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AASHTO Comprehensive Committees Review (CCR) Steering Committee Overview of Committee Activities and Draft Restructuring Scenario 4.14.16

Executive Summary and Overview

A draft restructuring scenario for AASHTO's committees has been developed in response to AASHTO's new strategic plan. The draft scenario is being presented for review and comment as part of an iterative process toward a final recommendation to AASHTO's Board of Directors. The primary changes to the current structure include: establishing a Transportation Roundtable; reorganizing technical committees based on workflow under two Coordinating Committees that will have enhanced multi-modal perspectives; and establishing a Strategic Steering Committee within the Board of Directors to guide the policy and technical work of the committees. Also included are proposed procedural changes to assist in streamlining committee management and decision-making.

This document is organized with a preface that reviews the history and activities leading to the development of this draft scenario and the iterative process that will lead to a recommendation to the Board. This is followed by a description of the current committee structure and the rationale guiding the Comprehensive Committees Review (CCR) Steering Committee's work. The narrative describing the draft scenario provides an overview of each committee, including scopes of responsibility, membership, meeting format, and reporting relationships. Finally, there is a crosswalk of the current committees and where they appear organizationally in the draft scenario.

Preface

The current AASHTO committee structure was established over fifty years ago and has grown and evolved over time, but the basic structure has largely remained unchanged. In response to the adoption of a new strategic plan in 2014, the AASHTO Board of Directors requested a comprehensive review of the committee structure and operations to ensure that AASHTO is providing the highest possible value to its members. The four goals of the strategic plan are to:

- Provide value to members
- Provide innovative technical and professional services and products
- Be a leader in national transportation policy development
- Communicate the value of transportation

To better align the committees with the four strategic goals, the following issues were identified in the strategic plan to be addressed in the committee review and proposed restructuring:

- Responsiveness to state-identified priorities
- Committee structure streamlining and simplification
- Expediting committee decision-making
- Increasing multi-modal communication and collaboration
- Addressing cross-functional issues

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- Organizational nimbleness and responsiveness to quickly-developing matters
- Appropriate engagement on emerging issues

To accomplish these objectives, the CCR Steering Committee was established to evaluate the AASHTO committee structure and recommend alternative organizational structures. The Committee, comprised of state DOT CEOs and senior DOT officials, has met frequently over the past year and considered a variety of change scenarios, including a base case with only procedural changes to the existing structure. The CCR Steering Committee also developed nine evaluation criteria to provide the foundation for rating proposed restructuring scenarios.

In January 2016, the CCR Steering Committee provided information on the existing committee structure and three proposed change scenarios to the chairs and vice chairs of all AASHTO standing committees and subcommittees for review and comment. The Steering Committee received comments and feedback from 43 committee and subcommittee officers. In reviewing and addressing this input, it was realized that the comments on each of the individual scenarios resulted in the three change scenarios coalescing into one proposed restructuring scenario. Based upon this input, the committee refined the draft restructuring scenario that is now before you for review and comment.

The CCR Steering Committee is seeking input from all committee, special committee, subcommittee, and technical committee leaders and members, as well as the State DOT CEOs. This review is one more step in an iterative process of reviews and modifications that will inform the final recommendation to the Board of Directors. After this review, the Steering Committee will incorporate appropriate changes into the proposed restructuring scenario and provide a status report to the AASHTO Board of Directors at the AASHTO Spring Meeting in May. The Steering Committee will then conduct additional outreach to members of NASTO, WASHTO, MAASTO and SASHTO, as well as to committees meeting throughout the summer. It is anticipated that the Steering Committee will present its final recommendations, as well as a proposed implementation plan, to the Board of Directors for consideration at the AASHTO Annual Meeting in November 2016. It is anticipated that the proposed implementation plan will provide a multi-year, incremental plan to implement any Board-approved structural changes. Current committee members will be involved in the implementation process to ensure that critical functions are maintained.

For more than 100 years, AASHTO has depended on the involvement and support of its member State DOT volunteers. Your thoughts and input on the proposed restructuring scenario will continue that legacy of our volunteers anticipating change, evaluating possibilities, and collaborating on improvements.

Additional comprehensive committee review materials, including a list of steering committee members, timelines, and important documents, can be found on the committee web site, <http://committeereview.transportation.org/Pages/default.aspx>.

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Thank you for your ongoing support for AASHTO. Your time and energy is a tremendous asset to this organization and the broader transportation community.

Existing Committee Structure and Operation

The current AASHTO committee structure consists of a Board of Directors, 11 Standing Committees, 27 Subcommittees, 9 Special Committees (including those reporting to the Board and Standing Committees), 3 Joint Committees (with external partners), and over 150 technical committees, technical sections, and technical working groups that cover a wide range of issues and topic areas. In addition to State DOT membership on all committees, some committees also have representation from USDOT and/or Associate Members in an ex officio capacity.

The Board of Directors consists of the chief executive officer of each of the 52 member departments. The Board directs policy on behalf of the organization and, through its Executive Committee which is a subset of the Board, oversees the association's finances. Reporting to the Board are the 11 Standing Committees, 5 of the Special Committees, and 2 of the Joint Committees.

The standing committees include 5 mode-based committees (Aviation, Highways, Public Transportation, Rail Transportation, and Water Transportation) and 6 issue-based committees (Environment, Finance and Administration, Planning, Performance Management, Research, and Highway Traffic Safety). These committees discuss and develop draft policies within their subject areas for consideration by the Board, and oversee the development of technical standards and guidance for the benefit of the State DOTs and the transportation industry as a whole. The structure of these committees has evolved over the past several decades, with tweaks to committee names and charges, and the establishment of new committees, subcommittees, and task forces.

