
Kevin Chesnik, Wisconsin DOT  
Melinda McGrath, Mississippi DOT  
Juan Flores, Mississippi DOT  
Alan Frew, Idaho DOT  
Ernie Perry, Missouri DOT  
Shobna Varma, StarIris Corporation

## **Cut Fatalities in Half**

Khani Sahebjam, Minnesota DOT, Chair  
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Priscilla Tobias, Illinois DOT  
Bernie Arseneau, Minnesota DOT  
Sue Groth, Minnesota DOT  
Troy Costales, Oregon DOT  
Robert Hull, Utah DOT  
Jim Wright, AASHTO  
Shobna Varma, StarIris Corporation

## **Congestion**

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John Corbin, Wisconsin DOT  
Ted Tepanier, Washington DOT  
Kris Balaji, Jacobs  
Gummada Murthy, Virginia DOT  
Scott Cowherd, Virginia DOT  
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## **Climate Change**

Kevin Chesnik, Wisconsin DOT, Chair  
Paul Degges, Tennessee DOT  
Dwane Kailey, Montana DOT  
Margi Lifsey, Oregon DOT  
Cathy Nelson, Oregon DOT  
Bonnie Feggestad, Wisconsin DOT  
Kim Linsenmayer, CTC & Associates  
Kristen Seeber, CTC & Associates

## **Performance Management**

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Mara Campbell, Missouri DOT,

## **Communicate the Value of Transportation**

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Richard Land, Caltrans  
Dennis Baughman, Nevada DOT  
Shane Peck, Missouri DOT,  
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## **Research & Emerging Technology**

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## **Workforce Planning and Development**

Pam Hutton, Colorado DOT, Chair  
Neil Pedersen, SCOH Vice Chair  
Christina M. Reed Illinois DOT,  
Cristina Valencia, Colorado DOT,  
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## **Project Delivery**

Greg Johnson, Michigan DOT, Chair  
Marvin Murphy, West Virginia, DOT  
Terry Gibson, North Carolina DOT  
Brian Blanchard, Florida DOT  
Joyce Taylor, Maine DOT  
Richard Land, California DOT  
Shobna Varma, StarIris Corporation

## **System Preservation**

Scott Christi, Pennsylvania DOT, Chair  
Kevin Mahoney, Iowa DOT,  
Marvin Murphy, Florida DOT  
Floyd Roehrich, Arizona DOT  
Ken Kobetsky, AASHTO  
Shobna Varma, StarIris Corporation

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## ***VERSION CONTROL***

<b>VERSION</b>	<b>UPDATED BY</b>	<b>DATE</b>	<b>COMMENTS</b>
1	Shobna Varma	August 18, 2009	
2	Shobna Varma	August 21, 2009	
3	Shobna Varma	August 27, 2009	New version based on feedback from various work groups
4	Shobna Varma	August 30, 2009	Incorporate additional revisions made by work groups, overarching goals, mission and vision
5	Shobna Varma	September 1, 2009	Incorporate feedback from work groups to master document. Changes includes: system preservation, communicating the value of transportation, performance management, overarching objectives, various appendices.
6	Shobna Varma	September 15, 2009	Revised mission and vision based on the September 11, 2009 discussion of Work Group Chairs
7	Compiled by Shobna Varma based on the changes provided by the ten Work Group Chairs	September 21, 2009	The work group chairs edited their sections of the draft plan based on comments received from Chairs of AASHTO committees, AASHTO Staff and 20-07 Committee.

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## **Mission:**

*In support of the AASHTO Strategic Plan, develop and advocate policies, technical standards, services and innovations to enable the nation and member states to have a world-class highway network as part of a safe, efficient and sustainable multi-modal transportation system supporting the nation's economy and quality of life.*

## **Vision**

*To be the leader of technical innovations and policy development for the highway transportation system*

## OVERARCHING OBJECTIVES AND ACTION ITEMS

### SCOH Goal - ON TECHNICAL ISSUES

**SCOH Strategic Objective on Technical Issues:** Develop and effectively disseminate standards, specifications, technical policies, technological advancements and best practices that improve the quality and safety of the nation's highway system while integrating it into a modern, multi-modal transportation network.

#### **A. ACTION ITEMS**

**Action 1:** SCOH will continue supporting and providing direction to its subcommittees and technical committees in their development of policies, procedures and technical standards.

- **Group(s)/Person(s) Responsible:** Chair and Vice Chair, SCOH
- **Start Date:** Ongoing
- **End Date:** Ongoing
- **Deliverable:** On-going production of policies, procedures and technical standards.

**Action 2:** SCOH will expand training and technical participation opportunities through the use of emerging media and communication tools. SCOH will work through NCHRP 20-7, to issue a research proposal to survey the members and assess their greatest training needs and recommend which emerging media can meet those needs.

- **Group(s) /Person(s) Responsible:** SCOH will create a working group to address Workforce Development which will coordinate with the Standing Committee on Finance and Administration and AASHTO staff
- **Start Date:** Jan. 1, 2010
- **End Date:** June 1, 2010
- **Deliverable:** An NCHRP 20-7 research proposal for assessing members' needs for technical training and identification of ways to use emerging media to meet those needs



## **SCOH Goal - ON GOVERNANCE ISSUES**

**SCOH Strategic Objective on Governance:** Develop a governance structure and communication system which creates cross-cutting synergy between SCOH, its subcommittees, and task forces.

### **B. ACTION ITEMS**

**Action 1:** SCOH will form a Governance Task Force consisting of Subcommittee Chairs and SCOH members which develops a reporting structure and meeting format to improve coordination and communication vertically and horizontally across the Standing Committee on Highways.

- **Group/Person(s) Responsible:** Chair/Vice Chair, SCOH and Subcommittee Chairs
- **Start Date:** January 2, 2010
- **End Date:** June 2, 2011
- **Deliverable:** A new reporting and communication format for SCOH which meets the needs of the Chair, Vice Chair, subcommittee chairs and technical committee leaders.

**Action 2:** SCOH will develop a reporting and monitoring system which keeps SCOH leadership focused upon execution of the Strategic Plan.

- **Group/Person(s) Responsible:** Vice Chair, SCOH and Ken Kobetsky
- **Start Date:** November 15, 2009
- **End Date:** March 1, 2010,
- **Deliverables:**
  1. An assessment of the volume of work included in the SCOH Strategic Plan,
  2. A recommendation on strategies to monitor the Strategic Plan which could include creating task teams, hiring AASHTO staff, acquiring consultant help, creating reporting mechanisms and other strategies,
  3. A strategy to successfully monitor and execute the SCOH Strategic Plan, including consideration of a limited set of performance measures.

**Action 3:** SCOH will review and make changes to the current SCOH meeting format to allow for greater peer exchange and discussion on critical issues.

- **Group(s)/Person(s) Responsible:** Vice Chair, SCOH and AASHTO Staff

- **Start Date:** November 15, 2009
- **End Date:** Spring Meeting 2010
- **Deliverables:**
  1. Analyze the expected routine workload of SCOH,
  2. Suggest strategies to re-organize meetings to reduce time on routine approvals and actions,
  3. A SCOH meeting format which allows time for cross-cutting peer exchange,
  4. Investigate the possibility of SCOH and its subcommittee's annual meetings being concurrent at the same location to encourage greater attendance, participation and coordination amongst the committees.

**Action 4:** SCOH will take a strategic approach to the sponsoring of research to ensure that cross-cutting research important to Chief Engineers and the implementation of SCO's strategic plan is conducted, disseminated SCOH will develop a priority list of topics important to the Chief Engineers which are then given to the 20-7 Committee, Subcommittees and Technical Committees for setting priorities among competing research topic statements.

- **Group(s)/Person(s) Responsible:** AASHTO Staff
- **Start Date:** Spring Meeting, 2009
- **End Date:** Annual Meeting 2010
- **Deliverable:** A priority list of topics derived from SCOH members of leading research topics important to the chief engineers.

## 1.0 **WORK GROUP 1 - FREIGHT**

### **AASHTO Goal 1- RE-ESTABLISH TRANSPORTATION AS A NATIONAL PRIORITY**

**AASHTO Strategic Objective 1B:** Improve the national freight network to keep America competitive in the global economy

**SCOH Strategic Objective 1B on Freight:** Improve the national freight network to keep America competitive in the global economy.

