

The National Academies of
SCIENCES • ENGINEERING • MEDICINE



TRANSPORTATION RESEARCH BOARD

TRB Executive Committee Meeting

-Notes & Action Items-

Thursday, June 11, 2015, 8:30 am – Noon; 1:00 pm-5:30 pm

Friday, June 12, 2015, 8:30 am – 11:30 am

National Academy of Sciences Building, Washington, DC

I. Welcome, Introduction, and Overview of Agenda (Sperling) (pp. 3 of Electronic Agenda)

A. [Meeting attendee list](#) is attached to the document on p.12

II. Bias/Conflict of Interest Discussion **Sperling/Pedersen**

III. Approval of January 14-15, 2015 Minutes **Sperling/Marflak**

➤ **Approved**

IV. Executive Director's Report **Pedersen**

A. Staff and program updates:

1. With the implementation of the Strategic Plan, Mark Norman has been named the Director of Program Development and Strategic Initiatives.
2. Ann Brach has been selected as the new Director of the Technical Activities Division.
3. SHRP 2 concluded its program on March 31, 2015, and implementation is underway through the American Association of State Highway Officials (AASHTO) and the U.S. Federal Highway Administration (FHWA).
4. Cooperative Research Program: Main concern is funding of the Transit Cooperative Research Program in reauthorization.
5. Policy studies: Modernizing Freight Rail Regulation was released June 10, 2015, and the Future of Inland Waterways will be released June 16, 2015.
6. Annual Meeting: We came out slightly ahead of revenues for the meeting.
7. TRB is examining the reserve fund and the appropriate balance of those funds, and determining an investment strategy for the funds.
8. Initiatives underway include the Strategic Marketing and Communications Plan and a review of the publications process of the Transportation Research Record.

B. Mr. Pedersen has been meeting with U.S. Department of Transportation modal administrators.

1. FHWA was thanked for supporting a live webcast of an international conference on sustainability issues in April 2015. The conference was successful and attracted participants online from 9 countries.
 2. FHWA was thanked for providing an additional \$30,000 of funding to support students in the Minority Student Fellows Program, which enabled TRB to increase participation from one student per participating university to two or three students per university.
- C. The honorific portion of the Institute of Medicine is now the National Academy of Medicine. The staff support portion of the Institute of Medicine is now within the National Research Council. TRB will be collaborating closely with this division, and the following ideas have been proposed thus far:
- Traffic crashes as one of the highest fatality issues for certain age groups
 - Access to healthcare and pharmacies with the expansion of health care
 - Lessons learned from the role of transportation in transmitting communicable diseases
 - Health benefits of walking and biking
- D. TRB employee performance will be tied directly to the TRB Strategic Plan through the yearly employee evaluation process. Mr. Pedersen summarized his performance goals on p. 26 of the Executive Committee packet.

V. Summary of SPPR meeting

Rosenbloom/Pedersen

- A. Key points:
1. TRB self-initiated policy studies:
 - Self-initiated studies take a long time to publish and may sometimes be too “high level.”
 - Focus on selecting topics more strategically, expediting drafts through the publications process, and clearly stating findings.
 2. The Cooperative Research Programs are examining ways to better address the impact of research projects.
 3. TRB is evaluating the impact factor of the Transportation Research Record.
 4. TRB is evaluating ways to strengthen TRB’s financial stability

VI. Strategic, critical, and emerging issues

Rosenbloom/Pedersen

- A. Introduction Rosenbloom/Pedersen
- B. Update on connected/automated vehicles - Paper/PPT Hendrickson/Norman
1. Impacts of Automated Vehicles on State and Local Transportation Agencies (NCHRP 20-102) \$1M/year
 2. EU-US Symposium “Towards Road Transport Automation” April 14-15, 2015; Washington, DC
 3. Automated Vehicle Symposium: July 20-24, 2015; Ann Arbor, MI
 4. UTC Symposium on Connected/Automated Vehicles, November 4-5, 2015; Washington, DC
- C. Questions to consider:

1. Are there other “key elements” that are necessary for TRB to effectively address “hot topics” in a proactive and strategic manner?
2. Should TRB consider a policy study to design a SHRP-2 type research program on connected/automated vehicles (CAVs)?
3. How can TRB best leverage its CAVs activities to increase the involvement of stakeholders? What steps can TRB take to better communicate its CAVs activities? Should CAVs continue to be a stand-alone TRB “hot topic,” or be folded into a hot topic on transformational technology?

