

## Comprehensive Committee Review

Responses to Survey of AASHTO Committee Members

April 2016

### Number of Responses

Board of Directors:	10
Chairs/Vice Chairs:	30
Committee Members:	183
Total Responses:	223

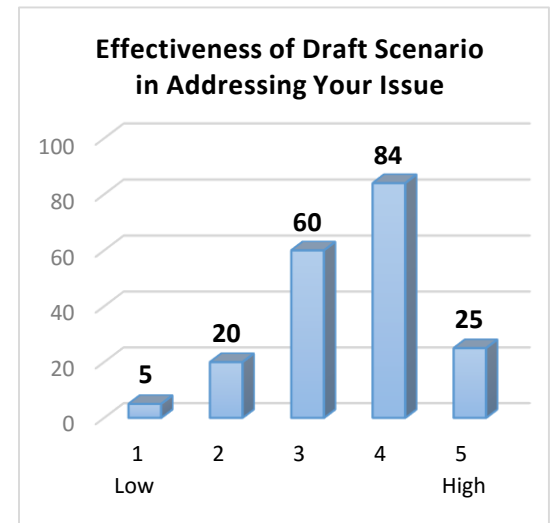
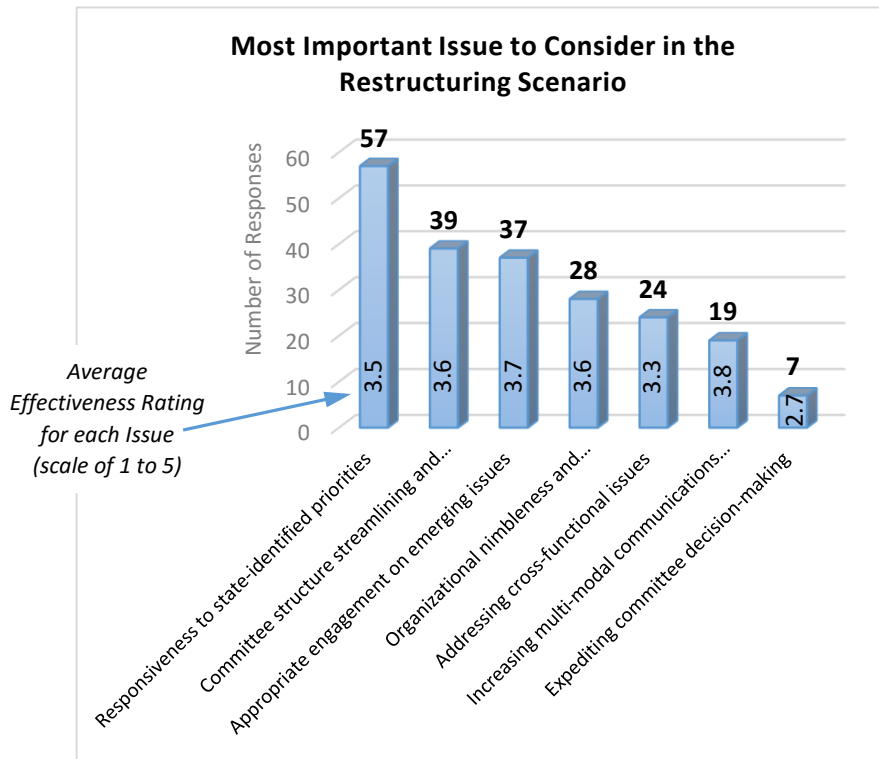
### Number of Responses by Member Department

Alabama	4
Alaska	5
Arizona	1
Arkansas	3
California	5
Colorado	2
Connecticut	4
Delaware	6
District of Columbia	0
Florida	1
Georgia	7
Hawaii	0
Idaho	2
Iowa	4
Illinois	7
Indiana	6
Kansas	5
Kentucky	4

Louisiana	3
Maine	6
Maryland	5
Massachusetts	4
Michigan	12
Minnesota	3
Mississippi	6
Missouri	11
Montana	6
Nebraska	2
Nevada	4
New Hampshire	5
New Jersey	4
New Mexico	1
New York	4
North Carolina	7
North Dakota	5
Ohio	2

Oklahoma	9
Oregon	3
Pennsylvania	6
Puerto Rico	0
Rhode Island	1
South Carolina	8
South Dakota	2
Tennessee	4
Texas	4
Utah	7
Vermont	5
Virginia	0
Washington	7
West Virginia	1
Wisconsin	3
Wyoming	5

## Most Important Issue in Restructuring



**Comments on Most Important Issue (by number of responses) from Board members and Chairs/Vice-Chairs:**  
(and average rating of effectiveness of proposed structure in addressing this issue, from 1 (low) to 5 (high))

**Responsiveness to state-identified priorities: 57 responses (Avg effectiveness rating: 3.5)**

### Board Comments

- I feel it is fundamental to AASHTO to address the states' needs.
- Responding to state priorities is a top role of AASHTO and ultimately the committee structure must serve this role or it will be ineffective at the other issues on the list.
- Because at the end of the day, the reason states belong to an organization such as AASHTO is to better serve the citizens of their home state. If there is an added benefit to national interests that is a plus.

### Chairs/Vice-Chairs Comments

- Solve conflict issues.
- The State and industry needs drive the need for change. I think it is most important to address these needs since above all else, my responsibility is to my own State. I have to justify my participation by showing how the initiatives directly impact travel in PA.
- It sometimes takes too long to get feedback on State priorities.
- My agency funds AASHTO committee work (e.g. SCOR) and looks to AASHTO for guidance on policy and technology.
- Bridge Seismic issues.
- This is a critical need at this time.

**Committee structure streamlining and simplification: 39 responses (Avg effectiveness rating: 3.6)***Board Comments*

- Streamlining necessary to expedite decision making, less committees looking at the same issues, many times less is better.
- There are too many committees and not enough communication between the committees to make it all work as it should. Also, new employees who attend their first AASHTO meeting are overwhelmed by the number of committees and complexity of how things work.
- I believe restructuring to a more simplified and streamlined committee structure set the committees up to address many of the other issues listed.

*Chairs/Vice-Chairs Comments*

- It was a challenge to keep up with the various committees and their respective roles.
- I serve as chair of SOM and I feel we have done a lot of work to speed up standards development to help states in a timely manner and I like to see all the AASHTO subcommittees do the same.
- It seems that AASHTO has become too large. There are committees and subcommittees that at times discuss the same issues. In addition, each time a new issue arises a new special committee is formed instead of fitting it in an existing group.

**Appropriate engagement on emerging issues: 37 responses (Avg effectiveness rating: 3.65)***Board Comments (None)**Chairs/Vice-Chairs Comments*

- Emerging issues require early attention lest the issues outstrip current technology, practices, policies, etc.
- Appropriate engagement leads to allowing each state appropriate representation, and the necessary external partners are then engaged. Further the council will allow all 52 member departments to be at the table in each of the 8 councils.
- Learning the needs and requirements of emerging issues in order to be ready with data and information for decision makers when the time for action arrives.
- It continuously needs updating.
- I think we can do a better job of presenting ourselves as more forward thinking, we tend to be too reactive as an industry.
- It is critical for AASHTO to be nimble enough to identify and address emerging issues. It will allow State Transportation Organizations to address the needs the system using.

**Organizational nimbleness and responsiveness: 28 responses (Avg effectiveness rating: 3.6)***Board Comments*

- A primary value that AASHTO brings is its ability to develop consensus on activities at the federal level.
- It can take a long time to deal with issues under the current structure. Also, issues can arise very quickly that require timely consideration and guidance to the members.

*Chairs/Vice-Chairs Comments*

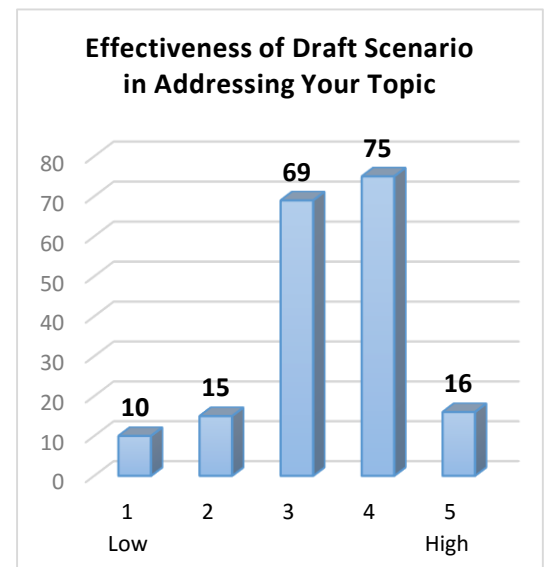
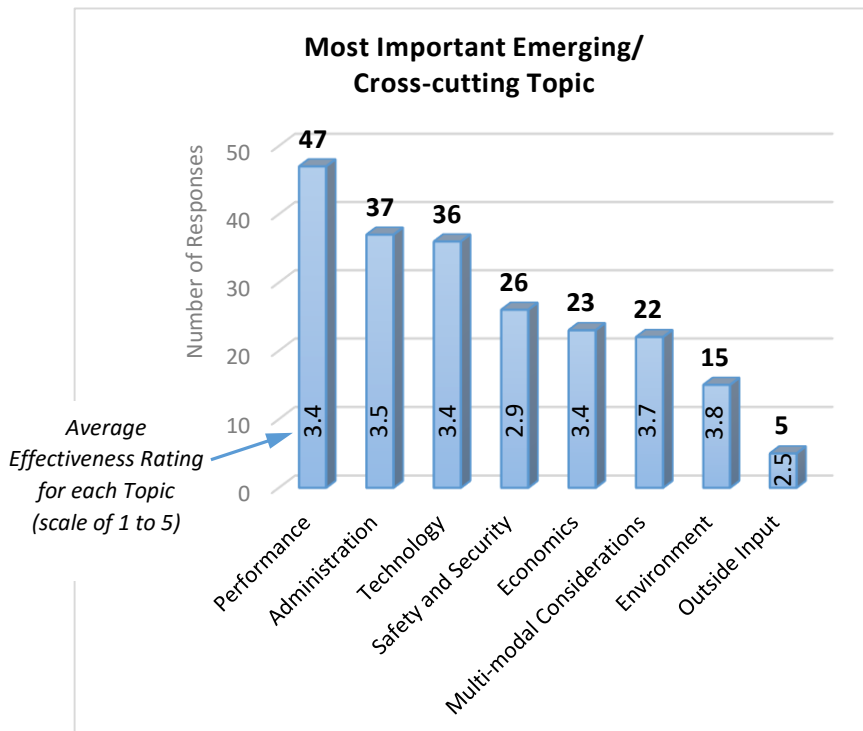
- AASHTO could be more responsive to transportation policy trends, e.g., Unmanned Aerial Systems, Autonomous vehicles.
- The ability to react quickly to developing issues allows us to move forward and not lose opportunities.
- When issues arise, state DOT's need innovative solutions in a timely manner.
- Organizations with bureaucratic structures tend to rely on the structure rather than addressing issues directly. Responsiveness is slow.
- The flow of information and communication between AASHTO and the states is imperative in order to address issues and resolve problems.