## 1. **ACTION ITEMS**

**Action 1:** SCOH support and collaborate with the AASHTO Freight Committees (Special Committee on Intermodal Transportation and Economic Expansion, Standing Committee on Rail Transportation, Standing Committee on Water Transportation, and the sub-committee on Highway Transport), FHWA, American Road and Transportation Builders Association (ARTBA), the American Trucking Association (ATA) and industry representatives to identify and define the national freight system and related intermodal connectors.

- **Group/Person(s) Responsible:** SCOH Chair/Vice Chair, AASHTO Freight Committee Chairs, FHWA, and a designee from ARTBA, American Trucking Association, waterways, motor carriers and rail industries.
- **Start Date:** May 2010
- **End Date:** October 2011
- **Deliverables:**
  1. Memo from SCOH Chair/Vice Chair to AASHTO freight committee Chairs/Vice Chairs to formalize the intent to support and partner with these committees and groups to identify and define the national freight system,
  2. SCOH will participate with AASHTO freight committees and others in ongoing freight development activities, such as in the identification of the National Freight System,
  3. SCOH will actively support and work to implement the positions on freight development taken by policy teams, standing committees and the AASHTO Board of Directors.

**Action 2:** SCOH will support and participate with the AASHTO Freight Committees, FHWA, American Road and Transportation Builders Association (ARTBA), the American Trucking Association (ATA) and other industry representatives to review and assess bottlenecks and operational problems with freight movement on the transportation system. This activity will also result in identification of engineering, freight and logistics best practices to minimize impacts and maximize system efficiencies related to operational deficiencies.

- **Group(s)/Person(s) Responsible:** SCOH will assign SCOH/subcommittee members to work with AASHTO Freight Committees and other groups.
- **Start Date:** Immediately upon formation of the group, but no later than the start of new SCOH Strategic Plan
- **End Date:** End date of SCOH Strategic Plan
- **Deliverables:**
  1. In partnership with freight committee network, support the delivery of an operational assessment of freight system and connectors,
  2. Create a development approach to identify, share and encourage adoption of engineering, freight and logistics best practices to maximize system efficiencies,

3. Review, and as necessary, modify design standards and operational procedures to accommodate freight.

**Action 3:** SCOH will participate and advocate for freight initiatives in the authorization process and then provide continued support for freight accommodations and development. SCOH will work with freight and intermodal committees as well as industry stakeholders to identify and support common themes of interest among the groups.

- **Group(s)/Person(s) Responsible:** : SCOH Subcommittee Chair/Vice Chair and designees of other AASHTO Freight committees and stakeholder groups
- **Start Date:** Start of new SCOH Strategic Plan
- **End Date:** End date of SCOH Strategic Plan
- **Deliverables:**
  1. Increase SCOH's coordination and involvement with groups outside of AASHTO, such as American Road and Transportation Builders Association (ARTBA), FHWA, American Trucking Association(ATA) and industry representatives,
  2. Review SCOH's role and participation in freight related committees and work with freight advocates to assess and/or adopt work and efforts underway or already completed,
  3. Assess the role of SCOH on the Subcommittee on Highway Transport and ensure that the subcommittee's purpose is aligned to support development of an integrated, efficient, and safe national freight transportation network that supports the nation's economic development,
  4. Continue to maintain relationships with the freight community and support those interests common among the groups.

## **2.0 WORK GROUP 2 - CUT FATALITIES IN HALF BY 2030**

### **AASHTO Goal 1- RE-ESTABLISH TRANSPORTATION AS A NATIONAL PRIORITY**

**AASHTO Strategic Objective 1D:** Cut fatalities in half by 2030

**SCOH Strategic Objective 1:** Cut fatalities by half by 2030 with a vision towards zero fatalities.

## **2. ACTION ITEMS**

**Action 1** SCOH will assign a liaison/representative(s) to coordinate between SCOH and the following groups, SSOM, SCOHTS, SCOHTS-SM and GHSA. The coordination should happen at a minimum of once a year to update SCOH of activities to address the objective of cutting fatalities by half. The liaison/representative(s) will also be responsible for ensuring collaboration

on relevant projects between SCOH and these groups in addressing the goal of reducing fatalities.

- **Group(s)/Person(s) Responsible:** Chair/Vice Chair SCOH, will assign a person/ person(s) to work with SSOM, SCOHTS, SCOHTS-SM, SCOTE and GHSA. The team recommends Khani Sahebjam as the designee.
- **Start Date:** Start of new SCOH Strategic Plan
- **End Date:** End of new SCOH Strategic Plan
- **Deliverables:**
  1. Designee will coordinate with SSOM, SCOHTS, SCOHTS-SM, SCOTE and GHSA and update SCOH,
  2. Executive summary of discussions that are pertinent to the objective of reducing fatalities, held at least once a year with each group,
  3. Summary of projects and listing of areas for collaboration.

**Action 2:** SCOH will focus on establishing incremental two year goals for reducing fatalities, while using trend analysis, to ensure that the states are tracking toward halving fatalities while trying to achieve the vision of reaching zero fatalities. SCOH will do this in collaboration with NHTSA and integrate the efforts from the DOT perspective with those of NHTSA.

- **Group(s)/Person(s) Responsible:** SCOH will designate a liaison to work with the Safety Division in each DOT, the Highway Safety Officer in each state as well as NHTSA
- **Start Date:** Start of new SCOH Strategic Plan
- **End Date:** End of new SCOH Strategic Plan
- **Deliverables:**
  1. Create a template that enables every state to do a trend analysis while also providing the information necessary for the NHTSA report,
  2. The designee will coordinate and collaborate with NHTSA and customize the report template such that it can serve the objectives of NHTSA while also serving the objectives of this goal. The designee will make sure to incorporate the work that has already been done by NHTSA in the collection of data for the September 2010 report,

3. The designee will use surveys, newsgroups, websites or other such mechanisms to network with the three groups and to identify and address areas of disconnect between the DOT and the NHTSA effort,
4. Ensure coordination with Standing Committee on Performance Management (SCOPM) for a production of a performance report every two years for each state.

**Action 3:** SCOH, in partnership with other groups, will fund a project that involves identifying successful, proactive, low cost strategies and practices implemented by states to reduce fatalities on all public roads. These in turn will be shared with all states. This includes identifying strategies for collaborating on the usage of the four E's to address fatality reduction. SCOH will accomplish this by working with FHWA and NCHRP to fund an RFP to complete this project.

- **Group(s)/ Person(s) Responsible:** SCOH, with help from AASHTO staff, will collaborate with SCOHTS-SM and develop an RFP using NCHRP or FHWA funds
- **Start Date:** January 2010 ( If requested SCOHTS-SM could be working on getting this proposal out in September 2009 )
- **End Date:** December 2011
- **Deliverables:**
  1. Report detailing the proactive low cost strategies that were successfully implemented by states and by the locals. The information on strategies used by the locals will be obtained by working closely with each state,
  2. List issues faced by states and locals and the lessons learned in implementing these proactive low cost strategies,
  3. Using surveys or other mechanisms, to identify and prepare a list of states that would like to be more proactive in reducing fatalities and would like to learn more about implementing these successful strategies and solutions,
  4. The data and examples resulting from the project should also be made available in a format that can be posted on the AASHTO Safety webpage for easy access and viewing,
  5. Format for capturing data should be such that a survey can be emailed to states and local governments every year to capture and populate a database with additional new strategies that have been deployed,
  6. Prepare a summary of strategies used by states that include the four E's to reduce fatalities,

7. An executive summary of the findings, along with examples, in a format for inclusion in the Chief Engineers Report.

**Action 4:** All states will incorporate local roads into their safety programs and utilize resources (high training, funds) to address reducing fatalities. SCOH will designate a SCOH member or an AASHTO staff to work with GHSA, SCOHTS-SM and SCOHTS to complete this action item and generate the deliverables listed as part of this action item.

- **Person(s)/Group(s) Responsible:** AASHTO staff member to work with SCOH, GHSA, SCOHTS-SM and SCOHTS
- **Start Date:** March 2010,
- **End Date:** December 2010
- **Deliverables:**
  1. Design a template for capturing this information,
  2. Gather information from each state that shows the resources that have been distributed by the state to be used on the local system and on the state system to reduce fatalities.