D. Disruptive technology Crites/Norman

1. Transformational or “disruptive” technologies are those that can be expected to completely displace the status quo, forever changing the way we live and work.
 - Should transformational/disruptive technologies be designated as a TRB “hot topic” at this time?
 - If so, should the current TRB connected/automated vehicles hot topic (or its more transformational elements) be folded into this broader hot topic?
 - Are there other transformational technologies that should be included, while keeping this topic from becoming too broad?

E. Resilience Hanson/Norman

1. Resilience is the ability to prepare and plan for, absorb, recover from, and more successfully adapt to adverse events.
 - Should transportation resiliency be designated as a TRB “hot topic” at this time?
 - What steps can TRB take to better communicate our role and activities in this area?
 - How can TRB better leverage its activities in resiliency to help achieve some of the desired outcomes in the TRB Strategic Plan?
 - Should a working group that includes TRB Executive Committee members be appointed to help guide a more strategic approach?
 - Should TRB consider a policy study to review existing research, to identify gaps in knowledge of transportation system resiliency, and to outline a research agenda to fill those gaps?

F. Discussion Rosenbloom

➤ **Action: The Executive Committee decided to pursue three hot topics: transformational technologies, resilience, and transportation and public health. Mr. Pedersen solicited volunteers to work on each topic within a taskforce to help flesh out these ideas and to develop strategies for implementation.**

VII. Break

VIII. Expanding participation in TRB programs and activities Hanson/Norman

- A. Introduction/SNO report Hanson/Febey

The purpose of this subcommittee is to ensure that TRB meets the National Research Council's standards for objectivity. One of its primary areas of interest is developing diverse panels to oversee its work. The SNO promotes the advancement of women and minority participation on TRB's various volunteer activities.

- B. New groups to bring into TRB activities Card/Norman
1. Relationships need to be pursued with those groups that are most critical to TRB?
 - Stakeholders who are already participating in TRB activities
 - Stakeholders who may know about TRB but whose relationship may be strengthened
 - Stakeholders that don't know TRB and with whom we need to build relationships
 2. We need to identify TRB stakeholders and how they fit into the above tiers.
 3. TRB has been conducting outreach to universities, but work continues.

- C. Private sector participation Norman
To increase private sector participation, we need to provide a value to industry or the private sector.

1. Industry Council:
 - Appointed by TRB and not "pay to play."
 - The function would be to advise TRB leadership so our activities serve their interest. The value added would be to add direction to TRB. Chair of the Industry Council could be a member of the Executive Committee.
2. Roundtables: An official activity of the National Academies.
 - Organized around issues and not technical topics, they will involve a cross-section of stakeholders and are "pay to play."
 - The activities cannot provide formal advice to federal agencies because they are not under FACA.
 - Many of their activities are similar in nature to those of TRB Technical Activities Committees.
 - The roundtable concept could attract new organizations or companies to TRB, as they would automatically receive a place at the table. This is different from standing committees - representatives are speaking for their company or organization.

- D. Involving more young professionals Conway/Kleiner

1. Once TRB identified that young members were a stakeholder group, TRB took a top-down and bottom-up approach to increase involvement in activities by young members. The goals are to increase TRB involvement, provide professional resources and connections, and provide representation of young members within TRB.
2. Progress has been made to involve TRB young members. Committees appoint up to four young members on each committee. TRB created the Young Members Council which consists of the chairs of subcommittees of the Young Members Council which align to the Technical Activities groups.. TRB also reserves a seat for the chair of the Young Members Council on the TRB Executive Committee and the Technical Activities Council.
3. While many initiatives are underway, more work needs to be done to involve volunteers ages 25-35.
4. Strategic activities in 2015 include the following:
 - Communicating the value of TRB to young members and their employer
 - Helping committees engage with young members
 - Mentoring to match young members to seasoned TRB volunteers
 - Better promote the Outstanding Young Member award
 - Develop Annual Meeting sessions specific to young members in specific topical areas.

E. New task force on international activities Rosenbloom/Starnes

1. A TRB Task Force will be initiated to evaluate TRB's International Activities to help align them with the TRB Strategic Plan and critical issues. Volunteers for this task force should contact Dr. Rosenbloom to become involved.

F. Involving other parts of the NRC in TRB activities Hanson/Pedersen

1. Increase TRB's profile within The National Academies. TRB is the largest and most diverse of the divisions of the National Research Council, and Dr. Hanson challenges the Executive Committee to become more interdisciplinary with other boards of the National Research Council. How can we draw upon other board's resources more effectively?
 - Jointly sponsored conferences, workshops, and roundtables.
 - Speakers at Annual Meeting or conferences.