**Addressing cross-functional issues: 24 responses (Avg effectiveness rating: 3.3)***Board Comments (None)**Chairs/Vice-Chairs Comments*

- Break down silos; project delivery is multi-disciplinary.
- There have been overlapping interest in various committees.
- Addressing cross functional areas with other subcommittees.
- Issues that fit cleaning within a subcommittee, task force, etc., are typically handled well because roles, responsibilities and processes exist for them. It is when an issue exists that touches more than one committee or subcommittee, often times progress is hampered by communication issues or "who has the ball" issues.

**Increasing multi-modal communications and collaboration: 19 responses (Avg effectiveness rating: 3.8)***Board Comments (None)**Chairs/Vice-Chairs Comments (None)***Expediting committee decision-making: 7 responses (Avg effectiveness rating: 2.7)***Board Comments (None)**Chairs/Vice-Chairs Comments*

- Important issues need appropriately timely response before the issue gets decided for us.

**Most Important Emerging/Cross-Cutting Topic**

**Comments on Most Important Emerging/Cross-Cutting Topic (by number of responses) from Board members and Chairs/Vice-Chairs:** *(and average rating of effectiveness of proposed structure in addressing this topic, from 1 (low) to 5 (high))*

**Performance: 47 responses** *(Avg effectiveness rating: 3.4)*

*Board Comments*

- Results and measuring those results is what makes our organizations more efficient and effective. This is so important when we continue to see dwindling federal and state funding going to build, operate and maintain our transportation infrastructure. We must continue to work to be as efficient as possible as we employ public funding for transportation infrastructure.
- Being able to implement critical performance management and metrics is key for agency trust and support.
- I feel our industry has a lot of room for improvement in the way in which we incorporate performance metrics into decision making, operations, budgeting, etc. Too often our performance metrics are designed to communicate our successes, not drive decision making. Example: We are great at measuring pavement condition, but not as good at measuring whether we are delivering better pavement condition efficiently and for the cheapest cost.
- Because almost any major decision is data driven in this field. It must be as complete as possible, integrated, with some potential measurable outcome.

*Chairs/Vice-Chairs Comments*

- Having a consistent data collection and interpretation on the overall asset condition from which to measure progress.
- My office is directly involved with asset management and performance measurement.
- Performance is the results driven.
- We are performance driven more than ever. Sharing data and measurement tools would be good to prevent duplication of efforts.

**Administration: 37 responses** *(Avg effectiveness rating: 3.45)*

*Board Comments (None)*

*Chairs/Vice-Chairs Comments*

- We will be losing a lot of 25+ year people at PennDOT in the next several years as our program continues to grow in size leaving us with a brain drain scenario.
- The employees of State Transportation Agencies are the foundation for everything in which these agencies will engage.
- DOTs will be facing retirement of many key players within their organization within the next 10 years and we need to do everything to get ready for that.
- The aging workforce and succession planning is a huge issue.

**Technology: 36 responses** *(Avg effectiveness rating: 3.4)*

*Board Comments (None)*

*Chairs/Vice-Chairs Comments*

- New technologies have the biggest chance of making the projects we build today not be the right ones in 10 years.
- Technology change is advancing we must be responsive to this to serve the public.
- At the moment, and for the short and mid-term future, changes in transportation technology are at the forefront of national transportation policy (although transportation funding may ultimately be the policy driver).

- To keep up with the GIS tech and develop LP 360 Lidar data.
- When implemented properly, technology has a profound impact on improving highway safety and efficient movement of freight.
- AASHTO needs to be proactive in anticipating the scope of effects that pending technologies will have.

**Safety and Security: 26 responses** (*Avg effectiveness rating: 2.9*)

*Board Comments*

- It is one of our core functions as a transportation agency. The others being providing mobility and supporting economic development through transportation infrastructure.

*Chairs/Vice-Chairs Comments*

- Big data and the use, collection, managing of data, and cross-connection of data sources is a complex issue and DOT's may not have the level of data experts necessary. This impacts the asset management efforts and can even filter down into AASHTOWare products like SiteManager.
- It crosses all others.
- I think the issue of distracted driving is changing the nature of how we need to allocate funding to keep people safe.
- There are so many distractions on our nation's highways. The safety of the travelling public and DOT workers is extremely important and is of greater concern than ever. Also weather events and terrorist attacks are effecting everyone. We must be prepared for things we haven't been required to prepare for in the past.

**Economics: 23 responses** (*Avg effectiveness rating: 3.4*)

*Board Comments*

- We say that transportation drives our state's (and nation's) economy. We need to be able to show its value.

*Chairs/Vice-Chairs Comments*

- Stability in funding is critical; concerns with future of HTF.

**Multi-modal Considerations: 22 responses** (*Avg effectiveness rating: 3.7*)

*Board Comments*

- The movement of freight/commodities flow is so important to the economy of the country. Major highway freight corridors are congested and we are not going to build our way out of it.

*Chairs/Vice-Chairs Comments (None)*

**Environment: 15 responses** (*Avg effectiveness rating: 3.8*)

*Board Comments (None)*

*Chairs/Vice-Chairs Comments*

- Staying abreast of emerging issue and getting out in front of it.
- With my job assignment, these are the issues that cross my desk every day.

**Outside Input: 5 responses** (*Avg effectiveness rating: 2.5*)

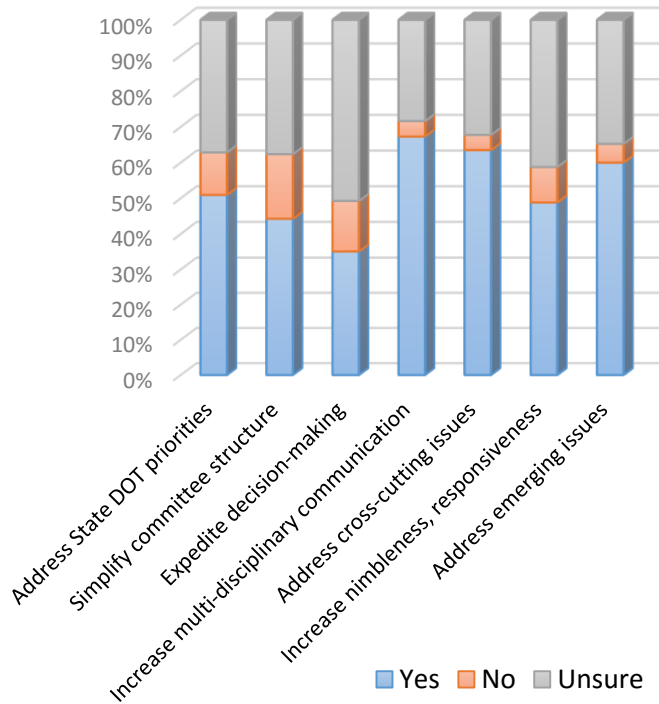
*Board Comments*

- It was difficult to choose one issue. I chose private sector because I think DOT's exist to create a safe and efficient transportation network that helps the economy grow and provides mobility to the public. If we involve the private sector and encourage their input, funding programs and making smart investments will become easier.

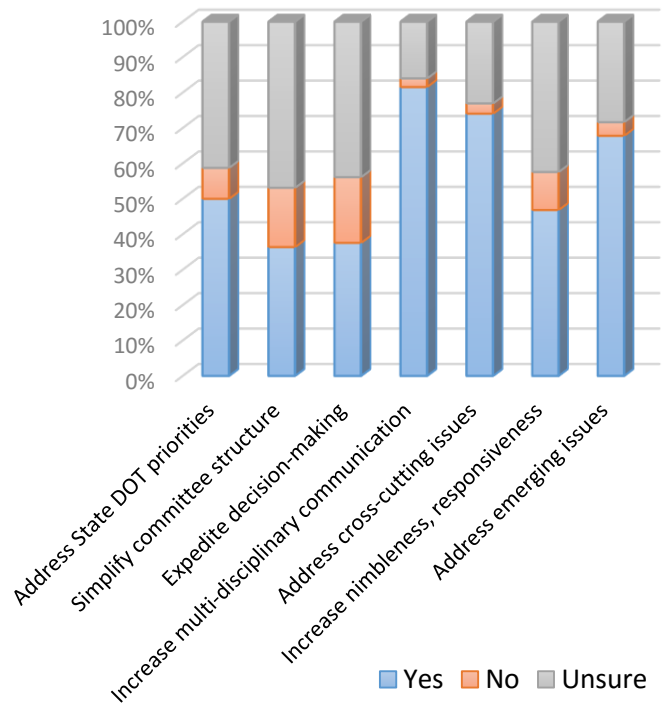
*Chairs/Vice-Chairs Comments (None)*

## Impressions of New Committees

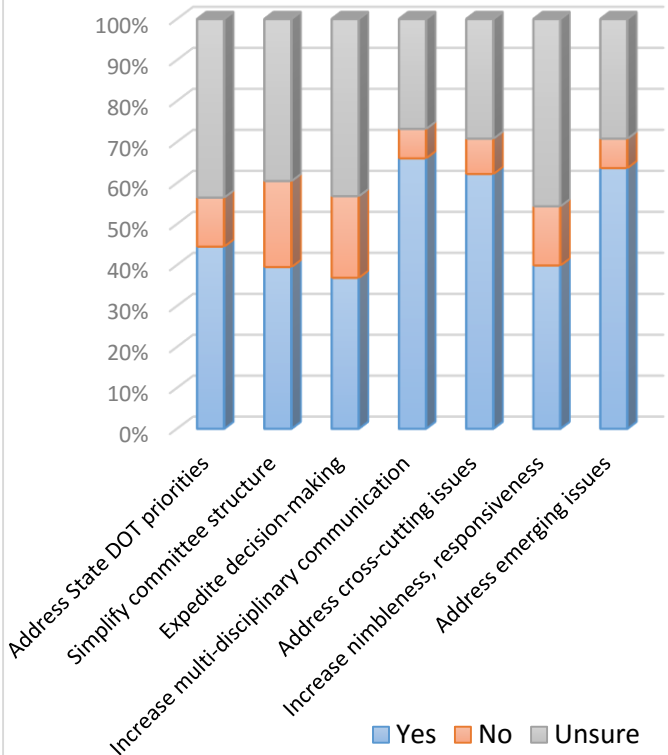
**The Strategic Steering Committee will help to...**



