

**AASHTO Comprehensive Committees Review (CCR) Steering Committee  
AASHTO Committee Restructuring Proposal**

**Overview**

The following proposed restructuring for AASHTO's committees has been developed in response to AASHTO's new strategic plan. The proposal was developed through an iterative process with members and has been refined into a recommendation to the AASHTO Board of Directors.

The primary changes to the current structure include: establishing a Transportation Policy Forum; reorganizing technical committees based on workflow and cross-disciplinary functions; and establishing a Strategic Management Committee within the Board of Directors to guide the 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, activities, and iterative process that led to the development of this restructuring proposal. 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 restructuring proposal provides an overview of each new and revised committee, including scopes of responsibility, membership, meeting format, and reporting relationships. Finally, there is a crosswalk of the current committees indicating where their scope and function is addressed within the restructuring proposal.

**Committee Review and Restructuring Goals and Process**

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:

**AASHTO Strategic Plan Goals:**

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

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:

**Strategic Issues to be Addressed:**

- Responsiveness to state-identified priorities
- Committee structure streamlining and simplification
- Expediting committee decision-making
- Increasing multi-modal communication and collaboration
- Addressing cross-functional issues
- 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, met frequently over the past 18 months 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 assessing 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 a single proposed restructuring scenario.

In April 2016, this draft restructuring scenario was presented for review and comment to all committee, special committee, subcommittee, and technical committee leaders and members, as well as the member department CEOs, through an online survey. The draft scenario was also presented and discussed at each of the four AASHTO Regional meetings in 2016, as well as at summer Committee and Subcommittee meetings. Input received from this broad outreach effort has been addressed and appropriately incorporated into the current restructuring proposal.

If the AASHTO Board of Directors adopts the restructuring proposal, the next step will be to develop a phased, multi-year implementation plan. The new Strategic Management Committee will develop and oversee the implementation effort, and current committee members will be involved in the implementation process to ensure that critical functions and essential volunteer engagements are maintained. Even without changing the AASHTO committee structure or operating procedures, the CCR Steering Committee recognizes that AASHTO staff time is already stretched thin. As part of the implementation of this plan, the Strategic Management Committee should consider appropriate staffing to ensure that the association most effectively leverages volunteer committee members' time.

For more than 100 years, AASHTO has depended on the involvement and support of its member State DOT volunteers. Thoughts and input from members on the restructuring proposal have continued the 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>.

### **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 as well as to 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 US DOT and/or Associate Members in an ex officio, non-voting 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 the 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.