**Action 5:** SCOH will focus resources to use technologies including ITS and IntelliDrive in addressing collision and fatality reduction.

- **Person(s)/Group(s) Responsible:** SCOH Chair/Vice Chair to identify use of technologies as one of the top payoff projects for SCOR and TIG to work on.
- **Start Date:** January 2010
- **End Date:** March 2010
- **Deliverables:**
  1. As SCOH works with the Board of Directors to identify high payoff projects, they will include use of technologies, ITS and use of IntelliDrive as one candidate project for accelerated marketing, piloting and implementation by SCOR and TIG,
  2. Provide reports that share the successful implementation and use of technologies including ITS and IntelliDrive in addressing collision and fatality reduction.

**Action 6:** SCOH will focus efforts on data driven approaches to bring together information about crime fighting, traffic enforcement, crashes and traffic safety to strategically deploy

resources and enforcement to reduce fatalities. SCOH will do this in collaboration with NHTSA and the utilization of SHRP2 safety database to determine safety approaches.

- **Person s)/Group(s) Responsible:** SCOH Chair/Vice Chair will assign a person to work with Administrator of NHTSA
- **Start Date:** Start of new SCOH Strategic Plan
- **End Date:** End of new SCOH Strategic Plan
- **Deliverables:**
  1. The designee will share an executive summary of discussion held with NHTSA, and SHRP2 data with SCOH at least once a year. This summary will also be included in the Chief Engineers Report to be shared with the Board of Directors,
  2. The information will be emailed to SCOH members and also be posted on the Traffic Enforcement website and on the AASHTO Safety Portal.

**Action 7:** SCOH members will identify, brand and package the information pertaining to safety so that messages can be communicated at the national, state and at the local level. SCOH will accomplish this by coordinating the effort with SCOHTS-SM and will work with the Subcommittee on Public Affairs to package the material. The messages will,

- a. Communicate and market the value of important safety initiatives to the public and share information on how these help in the reduction of fatalities and crashes. The information will also be included in the Chief Engineers Report and in the Safety Portal currently being developed by SCOHTS-SM, being managed by Robert Hull,
- b. Raise understanding of legislators and new agency leaders by enhancing the Leadership Information Packet currently being developed by a task group within SCOHTS-SM managed by Ted Trepanier,
- c. Show the progress of various safety initiatives with a focus on accountability and performance of states.

*This is expected to be an on-going activity.*

- **Person(s) /Groups Responsible:**
  - SCOH Chair/ Chair or designee,
  - SCOHTS-SM Chair/ Chair or designee,
  - Subcommittee on Public Affairs Chair/ Chair or designee.



- **Start Date:** Start of new SCOH Strategic Plan
- **End Date:** End of new SCOH Strategic Plan
- **Deliverables:**
  1. SCOH will approve content to be delivered by the designee to Subcommittee on Public Affairs for packaging from time-to-time,
  2. Packaged contents received from the Subcommittee on Public Affairs will be used by SCOH members to communicate messages at the national, state and local level as necessary. It will also be used to populate sections or components of the Chief Engineers Report and appropriate areas of the Safety Portal. The Safety Portal will also allow states to select and download information that will be in an automatically generated report.

### **3.0 WORK GROUP 3 - CONGESTION FREE AMERICA**

#### **AASHTO Goal 1- RE-ESTABLISH TRANSPORTATION AS A NATIONAL PRIORITY**

**AASHTO Strategic Objective 1F:** Create a congestion-free America through improvements to the multimodal transportation system and improve system performance through advanced technology and operations.

**SCOH Strategic Objective Addressing Congestion-1F:** *Strive to create a congestion-free America by integrating advanced technologies and enhanced operations to efficiently manage the multimodal transportation system, while strategically adding capacity with a focus on improving the performance of the overall system.*

### **3. ACTION ITEMS**

**Action 1:** SCOH will provide support and promote the SHRP 2 program that addresses congestion. This includes promoting IntelliDrive, identifying priority projects and expediting the implementation of these selected projects from research to practice. SCOH will accomplish this by creating an implementation task team that is responsible for delivering these projects expeditiously.

- **Person(s) /Groups Responsible:** Chair/Vice Chair SCOH, will create an implementation task team and designate a SCOH liaison to work with SHRP2, SCOR and TIG.

Notes from work group: *There needs to be a strong connection between SSOM and the SCOH liaison.*

- **Start Date:** Start date of new SCOH strategic plan
- **End Date:** End date of new SCOH strategic plan
- **Deliverables:**
  - Bi-annual report from the SCOH liaison to SCOH that provides:
    1. Recommendations on new research projects addressing congestion and focusing on reliability and mobility,
    2. Progress of on-going research project,
    3. Recommendations on research projects that should be implemented into practice,
    4. Progress of on-going implementation projects.

**Action 2:** SCOH will advance innovative operations to improve system performance by identifying best practices on emerging initiatives and organizational structures appropriate to facilitate broad implementation.

- **Person(s) /Group(s) Responsible:** SCOH Chair will work with Standing Committee on Planning and SSOM Chair to create a short term task-team or fund an RFP to hire a consultant to create an AASHTO resource center of subject matter experts and material to produce the listed deliverables
- **Start Date:** 2010
- **End Date:** 2012
- **Deliverables:**
  1. Review and select appropriate research findings on emerging best practices on system operation from the NCHRP 03-94 project, “Transportation Systems Operations and Management Guide”, “Integrated Corridor Study”, SHRP 2 and other research and facilitate broad implementation. This can be achieved by developing an AASHTO resource centre that creates a curriculum based on emerging practices that can be used by states. The center will provide:
    - i. a menu of options that states can use to evaluate their state’s technical and organizational maturity and identify activities that they need to implement, to advance their internal expertise in innovative operations related to improving system performance,

- ii. provide a customized roadmap and assist states to identify improvements and realignments, training and other programs for organizational adoption of emerging practices to improve system performance,
  - iii. facilitate the implementation of these changes in states. This program is expected to be similar to technology transfer programs.
2. Present highlights of successful implementation of these practices in states at the SCOH and other committee meetings. This will serve to inform other states of opportunities as well to market the implementation nationally.

**Action 3:** SCOH will provide guidance on innovative ways to strategically increase physical and operational capacity to maximize efficient operations and performance of the national transportation network.

**Action 3.1:** SCOH will accomplish this by funding a synthesis study to create a compendium of national and international best practices, procedures and processes that have been successful in maximizing the operational efficiency of the national transportation network.

- **Person(s) /Group(s) Responsible:** SCOH Chair/Vice Chair will work with SHRP2 and SSOM Chair to identify and fund a synthesis study
- **Start Date:** Start of new SCOH Strategic Plan
- **End Date:** 2011(this should be six to eight month long project)
- **Deliverables:**
  1. Compile the strengths and weaknesses of techniques, procedures and processes already identified and of recommended results of completed research efforts and practices that have been implemented both nationally and internationally,
  2. Package these into a Congestion Management Toolkit of successful operational and physical strategies, techniques, procedures and processes that can be used by transportation agencies. Include examples of project plans, program approaches, program development options and program delivery approaches that have proven effective nationally and internationally in addressing best utilization of the national transportation network,
  3. Include a summary on realized and measured performance results from each of these best practices and activities.
  4. Define expected national transportation network systems operations and congestion performance criteria and goals that can be realized by applying the solutions in the toolkit.

**Action 3.2:** SCOH will conduct workshops to discuss, educate and train DOT personnel on using the Toolkit. SCOH will facilitate work sessions to evaluate the feasibility of suggested systems operations and congestion performance goals and criteria delivered by the synthesis study to be applied to the national transportation network. SCOH will collaborate with the Standing Committee on Performance Management and other groups to refine and recommend the performance measures, criteria and goals as necessary.

- **Person(s) /Group(s) Responsible:** SCOH Chair/Vice Chair will work with AASHTO staff and SSOM to create a short term task-force or hire a consultant to conduct the necessary workshops
- **Start Date:** After acceptance of the synthesis study from Action item 3.1
- **End Date:** End of new SCOH Strategic Plan
- **Deliverables**
  1. Material to successfully conduct training on the System Operation and Congestion Management Toolkit. This will include current training options like webinars,
  2. Workshops and facilitated sessions to review and refine the performance criteria and goals for the national transportation network,
  3. Recommended systems operations and congestion performance criteria and goals for the national transportation network to be used as the basis for developing performance measurements and consistent data tracking methods.