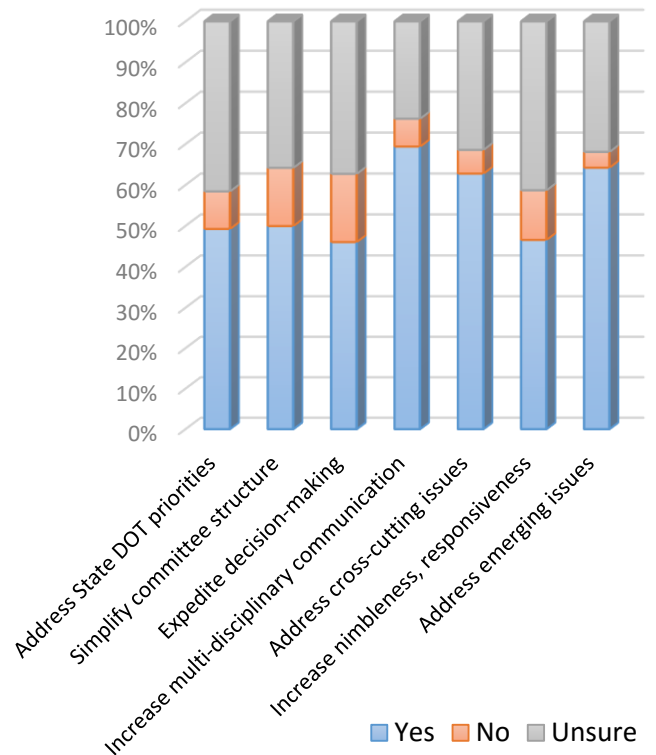
**The Transportation Roundtable will help to...**

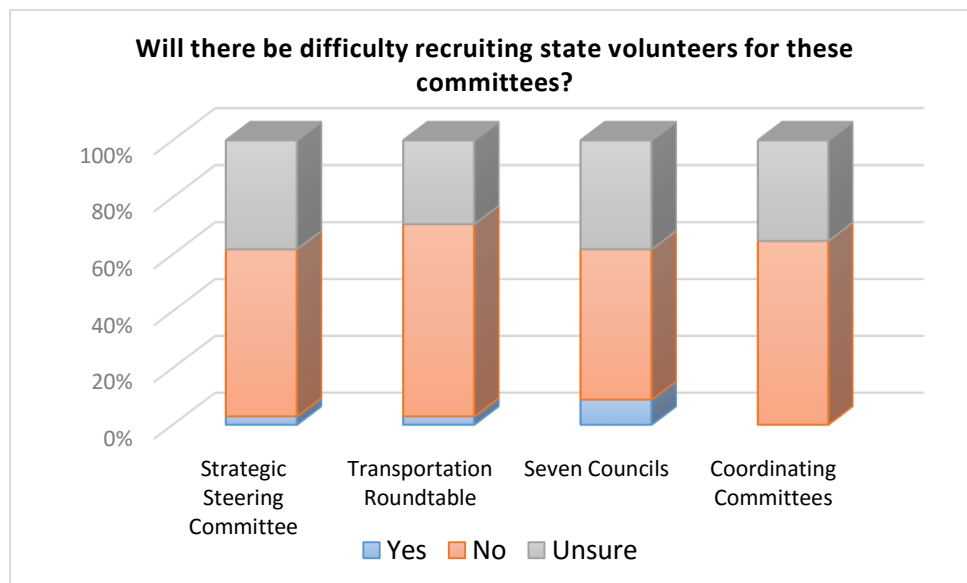
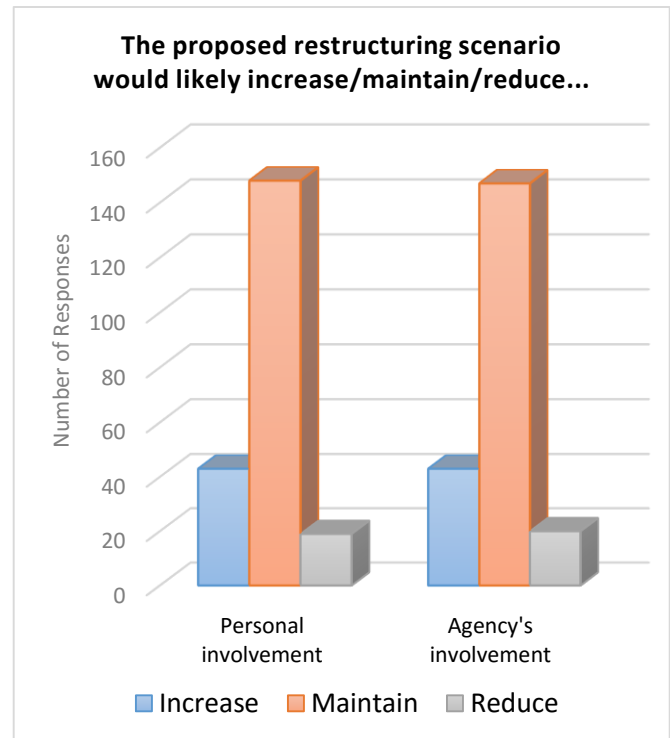
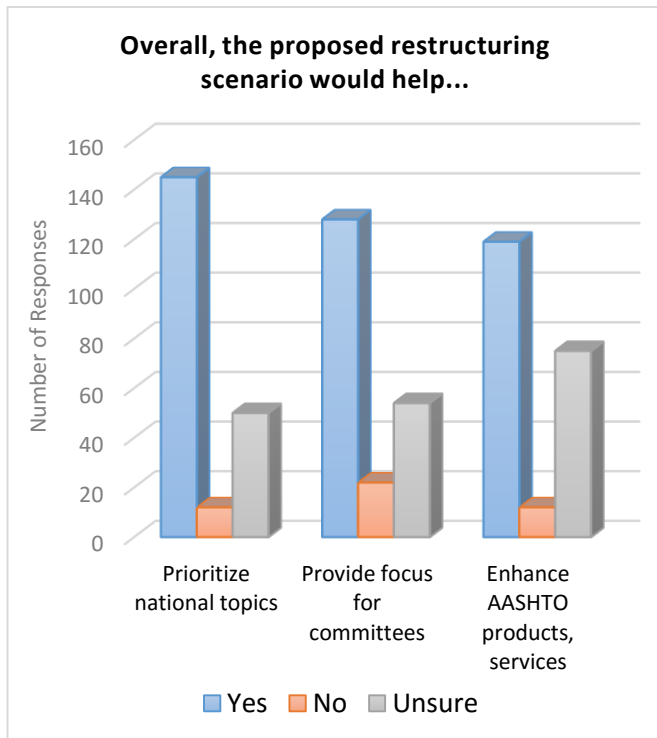


**The Councils will help to...**



**The Coordinating Committees will help...**







## Overall Impressions of the Draft Restructuring Scenario

### Number of Responses by Committee:

Committee	No.
Board of Directors	10
Special Committee on Joint Development	1
Special Committee on Transportation Security and Emergency Management	6
Special Committee on Wireless Communications Technology	2
Standing Committee on Aviation	7
Standing Committee on Environment	9
Standing Committee on Finance and Administration	6
SCOFA Subcommittee on Civil Rights	4
SCOFA Subcommittee on Fiscal Management and Accounting	7
SCOFA Subcommittee on Information Systems	2
SCOFA Subcommittee on Internal and External Audit	3
SCOFA Subcommittee on Personnel and Human Resources	4
SCOFA Subcommittee on Transportation Communications	2
SCOFA Subcommittee on Transportation Finance Policy	7
Standing Committee on Highway Traffic Safety	4
SCOHTS Subcommittee on Safety Management	5
Standing Committee on Highways	11
SCOH Subcommittee on Bridges and Structures	11
SCOH Subcommittee on Construction	7
SCOH Subcommittee on Design	19
SCOH Subcommittee on Highway Transport	4
SCOH Subcommittee on Maintenance	8
SCOH Subcommittee on Materials	19
SCOH Subcommittee on Right-of-Way and Utilities	9
SCOH Subcommittee on Traffic Engineering	10
SCOH Subcommittee on Transportation Systems Management and Operations	3
Standing Committee on Performance Management	3
Standing Committee on Planning	4
SCOP Subcommittee on Policy	1
SCOP Subcommittee on Research	1
SCOP Task Force on Capacity Building	1
Standing Committee on Public Transportation	5
Standing Committee on Rail Transportation	2
Standing Committee on Research	5
SCOR Research Advisory Committee	9
Standing Committee on Water Transportation	3