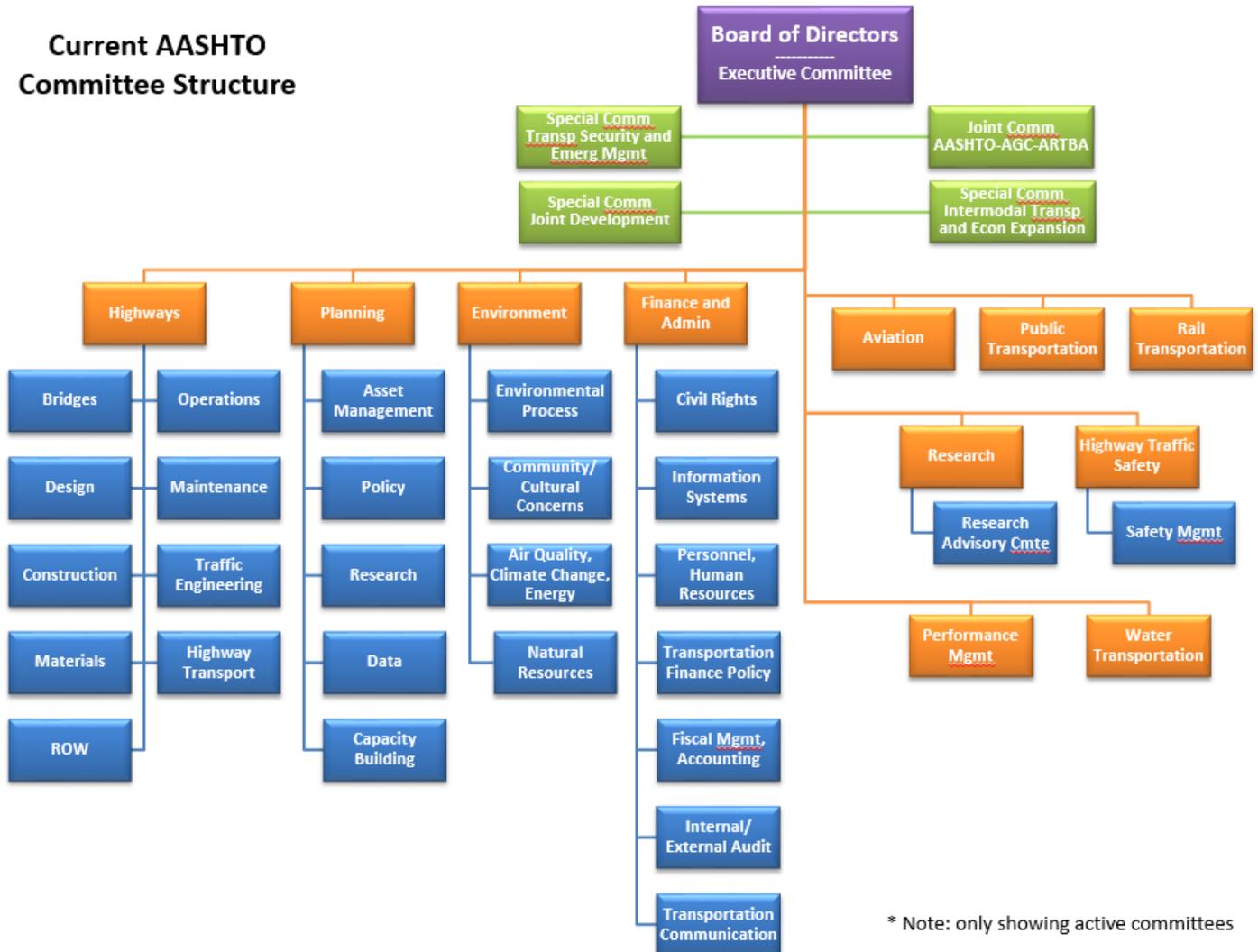
The standing committees include 5 mode-based committees (Aviation, Highways, Public Transportation, Rail Transportation, and Water Transportation) and 6 issue-based committees (Environment, Finance and Administration, Highway Traffic Safety, Planning, Performance Management, and Research). These committees 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, as well as 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 State DOTs. Some subcommittees meet and work relatively independently from their standing committees, while others work more closely (receiving input and direction from, 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;
- 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.

**Current AASHTO Committee Structure**



\* Note: only showing active committees

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 (such as 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 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 limited cross-communication, and the sometimes slow and uneven committee processes across the organization. Additional concerns include the reduced availability of 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 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

The historical development of the AASHTO committee structure, the AASHTO strengths and challenges highlighted in the Strategic Plan, and the input received through broad member outreach, have guided the work of the CCR Steering Committee and the development of the restructuring proposal.

### **Proposed Procedural Changes**

In addition to the proposed structural changes that are discussed in the next section, the following procedural changes are also to be applied during the implementation stage of this process. The proposed procedural changes include:

1. 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.
2. 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 Strategic Management Committee.
3. Increasing/improving direction from parent committees to subgroups to help prioritize and establish timelines for completion of tasks.