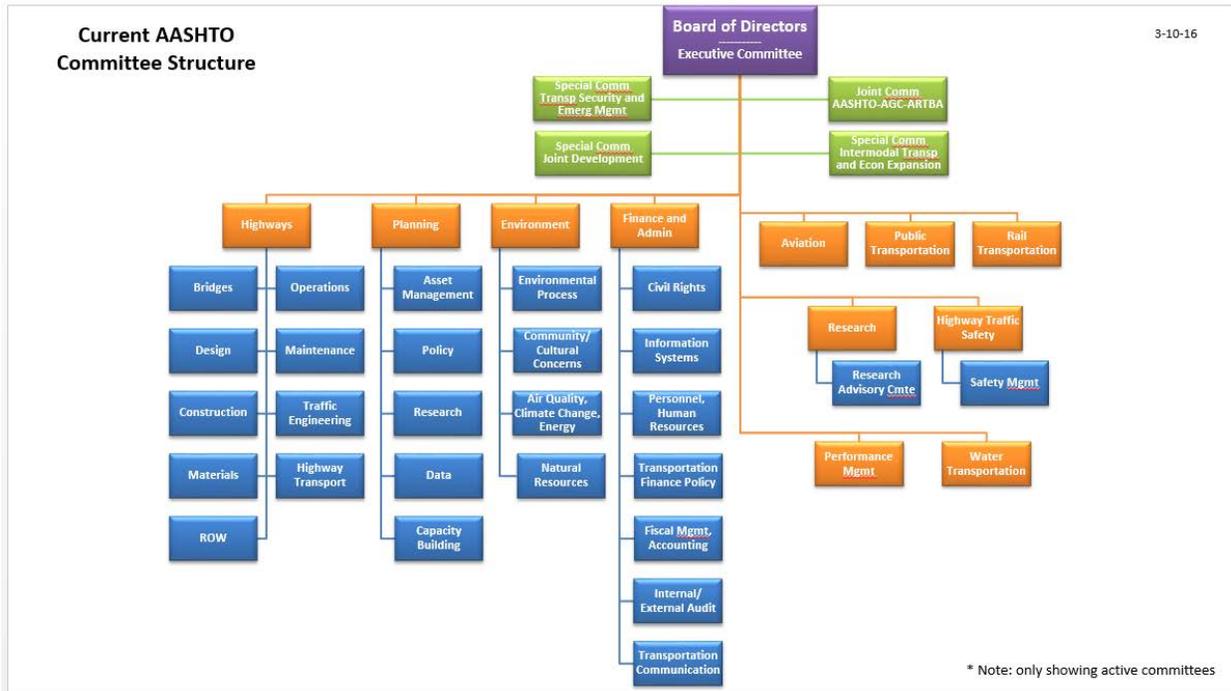
The Subcommittees and their subgroups typically address technical issues and initial policy development within specific disciplines, such as geometric design, environmental process, and internal/external audit. These groups also provide a knowledge-sharing resource to their members, providing the opportunity to exchange information and best practices among the DOTs. Some subcommittees meet and work relatively independently from their standing committees, while others work more closely (receiving input and direction and often meeting concurrently) with their parent standing committee.

In addition to the standing committees and subcommittees, Special Committees and Joint Committees have been established to address topics of special interest to the Board of Directors. Five special committees and two joint committees report to the Board:

- Transportation Security and Emergency Management (SCOTSEM), created in response to the 9-11 attacks;
- Intermodal Transportation and Economic Expansion (SCITEE), which convenes the chairs of the modal standing committees to address multi-modal freight transportation;
- Joint Development, which oversees the AASHTOWare software development technical service program;

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- Commissioners and Boards, currently inactive;
- Transportation Mobility and Congestion, currently inactive;
- Joint AASHTO-AGC-ARTBA Committee, a collaborative committee of the three associations; and
- Joint AASHTO TRB Executive Committee, currently inactive.



The roles and responsibilities of AASHTO’s committees vary depending on the needs of the State DOTs related to the subject matter involved, but typically include one or more of the following: policy development and interpretation; development and maintenance of technical standards and specifications; production of guidance and manuals; provision of services to the state DOTs; dissemination of information; and professional development and collaboration/sharing of expertise. For example, some committees’ primary purpose is to produce and maintain significant volumes of industry technical standards (including the Subcommittee on Bridges and Structures, Subcommittee on Materials, and the technical committees under the Subcommittee on Design), while others are focused on the development of and response to policy positions at the national level (including the Standing Committee on Environment, Standing Committee on Planning, and Subcommittee on Finance Policy). Membership on the committees varies as well, from full representation of the 52 AASHTO member departments to regional representation and other membership arrangements, such as expertise-based representation.

Guiding the Committee Review Work

The AASHTO Strategic Plan highlights several aspects of the AASHTO committee structure and operations that are critical components of the organization, as well as some that are challenges

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to AASHTO's success. Some of AASHTO's strengths include its recognition as a "go to" source for transportation information, its "sterling" technical services, and its influence with Congress and the Executive Branch on policy and technical issues. Some of the challenges highlighted in the strategic plan report include AASHTO's "unwieldy" committee structure, the siloed nature of the committees with little cross-communication, and the sometimes slow and uneven committee processes across the organization. Additional concerns include the reduction in volunteer experts from State DOTs that AASHTO relies upon to deliver its products, the threat that other organizations with a more multi-modal focus may chip away at AASHTO's ability to represent all member DOTs, and the need to become more nimble and adaptable while still representing the diverse views of its members.

Also, through a recent survey, AASHTO committee and subcommittee leaders identified the following issues to be addressed in the committee review effort:

- Provide committees with more clarity on their role and their responsibilities within the organization
- Focus committees on national issues prioritized at the Board of Directors level
- Reduce inconsistencies in the operation and oversight of the committees by providing guidance from the top while allowing flexibility within the committees to accomplish their objectives
- Increase communication and collaboration between committees to ensure stronger decision-making and improve coordination of cross-cutting and emerging issues, including the following:
 - Technology – including impacts of disruptive technologies, automated and connected vehicles and their connection to operations and infrastructure, wireless and other communications technologies, use of drones and other new technologies in traditional work
 - Administration – including workforce development, succession planning, recruitment and retention; training; knowledge management
 - Multi-modal Considerations – including coordination of freight issues in rail, trucking, and water; technical aspects common to multiple modes (such as pavements); recognition of AASHTO's role in non-highway modes
 - Environment – including impacts of extreme weather on transportation systems; agency activities that impact the environment, sustainability, livability; influencing regulations and policy
 - Performance – including data management and integration, performance measurement, knowledge management
 - Safety and Security – including traveler and worker safety, analysis methods, disaster response and protection
 - Economics – including analysis methods; consideration in planning, design, and funding
 - Outside Input – including the role of the private sector and other organizations in AASHTO's work

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The historical development of the AASHTO committee structure, the AASHTO strengths and challenges highlighted in the Strategic Plan, and the input recently received from the Committee and Subcommittee leadership have guided the work of the CCR and the development of the draft restructuring scenario.