### Comments from Board Members

- I think this is a great improvement to the current state of the committees.
- I feel the work done makes sense and would be beneficial.
- I think that this does streamline the decision making process and gives other modes and multimodal activities a higher profile.
- This is the first time I have seen on paper the scope of each committee, workflow and strategic oversight and direction. I like the proposed changes but the proof is in the pudding.
- The committee did an excellent job of meeting the first two objectives (provide for more participation by all transportation departments and remove committee silos and have more multi-modal integration). However, the new committee structure does not necessarily reduce the number of committees and certainly does not simplify or streamline reporting. In fact, the proposed scenario introduces several new barriers to decision making. The proposed flow for reaching decisions will add significant time to reach a conclusion. From the review of the proposed committee structure, it appears that the same group of people will be reviewing a decision at least three times. // Committees are put in place not just to meet but to provide a product, and in a timely manner. The decisions should rest with the committees if made within policy and guidelines established by the Board of Directors. This new process becomes more centralized with top down decision making as opposed to delegating appropriate decision making to the committees with guidance from the Board of Directors. Finally, the proposed committee structure appears to increase the amount of staff time necessary to support the committees. // Some suggestions to improve the proposal: The tenure of a CEO is relatively short. A CEO should chair the committee to establish a direct relationship with the Board of Directors. I have no opinion on the term limit of the Chair. Given the short tenure of a CEO, this discussion is essentially irrelevant. The vice chair, in most cases, should be a senior level manager in a transportation department. Given their likely longer tenure, this provides continuity for the committee. There should be no term limits on the vice chair. If a senior leader is serving the committee needs and is willing to continue, they should be allowed to do so. The Coordinating Committees should be eliminated. There appears to be no value added. Decisions from the committees should flow from the CEO, through the Strategic Steering Committee to the Board of Directors. Annual reports should focus on accomplishments and outcomes and the planned activities for the upcoming year including how success is measured. The proposal also recommends abolishing the reauthorization steering committee. While Federal funding may be secure for another four to five years, AASHTO must still be focused on the next reauthorization. This committee provides that focus as well as serving as a valuable conduit for information both to the states and to AASHTO. This has been a very effective committee that the Board of Directors should consider retaining.
- The only other suggestion I might make is to find a way to graphically matrix and represent the way you envision communication between the committees in the new structure to flow.
- I support consolidation of SCOHTS and the Subcommittee on Safety Management. I am unclear on how the councils and roundtable will work, as the details have not been worked out. I think we currently attempt to address multi-modal issues and, as always, there is room for improvement. I'm concerned with committing more staff or my own time to achieve the structure presented.
- WisDOT understands and appreciates the proposed broad structure of the Roundtable, Councils, Coordinating Committees, Managing Committee, and Special Committee. This overall framework will allow AASHTO to address strategic direction and tasks while also supporting the flow of policy resolutions and ballots for technical standards and other purposes. // We believe the long-range planning function is missing from the structure. The "Planning" identified in the Program and Project Delivery area appears to be focused on the programming function. It is unclear if long-range planning issues are meant to be covered. The long-range planning should also have a strong link to the Performance, Risk, and Asset Management sub-committee. // The proposal could be improved by

identifying a clear responsibility for “Transformative Technologies” such as connected/automated vehicles (CAV). The narrative indicates that the CAV issue is to be considered through the Transportation Systems Coordinating Committee, but these types of issues cut across committees and subcommittees throughout AASHTO. We suggest that perhaps the Special Committee on Research and Technology could expand its scope to oversee these issues. // WisDOT believes that Funding and Financing is not strictly a function of Program and Project Delivery and should not be a subcommittee in that realm. While a majority of federal transportation funding is directed at projects, all aspects of state DOT operations are impacted by funding. Further, since the Reauthorization Steering Committee will be dissolved, there would be no effective method to review funding issues across modes and functions. Therefore, we recommend that Funding and Financing be designated as a Special Committee. // We would consider the Special Committee on Data Management and Analytics to be better situated as a subcommittee. There is a strong connection between Data Management and either programming or performance, so it could be placed in either of the Coordinating Committee groups. // The proposal refers to Communities of Practice. The narrative should be clear as to whether [Communities of Practice] would primarily be for information sharing or for collaboration. Also, such communities are typically not moderated by strict leadership structures.

- I'm fairly new to this level of involvement, so am a bit unsure of how to react. It's a lot to take in! The proposal does seem complicated to me, but that may be unavoidable. I worry a little bit that seems to be asking more involvement of DOT staff than we are currently providing.
- I believe there needs to be more discussion. Need to know who from any one DOT would sit on these councils, committees, roundtables.

***“Follow-Up” Questions for Chairs/Vice-Chairs from previous request for comments:***

Does the current scenario address concerns expressed previously?	Yes	19	Are there major concerns that would make it difficult for you to support the proposal?	Yes	1
	No	3		No	20
	Not Sure	4		Not Sure	5

**Comments from Chairs/Vice-Chairs who expressed concern about the questions above:**

- Same people on the Transportation Roundtable and some Councils – may be double duty for a lot of people.
- Roundtable could mimic the BOD.
- How to address specialized issues (truck transportation/permitting issues), as attendees in the "Freight" group would have no interest.
- Division of freight among councils – is rail freight in Rail or Freight council or both? Is truck freight in Freight or Highway council (weight issues)?
- Rail, Aviation, and Water transportation are given equal priority with highway transportation when the impact of highway transportation far exceeds the impacts of rail, water, air.
- It seems that more DOT folks will be required. If they all meet at AASHTO meetings and each state supplies the number desired by the Roundtable, Councils, etc., most states would not be able to be represented in all. Each DOT is structured differently the representative on the Roundtable in some states would almost require a CEO. It is unclear who would serve in the roles on the Roundtable, Councils, and Coordination Committees. There seems to be some overlap in roles.
- May have areas of overlap among two or more committees, while at the same time some committees' focus areas may be too broad for the committees to be effective.

### Comments from Chairs/Vice-Chairs on the rest of the Survey:

- Very well planned out, comprehensive and responsive to Agency input.
- The proposal look good and well thought out. It will help us all explain what AASHTO is and does for the DOTs.
- I believe it will help AASHTO and member states achieve its goals of the strategic plan.
- As the vice-chair for the Standing Committee on Aviation for about 20 years, I think this is perhaps the most positive recommendation I've seen in creating a more effective internal structuring of AASHTO. In my opinion it elevates the focus of aviation policy, issues and trends within AASHTO and that is indeed a good thing. Too, re-designating the Standing Committee on Aviation to the Aviation Council as a member of the Transportation Roundtable provides a better, more efficient platform by which aviation issues can be addressed within AASHTO. Although it is understood it will take several years to fully implement the proposed restructuring, it can't happen too soon. I commend those involved with this proposal.
- The organization is clearer, more streamlined, and more focused on delivering desired results than before.
- Reviewed the Restructuring Scenario and [am] in agreement with the draft
- Positive.
- Overall, the proposed re-structuring, on paper, and as explained in the document would seem to be an improvement over the current structure.
- The Subcommittee on Right of Way, Utilities, and Outdoor Advertising Control appreciates the opportunity for input on restructuring that has been provided. We believe the proposed structure generally is in line with our comments and suggestions previously provided. We do have some comments and minor suggestions to offer once the major concepts have been approved. We look forward to continued dialogue as we move AASHTO forward.
- The proposal calls for the elimination of the Special Committee on Transportation Security and Emergency Management (SCOTSEM). In essence, even though the report states elimination, it combines SCOTSEM with parts of other committees to form the Infrastructure Resilience Committee. As chair of SCOTSEM, I do not necessarily oppose the combining the original SCOTSEM Committee with other committees, but the focus of transportation security and emergency management cannot be lost during that transition. This is critical given the momentum that SCOTSEM has gained over the last two to three years, providing a renewed focus on keeping the system secure, and the amount of new research money the committee has been entrusted with to manage over the next several years. I offer the following suggestions specific to the SCOTSEM committee: Do not lose the focus on security. I would recommend renaming the proposed "Infrastructure Resilience Committee" to "Transportation System Security and Resilience Committee". // A portion of the risk topic assigned to the Performance and Asset Management Committee should be assigned to this new committee to reflect risk to the transportation system. // Given that nothing can bring down a Governor or a transportation CEO faster than not responding adequately to an emergency or not having measures in place to secure the system, this committee should continue as a Special Committee and report directly to the Board of Directors. // Cyber security must be part of the charge of this committee. Security in the technology area is critical to the security of the overall transportation system.
- SCOTSEM is an everyday event type committee. // Many states take away information from our meetings back to their states. // We don't want to lose "security." Possibly add resilience to it. // If you are not prepared, nothing will bring down a CEO to a Governor faster than not responding fast and being prepared. // This SCOTSEM committee was failing and I really think that through Director Ness and my leadership and commitment it has made SCOTSEM a bigger and better standalone committee. // We have had as many as 42 states attend yearly meetings. // If change is needed, let SCOTSEM lead and have other committees under us. // This is critical given the momentum that SCOTSEM has gained

over the last two to three year, providing a renewed focus on keeping the system secure, and the amount of new research money the committee has been entrusted with to manage over the next several years. // The vice-chair, in most cases, should be a senior level manager in a transportation department. Given the likely longer tenure, this provides continuity for the committee. There should be no term limits on the vice chair. If a senior leader is serving the committee needs and is willing to continue, they should be allowed to do so. // Decisions from the committees should flow from the CEO, through the Strategic Steering Committee, to the Board of Directors. The Coordinating Committees should be eliminated. There appears to be no value added.

- The success depends on overall acceptance. I like the ideas of having specialized committees with focused areas. That way a goal is determined and a solution can be made.
- I am thinking it will makes things better. Hard to really say until it is implemented though.
- I think this will make us a better organization if we get good State commitments. Only problem I see is State personnel cutbacks could be an issue in getting participation.
- Generally favorable overall. Given my role within a technical section within a subcommittee that deals with specific technical issues, it is somewhat difficult to offer up global strategy opinion sometimes. It is not entirely clear how the research and technology group gets involved throughout the organizational structure. Active transportation is an important safety/human factor issue that historically has not been adequately addressed or integrated into the transportation projects at the planning/design/construction or maintenance levels.
- The structure seems to be a better structure but it's only going to be as good as the people that serve in these new roles. This change will have to be absorbed and explained in 50 states whose focus may not be at the national level.
- It is unclear if each council will have a representative from each of the 52 state DOTs. The sharing of information with all members in a given discipline is necessary and extremely valuable.
- Adequate.
- I think it's getting closer to a model that can work. I worry there are too many councils. Is there any way to combine a few? Could Freight have a Rail subcommittee? Could public transportation have a water subcommittee?
- I think it may have areas of overlap among two or more committees while at the same time, some committees' focus areas may be too broad for the committees to be effective.
- It seems that more DOT folks will be required. If they all meet at AASHTO meetings and each state supplies the number desired by the Roundtable, Councils, etc., most states would not be able to be represented in all. Also each DOT is structured differently, the representative on the Roundtable in some states would almost require a CEO. Also it is unclear who would serve in the roles on the Roundtable, Councils, and Coordination Committees. There seems to be some overlap in roles.
- I am concerned that you would have less involvement from technical staff. While the restructuring may lead to efficiencies at some level, I'm concerned that there will be a loss or decline in nationwide participation and educational opportunities. There is a lot to be gained by participating in the sub-committees, much to learn. If we limit that opportunity then those DOTs will need to figure out a way to grow staff and expose them to nationwide issues, challenges, etc. Perhaps they will consider rotating staff involvement. I do think the restructuring will allow folks to better address multi-modal issues and establish a clear direction and priorities.
- Clarify the proposed ideas and subjects. Adding more field study to the transportation study like utility coordination and minimizing conflicts will reduce conflicts and improve coordination.
- My impression is that so many things overlap that it's impossible to get the issue addressed in the correct committee. For instance, truck parking, is that a freight counsel issue or a highway counsel issue? Should it get consideration in one or more of the committees like Funding, planning, construction or design? How about pilot car training? Are the safety folks best qualified to address this

or should the freight counsel deal with it? If the transportation roundtable is not interested in the issue then it doesn't look like there is any way to reach the Board of Directors. Initiatives involving Freight movement by truck are spread across so many possible committees and counsels that it will be impossible to track and lead them through the process. Where does industry get involved? Do we have to attend 5-8 AASHTO conferences a year to keep up with the topics essential to my responsibilities? What will eventually happen is that I will not be approved to go to any.