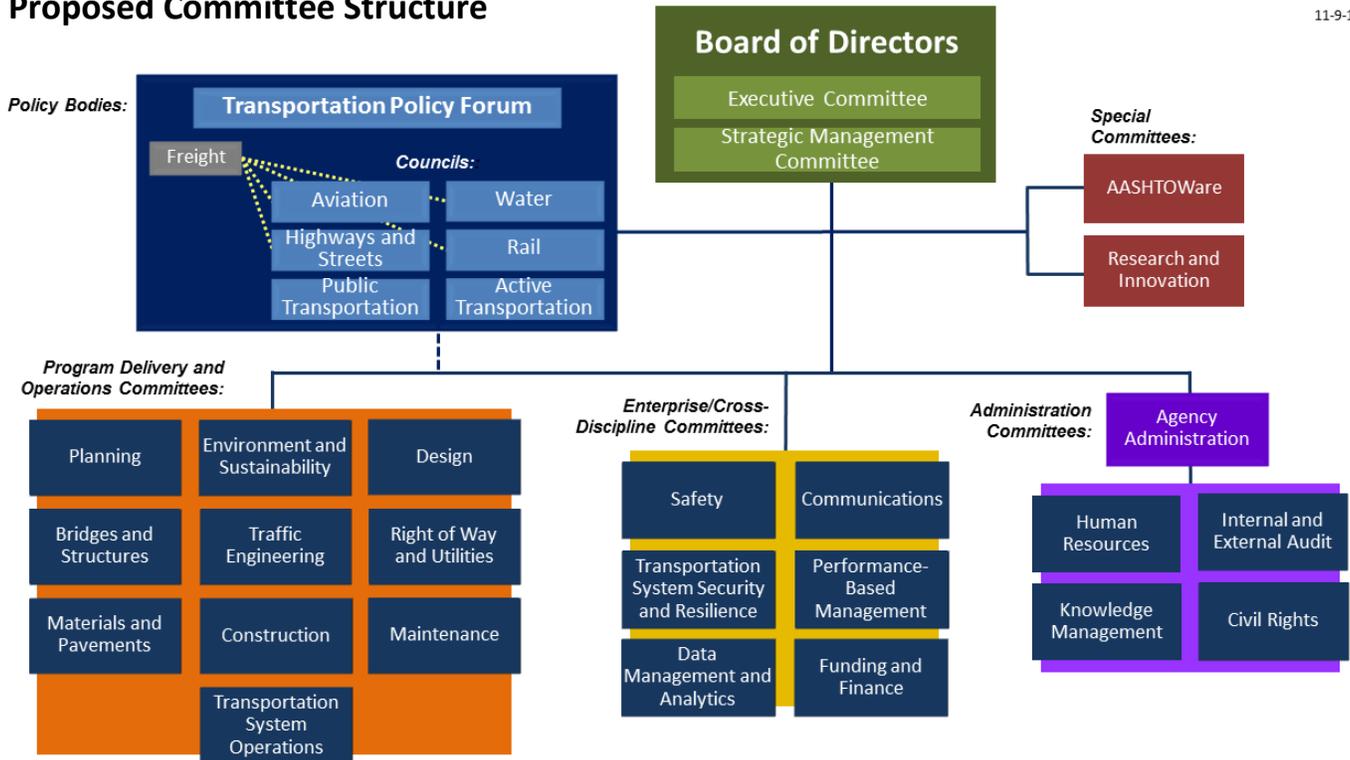
4. Requiring that committee chairs be members of a Council, the Transportation Policy Forum, or the Board of Directors, and that committee subgroup chairs be members of the committee to which they report, to foster communication among all levels of the association.
5. Establishing “steering committees” 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.
6. Identifying cross-cutting issues and appointing liaisons between appropriate committees for coordination and communication.
7. Requiring technical service programs to be guided by steering committees that report directly to an appropriate committee(s).
8. Encouraging groups to operate virtually to facilitate committee 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.
9. Establishing Communities of Practice for discipline and topical committees to extend the reach, value, and impact of committees to member DOTs beyond the formal committee structure. Communities of Practice are envisioned to be moderated by a leadership structure with subjects covered mostly by webinars and occasional conferences as warranted.
10. Establishing ad-hoc, short-term task forces to address specific matters that are important to be addressed, but may not need ongoing attention.
11. Formalizing the role of the Associate Members, including local transportation agencies, with ex officio, non-voting representatives on appropriate committees. In addition, as appropriate, US DOT may have ex officio, non-voting representation on the Councils and Committees.
12. Allowing the private sector to have limited participation on applicable AASHTO Program Delivery and Operations Committees and Enterprise/Cross-Discipline Committees. These private sector participants will not have voting rights.

### **Proposed Structural Changes**

The restructuring proposal provides a structure that is responsive to the evolving focus on moving people and goods with less emphasis on the modes being used, and accomplishes the committee review and restructuring goals outlined in the AASHTO Strategic Plan. The proposal is structured to 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 proposal 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 Policy Forum to which six individual Councils and a Special Committee on Freight will provide input on policy direction and technical needs. This Policy Forum 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 will be reorganized under two

## Proposed Committee Structure



special committees, an Agency Administration Managing Committee, and 20 Committees. In addition, a Strategic Management Committee will be established within the Board of Directors to provide guidance and direction to the Policy Forum, the Councils, the Special Committees, the Agency Administration Managing Committee, and the Committees that do not report to the Agency Administration Committee. The strategic oversight and work product flows are explained further below.