Proposed Procedural Changes

In addition to the structural changes in the draft restructuring scenario that are discussed in the following section, the following procedural changes are to be applied to the proposed restructuring scenario at the implementation stage of this process. The proposed procedural changes include:

- Better defining the roles and responsibilities of the committees (from the top down) to ensure that committees focus on their principal charge, as well as to minimize redundancy between committees.
- Establishing committee work plans and annual activity reports. Work plans will be focused on accomplishing tasks that meet AASHTO Strategic Plan goals and include proposed committee meetings. Work plans and annual activity reports will be submitted to the entity to which each group reports.
- Increasing/improving direction from parent committees to subgroups to help prioritize and establish timelines for completion of tasks.
- Establishing “steering committees” within committees to ensure nimbleness of actions and direction. These committees will address strategic and emerging issues, manage the committee work, and communicate and coordinate with other committees.
- Encouraging groups to operate virtually to facilitate communication and information exchange between the states. The degree to which committees or other groups operate virtually will depend upon the general function of and purpose for each group. Virtual communications, such as webinars and conference calls, may be used to enhance committee communications and/or take the place of in-person committee meetings.
- Establishing Communities of Practice for discipline and topical committees to extend the reach, value, and impact of committees to member DOTs beyond the formal members of the committees. Communities of Practice are envisioned to be moderated by a leadership structure with subjects covered mostly by webinars and occasional conferences as warranted.
- Establishing ad-hoc, short-term task forces to address specific matters that are important to be addressed, but may not need enduring attention.
- Identifying cross-cutting issues and associated committees, and appointing steering committee liaisons between appropriate committees for coordination and communication.
- Requiring technical service programs to be guided by steering committees that report directly to an appropriate committee(s).
- Requiring that either committee chairs or vice-chairs be members of the group to which the committee reports.
- Formalizing the role of the Associate Members with ex officio representatives on appropriate committees under the Coordinating Committees or Councils, without voting

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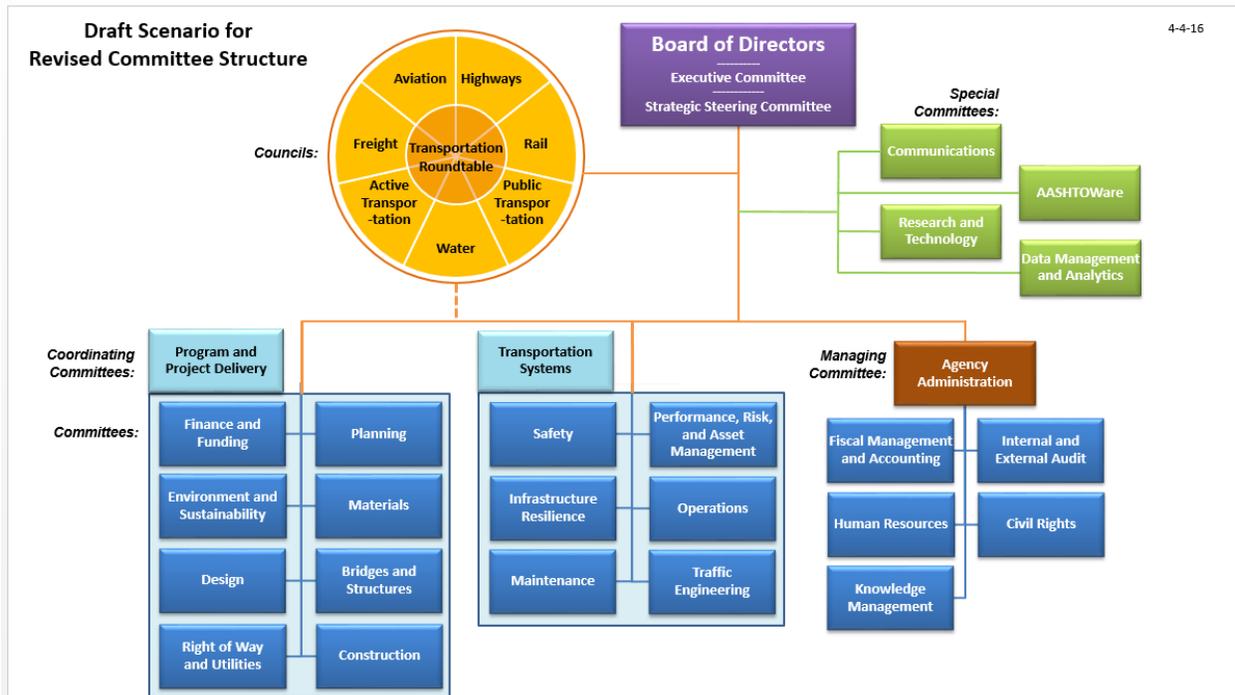
rights. In addition, as appropriate, USDOT may have ex officio representation on AASHTO groups.

- As appropriate, allowing the private sector to have limited participation on applicable AASHTO committees under the Coordinating/Managing Committees. These private sector participants will not have voting rights.

Draft Restructuring Scenario

The goal of the draft scenario is to provide a structure that is responsive to the evolving focus on moving people and goods with less emphasis on the vehicles and modes being used. The draft scenario is structured to reflect the major responsibilities of the member departments and focus on the areas that will best serve the critical needs of the member departments, while also providing a structure that will assist AASHTO in efficiently and effectively serving these member needs.