#### **Comments from Committee Members (listed by committee)**

##### **Special Committee on Transportation Security and Emergency Management**

- I would retain the Special Committee on Transportation Security and Emergency Management as a committee with direct report to the Board. The critical issues associated with homeland security handled by the committee and the potential human and natural threats to national transportation resources, assets, functions, networks, and systems require continuation of this direct reporting line. We also need to consider the value of the people who manage our roadways and those who also use them. I also do not think the new name reflects the full scale of what the committee currently does. Infrastructure resilience is just one part of our mission. I think we should seek to retain 50 state representation on the committee so as to ensure important dialogue on the issues of protection, prevention, preparedness, response, recovery, resilience, training, and exercises.

##### **Special Committee on Wireless Communications Technology**

- The only thing I would like to see added to the committee structure is a committee that is focused on rural/local issues.
- I have the following comments concerning the proposed changes. They center in my area of subject matter which is critical to transportation but often misunderstood and frequently not allowed the priority it should. That is the area of wireless communications and its related technology. This area is broad and becoming broader with the growth of broadband data services such as Wi-Fi, LTE. However, the primary area I speak of is the traditional, legacy realm of land mobile radio (LMR) voice communications. Technology has made great strides in the years since LMR radios first began being used by public safety or commercial users. Today we have digital LMR systems that can provide clear, far ranging communications far easier and at a much better return on investment than data or broadband services. Good old fashion radio will never go away. Even the proponents of the First Net Public Safety Broadband systems have finally admitted that. AASHTO has been and must continue to be a primary leader in the radio/LMR community and transportations voice for the use and movement forward of LMR, voice and data technologies in wireless communications. Most state DOTs continue to maintain and expand their LMR voice radio systems and use them daily in operations because they are reliable, safer and cost effective. LMR radio provides a failsafe ability which data, cellular, LTE and other broadband system do not provide when things go bad such as a hurricane, tornado or wildfire. The broadband and cellular systems are very delicate and can be knocked out or overloaded very easily. This is not so with LMR radio. LMR has the lowest level ability to have radio devices communicate with each other with no supporting infrastructure needed. This type of operation does have limits, but it still can be used and gets thru. All the above is to point out and stress that the Special Committee on Wireless Communications Technology (SCOWCT) needs to continue to exist as its own committee. It should be promoted to a Special Committee also. This is justified by the required special skills, and knowledge required to understand, work with and provide common sense decisions related to RF, wireless technologies such as LMR, Trunking, use of cellular, DSRC, microwave, frequency coordination, spectrum management and policies related to dealing or actions of the FCC. To have these functions wrapped into a large, broader scoped committee will dilute the ability to be

effective, accurate, nimble, move fast, and provide actions when and where needed. I request that the SCOWCT not be disbanded or absorbed into the Operations Committee/Group, it needs to be elevated to a stand-alone Special Committee and assigned the scope of the technologies and issues I have addressed here. The draft also appears to split “communications” between two groups. This is inefficient and can lead to conflating plans and results. Center these duties in the SCOWCT as their primary and sole mission. Staff it with SME’s from members DOTS and let them work. That gives the members buy in and ownership in what they are doing and frequently produces a far superior result. As you can see I work and have for the past 35 years in the field of communications. I have ranged from broadcast radio, cable TV, ham radio, commercial and public safety LMR to trunking, cellular, and now broadband. This subject matter area is very unique. It’s radio. It is information that flies thru the air without wires and few people today really understand how it works or how to work with it. I hope my words will provide help and a justification to continue forward in this endeavor.

#### **Standing Committee on Aviation**

- Looks good.
- Positive and certainly provides for better alignment of the committees with the four strategic goals. No questions or issues.
- This appears to be an excellent way of raising the awareness of other transportation-related activities such as Aviation.
- If the Strategic Steering Committee is the filter to the Councils and the Board of Directors, why is it that information only flows out of the SSC? Any information coming out of the Coordinating Committees, Councils, and Special Committees then totally bypasses the SSC. Seems that if the SSC was able to define the issue that they would be the best at determining if the solutions proposed meet the performance measures before the information is sent to the Board of Directors.

#### **Standing Committee on Environment**

- Positive overall.
- It’s always best to take an introspective look into an organization to make changes for better effectiveness.
- Would like to see additional breakdown or sub components of Environment and Sustainability.
- There are still some [issues] (such as stormwater) that are much broader than some of these groups [and] need a comprehensive look that includes both Program & Project Delivery as well as Transportation Systems. There must be better interactions for between these arenas.
- It appears that there will be two additional levels of hierarchy between the actual committees (that do most of the heavy lifting in the organization) and the BOD. I do not see how that will achieve the stated goals of the reorganization. Several of the working committees have been rolled into one and that means that either more volunteers will be needed for each committee, or each volunteer will need to do more work. It also means that the scope of each committee will be expanded.
- Although the AASHTO committee structure has been simplified (as desired), the layers of oversight and reporting appear to have nearly doubled. E.g., Current Reporting: (1) Subcommittee, to... (2) Standing Committee, to... (3) Executive Committee, to... (4) Board of Directors. Proposed: (1) Committee, to... (2) Coordinating Committee, to... (3) Council, to... (4) Roundtable, to... (5) Steering Committee, to... (6) Executive Committee, to... (7) Board of Directors. There may be a reason for this expansion, but for someone who has only ever participated at the subcommittee level, the number of layers seems excessive. // It appears that there is much overlap in the membership of the Board of Directors down five layers to the Councils (although the Draft doesn’t articulate the membership of the Board or the Executive Committee and I did not go on line to verify the membership). Given the membership redundancy, it also strikes me that the reporting layers are excessive (as outlined in bullet one above)

because many members will have received the information from other groups they participate in. // With redundancy in membership throughout the levels of AASHTO organization, my concern is that members might experience “committee meeting burnout.” // Committees are great sounding boards for concerns, ideas and solutions (the focus of some current sub-committees), but products are what the greater transportation community needs following the discussions. Regrettably products take time to produce, get reviewed and disseminated, and DOT volunteers serving at multiple levels of the AASHTO structure may not have the time to generate many products unless the ‘products’ are webinars organized by the paid AASHTO staff and delivered by DOT staff...and I highly support webinars. // I support having the Board prioritize national issues, but the board must also entertain concerns put forth by the various committees. Top level managers often operate at a level high above the issues confronted on the ground during transportation projects. The DOT staff specialists who serve on the committees will have more intimate perspectives. // With the proposed reduction in committees (which I support), I have concerns that one representative from each DOT will not have the depth of knowledge necessary for the diversity of topics that may be brought forward. I don’t think that having 3 designees per state will solve the issue. I propose that each state have one voting member on each of the committees, but that additional state experts may be brought in (at the discretion of the voting member) to participate on committee discussions relevant to their disciplinary expertise. These individuals would not be voting members or permanent ex officio members, merely individuals ‘tapped’ for their knowledge and expertise.

#### **Standing Committee on Finance and Administration**

- A good effort to reduce redundancy and adequately use resources and time to address the current issues at hand.
- Great job. I think this is very good especially the Round Table and the Councils. My only concern is that the new name of Agency Administration Committee diminishes that all-important "finance" committee. Until a person looks to the Sub Comm.s, one might think that this is just a clerical or processing area for AASHTO. Overall, great job.
- Proposed structure appears to add another layer to decision-making and require increased involvement from DOTs to stay engaged.
- 1. Coordinating committees, management committees, special committees, steering committee, executive committee – that's a lot of different types of committees, very few of which are intuitive as to their relationship vis-a-vis the others or their position on an org chart. I'm struggling with why we can't just call them Committees and Subcommittees. 2. I have a concern regarding separating fiscal management from finance/funding. Forecasting and cash flow management is inextricably linked to financing capacity, whether it be for a single project or the whole program. Hopefully, AASHTO can provide some mechanism for these two committees to coordinate. 3. Having made point #2, I do like the Finance and Funding committee being a part of Program and Project Delivery. At least in my DOT, this reflects the reality of how we actually plan and operate.

#### **SCOFA Subcommittee on Civil Rights**

- Although my impression of the overall changes was positive, one thing I immediately noticed was that none of the special committee members to review the AASHTO committee structure were from the Top 10 Most Populated States in the U.S., six of the eight states represented are on the list of the list of the Top 15 LEAST Diverse States in our country, and the vast majority of the committee members were from the Mid-West. I must confess that these blatant observations cause me to pause prior to reading the information.
- I am hopeful that Minority Business's become more relevant



- No transportation Projects can be undertaken or completed without a comprehensive civil rights strategy. This proposed scenario seems to push Civil Rights further away from the top of the organization rather than drawing it in closer to the Board.

#### SCOFA Subcommittee on Fiscal Management and Accounting

- I think it will improve the operations of AASHTO.
- Looks much more efficient and reasonable.
- This structure appears to be more complicated the current structure. It also looks like it will require more involvement from states and because of financial situations, they may not be able to bear the cost. Not really sure this is going to get AASHTO what they are looking for.

#### SCOFA Subcommittee on Information Systems

- Personally I only sit on the ASIS subcommittee which will be a loss as we all have so much IT going on I can't imagine states can't find things to share and work on together that would be beneficial.

#### SCOFA Subcommittee on Internal and External Audit

- Uniform Policy and Procedures for all states.