#### **4.0 WORK GROUP 4 - CLIMATE CHANGE**

##### **AASHTO Goal 1- RE-ESTABLISH TRANSPORTATION AS A NATIONAL PRIORITY**

**AASHTO Strategic Objective 1G:** Advocate transportation, energy and climate change policies that enhance the national and state economies, improve national security and reduce greenhouse gases

**SCOH Strategic Objective 1G on Climate Change:** *Identify and distribute new and emerging practices, materials, and technologies related to climate change mitigation and adaptation. Evaluate and standardize policy development for highway infrastructure planning, design and development. Provide communication and educational resources that support state implementation of these approaches.*

#### **4. ACTION ITEMS**

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

- **Person(s) /Group(s) Responsible:** SCOH Vice Chair, each SCOH subcommittee, and an AASHTO Engineering Staff to lead the effort
- **Start Date:** January 1, 2010
- **End Date:** 5-10 years
- **Deliverables:** Memo to the SCOH subcommittees and new policies for the AASHTO “Green Book.” SCOH will send a memo to all of the subcommittees directing them to focus on the development of new tools and practices that support mitigation and adaptation of climate changes. The SCOH subcommittees will develop the new policies and practices for inclusion in the “Green Book.”

**Action 2:** Evaluate the need for short-term infrastructure rehabilitation projects in response to climate changes in highly vulnerable locations

- **Person(s)/Group(s) Responsible:** SCOH Vice Chair and Subcommittees on Bridges and Structures and Design
- **Start Date:** Start date of new SCOH Strategic Plan
- **End Date:** Within 1 year
- **Deliverables:** Recommendations and guidance. A memo from SCOH to the Board of Directors (via AASHTO Executive Director) will direct the states to evaluate the need for short-term infrastructure rehabilitation. The memo will include a suggested template for states to use in carrying out the evaluations (produced by subcommittees).

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

- **Person(s)/Group(s) Responsible:** SCOH Vice Chair and SCOH subcommittees
- **Start Date:** Start date of new SCOH Strategic Plan
- **End Date:** Within 1 year
- **Deliverables:** Direction to the SCOH subcommittees and a resolution to AASHTO standing committees. The memo from SCOH to all subcommittees will direct them to develop process/practice changes that support GHG reduction. In addition, SCOH will develop a resolution for presenting to the Board of Directors that recommends similar actions by all standing committees.

### ***LOWER PRIORITY ACTION ITEMS***

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

- **Person(s)/Group(s) Responsible:** SCOH Vice Chair and an AASHTO Engineering Staff to lead the effort
- **Start Date:** Start date of new SCOH Strategic Plan
- **End Date:** Within 1 year
- **Deliverables:** SCOH will send a memo to all of the subcommittees directing them to implement policies that enhance the connections between highway and non-highway modes of travel and support increased development of multimodal travel.

### **ACTIONS THAT NEED TO BE ADDRESSED IN COORDINATION WITH OTHER WORK GROUPS**

#### **With Congestion Work Group**

**Action 5:** Promote the development and implementation of traffic control strategies and devices that lower energy consumption, reduce congestion and reduce costs.

- **Person(s)/Group(s) Responsible:** SCOH Traffic Engineering Subcommittee and AASHTO Standing Committee on Highway Traffic Safety
- **Start Date:** January 1, 2010
- **End Date:** 1-3 years
- **Deliverables:** Policy direction for updating strategies in the AASHTO “Green Book” and updates to the traffic control preferred products list that can be promoted to the states.

#### **With Research and Emerging Technology Work Group**

**Action 6:** Promote climate change as a priority in environmental research.

- **Person(s)/Group(s) Responsible:** SCOH Vice Chair with AASHTO Engineering Staff support
- **Start Date:** Start date of new SCOH Strategic Plan
- **End Date:** Within 1 year
- **Deliverables:** Memo to the AASHTO Standing Committees on the Environment and Research recommending climate change as a priority research area.

## **With Performance Management Work Group**

**Action 7:** Support methods for measuring the results of climate change mitigation and adaptation efforts.

- **Person(s)/Group(s) Responsible:** SCOH Vice Chair with AASHTO Engineering Staff support
- **Start Date:** Start date of new SCOH Strategic Plan
- **End Date:** Within 1 year
- **Deliverables:** Guidance from SCOH to the subcommittees and AASHTO that SCOH is supporting the development and implementation of methods for measuring the results of climate change mitigation and adaptation efforts.

### ***LOWEST PRIORITY ACTION ITEMS***

**Action 8:** Develop and support policies that incorporate emergency management into routine highway operations.

- **Person(s)/Group(s) Responsible:** SCOH Vice Chair and Subcommittees on Maintenance and Systems Operations and Management
- **Start Date:** Start date of new SCOH Strategic Plan
- **End Date:** Memo within 1 year, new policies within 5 years
- **Deliverables:** Memo to subcommittees and new policies for the AASHTO “Green Book.” The SCOH Vice Chair will send a memo to the Subcommittees on Maintenance and Systems Operations and Management to develop new emergency management policies. The subcommittees will then develop policies on emergency management that will go in the “Green Book” for the states to consider adopting.

## **5.0 WORK GROUP 5 - PERFORMANCE MANAGEMENT**

### **AASHTO Goal 1- RE-ESTABLISH TRANSPORTATION AS A NATIONAL PRIORITY**

**AASHTO Strategic Objective 1H:** Promote accountability through performance-based management to enhance the national transportation system, and work with strategic partners to develop a framework of goals, standards and metrics tailored to meet individual state needs.

**SCOH Strategic Objective 1H:** Assist the Board of Directors and member states in the development of AASHTO's position on Performance Management, in the dissemination of state best practices, and in the implementation of any national performance management framework, particularly as it pertains to highway system condition, performance and operation.

## **5. ACTION ITEMS**

**Action 1:** SCOH will actively support AASHTO's efforts on performance management by being an on-going source of information, technical guidance, and policy advice as the association works with Congress, the Administration and the States to implement performance management. SCOH will accomplish this by writing to the Standing Committee on Performance Management and informing it of SCOH's desire to assist with development of performance metrics, particularly as they pertain to highway condition, performance, or operations.

- **Person(s) /Group(s) Responsible:** Chair/Vice Chair, SCOH will be responsible for writing the memo to Chair/Vice Chair, SCOPM
- **Start Date:** October. 31, 2009
- **End Date:** On-going
- **Deliverable:**
  1. Memo from SCOH Chair/Vice Chair to AASHTO Standing Committee on Performance Management appointing a liaison to SCOPM and expressing desire to be involved.
  2. On-going and active engagement between SCOH and the SCOPM.

**Action 2:** SCOH will form a subcommittee which will be structured 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. SCOH will identify volunteers willing to serve on a quick-response team to represent SCOH in supporting AASHTO staff and other committees as they respond to evolving requests for information related to developing a national transportation performance management process.

- **Person(s) /Group(s) Responsible:** Chair/Vice Chair, SCOH will solicit volunteers to serve as quick response teams
- **Start Date:** Nov 15, 2009
- **End Date:** January 2, 2009



- **Deliverable:** A team of SCOH volunteers willing to assemble quickly by teleconference and email to provide technical guidance to AASHTO as it negotiates a set of performance metrics and related procedures during the transportation re-authorization process.

**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.

- **Person(s)/Group(s) Responsible:** The SCOH Chair/Vice Chair will appoint a group to work with the Standing Committee on Planning and the Subcommittee on Asset Management in support of the Standing Committee on Performance Management to develop appropriate highway metrics
- **Start Date:** Start date of new Strategic Plan
- **End Date:** Throughout adoption and implementation phase of a federal performance management framework
- **Product Delivered:** A group of SCOH members to assist with this effort.

**Action 4:** SCOH will actively support the Standing Committee on Performance Management in shifting from a process-oriented program and project delivery system to an outcome-based project and program delivery process.