The scenario realigns the entities reporting to the Board of Directors and increases the multimodal focus of AASHTO. Multimodal topics are brought into greater focus by creating a Transportation Roundtable to which seven individual Councils will provide input on policy direction and technical needs. This Roundtable could also be assigned forward-leaning discussions that lead to working papers to serve the emerging needs of CEOs and member DOTs. Other critical functions would be reorganized under four special committees, two coordinating committees, and the Agency Administration Managing Committee. In addition, a Strategic Steering Committee would be established within the Board of Directors to provide guidance and direction to the Roundtable, the Councils, and the Coordinating/Managing Committees. The strategic oversight and work product flows are explained further below.



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Proposed Structure and Operations

Board of Directors

- Scope of Responsibility: The scope of the Board of Directors shall remain the same.
- Membership: Board membership shall remain the same. The Board will have two subgroups: the new Strategic Steering Committee and the Executive Committee.
- Meetings: The Board will meet at the AASHTO spring and annual meetings.
- Reporting: Reporting to the Board will be a Transportation Roundtable, seven Councils, four Special Committees, two Coordinating Committees, and the Agency Administration Managing Committee.

Strategic Steering Committee

- Scope of Responsibility: The Strategic Steering Committee will focus on the work of the Transportation Roundtable, the Councils, the Special Committees, the Coordinating Committees, and the Agency Administration Managing Committee, including policy and technical work and products, to ensure that these entities are focused on topics of national priority as well as their routine responsibilities. The Strategic Steering Committee will also develop and oversee a Partnering Task Force. The purpose of the Partnering Task Force is to identify outside entities with which AASHTO should coordinate on topics or tasks of mutual interest. The Task Force will also identify appropriate AASHTO committees to conduct the outreach and provide general guidance and oversight to these groups. The Joint AASHTO-AGC-ARTBA Committee and the Joint AASHTO-ACEC Committee will be reviewed by the Partnering Task Force for decisions on partnering opportunities moving forward.
- Membership: The AASHTO Vice President will chair the Strategic Steering Committee. This committee will be comprised of the Chairs of the Transportation Roundtable, the Councils, the Coordinating Committees, and the Agency Administration Managing Committee.
- Meetings: The Strategic Steering Committee shall meet in coordination with the AASHTO spring and annual meetings.
- Reporting: The Strategic Steering Committee will report to the Board of Directors.

Executive Committee

- The Executive Committee will maintain its existing scope, membership, meetings, and reporting.

Transportation Roundtable

- Scope of responsibility: The Roundtable will recommend AASHTO policies related to legislation, regulation, and other policy matters to the Board, and will address multimodal, multi-disciplinary and emerging issues. Included in the topics the Roundtable will address will be those currently covered by the Reauthorization Steering Committee; thus, this group will disband.

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- **Membership:** The Roundtable will consist of full representation by all 52 member departments plus the vice-chairs from each of the Councils. As each state shall have only one voting member, states that have an additional representative on the Roundtable (by virtue of being a Council Vice-Chair) will select one State representative to the Roundtable to be the voting member and the other State member shall serve in an ex-officio capacity. Members shall be high-level State DOT representatives who have purview over one or more transportation modes and address transportation policy issues. The Roundtable will be chaired by a member of the Board of Directors.
- **Meetings:** The Roundtable will meet at the AASHTO spring and annual meetings.
- **Reporting:** The Roundtable will report to the Board of Directors. Seven Councils will participate in and advise the Roundtable: Aviation, Highways, Rail, Public Transportation, Water, Freight, and Active Transportation.

Councils

- **Scope of Responsibility:** Seven Councils (Aviation, Highways, Rail, Public Transportation, Water, Freight, and Active Transportation) will address mode or topic-specific issues and provide input on policy issues and cross-cutting/multimodal issues to the Roundtable. The Freight Council will address topics currently covered by the Special Committee on Intermodal Transportation and Economic Expansion and the SCOH Highway Transport Subcommittee; thus, these groups will disband.
- **Membership:** Each Council will be chaired by a member of the Board of Directors. Each Council vice-chair will have modal or topic-area expertise and will represent his/her Council on the Roundtable. The Councils will consist of full representation from all 52 member departments.
- **Meetings:** The Councils may meet independently or in conjunction with other groups, including the Roundtable.
- **Reporting:** The Councils will report to the Board of Directors, except that all policy matters will be reported to the Roundtable and then to the Board of Directors.

Special Committees

Under the draft scenario, there will be four special committees: Communications, Data Management and Analytics, AASHTOWare (formerly Joint Development), and Research and Technology. Below are additional details on each of these Special Committees. Special Committees may designate liaisons to Councils, Coordinating Committees, the Managing Committee, or other Committees to ensure appropriate coordination and cooperation throughout the committee structure.

In addition to those mentioned below, several existing Special Committees will be restructured or disbanded, as follows. The Special Committee on Transportation Security and Emergency Management will be combined with the Resilient and Sustainable Transportation Systems Steering Committee to form the new Infrastructure Resilience Committee reporting to the Transportation Systems Coordinating Committee. The Special Committees on Commissioner of

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Boards, Transportation Mobility and Congestion, and International Activity Coordination will disband. The AASHTO Joint TRB Executive Committee will also disband.

Special Committee on Communications

- Scope of Responsibility: The Special Committee on Communications will address the topics currently covered by the Subcommittee on Transportation Communications (TransComm), as well as play an increased role in multimodal and strategic AASHTO communications.
- Membership: The Special Committee will consist of full representation from all 52 member departments.
- Meetings: The Special Committee may meet independently or in conjunction with other groups, including at the AASHTO spring and annual meetings.
- Reporting: The Special Committee will report to the Board of Directors.