#### SCOFA Subcommittee on Personnel and Human Resources

- Changes look well thought out and should improve effectiveness.
- From my limited involvement, it's hard to see how this structure is an improvement over the existing structure. That's not to say it's not as a tremendous amount of thought and effort went into this proposal. My view is somewhat limited; hence my answers. These are complex, diverse issues involving many interests and people. Continued dedication and strong leadership within the new structure will be just as important as within the existing structure to be most successful going forward.
- Where is TC3? AASHTO has lumped everything related to humans into the "Personnel" box in Administration. AASHTO can be a technical organization or an industry leader. If the latter is the best choice for North America, then I'd like for AASHTO to make people a higher priority.

#### SCOFA Subcommittee on Transportation Communications

- Well-conceived plan.
- As a member of TransComm and the TRAC committees, I've experienced issues in the current structure that would decrease participation from my organization. I appreciate AASHTO's commitment to its members by listening and responding with effective change.

#### SCOFA Subcommittee on Transportation Finance Policy

- Good work long overdue. I did note that the Reauthorization Steering Committee is proposed to be disbanded (bottom of page 8) but does not appear in the table starting on page 17.

#### **Standing Committee on Highway Traffic Safety**

- On the surface, it looks like some streamlining will be achieved, while at the same time (for example – Safety) it will allow full participation of any state that wants to participate ('Membership will include full representation from all states.'). The intention in this plan is to be more comprehensive, achieve some streamlining and improve communications. All of these objectives are good – It's now just a matter of execution.
- We spent a good amount of time at the SCOHTS meeting talking about the proposed restructuring. I feel that we should have some discussions internally within SHA/MDOT to see how we need to shift. More emphasis will be placed on multi-modes so there are still a lot of questions that need to be

answered by the CCR team. I believe Greg Slater is involved. My concern is that items don't get lost by bringing in so many other modes that may not have pressing needs. A perfect example is with safety. In my opinion safety of roads is and should remain a top priority. 35,000+ died on roads last year. This is not to make light of other safety issues from other areas but these are the details that I feel need to be worked out. It might be a good idea to have this as a SMT agenda item in the future.

- Having dealt with multimodal safety councils I am concerned with the structure. Multimodal safety issues do have commonality particularly with some modes. However, the differences in safety assessment and management between modes makes interest areas disparate and difficult to coordinate. It may be best to allow the modes to meet as mode specific groups within the great safety committee structure. I am also concerned that meetings will only have one participant from a state, and this would likely be highways in many cases. I like the data and analytics special committee particularly if they are made up of a combination of data, performance and analyst professionals. I also like the bringing together of performance, risk and asset management as these issues work together. Yet some autonomy among the differing areas [of performance, risk and asset management] would also be needed for proper functioning.
- I do not see how the Special Committees directly interact with the Coordinating Committees and the Councils (Page 16) so this makes it appear inefficient since there is a need for direct interaction (like Communication with Safety). Will the all of the Committees (like Traffic Engineering) really be multi modal? Will having Traffic Engineering address Aviation and rail at the same time as the other modes make it operate less efficiently? There are several more examples of my concerns.

#### SCOHTS Subcommittee on Safety Management

- Overall, very comprehensive and well done.
- I think merging of standing and sub-committees is OK based on the increased emphasis of a virtual presence but it is unclear how the roundtable and council concept will be able to address matters dealing with safety. The groups represented appear to be too large in scope to each be able to address their individual safety concerns along with their broader topic.
- I am in full support of the proposed reorganization of the safety committees. I am happy to see a Standing Committee on Safety will be represented by all states. I am also in support of the proposed procedural changes. I believe the top down direction will provide more focus to the committee and the use of ad-hoc short-term task forces will serve the committees well. My only concern, as the soon to be dissolved/modified SMS local task group co-chair, is that this committee [Safety] needs more local involvement. As part of the TZD national strategy, it is important to recognize that we, as states, cannot do this alone. The SCOHTS Strategic Plan identifies actions that promote local coordination. Please consider identifying a means for formalizing local involvement. There are 2 similar organizations at the county and city level - NACO and NACTO - that AASHTO should consider reaching out to. This would support Goal 2, Objective A of the AASHTO Strategic Plan and perhaps tangentially support some others.

#### Standing Committee on Highways

- A good step forward.
- Positive.
- Transitioning plans were included in explanation, but there will still be quite a bit of re-identifying of team members for the different structures of the organization. It will likely take a couple of years to shake out the new organizational structures.
- Your suggested restructuring should allow AASHTO to provide a valuable service to the end users. Please allow for adjustment in the future if something would need adjustments.
- I think that it is a great effort. More definition is needed on the proposed structure.

- Who is responsible to Monitor & Report on the AASHTO Strategic Plan Goals & Strategies? It is good to see cited in the beginning the four goals of the AASHTO Strategic Plan. An effort we are putting forth here in Vermont is to “Work the agency’s 5 Yr Strategic Plan”. Too often an organization puts forth great effort in documenting a plan only to have it sit on the shelf. We are learning and growing to appreciate the power in adopting goals and measurable objectives that sharpens focus and enhances communication across the organization. It requires commitment at the top to routinely review how well the organization is marching to the Mission, meeting Objectives, and putting into play supporting Actions. A November 24, 2014 AASHTO press release by Tony Dorsey clearly articulates the Board’s approval of the new six-year plan with goals and strategies. So, how well are we doing and how do we know? Does the Board of Directors ask this question each annual meeting? Who provides the reports on measures and actions to the BOD for their review? Who recommends adjustments to the Goals, Objectives, Strategies, Actions recognizing the Plan needs to be a living document in these ever changing times? Possibly language can be included in the AASHTO Strategic Steering Committee’s scope of responsibilities to cover this. // AASHTO Innovation Initiative (All), Within the scope of responsibility for the Special Committee on Research and Technology (page 10) it appears that All will be reporting to this committee and no longer to SCOH. I have no concerns with this though I would like to highlight to All during our meeting in May if that is the intent. I would appreciate confirmation.
- Overall in reality my comment is that the proposed structure might help. Although in the end it is the people in place on the committees that impact the results and performance. Many concerns get done right now and many do NOT. I could provide many examples of each. A recent disappointment is the Clearview Font issue where FHWA issued policy with no discussion with AASHTO at all. Things like that should not happen no matter what the structure.
- I think that there is potential for improvement. Look forward to hearing some discussion and opinions of the long tenured participants in this endeavor.
- Without additional information, it is not clear how this proposed structure will work. It appears we have added additional vertical layers to the organization. The prior structure was more horizontal. This could increase the need for more communication and collaboration which could take additional time for staff (both AASHTO & States). There needs to be more clarification on the roles of the Councils, Roundtable and Coordinating Community and explanation about how these groups interact with each other as it relates to technical and policy issues. Since all of these groups report directly to Board, it is unclear how the Board will have time to provide direction and acquire information from all of these groups.
- My overall impression is that the new structure is less clear on where direction comes from and where decision making is made. Also, there are some very specialized sub-committees like Bridge whose work adds a tremendous value State DOTs. I’m not sure the new structure brings together engineering experts like the existing structure. Lastly, I’ve seen value in the fact that SCOH is mostly the Chief Engineer’s group. I’m not sure where the membership of the Highway Council is headed under the new structure.

#### SCOH Subcommittee on Bridges and Structures

- No objections. Looks to be an improvement over current structure.
- I think it is an excellent upgrade and one that is long overdue.
- Whether this new organization is better or not still depends on the people that sit in the seats. The round table is an interesting concept.
- The proposed changes provide an opportunity for better addressing State Agency needs. Results will depend on the leadership.
- AASHTO is an organization of nearly equal member agencies. Even if less nimble, we do not want to cluster its administration. Disbanding inactive units is good.

#### SCOH Subcommittee on Construction

- I don't see a lot of difference in the committee that I am involved with. It appears there is a reduction on committees which is probably a good thing in the end.
- I haven't been involved with AASHTO long enough to know the shortcomings, but these changes seem positive.
- The proposal appears to de-emphasize highways by lumping the SCOH into a group where they only carry 1/7th of the will of the group. I feel that would be a disservice to the DOT's whose primary purpose is to effectively operate their highway system. Also, it appears to me that the additional layers of administration would surely slow progress towards issues rather than streamlining the process that is desired. I personally don't like the direction that is proposed.

#### SCOH Subcommittee on Design (and technical committees)

- I hope it will improve communication, especially as it relates to state specific topics that require a decision.
- I appreciate the amount of time and level of effort that is clearly evident in the Draft CCR document. In my opinion, the Draft Restructuring Scenario presented in the report is reflective of the four goals of the Strategic Plan.
- I am new to AASHTO involvement but the proposed changes seem well thought out and logical.
- Agree on structure.
- Mostly positive.
- While Project Management is being elevated in SCOD as a Technical Committee, I feel that PM is critical to overall Project Delivery and deserves to be elevated to Subcommittee status on an even playing field with Design, Construction and others. // I feel that in an attempt to drive cross-cutting communication and prioritization of trending issues by restructuring AASHTO, which is a valiant goal, the proposed organization appears to be even more complex, with more layers, targeting representatives and members with multiple responsibilities, which could impede their ability to meaningfully engage in fulfilling their responsibilities. // The Roundtable concept is a good one to help drive cross communication. The size of that roundtable I believe, again, poses challenges for the representatives. // Multi-modal, as described, includes freight, rail, water, ... Does multimodal also include non-motorized such as bikes and peds. If not, it should. // Re: multimodal, my perception is it is addressed throughout as an "add-on" or "by-the way", as opposed to being an integral part of a sound transportation system. I'll provide examples in the section-specific comments below. // The statement "Additional concerns include...the threat that other organizations with a multi-modal focus may chip away at AASHTO's ability to represent all member DOTs..." is a defensive attitude and could be turned to a more positive acknowledgement that AASHTO needs to fully embrace the needs of all transportation users' needs. This attitude is what drove the emergence of "other organizations" such as NACTO, since AASHTO wasn't meeting their needs. // "Disruptive technology". Not sure what this means. Disruptive to what? AASHTO? The system? ...? // "Multi-modal considerations": again, does this include non-motorized? // "Establishing Communities of Practice": unclear what this really means // Throughout, detail of existing organization should be provided, even if there is "no change". // Strategic Steering Committee, while good in concept, adds another layer of decision making as well as responsibilities to existing representatives, and could potentially be too broad to be effective. // Transportation Roundtable: Again, a good concept but with 52 members could be unwieldy and potentially ineffective. And the 52 members will have multiple responsibilities, as mentioned above. // Councils: Ditto above. // Again, Project Management should be a Committee under Program and Project Delivery, not a technical committee under SCOD. It is too important and far reaching topic. // While I see the critical link between Planning and Project Delivery, I'm wondering if this is a