- **Person(s)/Group(s) Responsible:** The SCOH Chair/Vice Chair will appoint a group to work with the Standing Committee on Performance Management to support the shift from a process-oriented program and project delivery system to an outcome-based delivery system.
- **Start Date:** Start date of new Strategic Plan
- **End Date:** Throughout the adoption and implementation phase of a federal performance management framework
- **Product Delivered:** A group of SCOH members to assist with this effort.

## **6.0 WORK GROUP 6 - COMMUNICATE THE VALUE OF TRANSPORTATION**

### **AASHTO GOAL 2: ADVOCATE AND COMMUNICATE TO ACHIEVE AASHTO'S GOALS**

**AASHTO Strategic Objective 2D:** Communicate the value of transportation to citizens, community, quality of life, and the economy

**SCOH Strategic Objective 2D:** *Contribute to the efforts of the AASHTO Board of Directors to secure national support for sufficient, sustainable 'net new revenue' through a diversified portfolio of funding sources, by communicating the value of transportation to quality of life, to citizens, to communities and to the economy.*

## **6. ACTION ITEMS**

**Action 1:** Consists of Actions 1.1 and 1.2. The work group proposes that Action 1.1 be drafted and circulated in early October 2009 and be discussed and approved at the October 24, 2009 SCOH meeting. Action 1.2 will then be the main action item that will continue through the life of the new SCOH strategic plan.

**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 to their efforts of communicating the value of transportation to the citizens, the media and to legislators.

- **Person(s)/Group(s) Responsible:** SCOH Chair/Vice Chair, SCOH Committee
- **Start Date:** October 1, 2009
- **End Date:** October 23, 2009 at the SCOH meeting
- **Deliverables:** Formal Resolution.

**Refer to Appendix B for proposed language for the resolution suggested in this action item**

**Action 1.2:** Assign three SCOH members to work with the AASHTO Board of Directors and the Subcommittee on Public Affairs to brand and translate AASHTO messages for communication at the SCOH, state and local level.

- **Person(s)/Group(s) Responsible:** Chair/Vice Chair SCOH, will assign a person or a group to work with the Board of Directors and the Subcommittee on Public Affairs
- **Start Date:** Start of new SCOH Strategic Plan
- **End Date:** End of new SCOH Strategic Plan
- **Deliverables:** AASHTO messages packaged for communication at the SCOH, State and Local levels. These could include:
  1. Short Media messages that SCOH, state and locals can communicate,
  2. Brief reports that provide information at the SCOH, state and local level,

3. Include messages about what is not getting done because of the lack of revenue and what is being delivered because of the stimulus package,
4. Messages about how the State DOTs' efforts add to the value of transportation.

**Action 1.3:** SCOH will collaborate with AASHTO and the Board of Directors to develop appropriate policy, programmatic and technical messages that are aligned to the AASHTO messages. SCOH will look at the 20-07 funds to support research efforts involved in developing these messages.

- **Person Responsible:** Chair/Vice Chair SCOH, will assign a person or a group to work with the Board of Directors and the Subcommittee on Public Affairs
- **Start Date:** Start of new SCOH Strategic Plan
- **End Date:** End of new SCOH Strategic Plan
- **Products Delivered:** Policy, programmatic and technical messages developed in collaboration with AASHTO.

**Action 2:** SCOH will reach out to the Subcommittee on Public Affairs, National Transportation Public Affairs Workshop and the AASHTO Headquarters Office to ensure that they know that SCOH is available to provide technical expertise to its advocacy efforts. SCOH will work with the groups to identify, document and share state successes in delivering transportation projects that illustrate and communicate the value of transportation. Examples will include projects delivered using stimulus funds.

- **Person(s)/Group(s) Responsible:** SCOH Chair/Vice Chair to designate a liaison from SCOH to work with Chair/Vice Chair Subcommittee on Public Affairs or their designee and the AASHTO Communications Director
- **Start Date:** January 2010
- **End Date:** March 2010
- **Deliverables:**
  1. Memo from Chair/Vice Chair, SCOH to Chair Subcommittee on Public Affairs formalizing this action, assigned to a member of SCOH to write,
  2. Messages approved by SCOH will be packaged by the Subcommittee on Public Affairs for use by AASHTO, SCOH, States and the locals where applicable,
  3. One of the goals of this action item is to provide two way communications so that SCOH understands what is being communicated and what is being planned to be communicated at the national level to support the Board of Directors and the

AASHTO Strategic goal. The SCOH designee will be the communication link between SCOH and the Subcommittee on Public Affairs, keeping all sides informed about current, planned and future communication activities. The SCOH designee will provide a report on these planned and future activities and work with SCOH to plan and prepare SCOH messages aligned with the national messages to be included as part of the national campaign as well as contribute to the SCOH, State and Local messages.

**Note:** Sherry Appel, AASHTO, explained that AASHTO has some messages that are currently available that SCOH could use at the state level. Many opportunities for collaboration exist and Sherry will share these at the Annual SCOH Meeting.

**Action 3:** SCOH will issue a periodic Chief Engineers Report that will present information about present and future transportation trends and needs and the ability of our nation's transportation infrastructure to meet those demands. The Chief Engineers Report will include Board of Director strategies for meeting the current and future transportation needs. SCOH will use the Chief Engineers Report and the AASHTO Campaign Toolkit as sources to support the Board of Director's Strategic Plan and to communicate messages at the state and local agencies level.

**First Deliverable:** Prepare 20-07 proposal for hiring a consultant to work on this action item for consideration and approval at the October 24, 2009 meeting.

**Subtasks-1 for Action 3:** SCOH will issue an RFP through NCHRP to define the details of the Chief Engineers Report.

- **Person(s)/Group(s) Responsible:** SCOH will issue an RFP to finalize the details of the Chief Engineers Report
- **Start Date:** November 2009
- **End Date:** May 2010 ( At least a major deliverable should be delivered at the Spring meeting)
- **Deliverables:** The deliverables will include the following:
  1. The type(s) of information that would be included in the report(s),
  2. The format of the report(s),
  3. Who will be responsible for gathering the information,
  4. Who will be responsible for writing the report,
  5. The different media used to publish the report based on the content. It could be published to a website, emailed out, hardcopies made, etc.,

6. The frequency of the report,
7. The audience receiving this report and the strategic distribution.

**Note:** Team expressed concern about delay in getting this action implemented and suggested that the project be expedited and be treated as a 20-07 project. They suggested discussing with Neil for possibly having a *proposal drafted now for consideration/approval on October 24, 2009, at the 20-07 SCOH* panel meeting. Approving this action quickly would allow the team to start working on the action item and will result in progress that can be ready for discussion at the spring meeting in May, 2010.

**Subtask-2 for Action 3:** Based on the deliverables of Subtask-1, the SCOH Chair/Vice Chair will meet with the Board of Directors to provide a briefing on the highlights of each report.

- **Person(s)/Group(s) Responsible:** SCOH Chair/Vice Chair designate a liaison from SCOH to work with NTPAW
- **Start Date:** Start of SCOH Strategic Plan
- **End Date:** End of Strategic Plan
- **Deliverable:** Chief Engineers Report.

**Action 4:** SCOH will set aside time on the SCOH meeting agenda at both the spring and fall meetings, 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. These top issues and recommended actions to address them will then be presented to the Board of Directors.

- **Person(s)/Group(s) Responsible:** SCOH members
- **Start Date:** Spring 2010
- **End Date:** October 2015
- **Deliverable:** Top three or four important issues/items along with several recommended actions to address the issues will be presented to the Board of Directors.

**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.

- **Person(s)/Group(s) Responsible:** SCOH Chair/ Vice Chair will designate a member to meet with AGC, ACEC and ARPAA

- **Start Date:** Fall 2010
- **End Date:** End date of SCOH Strategic Plan
- **Deliverables:**
  1. The designee will coordinate and schedule time for discussion on messages to be shared with AGC, ARTBA and ACEC at the spring and fall SCOH meetings. They will also schedule phone conferences for SCOH members to discuss such messages if necessary,
  2. The designee will share these as written messages with AGC, ARTBA and ACEC. These will also be copied to AASHTO and SCOH members.

**Note:** SCOH will coordinate with AASHTO-AGC-ARTBA Joint Committee, which develops joint policy statements each year and the AASHTO-ACE Joint Committee, which meets at the Spring and Annual AASHTO Meetings.