Special Committee on Data Management and Analytics

- Scope of Responsibility: The Special Committee on Data Management and Analytics will address the collection, processing, analysis, reporting, and sharing of transportation data for the various modes that are used throughout program and project lifecycles. These data inform agency decisions about how to invest available resources to plan, build, operate, and maintain safe, efficient, and sustainable transportation systems.
- Membership: The Special Committee will consist of full representation from all 52 member departments.
- Meetings: The Special Committee may meet independently or in conjunction with other groups, including the spring and annual AASHTO meetings.
- Reporting: The Special Committee will report to the Board of Directors.

Special Committee on Research and Technology:

- Scope of Responsibility: The Standing Committee on Research (SCOR) will be reconstituted as the Special Committee on Research and Technology and be responsible for, among other tasks, the National Cooperative Highway Research Program (NCHRP). In addition, this Special Committee will identify, develop, and submit research needs statements to the Transit Cooperative Research Program (TCRP), the Airport Cooperative Research Program (ACRP), and other modal cooperative research programs, as appropriate. The Special Committee will have a greater focus on research implementation, longer-term research issues, and new and emerging technologies and innovations affecting transportation, including the AASHTO Innovation Initiative Technical Service Program. The Special Committee will serve as a resource to the other committees and provide input to strategic planning discussions. The Research Advisory Committee (RAC) will be reassigned to the Special Committee on Research and Technology. Individual committee research funds will continue to be managed by appropriate Committees or Councils, however each group shall submit an annual research report to the Special Committee on Research and Technology to help ensure coordination and collaboration.

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- **Membership:** The Special Committee will continue with SCOR's current regional membership structure, including representatives from research backgrounds as well as high-level policy backgrounds.
- **Meetings:** The Special Committee may meet independently or in conjunction with other groups, including the spring and annual AASHTO meetings.
- **Reporting:** The Special Committee will report to the Board of Directors.

Special Committee on AASHTOWare

- The Special Committee on Joint Development will be renamed the Special Committee on AASHTOWare. The Special Committee will maintain its existing scope, membership, meetings, and reporting.

Coordinating Committees

The two multimodal coordinating committees within the draft scenario will be: Program and Project Delivery, and Transportation Systems. These coordinating committees will coordinate the assignment of tasks from the Board's Strategic Steering Committee and the Transportation Roundtable to the topic-oriented Committees. As these committees are coordinating bodies, they will not ballot the policy or technical documents developed by the Committees that report to them (see Balloting section below). Through their multi-disciplinary and multimodal membership, the Coordinating Committees will assist AASHTO in coordinating technical assignments and meeting the multimodal goals established in the AASHTO Strategic Plan.

Program and Project Delivery Coordinating Committee

- **Scope of Responsibility:** The Program and Project Delivery Coordinating Committee will provide a forum for the discussion of multi-disciplinary and multimodal topics related to the phases of program and project delivery for the various modes, including planning, programming, environment, design, and construction. It will provide strategic direction on cross-cutting, multi-modal, and other tasks, and will coordinate these efforts among the committees under its purview. Included will be such emerging and cross-cutting issues as alternative program funding, project management, design-build, public-private partnerships, etc.
- **Membership:** The Coordinating Committee will be chaired by a member of the Board of Directors, with a vice chair appointed from among its members, and membership will consist of 2 representatives from each of the four AASHTO regions, 1 representative from each of the seven Councils, and the chair or vice chair of each reporting committee (total of 24 members). This Coordinating Committee will balance regional and modal representatives to help ensure that appropriate consideration is given to multi-disciplinary and multimodal perspectives within the issues and activities covered. It is also limited in number to make the management of the committees and activities more nimble and efficient.
- **Meetings:** The Coordinating Committee may meet independently or in conjunction with other groups, including the AASHTO Spring and Annual Meetings.

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- Reporting: The Program and Project Delivery Coordinating Committee will report to the Board of Directors. The following committees will be under the purview of this Coordinating Committee: Planning, Finance and Funding, Environment and Sustainability, Design, Bridges and Structures, Materials, Right of Way and Utilities, and Construction. These committees may consist of representatives from multiple modes as appropriate. The SCOH Project Delivery Council will disband.

Transportation Systems Coordinating Committee

- Scope of Responsibility: The Transportation Systems Coordinating Committee will address system-wide issues including safety, operations, maintenance, system management, and resilience. Beyond the topics covered by its committees, it will include emerging and cross-cutting issues like seamless intermodal connectivity, and transformative technologies like connected and automated vehicles, etc. The purpose of this Coordinating Committee is to provide a forum for multi-disciplinary, multimodal, and other topics to be discussed, provide strategic direction on cross-cutting and multimodal tasks, and to coordinate these efforts among the Committees under its purview.
- Membership: The Coordinating Committee will be chaired by a member of the Board of Directors, with a vice chair appointed from among its members, and membership will consist of 2 representatives from each of the four AASHTO regions, 1 representative from each of the Councils, and the chair of each reporting committee (total of 22 members). This coordinating committee consists of a balance of traditional state representation and modal representatives to help ensure that appropriate consideration is given to multi-disciplinary and multimodal perspectives within the issues and activities covered. It is also limited in number to make the management of the committees and activities more nimble and efficient.
- Meetings: The Coordinating Committee may meet independently or in conjunction with other groups, including the AASHTO Spring and Annual Meetings.
- Reporting: The Transportation Systems Coordinating Committee will report to the Board of Directors. The following committees will be under the purview of the Transportation Systems Coordinating Committee: Safety; Performance, Risk, and Asset Management; Infrastructure Resilience; Operations; Maintenance; and Traffic Engineering. The Special Committee on US Route Numbering will also report to the Transportation Systems Coordinating Committee. The SCOH Operations Council will disband.

Managing Committee ██████████

One committee within the proposed scenario will be a managing committee: Agency Administration. See below for the details of this committee.

Agency Administration Managing Committee

- Scope of Responsibility: The Agency Administration Managing Committee will focus on the internal administration of the member DOTs. The committee will cover general administrative topics, workforce development, civil rights, internal and external audit, personnel and human resources issues, as well as the new priority topic of knowledge

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management. This committee will ballot policies and technical documents developed by the committees that report to it.