### 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 Executive Committee and the new Strategic Management Committee.
- **Meetings:** The Board will meet at the AASHTO spring and annual meetings.
- **Reporting:** Reporting to the Board will be the Executive Committee and the new Strategic Management Committee; the new Transportation Policy Forum; six modal Councils; two Special Committees; the Committees not under the Agency Administration Managing Committee; and the Agency Administration Managing Committee.

#### Executive Committee

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

### Strategic Management Committee

- Scope of Responsibility: The primary focus of the Strategic Management Committee will be on priority national topics and external partnering efforts on behalf of the Association
  - The Strategic Management Committee will identify emerging national issues and concerns to be addressed by AASHTO; review work plans and annual activity reports to identify gaps and overlaps; and determine the appropriate groups to address priority issues, in addition to their routine responsibilities.
  - The Strategic Management Committee will also establish and oversee an ad-hoc Partnering Task Force to identify outside entities with which AASHTO should coordinate on topics and tasks of mutual interest. The Task Force will also identify appropriate AASHTO committees to serve as the point of contact for AASHTO and provide general guidance and oversight to these groups.
- Membership: The AASHTO Vice President will chair the Strategic Management Committee. This committee will be comprised of the Chairs of the Transportation Policy Forum, the Modal Councils, and the Agency Administration Managing Committee. In addition, the immediate past president of AASHTO shall serve as an ex-officio member of the Strategic Management Committee.
- Meetings: The Strategic Management Committee shall meet in coordination with the AASHTO spring and annual meetings.
- Reporting: The Strategic Management Committee will report to the Board of Directors.

### Transportation Policy Forum

- Scope of responsibility: The primary focus of the Transportation Policy Forum will be to recommend policy positions to the Board of Directors, and to address multimodal, multi-disciplinary, and emerging issues, in coordination with the Councils.
  - The Transportation Policy Forum will discuss and recommend policies related to legislation, regulation, and other policy matters to the Board, including reauthorization issues. These policies may include multimodal, multi-disciplinary, and emerging issues that have originated from the Councils and Committees or have been assigned to the Policy Forum by the Board of Directors or its Strategic Management Committee.
  - To enhance nimbleness in its actions, the Transportation Policy Forum shall establish a Steering Committee to manage regular committee work, as well as to communicate, coordinate, and provide direction on policy, multimodal and multi-disciplinary issues with the Councils and Committees.
  - The Steering Committee will also act as “traffic cop” in routing technical documents to the appropriate Councils and/or the Special Committee on Freight for review and balloting, but will not approve or ballot these documents. The Steering Committee may also refer policies to the Councils/Special Committee on Freight for review and input.
- Membership: The Transportation Policy Forum will consist of full representation by all 52 member departments plus the chairs from each of the Councils and the Special

Committee on Freight. As each state shall have only one voting member, the Council and Special Committee chairs will serve as non-voting, ex officio members. Members shall be high-level State DOT representatives who have purview over one or more transportation modes and address transportation policy issues. The Policy Forum will be chaired by a member of the Board of Directors.

- The Transportation Policy Forum Steering Committee shall consist of three representatives from each of the AASHTO Regions, and shall ensure that all modal interests are adequately represented. The Vice Chair of the Policy Forum shall Chair the Steering Committee.
- Meetings: The Policy Forum, including its Steering Committee, will meet at the AASHTO spring and annual meetings.
- Reporting: The Policy Forum will report to the Board of Directors. The Councils and the Special Committee on Freight will participate in and advise the Policy Forum. The Policy Forum will assume the scope of the Reauthorization Steering Committee. In addition, the SCOH Councils on Project Delivery and Operations will disband.