## **7.0 WORK GROUP 7 - RESEARCH AND EMERGING TECHNOLOGY**

### **AASHTO GOAL 3: PROVIDE WORLD CLASS TECHNICAL SERVICES**

**AASHTO Strategic Objective 3A:** Identify, communicate and facilitate use of emerging research, technologies, materials, processes and programs.

**SCOH Strategic Objective 3A Addressing Research and Emerging Technology:**  
*Identify, develop and communicate standards, specifications, technical policies and other guidelines and facilitate use of emerging research, technologies, materials, processes and programs in order to have a world class transportation system that can meet the challenges of tomorrow.*

## **7. ACTION ITEMS**

**Action 1.1:** SCOH will annually identify and select two or three high payoff key topics and approve them for expedited and focused *research*.

**Action 1.2:** SCOH will also select two or three practical, implementable, high payoff innovations to extend the life of bridges and pavements, improve safety, reduce fatalities and improve system efficiencies so that emerging technologies can be fast-tracked from *research to implementation*. SCOH will drive the accelerated implementation of these high payoff innovations. Working with the Board of Directors, SCOH will select these two to three high payoff key topics and the implementation of high payoff innovations

To effectively accomplish this, SCOH will develop and implement a formal relationship for collaboration and cooperation on these high pay off initiatives with the Standing Committee on Research (SCOR), Standing Committee on Highway Traffic Safety (SCOHTS), FHWA, NCHRP and SHRP 2. SCOH will designate subject matter experts from SCOH or the appropriate SCOH subcommittees to coordinate with other groups to pilot the implementation and to market and train States on the use of the initiative. [Like TIG, this effort will need dedicated funding if there are to be pilot programs, marketing efforts, and training.]

- **Person(s)/Group(s) Responsible:** Chair/Vice Chair SCOH and Work Group Chair
- **Start Date:** Start date of new SCOH Strategic Plan
- **End Date:** End date of new SCOH Strategic Plan
- **Deliverable:**
  1. SCOH will create a Work Group with representation from SCOH, SHRP2, NCHRP, SCOHTS, SCOR and FHWA as well have appropriate subject matter experts from bridges, pavements, safety and system preservation to meet bi-annually to review and select high payoff innovations that will be accelerated from research to implementation,
  2. SCOH, SHRP2, NCHRP, SCOHTS, SCOR and FHWA will discuss and finalize a process and funding source for the implementation of the above listed projects and innovations in collaboration with other existing implementation efforts,
  3. SCOH will also assign a Project Manager who will be an AASHTO Staff or a designee either from SCOH or from a SCOH subcommittee who will be responsible for managing the process and the outcome. SCOH will decide on frequency of project updates and other reports that will be produced and delivered by the Project Manager to SCOH,
  4. SCOH will work with the Board of Directors, SCOR, SHRP2, NCHRP and FHWA to decide on the funding source (20-07 versus other monies from Board of Directors) and process for funding of these select projects that are focused on accelerating research to implementation. Currently TIG works on projects that have already been implemented in some states but needs a focused marketing campaign for increasing implementation nationwide,
  5. The list of high-payoff innovations resulting from the work group selection process,
  6. A status report/update of the research and the innovations will be tracked in a formal project plan. The plan will include expected completion dates for all milestones, progress made to-date and list all issues and actions to address these issues. The Project Manager will provide the update on the status of the research and innovations to SCOH either during meetings or electronically at the frequency determined in item 2,

7. SCOH will provide a status update to the Board of Directors on all the deliverables. Depending on the format, this may become part of the Chief Engineers Report.

**Action 2:** SCOH will ensure that for these selected projects that are implementable within its charge, including those by the subcommittees are piloted and the outcomes and results will be packaged for appropriate marketing that can be easily reviewed, understood and adopted by the states, such as short videos, technical briefs and other materials. SCOH will also ensure that training is developed and deployed to implement these innovative projects and solutions to foster *integration into the normal* operations of the State DOTs. Information will also be populated in the databases of TRIS and RIP as appropriate.

- **Person(s)/Group(s) Responsible:** SCOH Chair/Vice Chair will assign a designee to manage the packaging of the outcome and results for marketing. The chair of TIG will be responsible for monitoring progress, creating an executive summary report and also for ensuring that appropriate aspects are included in the Chief Engineers Report
- **Start Date:** Start date of New SCOH Strategic Plan
- **End Date:** End date of New SCOH Strategic Plan
- **Deliverable:**
  1. A measure to track success of this effort,
  2. Progress, status of packaging of the projects and products,
  3. Report on the number of state DOTs that have
    - a. Piloted
    - b. Adopted the projects as part of practice
  4. The summary of this action item will be provided in a format for inclusion in the Chief Engineers Report.

**Note:** The idea is to move the implementation of innovations to become part of AASHTO standard practices. AASHTO has a new studio that can be used to package material and to create the videos discussed in this Action Item.

**Action 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.

- **Group(s)/Person(s) Responsible:** The chair of each subcommittee
- **Start Date:** Start date of New SCOH Strategic Plan
- **End Date:** End date of New SCOH Strategic Plan
- **Deliverable:** A report on status of all specifications, manuals and other documents.



**Action 4:** SCOH will use an electronic ballot to approve technical memorandums that supports the implementation of the key innovations drafted by the AASHTO engineering staff using the results of the research. This technical memorandum will be for the high pay off projects from Action item 1. These are projects that have been piloted and tested and are ready for implementation as identified by TIG and require changes to the specifications and manuals before they will be implemented by States. The list of projects will be those that will be beneficial for states to implement without having to wait for the technical revision or update to the book (green book, bridge book), guidelines or manuals.

- **Person Responsible:** SCOH will assign an AASHTO Engineering Staff to coordinate and lead this effort
- **Start Date:** Start date of New SCOH Strategic Plan
- **End Date:** End date of New SCOH Strategic Plan
- **Deliverables:**
  1. The selected high pay off projects,
  2. AASHTO Engineering Staff will work with FHWA and the appropriate subject matter experts to draft technical memorandums and get them approved by SCOH using electronic ballot.

**NOTE:** This is one way to expedite the implementation of selected project without the delays that currently occur in updating the specifications/guidelines/manuals. The process is effectively being used currently by FHWA. The AASHTO staff will have the necessary communication links with other committees and subcommittees within AASHTO who would have a stake in the project. This will help SCOH move tested innovation into practice in a shorter time. An example of an FHWA technical memorandum is included in **Appendix A.**

**Action 5:** SCOH will document the current process of implementing improvements to AASHTO technical standards and have recommendations on options to accelerate updating of manuals. SCOH will accomplish this by creating a task force to work on the action item.

- **Group(s)/Person(s) Responsible:** SCOH will use NCHRP (example NCHRP 20-7) funding to issue an RFP to document current practices, recommend and assist with implementing an accelerated and streamlined process to update manuals.
- **Start Date:** January 2011 (At the earliest possible )
- **End Date:** One year from start date
- **Deliverables:**
  1. Document and flow chart of the current processes,
  2. Recommend process improvements,

3. Assist with implementing the recommended process improvements to accelerate updating the manuals.

**NOTE:** Team felt that process improvements are best done by using an external organization or consultant.

## **8.0 WORK GROUP 8 - WORKFORCE PLANNING AND DEVELOPMENT**

### **AASHTO GOAL 4: ASSIST STATE DOTs WITH LEADERSHIP AND PERFORMANCE**

**AASHTO Strategic Objective 4C:** Assist states in addressing issues of workforce recruitment, retention, succession planning, core competencies and professional development in emerging areas

**SCOH Strategic Objective 4C:** SCOH will support the states by leading initiatives to advance the knowledge and implementation of tools to address workforce planning and development (recruitment, retention, succession planning, core competencies and professional development) in highway-related disciplines (e.g. highway design, bridge engineering, construction, maintenance, traffic engineering, systems operations, right of way, utilities, etc..)

## **8. ACTION ITEMS**

**Action 1:** SCOH will propose the creation of an AASHTO workforce planning and development working group that in cooperation with other relevant AASHTO committees will monitor and facilitate progress on workforce planning and development issues. SCOH members will participate as members of the work group.