- **Membership:** As this managing committee is focused on the internal operations of the State DOTs, the Agency Administration Coordinating Committee will consist of full representation from all 52 member departments.
- **Meetings:** The managing committee may meet independently or in conjunction with other groups, including the AASHTO Spring and Annual Meetings.
- **Reporting:** The Agency Administration Managing Committee will report to the Board of Directors on all matters, including standards and policies. The following committees will report to the Agency Administration Managing Committee: Fiscal Management and Accounting, Internal and External Audit, Human Resources, Civil Rights, and Knowledge Management. The Special Committee on TRAC will be reconstituted as the TRAC and RIDES Technical Service Program. The Information Systems and Legal Affairs Subcommittees will disband.

Committees

This section provides an overview of the committees that will report to the Coordinating Committees and the Agency Administration Management Committee. Some of the committees will mirror committees or subcommittees in the existing AASHTO structure, some committees have been modified or enhanced, and some are entirely new committees. The scopes of the committees will include modal and multimodal considerations, as appropriate. Also, the committees will consist of full representation from all 52 member departments, including modal representation, as appropriate. Although each state may only have one voting member on each Committee, each state may designate up to 3 members to each Committee, therefore allowing for multiple disciplines within a state to be represented on each Committee. Committees may retain current subcommittees, technical committees, and task forces not specifically addressed in this draft restructuring scenario. In addition, committees may develop new subcommittees, technical committees, communities of practice, or task forces with the approval of the appropriate Coordinating Committee or Agency Administration Managing Committee. Technical Service Programs (TSPs) will migrate with their current cognizant committee.

As indicated in the *Proposed Procedural Changes* section of this document, committees may operate virtually to facilitate communication and information exchange between the states. The degree to which committees or other groups operate virtually will depend upon the general purpose and function of each group. Virtual communications may be used to enhance committee communications and/or take the place of in-person committee meetings.

The following committees will report to the **Program and Project Delivery Coordinating Committee:** Planning, Environment and Sustainability, Design, Bridges and Structures, Materials, Right of Way and Utilities, Construction, and Finance and Funding.

- The Environment and Sustainability, Planning, Design, Bridges and Structures, Materials, and Right of Way and Utilities Committees will expand their scopes to include multimodal and multi-disciplinary topics, as appropriate.

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- The Data Subcommittee and the Asset Management Subcommittee will disband as these topics will be addressed elsewhere.
- The Finance and Funding Committee will include transportation financing and funding topics. The Finance Policy Subcommittee will be subsumed under this committee.

The following committees will report to the **Transportation Systems Coordinating Committee**: Safety; Performance, Risk, and Asset Management; Infrastructure Resilience; Operations; Maintenance; and Traffic Engineering.

- The Maintenance and Traffic Engineering Committees will expand their scopes to include multimodal considerations, as appropriate.
- The Safety Committee will address the topics covered by the current Standing Committee on Highway Traffic Safety and its Subcommittee on Safety Management, and will expand its scope to include multimodal issues. Membership will include full representation from all states. The Safety Management Subcommittee will disband.
- The Operations Committee will expand its scope to include wireless communications and multimodal considerations, as appropriate. The Special Committee on Wireless Communications Technology will disband.
- New committees reporting to the Transportation Systems Coordinating Committee include the following:
 - **Infrastructure Resilience:** The Infrastructure Resilience Committee will cover all-hazards preparation and response to both natural and man-made disasters for the various modes. The Special Committee on Transportation Security and Emergency Management (SCOTSEM) and the Resilient and Sustainable Transportation Systems (RSTS) Steering Committee will disband. Climate change mitigation topics formerly covered by RSTS will be handled by the Air Quality subgroup of the Environment and Sustainability Committee.
 - **Performance, Risk, and Asset Management:** The Performance, Risk, and Asset Management Committee will cover the performance and asset management issues currently covered by AASHTO as well as the new priority topic of risk management. The Asset Management Subcommittee and the Performance Management Committee will disband.

The following committees will report to the **Agency Administration Managing Committee**: Fiscal Management and Accounting, Internal and External Audit, Human Resources, Civil Rights, and Knowledge Management.

- The Fiscal Management and Accounting, Internal and External Audit, Human Resources, and Civil Rights Committees will maintain their existing scope and membership.
- A new committee reporting to the Agency Administration Managing Committee is:
 - **Knowledge Management:** The Knowledge Management Committee will address the full range of knowledge management issues, including the principles,

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strategies, and practices used by organizations to identify, collect, organize, preserve, disseminate, share, generate, and apply critical knowledge. This committee will focus on the processes and technologies that facilitate interactions between stakeholders, as well as the strategies and practices necessary for an organization to share knowledge between individuals and across groups to support current work and innovation.

Balloting:

Information regarding technical and policy ballots, including the ballot, background materials, and balloting status, shall be posted so that all AASHTO committees and groups can track policy and technical issues within the Association.

Policies:

Policies developed/balloted by Special Committees, the Agency Administration Managing Committee, and the Roundtable will progress directly to the Board of Directors. The Board may refer any policy to the Roundtable for review.

Policies developed/balloted by the Councils will progress to the Roundtable and then to the Board of Directors.

As the Program and Project Delivery and Transportation Systems Coordinating Committees are coordinating bodies, they do not ballot the policy or technical documents developed by the Committees that report to them. The Coordinating Committees will ensure that the appropriate Committees develop, review, and/or ballot a given policy; arrange coordination between Committees on various topics; and notify the Roundtable/Councils that the policy is being developed and will be sent to them for review and balloting. Policies developed by a Committee(s) under the purview of these two coordinating Committees will progress to the Roundtable, and then to the Board.