G. Discussion:

- Recommended that we explore the value of roundtables, and include universities, public agencies, and private sector as members. Sperling recommended creating a task force to initiate roundtables and an industry council.
- Recommended that TRB retain the young members category to encourage their growth in TRB.
- Agreed to stress the importance of maintaining an international focus. A task force has been created and volunteers are encouraged to e-mail Dr. Rosenbloom.

IX. Review of TRB legacy programs Turner/Brach

A. TAC update Turner/Brach

1. Dr. Turner shared six TAD Strategic Plan Strategies.
2. Hani Mahmassani from Northwestern University will present the Deen Lecture in 2016.

B. Marine Board update Card/Brotemarkle
The Marine Board identifies research needs and provides a forum for exchange of information relating to new technologies, laws and regulations, economics, the environment, and other issues affecting the marine transportation system, port operations, coastal engineering, and marine governance.

1. The Marine Board has developed 11 priority issues that are related to the TRB Critical Issues, including arctic shipping, cyber security, resilience, and other topics. Members of the board work in these priority areas.
2. The Marine Board is addressing components of TRB’s Strategic Plan (see p. 93 of the packet).

C. Review of 2015 Annual Meeting and changes for 2016 Turner/Brach

1. Survey of the Annual Meeting attendees revealed an overall positive response of holding the meeting in one place.
 - We need to work on providing areas to congregate, according to the survey.
 - Food and beverages were difficult to obtain, according to respondents.
 - Respondents told us it was difficult to hear in some committee rooms.
 - TAC invited several “non-traditional” stakeholders to join committee meetings and this worked very well.
2. Suggestions from attendees included:
 - More seating and more food outlets.
 - Webcasting and skype for people that can’t attend in person.
 - Provide different types of sessions like hybrid podium poster sessions and the ability to communicate in world cafes.

D. Conference approvals Brach

➤ Conferences listed on p. 96-103 of the meeting agenda packet were approved

E. TRR peer review Turner/Houston

1. A panel of experts summarized on p. 104 is exploring how the TRR can be published more quickly so that electronic manuscripts would be available online June 1—which is 7 months earlier than current goal. The panel will be asking editors of other journals what practices they can use to move their pubs forward faster. A report will be produced by June 25, 2015 and TRB will work to implement those recommendations.

F. CRP program update and initiatives Halikowski/Jenks

1. CRP funding situation
 - NCHRP: Partial FY15 funding dependent upon MAP-21 Extension and FY 16 funding dependent on MAP-21 reauthorization
 - TCRP in FY15, \$6 currently in place, half from Congress, also dependent on MAP-21, Extension/Reauthorization and FY16 Appropriation
 - ACRP: nearly \$15 million in place, future funding dependent on reauthorization process
 - NCFRP: no funding beyond FY12, 8 projects wrapping up, may be extra money for a couple more projects
 - HMCPRP: no funding beyond FY12, a few projects wrapping up here, but no more in future
 - NCRRP: completing 8 projects by end of 2015
2. Making products available sooner
 - Interest in compressing the timeline of research so products are available sooner, but interested in maintaining quality. What modifications could be implemented to the process?
3. Addressing strategic issues
 - Compress Problem Statement Review
 - Processes
 - Potential Financial Incentives to Research
 - Contractors for Finishing On-Time
 - Prepublication Releases of Reports
4. Focus on implementation
 - NCHRP has set aside \$2 million to help with implementation and would like to work with organizations like FHWA on this activity.

X. Lunch

XI. Policy Session Presentations **Sperling/Houston**

XII. Input from Freight Members **Gray, Huff**

XIII. Break

XIV. Policy Session Breakout sessions **Staff support**

XV. Reports from breakout sessions **Rapporteurs**
 Breakout reports are summarized in the slides prepared for each session.

➤ **Mr. Pedersen stated that TRB is coordinating a live event with USDOT Bureau of Transportation Statistics to share data**

XVI. Discussion of next steps for TRB for Goods Movement

Sperling

- A. Freight is siloed, and the Executive Committee is interested in seeing the integration of freight in passenger and other modes. At least one roundtable, but possibly more, is supported. The committee also discussed how transformational technology is changing freight.
- B. Public Health and Transportation: A new committee, a policy study, or roundtable was discussed. Dr. Sperling suggested that we either create the next hot topic on Public Health and Transportation or support a roundtable on this subject.
- C. A member of the committee suggested a session on urban freight to address the question of how to make the freight system work without shutting down parts of passenger system.
- D. A member of the committee suggested using some of the AASHTO committees to change the design guides to incorporate freight as one of the modes. This could be a session for the Annual Meeting.
- E. A member of the committee suggested involving outside stakeholders in a workshop at the Annual Meeting because there was a session last year but the participants were “talking to themselves.”
- F. With whatever activity we undertake, Dr. Sperling recommended prioritizing marketing for these activities.
- G. A committee member suggested focusing on “food deserts” and the importance of having fresh food delivered to areas where it hasn’t been available before. Other interest is instant gratification; there is a safety issue with freight making more frequent deliveries.