- **Person(s)/Group(s) Responsible:** SCOH Chair and Vice Chair will contact AASHTO to convene group and assign SCOH members
- **Start Date:** January 2010
- **End Date:** N/A - Continuous
- **Deliverables:** SCOH members assigned to this working group will participate in work group and relevant committee conference calls, provide meeting notes to the SCOH, will facilitate SCOH workforce circle discussions on a regular basis, and in cooperation with

other relevant AASHTO committees propose a workforce planning and development Peer Exchange.

**Action 2:** SCOH will propose a NCHRP study that will build upon existing NCHRP workforce planning and development data and reports, that will gather information on new, current and future DOT workforce challenges, best practices, and implementation strategies focused on highway-related disciplines. The results of the study should be cataloged by success rate and workforce area (recruitment, retention, succession planning, core competencies and professional development) and delivered through a quick reference guide for use by SCOH members.

- **Person(s)/Group(s) Responsible:** SCOH members assigned to the Workforce Planning and Development work group will submit the NCHRP study proposal in collaboration with other relevant AASHTO committees and subcommittees.
- **Start Date:** January 2011
- **End Date:** January 2013
- **Deliverable:** NCHRP report; quick reference guide; postings to the NCHRP online Workforce Toolkit (<http://146.115.18.166/workforce10a/NCHRP.aspx>)

**Action 3:** SCOH will task each of its subcommittees to identify a set of high level core competency requirements and professional development needs that would be a universal expectation across all DOTs for entry level, fully operational, supervisory, and management levels by discipline for use by SCOH members and their departments. This will be created in collaboration with the AASHTO Subcommittee on Personnel and Human Resources, and the AASHTO working group on Workforce Planning and Development.

- **Person(s)/Group(s) Responsible:** SCOH Chair and Vice Chair will make this assignment to all SCOH Subcommittee Chairs; the SCOH Subcommittee Chairs will report this information to the SCOH members assigned to the Workforce Planning and Development work group, who will collaborate with all other relevant committees to compile the information.
- **Start Date:** January 2010
- **End Date:** January 2012
- **Deliverable:** Development of a competency toolkit for SCOH members and their Departments to use, which will identify the core skills, competencies and professional development needs required for any highway discipline position in their agency. This toolkit will be placed on the NCHRP online Workforce Toolkit (<http://146.115.18.166/workforce10a/NCHRP.aspx>) for use by SCOH members.

**Action 4:** SCOH, through its subcommittee structure, will identify priorities for current training needs, including the conversion or development of technical or professional development courses

to web-based training or self-study programs. This will be created in collaboration with the AASHTO Subcommittees on Personnel and Human Resources, as well as Information Systems; FHWA; and the National Highway Institute (NHI).

- **Person(s)/Group(s) Responsible:** SCOH Chair and Vice Chair will make this assignment to all SCOH Subcommittee Chairs, the SCOH Subcommittee Chairs will report this information to the SCOH members assigned to the Workforce Planning and Development work group, who will collaborate with all other relevant committees and agencies to compile and create the required information.
- **Start Date:** January 2011
- **End Date:** January 2012
- **Deliverable:** Priority list of current training needs, including the conversion or development of viable web-based technical and professional development courses. Delivery of this priority list will be made to relevant AASHTO Committees, FHWA and NHI, with a request that these training needs be addressed through the creation, development and delivery of new training courses.

**Action 5:** SCOH will propose that the NCHRP workforce toolkit website of the recruiting, retention, and succession planning best practices, related to highway disciplines, be updated and provided to SCOH members for use by their Departments. This will be requested in collaboration with the AASHTO Subcommittee on Personnel and Human Resources.

- **Person(s)/Group(s) Responsible:** SCOH members assigned to the Workforce Planning and Development work group in collaboration with the Subcommittee on Personnel and Human Resources will be responsible for this task.
- **Start Date:** January 2011
- **End Date:** January 2013
- **Deliverable:** Updated workforce toolkit highlighting recruiting, retention, and succession planning best practices, related to highway disciplines; briefing of this information to SCOH; electronic communication and dissemination of information to SCOH membership.

**Action 6:** SCOH will propose a NCHRP study to survey, research and gather information on successful implementation of a corporate university concept for state DOTs.

- **Person(s)/Group(s) Responsible:** SCOH members assigned to the Workforce Planning and Development work group in collaboration with the Subcommittee on Personnel and Human Resources will be responsible for this task.

- **Start Date:** January 2012
- **End Date:** January 2014
- **Deliverable:** Summary report of research findings to include: a concept model for a corporate university, a project plan to implement the corporate university concept within a DOT, and a report evaluating the outcome of the implemented product.

**Action 7:** SCOH will propose the creation of a branded image for National TV spots for promoting the transportation profession, and for short clips that DOTs can place on their external employment websites. This will be created and implemented in cooperation with the AASHTO Subcommittee on Personnel and Human Resources, as well as the AASHTO Subcommittee on Public Affairs.

- **Person/Group Responsible:** SCOH members assigned to the Workforce Planning and Development work group in collaboration with the Subcommittee on Personnel and Human Resources and the Subcommittee on Public Affairs will be responsible for this task
- **Start Date:** January 2011
- **End Date:** January 2013
- **Deliverable:** National broadcasted messages via Television and Radio. Website video clips.

## **9.0 WORK GROUP 9 - PROJECT DELIVERY**

### **COMBINED AASHTO GOALS**

#### **AASHTO GOAL 1- RE-ESTABLISH TRANSPORTATION AS A NATIONAL PRIORITY.**

#### **AASHTO GOAL 4: ASSIST STATE DOTs WITH LEADERSHIP AND PERFORMANCE**

**AASHTO Strategic Objective 1C:** Accelerate project delivery

**AASHTO Strategic Objective 4B:** Provide a comprehensive framework for accelerated project delivery of all transportation projects

**SCOH Strategic Objective 4B and 1C:** Support accelerated project delivery by contributing to environmental streamlining efforts and promoting agency best practices for expediting the design, review, construction and inspection of high-quality transportation projects.

## **9. ACTION ITEMS**

**Action 1:** SCOH will continue efforts to promote environmental streamlining. SCOH will accomplish this through involvement with the Center for Environment Excellence and by continuing to collaborate with the Standing Committee on the Environment, Federal Highway Administration, federal resource agencies and national advocacy groups.

- **Group(s)/Person(s) Responsible:** Chair/Vice Chair SCOH, will assign a person, persons or a group to work with SCOE, FHWA, federal resource agencies and national advocacy groups
- **Start Date:** Start of new SCOH Strategic Plan
- **End Date:** End of new SCOH Strategic Plan
- **Products Delivered:**
  1. SCOH will create a formal relationship between the SCOH and SCOE on joint efforts to promote environmental streamlining,
  2. Chair/Vice Chair, SCOH will clarify the role of SCOH members in the Center for Environmental Excellence.

**Action 2:** SCOH will continue to focus on opportunities to promote environmental streamlining and accelerated project delivery in the upcoming Transportation Re-authorization Act. SCOH will accomplish this by assigning a SCOH member as a liaison to the Reauthorization Steering Committee (RSC) or other appropriate body.

- **Person(s)/Group(s) Responsible:** SCOH Chair will request an appointment of a SCOH member to the RSC or appropriate body
- **Start Date: Immediately**
- **End Date:** End of new SCOH Strategic Plan
- **Deliverables:**
  1. The SCOH appointee will provide a report to SCOH on the outcome of the recommendations made in 2008 by the RSC pertaining to this objective,

2. The SCOH appointee will provide feedback to SCOH on additional efforts required by SCOH in supporting the streamlining legislation,
3. The SCOH appointee will be the communication link between the Board of Directors' streamlining efforts and SCOH, responsible for communicating and updating SCOH on progress of activities as well as facilitating SCOH involvement and support in the efforts of the streamlining legislation.

**Action 3:** SCOH will create a forum to review and discuss the findings of the 20-68 A, Domestic Scan and NCHRP 20-73 project, titled, "Accelerating Transportation Program and Project Delivery: Conception to Completion" and the findings of the SHRP2 capacity research project on collaborative decision making framework. SCOH will create a working group to further brainstorm and study the details of the research findings as it pertains to:

1. integrating project initiation and programming to accelerate project delivery,
2. innovative practices in right-of-way and utility clearance,
3. innovative means to reduce construction duration times, particularly through innovative construction practices and innovative construction procurement methods,
4. the findings of the SHRP 2 project of ensuring that the right people are involved at key decision points and right processes, information and strategies are used at the right time to ensure timely, if not accelerated project delivery.