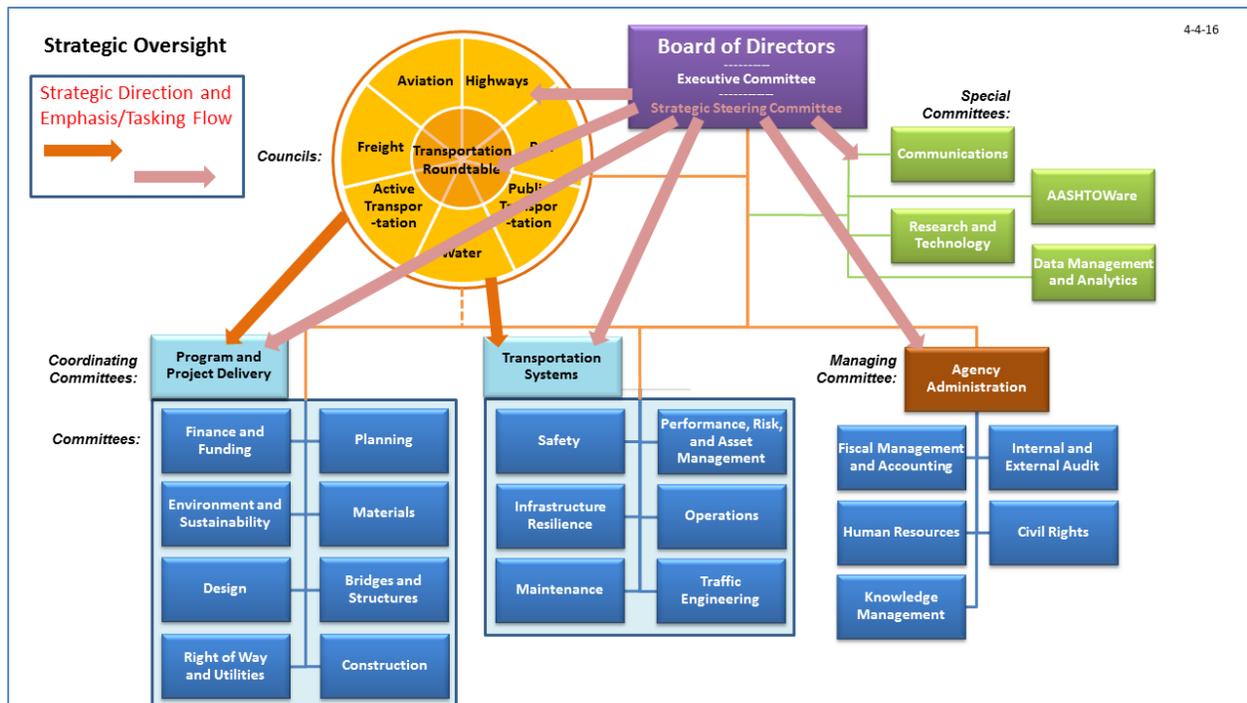
Policies Developed by a Committee under the Agency Administration Managing Committee will progress to the Agency Administration Managing Committee and then to the Board of Directors.

Technical Documents:

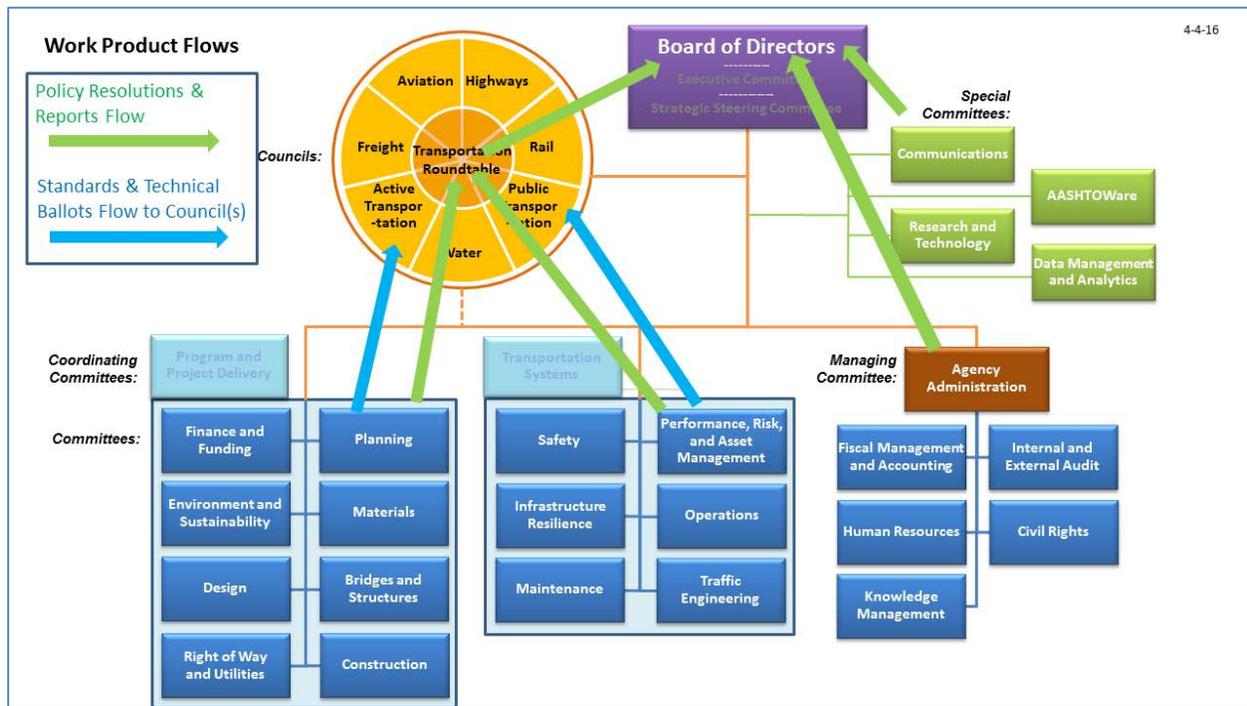
Technical standards and other technical documents will be developed and balloted by appropriate Committees and then progress to the appropriate Council for balloting. If topics within a technical document are under the purview of more than one Council, the Coordinating Committee will recommend whether the standard should be concurrently balloted by more than one Council, or if one Council will be the primary oversight group and ballot the standard with advice and input from the other Council(s). If issues regarding a technical document cannot be resolved between the Councils, such issues will be resolved by the Roundtable.