## **Councils**

- Scope of Responsibility: The six Councils (Aviation, Highways and Streets, Rail, Public Transportation, Water, and Active Transportation) and the Special Committee on Freight will address mode or topic-specific issues and provide input on policy issues and cross-cutting/multimodal issues to the Transportation Policy Forum.
  - The Councils will provide direction and assignments to the Committees on issues related to their mode, and will review and approve applicable technical documents on behalf of the association.
  - As requested by the Transportation Policy Forum Steering Committee, the Councils will provide input on (which may include balloting) policy resolutions prior to review by the Policy Forum and the Board of Directors.
- Membership: Each Council and the Special Committee on Freight will be chaired by a member of the Board of Directors and will represent his/her Council on the Policy Forum. The vice-chairs of each Council and Special Committee will have modal or topic-area expertise. The Councils and Special Committee will consist of full representation from all 52 member departments.
- Meetings: The Councils and Special Committee may meet independently or in conjunction with other groups.
- Reporting: The Councils will report to the Board of Directors, except that all policy and multimodal matters will be reported to the Policy Forum and then to the Board of Directors. The Special Committee on Freight shall report to the Transportation Policy Forum on all matters and assume the scope of the Special Committee on Intermodal Transportation and Economic Expansion. The National Transportation Product Evaluation Program and the Special Committee on U.S. Route Numbering will report to the Highways and Streets Council. The AASHTO-ACEC Joint Committee will be referred to the Strategic Management Committee's Partnering Task Force for evaluation.

## Special Committees ██████████

Under the proposed scenario, there will be two special committees: AASHTOWare (formerly Joint Development) and Research and Innovation. Below are additional details on each of these Special Committees. Special Committees may designate liaisons to Councils and Committees to ensure appropriate coordination and cooperation throughout the committee structure.

In addition, several existing Special Committees will be restructured or disbanded, as follows:

- The Special Committee on Transportation Security and Emergency Management (SCOTSEM) will be combined with the Resilient and Sustainable Transportation Systems (RSTS) Steering Committee to form the new Transportation System Security and Resilience Committee.
- The Special Committees on Commissioner of Boards, Transportation Mobility and Congestion, and International Activity Coordination will disband.
- The AASHTO Joint TRB Executive Committee and the AASHTO-AGC-ARTBA Joint Committee will be referred to the Strategic Management Committee's Partnering Task Force for evaluation.

Special Committee on AASHTOWare:

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

Special Committee on Research and Innovation:

- **Scope of Responsibility:** The Standing Committee on Research (SCOR) will be reconstituted as the Special Committee on Research and Innovation.
  - This special committee will continue to oversee the National Cooperative Highway Research Program (NCHRP), but will also expand its focus to include research implementation, longer-term research issues, multi-modal issues, and new and emerging technologies and innovations affecting transportation.
  - The special committee will also now oversee the AASHTO Innovation Initiative (A.I.I.) 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 new Special Committee on Research and Innovation.
  - Research programs overseen by individual committees (including NCHRP Projects 8-36, 20-7, 20-24, 20-65, and 25-25) 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 Innovation to help ensure coordination and collaboration.
- **Membership:** The Special Committee may continue with SCOR's current regional membership structure, including representatives with research backgrounds as well as

high-level policy backgrounds, and/or may consider modifying its structure to address its expanded scope of responsibility.

- Meetings: The Special Committee may meet independently or in conjunction with other groups.
- Reporting: The Special Committee will report to the Board of Directors.

### **Managing Committee** [REDACTED]

One committee within the proposed scenario will be a managing committee: Agency Administration.

#### **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 management. This committee will ballot policies and technical documents developed by the committees that report to it.
- Membership: As this committee is focused on the internal operations of the State DOTs, the Agency Administration Managing 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 Information Systems, Fiscal Management and Accounting and Legal Affairs Subcommittees will disband.

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

- The Internal and External Audit, Human Resources, and Civil Rights Committees will maintain their existing scopes and membership.
- The Agency Administration Managing Committee will consider developing a Task Force on Fiscal Management and Accounting to subsume the scope of the Fiscal Management and Accounting Subcommittee.
- A new Committee on Knowledge Management will address the full range of knowledge management issues, including the principles, 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. The Special Committee on TRAC will be reconstituted as the TRAC and RIDES Technical Service Program and will report to the Knowledge Management Committee.

## Committees

For organizational purposes, committees that are not under the Agency Administration Managing Committee are organized into two general topic areas: Program Delivery and Operations Committees and Enterprise/Cross-Discipline Committees. These two areas are groupings only and do not represent a formal structural entity; however, due to the importance of coordination within these groupings, the leadership of the Committees will work with the Strategic Management Committee to develop a coordination and collaboration strategy for the topical groupings.