The working group will identify actions that the AASHTO organization can take to assist states in implementing and integrating selected strategies successfully into practice. An example of a similar approach can be seen in the activities of TIG in working with states to implement successful technologies.

- **Person(s)/Group(s) Responsible:** SCOH Chair/Vice Chair will create a working group of SCOH members to work on the activities leading to the identification of actions that AASHTO can take to assist states in accelerating project delivery.
- **Start Date:** As soon as the above mentioned research results are published in 2010
- **End Date:** October 2010
- **Deliverables:**
  1. List of SCOH members assigned to the working group,
  2. Schedule presentations, webinars and other mechanisms to review and brainstorm on the findings of the three research projects and select strategies that will be beneficial for states to implement into practices,

3. Actions that AASHTO can take to assist states in implementation of selected practices.

**Action 4:** SCOH will task all appropriate SCOH Subcommittees to examine their standards, policies, manuals and recommended procedures to ensure they promote collaborative best practices identified for accelerating the design, construction, and inspection of high-quality transportation projects and promote collaborative project delivery.

- **Person Responsible:** SCOH Chair/Vice Chair will task each Subcommittee with this assignment
- **Start Date:** May 2010 (*for first iteration of the deliverables*)
- **End Date:** May 2011(*for first iteration of the deliverables* )
- **Deliverables:** The following deliverables will be produced every year:
  1. Report by each subcommittee on review of its standards, policies, and guidance documents to ensure they complement best practices for collaborative accelerated project delivery,
  2. Work plan from each subcommittee identifying collaborative accelerated project delivery tasks,
  3. Any resulting changes in standards, policies or guidance documents produced by the subcommittees.

**Action 5:** SCOH will propose that the Standing Committee on Performance Management move the Subcommittee on Project Delivery to a subcommittee under SCOH tasked to address cross-cutting issues such as those listed below that are not covered by other subcommittees:

1. Innovative procurement methods such as design-build, best-value, public-private partnerships, etc. (some of these may warrant their own action items),
  2. Working with joint AASHTO/FHWA work plan on the context sensitive solutions
  3. State of the practice project management approaches and a project management guide for delivery of highway projects,
  4. Consultant management issues, such as how to most effectively manage consultant contracts.
- **Groups(s)/Person(s) Responsible:** SCOH Chair/Vice Chair will work with SCOPM Chair/Vice Chair.
  - **Start Date:** Start of new SCOH strategic plan
  - **End Date:** End of new SCOH strategic plan. The purpose of this subcommittee will be re-evaluated at the end of the new SCOH strategic plan.



- **Deliverables:** A Project Delivery Subcommittee under SCOH focused on accomplishing the objectives of this action plan and accelerating project delivery.

## **10.0 WORK GROUP 10 - SYSTEM PRESERVATION**

### **1998 SCOH GOAL**

### **1998 SCOH STRATEGIC PLAN GOAL 3- DEVELOP AND ADVOCATE IMPLEMENTATION OF STATE-OF-THE-ART METHODS AND TECHNIQUES FOR HIGHWAY PRESERVATION.**

#### **1998 SCOH Objective: System Preservation**

**SCOH Strategic Objective on System Preservation:** Advance innovative technologies and state-of-the art techniques, and adopt measurements providing intelligence to improve the condition of the entire highway system.

## **10. ACTION ITEMS**

**Action 1:** SCOH will identify and implement primary technologies, strategies, materials and processes that support rapid construction, rehabilitation, preservation and maintenance of the highway system and improve the conditions of the existing highway system with minimum impact to traffic.

- **Group/Person(s) responsible:** SCOH Subcommittee Chair/Vice Chair
- **Start Date:** Start of new SCOH Strategic Plan
- **End Date:** End date of SCOH Strategic Plan
- **Deliverables:**
  1. Each subcommittee and task team would develop a work plan that identifies the activities the groups will undertake on technologies, strategies, materials and publications that would improve safety, operations and condition of the entire highway system,
  2. Report that highlights and provides a status update of the actual deliverables and the changes made to the publications that are on the work plan,
  3. Summary report that provides the facts, details and examples of how the technologies, strategies, materials and processes were successful in improving bridge and pavement conditions.

Examples include:

- Traffic marking procedure that maximizes paint application while optimizing performance (e.g. reflectivity, durability),
- Optimal timing and options for bridge deck treatments (e.g. dense overlays, seals, etc) that sustain serviceability,
- For example, a deliverable may be an update to the bridge specification.

**Action 2:** SCOH will assist the AASHTO Board of Directors in lobbying Congress and the public for adequate funding for system preservation. This will include analysis to support funding needs and involvement in the development of the reports like the Bottom Line Report and other publications that make the case for adequate funding for system preservation.

- **Group(s)/Person(s) Responsible :** Chair/Vice Chair SCOH will create a working group that will work with the Board of Directors to make a case to Congress for adequate funding
- **Start Date:** Start of new SCOH Strategic Plan
- **End Date:** End date of SCOH Strategic Plan
- **Deliverables:** Analysis to support funding needs for system preservation for reports like the Bottom Line Report.

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

- **Group(s)/Person(s) Responsible:** SCOH will assign SCOH members to work with SHRP 2 to identify and support implementation of SHRP2 renewal track projects that support system preservation.
- **Start Date:** Start of new SCOH Strategic Plan
- **End Date:** End date of SCOH Strategic Plan
- **Deliverables:** Implementation of SHRP2 Renewal track projects



provides for selecting a design speed that equals or exceeds the posted or regulatory speed limit or as an alternate, the use of specific, measured 85th percentile speeds for design of individual or series of horizontal and vertical curves as recommended in the TRB 3R study. The alternative procedure may be used whether or not the State has FHWA approved special 3R criteria.

2. For all new and reconstruction projects, and all Interstate System projects, the geometric design should be consistent with speed implied to the driver by the posted or regulatory speed. Therefore, the design speed chosen for such projects should equal or exceed the posted or regulatory speed in order to assure that drivers operating at the legal speed limit can do so without unwittingly exceeding the safe design speed of the facility.

The intent of this policy is not to require speed limit posting or advisory speed signing to correspond to the actual design speed of the project or to an individual design element within a project. However, when the legal driving speed exceeds the design speed of a project element, the need for signs and markings should be based on recognized traffic engineering practice, accepted State policy, and be in accordance with the MUTCD.

*/s/ original signed by*  
Thomas O. Willett

## **APPENDIX B**

### **Work Group: Communicating the Value of Transportation**

#### **Proposed Formal Resolution from SCOH to AASHTO Board of Directors**

Where as....

an efficient, fully operational transportation system is critical to the continued health of the national economy and to the quality of life for all citizens,

State Departments of Transportation (DOTs) continue to be challenged by unsustained and inadequate funding sources for transportation improvements,

the lack of continuous and dependable funding leads to significant inefficiencies in project development and delivery processes,

the existing national transportation system is aging faster than rejuvenating and rehabilitating projects can be funded to address increasing needs,

the results of unmet needs continue to challenge project development, construction, maintenance and operations functions in most State DOTs,

those project development, construction, maintenance and operations functions are mostly represented by the subcommittees and technical committees of the Standing Committee on Highways,

technical and procedural impacts from those challenges are understood most completely by those subcommittees and technical committees under the purview of the Standing Committee on Highways,

Be it resolved that...

the Standing Committee on Highways, with input from its subcommittee and technical committees, stands ready to provide input and any desired assistance to support the AASHTO Board of Directors' strategic goal to effectively communicate the value of transportation.

#### **Earlier Version**

*Recognizing the importance of communicating the value of transportation, we, the Standing Committee on Highways, hereby inform the Board of Directors formally through a resolution*

*that the Standing Committee on Highways is available and willing to serve either as direct communicators or as technical advisors to communicate the value of transportation to the citizens, the media and to legislators. We believe that our Status as Chief Engineers gives AASHTO messages credibility, and we are ready to apply that leverage to help AASHTO.*