manageable expansion of the newly formed Coordinating Committee. // Transportation Systems Coordinating Committee: Membership "... consists of a balance of traditional state representation and modal representative". This is an example of the divisive language found throughout the document. Should be more inclusive in support of development of sound transportation systems. // Managing Committee: Couldn't this be another "Coordinating Committee" Not sure of the difference. Are the topics/issues so different or less important than those included in Coordinating Committees? // Committees: "...full representation from all 52 member departments, including modal representation, as appropriate". Again, modal representation is presented as an outlier, not an integral part of a sound transportation system. This language is scattered throughout. // Infrastructure Resilience; Climate change is proposed to be included under the Air Quality subgroup of the Environmental and Sustainability Committee under Project Delivery. This topic should be elevated in importance and moved out of the Air Quality subgroup as climate change is much, much broader than air quality. Maybe a technical committee unto itself. // Performance, Risk and Asset Management; Will cover "... the new priority topic of risk management". What type of risk management, Enterprise risk? Project Risk? Maybe this is more appropriate to be included into the Risk Management group under project delivery. // The two charts depicting the Strategic Oversight and Direction, and Work Product Flows I believe illustrate my concerns regarding the complexity of the proposed organization expressed above. // Thank you for the opportunity to provide input. Obviously there has been significant thought and effort put into this proposal, so many of my concerns and comments could have very well been considered, but I wanted to provide comments from the perspective of one subcommittee state representative.

- The proposed changes appear to require increased participation from high-level state DOT staff. While this is essential to enhancing AASHTO's committee structure, I am concerned that high-level state DOT staff will be stretched thin trying to manage day-to-day operations in conjunction with increased AASHTO involvement.
- Like the restricting. Do think there is a need to support and utilize the work of the SCOD roundtable regional meetings. Think there may be common everyday issues of DOTs across each of the regions that can be recognized and that can help prioritize work by the technical committees.
- I am actually a member of the VETC which is a Sub-Committee under SCOD so how the changes will affect those [technical committees] is a little unclear since this survey is targeting the much bigger changes.
- I am on the Technical Committee on Roadside Safety. I recently attended the Task Force 13 meeting in Nebraska this April, which I am a member. We have the following comment: page 7, first bullet: there needs to be better language acknowledging private sector participants, such as working participants or friends of technical committees. Call for a formalized place for private sector organizations affiliated with Technical Committees. For example, TF-13 is comprised of State, Federal and private sector members. It appears that we may be joining the TCRS. One of the major reasons why TF-13 has survived this long is due to the hard work put in by the private sector participants. You may attract more private sector participants with more honey.
- I did not receive the survey because I chair the Joint Technical Committee on Pavements. The current "structure" in which the JTCOP operates is awkward and cumbersome, definitely not nimble. While pavements are the highest value asset in an agency's infrastructure, we are reporting to the Subcommittees on Design and Materials. The Subcommittee on Design is focused on Roadway design, geometrics, hydraulic design, etc. The Subcommittee on Materials is heavily focused on specifications. Meanwhile there has been a major change in pavement design, from empirical AASHTO road test methods to mechanistic-empirical based methods. While a working version is available, major work continues to be needed to improve the models and introduce new models to ensure continued progress in the new approach. At the same time, major work is also need in the area of Pavement

Management and Pavement Performance. Neither of these key topic areas is of strategic importance to the Subcommittees who review our work and prioritize our research needs. Last year, neither of our top priority research needs made it out of the subcommittees' prioritization process. The JTCOP has made major strides in the last 5 years: we have developed standard operating procedures, submit annual work plans, and have developed a process to coordinate research needs with relevant TRB committees. We have significant document review and maintenance responsibilities. We have a regular and consistent process to identify issues of high priority to our states and use simple web-polling to expedite committee decision-making. There is interest in pursuing topics of environmental sustainability of pavements as well as resilience of pavement structures following hurricanes, floods and atypical winter weather events, as well as pavement preservation. The level of work, responsibilities, and asset value make a strong case that there should be a Subcommittee on Pavements.

- Overall, in an attempt to simplify and coordinate, I believe the proposed organization is more complex, with more layers, with individuals who will have multiple responsibilities, making it difficult for meaningful involvement across the board.
- The addition of more layers does not appear to be moving toward a nimble and fast responding organization. The states are having a hard time getting out of state travel approved or to find time for limited staff to serve on committees. This recommendation appears to add to the complexity of the organization and will require more meetings and staff time to work on committees, councils and roundtables.
- There are some great concepts that should help to improve communication across areas, identify and focus AASHTO on the most pressing national issues, and reduce duplication of efforts among subcommittees and technical committees. However, I'm concerned that the added layers will increase decision making time and reduce the impact of individual members' input. I see a high potential for fewer people to make big directional decisions at the expense of the voices of the states. I'm also concerned about the leaders having more influence on the publications and resources that are developed at the technical level while, under the current structure, the resources and publications are driven by the needs at the worker level.
- In general, I like the new restructuring. My experience with AASHTO is limited to my membership of the AASHTOWare Project Task Force and the Technical Committee on Cost Estimating as well as my participation with the Value Engineering Technical Committee. From this perspective, my main concern is that by combining some committees, some past participants may find it more difficult in obtaining permission to participate. Also, some issues may be sidelined and not receive the attention they deserve since they are now viewed as an even smaller diluted part of a bigger picture. However, in the grand scheme of things, these concerns may be outweighed by the greater good associated with this new restructuring. It is likely that with any restructuring there will always be issues and/or concerns, but I believe with this one we are heading in the right direction.

#### SCOH Subcommittee on Highway Transport

- Good job reducing the number of committees. The Transportation Council appears to be right on target!
- Our committee has an excellent relationship with the industry which we regulate. My concern is that this will be lost with the consolidation.

#### SCOH Subcommittee on Maintenance

- The changes seem more in line with current organizational structures and should help move AASHTO in a new positive direction.

- The proposed changes will improve committee management and coordination to better focus AASHTO's resources on appropriate problems/issues. Nicely done as I see it.
- It is not clear how state issues will be elevated in a timely manner in order to be understood, assessed, and addressed.
- It appears that you have added several new layers to the organization. This could reduce the responsiveness of AASHTO. I do like the creation of the project delivery and transportation systems tracks, as these are two main focus areas of our agency.

#### SCOH Subcommittee on Materials

- It's good to see that these issues are being looked at. I am so new to AASHTO that I don't all issues.
- The proposed structure looks like it will encourage and promote communication between the different groups.
- More detail.
- We'll just have to wait and see. "Best laid plans..." and all.
- Preventive Maintenance needs a home. Maybe a joint Technical committee between Materials and Maintenance with construction and design involvement.
- AASHTO is currently experiencing issues with having volunteers from each state for each committee already in place. Those of us volunteering are sometimes not supported by our state DOTs in time or compensation. Our DOT sometimes penalizes an AASHTO volunteer. Some of us are not allowed to travel to attend meetings. We must keep track of time volunteering for AASHTO and report on our experiences and tasks and the time they require. I am concerned that with requiring volunteers give more time serving on more committees will result in less volunteering. Our younger employees want to work a straight 8 and go home. Volunteering is not on their agenda - and our management is not the most supportive of those of us with true interest in working and volunteering. I like the idea of all 52 states participating but I don't see it happening unless there are dollar bill incentives to do so. I do like that upgrades and thinking of upgrades is happening. I love the idea of being nimble and pro-active and on the bleeding edge of things. I am pleased that there was a group thinking forward on these items.
- At the committee and technical section level, it would have a minor impact. The difficult challenge would be to try to get multi-discipline focus on former SCOH subcommittees, as many years of policies may need to change.

#### SCOH Subcommittee on Right-of-Way and Utilities

- Once I got into the survey I realized I do not know enough about the before and after condition of the restructuring to really produce value with my participation here. Nonetheless, I did complete it. Cheers!
- Looks to have promise and opportunity.
- Nothing at this time.
- It appears the committees will be reporting to two groups - the roundtable/councils and Steering Committee. How will the committees prioritize their assignments?
- Until you try to implement the proposed changes, commenting on their effectiveness in a moot point. Restructuring without a good strategic plan is not going to produce the desired results.
- I am glad to see changes to the AASHTO structure. The new scenario presents a good direction to achieve cross pollination of ideas and uniformity in the allocation of AASHTO's resources through the roundtable. One clarification may be to expand on the need for the different levels of management, i.e. the steering committee and coordinating committees appear to be new components and the perception is they may add additional time, efforts and resources. The question is will that streamline the process. Overall, I'm encouraged with the scenario.

- After reading the DRAFT Proposal for Committee Structure, it is obvious that much time, effort and thought have been invested in the effort to revise the committee structure. The proposal is an improvement over the existing structure and replaces and/or redefines the purpose of some of the existing structure. I initially had some concerns over multiple levels of oversight and that might make the organizational structure unwieldy and I thought that the Board of Directors might be too far removed to have a vested interest until I read that the BOD consists of Council members. If the BOD is to oversee the different committees and the councils and try to keep them working, they will have a lot on their plate. It will be difficult to arrange meetings with the numerous committees, special committees and councils. There will still be a considerable amount of work just to assimilate the information on what the different groups are doing. // I did note that the Special Committee on Research and Technology will work on research needs. I think that that is a very good thing. // Thank you for working on the proposed revisions. I hope that it meets the goals that those who have worked on the project have set.