Some of the committees in the proposed scenario 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. It is recommended that the committees consist of full representation from all 52 member departments, including appropriate multimodal representation, however, committees may work with the Strategic Management Committee during the implementation of this restructuring proposal to develop the structure and substructure that best addresses committee scope and responsibilities. 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 carried forward from the existing structure may retain current subcommittees, technical committees, and task forces not specifically addressed in this proposed restructuring scenario. In addition, committees may develop new subcommittees, technical committees, communities of practice, or task forces with the approval of the Strategic Management Committee. Except where indicated otherwise, Technical Service Programs (TSPs) will migrate with their current cognizant committee and report to the steering committee of that group.

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 substitute for in-person committee meetings.

The following committees will be within the  **Program Delivery and Operations** grouping: Planning; Environment and Sustainability; Design; Bridges and Structures; Traffic Engineering; Right of Way and Utilities; Materials and Pavements; Construction; Maintenance; and Transportation System Operations.

- These Committees will expand their scopes to include multimodal and multi-disciplinary topics, as appropriate.
- The new Transportation System Operations Committee will subsume the Special Committee on Wireless Communications Technology and the SCOH Subcommittee on Highway Transport.

- The new Materials and Pavements Committee will combine the existing SCOH Subcommittee on Materials with the existing Joint Technical Committee on Pavements. Materials and pavements topics will carry equal weight within the combined committee.
- Preventative maintenance topics shall be included within the purview of the Maintenance Committee.

The following committees will be within the  **Enterprise/Cross-Discipline Committees** grouping: Safety; Communications; Transportation System Security and Resilience; Funding and Finance; Performance-Based Management; and Data Management and Analytics.

- These Committees will expand their scopes to include multimodal and multi-disciplinary topics, as appropriate.
- The Safety Committee will address 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, as appropriate. Safety is a core AASHTO value that should be infused into all AASHTO Modal Councils and Committees; thus, liaisons from this committee to other appropriate committees should be established to facilitate this exchange of information. Membership on the Safety Committee will include full representation from all states.
- The Communications Committee will address the topics currently covered by the existing SCOFA Subcommittee on Transportation Communications (TransComm). The new committee will also play an increased role in multimodal and strategic AASHTO communications.
- The Transportation System Security and Resilience Committee will cover all-hazards preparation and response to both natural and man-made disasters for the various modes. This Committee will assume the scopes of the Special Committee on Transportation Security and Emergency Management (SCOTSEM) and the Resilient and Sustainable Transportation Systems (RSTS) Steering Committee, which will be represented equally on the new Committee. Climate change mitigation topics formerly covered by RSTS will be handled by the Air Quality subgroup of the Environment and Sustainability Committee.
- The Funding and Finance Committee will include transportation funding and financing topics. This Committee will assume the scope of the Finance Policy Subcommittee.
- The Performance-Based Management Committee will address the areas associated with continuously improving the performance of a State DOT, both as an organization and in the delivery and management of a transportation system. The committee will address the topics of asset, performance, and risk management, as well as organizational performance, integrated systems performance, and program and project performance. The new Committee will assume the scopes of the Standing Committee on Performance Management and the SCOP/SCOH Joint Subcommittee on Asset Management.
- The new Data Management and Analytics Committee 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. The existing GIS for Transportation (GIS-T) Task Force, which reports to the SCOFA Subcommittee on Information Systems, will now report to the Data Management and Analytics Committee. This new Committee will assume the scope of the Standing Committee on Planning's Data Subcommittee.

### **Review and Balloting Procedures**

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

#### Policies:

- Policies developed/balloted by the Special Committees, the Agency Administration Managing Committee, and the Transportation Policy Forum will progress directly to the Board of Directors. The Board may refer any policy to the Policy Forum for review.
- Policies developed/balloted by the Special Committee on Freight and the Councils will progress to the Transportation Policy Forum and then to the Board of Directors.
- 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.
- Policies developed by a Committee (other than Committees reporting to the Agency Administration Managing Committee) will progress to the Transportation Policy Forum, and then to the Board. The Policy Forum may seek input on proposed policies from one or more Councils.

#### Technical Documents:

- Technical standards and other technical documents developed and balloted by appropriate Committees will progress to the appropriate Council for balloting, as determined/routed by the Transportation Policy Forum (TPF) Steering Committee. The TPF will not approve or ballot these documents.
- If the subject matter of a technical standard or document falls under the purview of more than one Council, the TPF Steering Committee will decide whether the standard should be concurrently balloted by more than one Council, or if one Council will ballot the standard as the primary oversight group 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 Transportation Policy Forum, or ultimately by the Board.