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The following charts depict Strategic Oversight and Direction, and Work Product Flows.



Strategic Direction & Tasking: *Strategic Steering Committee* to Roundtable, Councils, Coordinating Committees, Managing Committee and Special Committees; *Roundtable* and *Councils* to Coordinating Committees



Work Product Flows: *Policy Resolutions* from technical committees to Roundtable thence to Board; *Policy Resolutions* from Agency Administration Managing Committee and Special Committees directly to Board; *Technical Standards* and *Technical Reports* to cognizant Councils (and if requested, thence to Board).

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Disposition of Current Committees

Yellow highlight indicates new entities.

Red highlight indicates reconstituted or disbanded entities.

Other shading - merely for grouping of entities.

Current Entity	New Oversight Entity	Board of Directors	Transportation Roundtable	Program & Project Delivery Coordinating Committee	Transportation Systems Coordinating Committee	Agency Administration Managing Committee
AASHTO Board of Directors (BOD)		No change				
Special Committee on Intermodal Transportation and Economic Expansion (SCITEE)			Merged into Freight Council			
Special Committee on Joint Development (SCOJD)		No change				
Special Committee on Transportation Security & Emergency Management (SCOTSEM)					Reconstituted as “Infrastructure Resilience”	
AASHTO Executive Committee		No change				
AASHTO-AGC-ARTBA Joint Committee		Refer to the new Strategic Steering Committee – Partnering Task Force		Consideration under this Coordinating Committee		
AASHTO Strategic Steering Committee		New				
Special Committee on Data Management and Analytics		New				
Standing Committee on Aviation (SCOA)			Aviation Council			
Standing Committee on the Environment (SCOE)				Retitled “Environment and Sustainability”		
SCOE Natural Resources Subcommittee				Moved with SCOE to “Environment and Sustainability”		
SCOE Community and Cultural Concerns Subcommittee						
SCOE Environmental Process Subcommittee						
SCOE Air Quality, Climate Change, and Energy Subcommittee						

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Current Entity	New Oversight Entity	Board of Directors	Transportation Roundtable	Program & Project Delivery Coordinating Committee	Transportation Systems Coordinating Committee	Agency Administration Managing Committee
Standing Committee on Finance and Administration (SCOFA)						Retitled “Agency Administration”
SCOFA Subcommittee on Fiscal Management and Accounting						Moved to “Agency Administration” with SCOFA
SCOFA Subcommittee on Internal and External Audit						
SCOFA Subcommittee on Personnel and Human Resources						
SCOFA Subcommittee on Civil Rights						
Knowledge Management						New
SCOFA Subcommittee on Information Systems (ASIS)						
SCOFA Subcommittee on Transportation Communications		Reconstituted as “Special Committee on Communications”				
SCOFA Subcommittee on Transportation Finance Policy				Reconstituted as “Finance & Funding”		
AASHTO Special Committee on TRAC (SCOFA)				Reconstituted as the “TRAC and RIDES TSP Steering Committee”		
Standing Committee on Highway Traffic Safety (SCOHTS)					Reconstituted as “Safety” under this Coordinating Committee	
SCOHTS Subcommittee on Safety Management					Merged into “Safety”	

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Current Entity	New Oversight Entity	Board of Directors	Transportation Roundtable	Program & Project Delivery Coordinating Committee	Transportation Systems Coordinating Committee	Agency Administration Managing Committee
Standing Committee on Highways (SCOH)			Highways Council			
SCOH Subcommittee on Bridges and Structures (SCOBS)				Reconstituted as is under the “Program & Project Delivery”		
SCOH Subcommittee on Construction (SOC)						
SCOH Subcommittee on Design (SCOD)						
SCOH Subcommittee on Materials (SOM)						
SCOH Subcommittee on Right-of-Way, Utilities, and Outdoor Advertising Control						
SCOH Subcommittee on Maintenance (SCOM)					Moved under “Transportation Systems”	
SCOH Subcommittee on Transportation Systems Mgmt & Operations (TSM&O)						
SCOH Subcommittee on Traffic Engineering (SCOTE)						
SCOH Subcommittee on Highway Transport (SCOHT)			Merged into Freight Council			
SCOH Special Committee on U.S. Route Numbering (USRN)					Moved under “Transportation Systems”	
SCOH Special Committee on Wireless Communications Technology (SCOWCoT)					Merged with “Operations”	
AASHTO-ACEC Joint Committee (SCOH)		Refer to the new Strategic Steering Committee – Partnering Task Force		Consideration under this Coordinating Committee		
Standing Committee on Performance Management (SCOPM)					Merged into “Performance, Risk, and Asset Management”	

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New Oversight Entity	Board of Directors	Transportation Roundtable	Program & Project Delivery Coordinating Committee	Transportation Systems Coordinating Committee	Agency Administration Managing Committee
Current Entity					
Standing Committee on Planning (SCOP)			Reconstituted as “Planning”		
SCOP Subcommittee on Policy			Moved as is to “Program & Project Delivery” with “Planning”		
SCOP Subcommittee on Research					
SCOP/SCOH Subcommittee on Asset Management				Merged into “Performance, Risk, and Asset Management”	
SCOP Subcommittee on Data	Merged with new Special Committee on Data Management and Analytics				
Standing Committee on Public Transportation		Public Transportation Council			
Standing Committee on Rail Transportation		Rail Transportation Council			
Standing Committee on Research	Reconstituted as is as the “Special Committee on Research and Technology”				
SCOR Research Advisory Committee	Moved with SCOR				
Standing Committee on Water Transportation		Water Transportation Council			
Active Transportation - new		Active Transportation Council			

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Current Entity	New Oversight Entity	Board of Directors	Transportation Roundtable	Program & Project Delivery Coordinating Committee	Transportation Systems Coordinating Committee	Agency Administration Managing Committee
Special Committee on Commissions and Boards — currently inactive						
Special Committee on Transportation Mobility and Congestions — currently inactive						
Special Committee on International Activity Coordination — currently inactive						
Joint TRB Executive Committee — currently inactive						