#### SCOH Subcommittee on Traffic Engineering

- Not sure if the proposal is the "ultimate" answer but does seem to be an improvement.
- I'm new to AASHTO committees but there seems to be room for improvement. Give it a go.
- The restructure should support learning about and responding to inevitable development and use of connected and autonomous vehicles. Perhaps this effort would be a focus of the Special Committee on Research and Technology or perhaps a committee is needed specifically for CAV/ITS.
- Not very familiar with the current structure so unsure.
- I like the proposed structure. I do believe the Operation Committee needs to be named differently. Many DOTs see operations as day to day operations of their organization, I believe this "Operations" Committee is focused on Traffic Systems Operations such as Incident Management, ITS operations, etc. Suggest calling it Transportation Systems Operations to include all modes. This way it will not be confused as it has been for 20 years or more. I think the various committees may want to consider the various overlapping areas as well. Traffic Engineering, Safety, and TSMO "Operations" has a lot of overlap. There needs to be sufficient cross discussion amongst these committees. The Performance function is combined with asset and risk management. I think that Performance and Risk Management greatly extend beyond the concepts of Asset Management. We should consider having Performance and Risk Management as an independent committee and combine Asset Management with infrastructure resilience. Risk Management extends way beyond the asset world, consider risk that are managed daily by DOTs – tort liability, public perception, traffic operations, design consideration etc. Asset management is a very small portion of the risk management world. Overall, this was a comprehensive review of a blotted committee structure. This needs to be completed every 5-10 years. Great Job!!
- Overall I believe the change in structure will help break the silos. What is not clear and probably won't be until the details are worked out are how the roundtable and the steering committees will work. Furthermore some of the issues, for example safety, are so broad that I think some things will be lost in trying to look at them from the various modes. Many of the modes are in some ways tied to roadway safety (transit and freight), and 35,000 people die each year on the highway system. I hope the focus for the Safety Committee still is heavily focused on this epidemic.
- The new structure seems overly complex. It's hard enough to explain today's AASHTO structure to someone, this now has committees, and coordinating committees and council and roundtables.
- It appears complicated as of now. It is difficult to see any simplification or streamlining. If anything it appears there are more layers to get through.



#### SCOH Subcommittee on Transportation Systems Management and Operations

- Overall appears to be a start to address the cross cutting multi-modal issues. Helping to move from a stove pipe concrete and mortar focus to a transportation system and transportation management focus. How can the structure be adjusted to county and city coordination and input which transportation system management requires?
- It isn't immediately clear how emerging or cross cutting issues would be handled. Would the Roundtable or Coordinating Committee assign things?

#### Standing Committee on Performance Management

- Overall the proposed changes appear to address the noted concerns. The proposed change that caught my attention as maybe being out-of-place is "Performance, Risk and Asset Management" Committee under "Transportation Systems." Performance Management and Risk Management are truly cross-cutting management practices that apply equally to "Agency Administration" and "Project and Program Delivery." Maybe there is a need to clarify risk management at the project, program, portfolio, and enterprise level (although they should all be aligned with goals and objectives). Performance Management may need to be clarified too - public/external, enterprise, operational, tactical measures. Bottom line - there is a role for risk and performance management across all committees.
- AASHTO is commended for updating organizational structure so that it is responsive to the emerging direction of the transportation infrastructure field as experienced by member agencies. There is a recognition of the diverse needs and priorities of member agencies in terms of moving people and goods as well as supporting national competitiveness in an interconnected, international, significantly globalized economy. Map 21 identifies pavements and bridges as key assets. In the proposed changes, pavement continues to be under-represented. We are concerned that the proposed structure does not recognize pavement as either a discipline or an asset class meriting a forum with its own voice within the committee structure. Pavements constitute a pillar of infrastructure investment both in value and in continual investment effort, and present a unique combination of design, materials, and systems-management challenges that are not well addressed through [the current] joint oversight approach through the Design and Materials subcommittees. The current position (a Joint Technical Committee under two subcommittees) has had a negative impact on addressing pavement issues at least at the research level; by way of example, Transportation Research Board pavement management and design committees (AFD00 committees) have focused on developing research needs statements but the committee structure at AASHTO does not support their full consideration to the same degree as those needs that reflect a full subcommittee's focus area; they necessarily are only partly focused on parent subcommittees' scopes and have an arduous path within the AASHTO structure. AASHTO is commended for recognizing the connection among asset management, performance management, and risk, and providing a forum for addressing these issues in a holistic way.

#### Standing Committee on Planning

- I like the changes and the defined scope, workflow and strategic direction of each committee. Hopefully, the new structure if adopted will be more efficient and provide the DOT's value.
- Some positive steps towards aligning with Federal structure. Like it or not, AASHTO must be willing to mold itself as needed in lieu of changing others. // Although not present before, seems as if pavements get lost in the shuffle, particularly in regards to the newly emphasized area of Performance, Risk and Asset Management (PRAM). Bridges/Structures have an independent place, but Pavements do not; and with so much emphasis on Pavements in new rulemaking, this area gets a lesser share of direct attention and is seemingly part of multiple committees/groups. // Kudos for the

Data Management/Analysis Special Committee. This area is one that many (including OkDOT) have not especially centralized but know that any decision/output is only as good as the data being used. Although PRAM is being used to force this issue, data consideration is common to all areas. Seeing no alternative to ASIS, seems as if the technical support (pure IT) to data will be left to HEEP/HIDAC/..., or some immediate subcommittees come to mind for this group, including GIS-T (which was sub to ASIS). // The Strategic Steering Committee seems like a benefit that could streamline work of the BD and EC, but the tangential layer of the Roundtable and Councils could cause confusion for the working committees in establishing their "new" missions. As laid out, the working committees report into the SSC/EC/BD. Wondering if the Coordinating Committees need more direct linkage the subset committees and the Roundtable/Councils.

- First, I serve on three AASHTO Committees/Subcommittees: SCOP, SCOPM, & SCO-Asset Management...the survey only allowed me to pick one. I don't have strong objections to moving in the proposed direction. However, if this structure is used, I strongly recommend moving Planning under the Transportation Systems Coordinating Council. Planning, as currently defined in most of our SCOP activities, addresses broad system-level, multi-modal issues, not the project-level planning that appears to be envisioned by the proposed structure. In fact, one could argue that Planning could be combined with the Performance, Risk, and Asset Management Committee. An additional recommendation is to add a Programming Committee under the Transportation Systems Coordinating Committee; alternately, a joint Planning and Programming Committee could be established. Either way, this committee should be moved to the Transportation Systems Coordinating Committee, as both Planning and Programming are system-level, cross-program functions, not project-level functions.

#### SCOP Subcommittee on Research

- I like the reduction in overall number of committees. I am not sure how effective the new Councils/Roundtable will be. This is highly dependent on individuals selected to serve.

#### SCOP Task Force on Capacity Building

- Seems to be practical and beneficial.

#### Standing Committee on Public Transportation

- Not sure how the increased focus on intermodal/multimodal issues beyond freight will be improved or increased. The proposed changes do not significantly raise the visibility or importance of passenger transportation issues, especially from the public transportation perspective.
- Seems reasonable. There is no RIGHT answer to this so I think any structure will work in the long run. To me the most significant change seems to be creation of the Strategic Steering Committee that does not need to be CEO membership, it feels like the purpose is to provide non-CEO guidance/coordination to the committees. Is the thinking that CEOs do not have the time?
- The reauthorization steering committee should continue.

#### Standing Committee on Rail Transportation

- Ultimately, no matter the committee structure, success will depend on the level of participation and commitment of the individuals involved. I'm hopeful the changes will result in improvements. A key challenge will be how the individual states interact with AASHTO. Where I was skeptical in the survey of the effects of the proposed changes, I was thinking primarily of the likelihood of changes at the state level.

### Standing Committee on Research

- In general it's less hierarchical and more organic which will be helpful in cross collaboration. Initially there may be some implementation challenges as with any organizational change
- I think the proposed changes are very good in addressing the coordination of the works of the committees. It is very clear now how initiatives, ideas, etc., can be brought to the attentions to other committees. There are more emphasis to the road map of cooperation between the State DOTs and AASHTO, and impacts from AASHTO to the transportation community.
- I think that the proposed changes to the committee structure will overall be beneficial.
- I like it. The hesitancy in my replies is because the 'proof is in the pudding' and this effectiveness will really rely on a changed vision of transportation's future and culture change within the transportation community. I encourage you to establish time for committee evolution and that new way of working together to evolve.

### SCOR Research Advisory Committee

- Organization helps shape responsiveness – so change is good. The number of layers and how the interaction is scheduled and delivered are still unclear. With formal elements defined, will a lack of interest or response from one of the layers delay progress - if so would informal consultation with deadlines address both interdisciplinary participation and nimbleness? One of the biggest issues facing us as managers/stewards is placing context on information. Increasing participation, breadth of expertise with the accelerated information environment is contrary to promoting context. As higher level views on an issue are needed, it is imperative that crucial information about high risk irreversible choices are identified. That lack of definition and forethought leads to incidents like the I-35 collapse. The proposal offers strength in providing some vertical compression. I would urge that in the next phase there be consideration of work flow and schedules for action so that nimbleness is strengthened and information (context) is clear in AASHTO's position building/stds setting activities. I have some reservation about critical mass for highly complex topics such as materials... but I recognize the apparent unwieldiness.
- Intuitively, the Special Committee on Data Management and Analytics is a subset of Knowledge Management. I also think the output from the Agency Administration Managing Committee should still go through the Transportation Roundtable for discussion and vetting.
- By combining many topics into more general committees, the problem arises with how much information will be covered at meetings. I'm concerned that pertinent information may be left out because of time running out at the gatherings.
- I think committees should have membership from all 52 agencies, particularly the Research & Technology, not just keep the SCOR structure the way it is now.

### Standing Committee on Water Transportation

- It is very thorough, comprehensive and well thought out. I especially like the transportation roundtable concept for collaboration on multimodal and emerging issues.
- This structure reduces the boxes on the org chart from 43 to 34 which should help with streamlining and assignment of AASHTO staff support. In my role as freight and waterways administrator, I am concerned that the plan's major strategy to implement multimodal into AASHTO is to say the committees will be multimodal. There will be a tendency for DOTs to assign the same representatives on the committees and the modal input will be maintained within the councils, similar to where it is now. The internal process changes will be very helpful and may offset this concern by having more meetings be webinars and conference calls so that the multiple members of the DOT who all have a small piece of the issue can all participate. The annual work plans and reports will be very helpful on this as well. If AASHTO could have a spot on the website that lists the upcoming committee meetings

and their agendas it will help transition the committees to receiving more multimodal input and addressing cross functional issues.

- It's a little difficult to determine the effectiveness of a draft organization. In theory, it should increase effectiveness, but in theory, the previous organization should have worked effectively as well. Sorry to provide a lot of "don't knows."