### **Disposition of Existing and New Entities**

The table on the following pages provides a snapshot of the proposed changes to current committees and establishment of new committees.

AASHTO Committee Restructuring Proposal  
Adopted November 15, 2016

Entities	Board of Directors	Special Committees Reporting to the Board	Transportation Policy Forum (TPF), Modal Councils, Special Committee on Freight	Program Delivery and Operations Committees	Enterprise/Cross Discipline Committees	Agency Administration Managing Committee	Disbanded
Board of Directors	No change						
Executive Committee	No change						
Strategic Management Committee	New						
Reauthorization Steering Committee			Scope assigned to Transportation Policy Forum				
Standing Committee on Aviation			Aviation Council				
Standing Committee on Highways			Highways and Streets Council				
Standing Committee on Public Transportation			Public Transportation Council				
Standing Committee on Rail Transportation			Rail Council				
Standing Committee on Water Transportation			Water Council				
Active Transportation Council			New				
Special Committee on Intermodal Transportation and Economic Expansion			Scope assigned to Special Committee on Freight (reports to TPF)				
Special Committee on Joint Development		Name changed to Special Committee on AASHTOWare					
Special Committee on Transportation Security & Emergency Management (SCOTSEM)					Scope assigned to Transportation System Security and Resilience Committee		
Resilient and Sustainable Transportation Systems Steering Committee (RSTS)					Partial scope assigned to Transportation System Security and Resilience Committee. Climate mitigation assigned to Environment and Sustainability Air Quality Subcommittee		

*AASHTO Committee Restructuring Proposal  
Adopted November 15, 2016*

<b>Entities</b>	<b>Board of Directors</b>	<b>Special Committees Reporting to the Board</b>	<b>Transportation Policy Forum (TPF), Modal Councils, Special Committee on Freight</b>	<b>Program Delivery and Operations Committees</b>	<b>Enterprise/Cross Discipline Committees</b>	<b>Agency Administration Managing Committee</b>	<b>Disbanded</b>
Special Committee on Commissioners and Boards							Disbanded
Special Committee on Transportation Mobility and Congestion							Disbanded
Special Committee on International Activity Coordination							Disbanded
Joint TRB Executive Committee	To be reviewed by new Strategic Mgt Committee – Partnering Task Force						
AASHTO-AGC-ARTBA Joint Committee	To be reviewed by new Strategic Mgt. Committee – Partnering Task Force						
Standing Committee on Research		Reconstituted as Special Committee on Research and Innovation					
<ul style="list-style-type: none"> <li>• SCOR Research Advisory Committee</li> </ul>		Reports to Special Committee on Research and Innovation					
Standing Committee on Finance and Administration (SCOFA)						Administration scope assigned to Agency Admin Managing Committee. Finance policy scope assigned to Funding and Finance Committee.	

*AASHTO Committee Restructuring Proposal  
Adopted November 15, 2016*

<b>Entities</b>	<b>Board of Directors</b>	<b>Special Committees Reporting to the Board</b>	<b>Transportation Policy Forum (TPF), Modal Councils, Special Committee on Freight</b>	<b>Program Delivery and Operations Committees</b>	<b>Enterprise/Cross Discipline Committees</b>	<b>Agency Administration Managing Committee</b>	<b>Disbanded</b>
• SCOFA Subcommittee on Fiscal Management and Accounting						Agency Administration to consider Task Force to subsume scope.	Disbanded
• SCOFA Subcommittee on Internal and External Audit						Internal and External Audit Committee	
• SCOFA Subcommittee on Personnel and Human Resources						Human Resources Committee	
• SCOFA Subcommittee on Civil Rights						Civil Rights Committee	
• SCOFA Subcommittee on Transportation Communications					Communications Committee		
• SCOFA Subcommittee on Information Systems							Disbanded
• SCOFA Subcommittee on Legal Affairs							Disbanded
• Knowledge Management						New	
• SCOFA Subcommittee on Transportation Finance Policy					Funding and Finance Committee		
• SCOFA Special Committee on TRAC						Reconstituted as TRAC and RIDES TSP reporting to Knowledge Management Committee	
Standing Committee on the Environment				Environment and Sustainability. Former SCOE subcommittees report to this committee.			
Standing Committee on Highway Traffic Safety (SCOHTS)					Safety Committee		
• SCOHTS Subcommittee on Safety Management					Scope assigned to Safety Committee		

*AASHTO Committee Restructuring Proposal  
Adopted November 15, 2016*

<b>Entities</b>	<b>Board of Directors</b>	<b>Special Committees Reporting to the Board</b>	<b>Transportation Policy Forum (TPF), Modal Councils, Special Committee on Freight</b>	<b>Program Delivery and Operations Committees</b>	<b>Enterprise/Cross Discipline Committees</b>	<b>Agency Administration Managing Committee</b>	<b>Disbanded</b>
Standing Committee on Highways (SCOH)			Highways and Streets Council				
<ul style="list-style-type: none"> <li>SCOH Subcommittee on Bridges and Structures</li> </ul>				Bridges and Structures Committee			
<ul style="list-style-type: none"> <li>SCOH Subcommittee on Construction</li> </ul>				Construction Committee			
<ul style="list-style-type: none"> <li>SCOH Subcommittee on Design</li> </ul>				Design Committee. Pavements scope assigned to new Materials and Pavements Committee.			
<ul style="list-style-type: none"> <li>SCOH Subcommittee on Materials</li> </ul>				Reconstituted as Materials and Pavements Committee. Assumes scope of existing Joint Technical Committee on Pavements.			
<ul style="list-style-type: none"> <li>SCOH Subcommittee on Right-of-Way, Utilities, and Outdoor Advertising Control</li> </ul>				ROW and Utilities Committee			
<ul style="list-style-type: none"> <li>SCOH Subcommittee on Maintenance</li> </ul>				Maintenance Committee			
<ul style="list-style-type: none"> <li>SCOH Subcommittee on Transportation Systems Management and Operations</li> </ul>				Transportation Systems Operation Committee			
<ul style="list-style-type: none"> <li>SCOH Subcommittee on Traffic Engineering</li> </ul>				Traffic Engineering Committee			
<ul style="list-style-type: none"> <li>SCOH Subcommittee on Highway Transport</li> </ul>				Scope assigned to Transportation Systems Operation Committee			
<ul style="list-style-type: none"> <li>SCOH Special Committee on Wireless Communications Technology</li> </ul>				Scope assigned to Transportation Systems Operation Committee			

*AASHTO Committee Restructuring Proposal  
Adopted November 15, 2016*

<b>Entities</b>	<b>Board of Directors</b>	<b>Special Committees Reporting to the Board</b>	<b>Transportation Policy Forum (TPF), Modal Councils, Special Committee on Freight</b>	<b>Program Delivery and Operations Committees</b>	<b>Enterprise/Cross Discipline Committees</b>	<b>Agency Administration Managing Committee</b>	<b>Disbanded</b>
<ul style="list-style-type: none"> <li>• SCOH Special Committee on U.S. Route Numbering</li> </ul>			Reports to Highways and Streets Council				
<ul style="list-style-type: none"> <li>• AASHTO-ACEC Joint Committee (SCOH)</li> </ul>	To be reviewed by new Strategic Mgt. Committee – Partnering Task Force						
<ul style="list-style-type: none"> <li>• SCOH Council on Project Delivery</li> </ul>							Disbanded
<ul style="list-style-type: none"> <li>• SCOH Council on Operations</li> </ul>							Disbanded
Standing Committee on Performance Management					Scope assigned to Performance-Based Management Committee		
Standing Committee on Planning (SCOP)				Planning Committee			
<ul style="list-style-type: none"> <li>• SCOP Subcommittee on Policy</li> </ul>				Reports to Planning Committee			
<ul style="list-style-type: none"> <li>• SCOP Subcommittee on Research</li> </ul>				Reports to Planning Committee			
<ul style="list-style-type: none"> <li>• SCOP Subcommittee on Capacity Building</li> </ul>				Reports to Planning Committee			
<ul style="list-style-type: none"> <li>• SCOP/SCOH Subcommittee on Asset Management</li> </ul>					Scope assigned to Performance-Based Management Committee		
<ul style="list-style-type: none"> <li>• SCOP Subcommittee on Data</li> </ul>					Scope assigned to Data Management and Analytics Committee		