➤ **Dr. Sperling proposed that all topics mentioned above should be passed to the TRB Standing Committees.**

- H. Dr. Sperling mentioned that roundtables will bring senior level people to the table that can follow-up with these ideas to see how TRB can have an impact on the industry.

XVII. Future Policy Session Topics

9:00 Sperling

- A. Three hot topics:
 - 1. Public health and transportation
 - 2. Resilience
 - 3. Transformational technology (includes connected and automated vehicles)

➤ **Public health and transportation: January 2016**
Panelists should point to initiatives to get people moving, strategies, and policy options. The discussion should not just focus on the problems.

➤ **Transformative technology with a focus on innovative ridesharing report and urban freight delivery: June 2016**

Focusing on the social aspect and the business aspect

XVIII. Policy studies

Godwin

- A. Policy study update Godwin
1. Modernizing Freight Rail System released on June 10, 2015
 2. Air Traffic Control services July 7, 2015 workshop
 3. Innovative Urban Mobility Services: September 2015
 4. Review of US DOT Truck Size and Weight Study, just received the final USDOT technical report to review.
 5. Intercity Passenger Travel study that explores all modes including urban bus services, highway, aviation, and passenger rail: late 2015/early 2016 completion.
- B. Inland waterway study Hendrickson/Godwin
Presentation of study conclusions and recommendations given by Dr. Hendrickson
- C. Potential future policy studies Godwin
1. Raise awareness of transportation research through a workshop for managers. Approximately \$250,000. The workshop can help point to the value of evaluating transportation research programs and, in the long term, prove the value of investment in R&D.

➤ **Approved**

2. Performance-based Safety Regulation: Potential Application to Transportation
 - Focus on how difficult it is to improve safety if the regulations are requiring compliance with minimum standards. Technology is advancing much faster than regulations. By the time a rule is out, due to the length of time, it may be outdated by the time it comes out.
 - Other countries have moved from prescriptive policy approaches to a performance-based, “safety culture in industry” approach. How to move from compliance based to performance based safety regulation?
 - PHMSA, OSHA, and BSSE may help financially support this study.
 - Seed funding: \$200,000 and have other sponsors match this amount.

➤ **Approved**

➤ **Executive Committee Meeting in June 2016: to be held in Beckman Center in Irvine, California**

XIX. Marketing and communication

Crites/Houston/Marflak

- A. How can the Executive Committee share TRB’s value proposition with other executives?
- B. Marketing and communications strategic plan

1. February 2015 to Fall 2015
2. Julie Lorenz, Burns and McDonnell
3. Three Phases: Starting Phase 2
4. Deliverables: Report (with recommendations), Collateral materials (brochure, PowerPoints, video)
5. Listening to stakeholders
6. Federal, State, and Local Transportation Agencies; Private Sector; UTCs/Academia; Associations/Think Tanks; Young Professionals; Advocacy Organizations

C. One page summary of the TRB Strategic Plan:

➤ Proposed two-page glossy summary of the Strategic Plan, add more information about products.

XX. Revenues and finances

Hendrickson/Walker

A. Status of federal funding

Wright/Waters

1. Mr. Wright mentioned that we are operating on a short term, two-month transportation bill extension. Funding is headed to a zero-sum approach, and research may be cut.
2. Ms. Waters addressed passenger rail safety as well as continuing to fund research like the TCRP program.

B. Overview of revenues and budget

Walker

1. With the exception of SHRP 2 which ended in March 2015, all program areas in TRB remain stable with relatively minor fluctuations from year to year. TRB remains one of the two largest program units in the National Academies along with the reorganized Institute of Medicine.
2. Reserve Fund balance at the end of FY15 is estimated to be 110% of core annual operating expenditures.
3. The approved budget for FY16, which runs from July 1, 2015 – June 30, 2016, calls for a modest drawdown of the Reserve Fund with the anticipated balance at the end of the fiscal year being equivalent to 105% of annual core operating expenditures. We expect that future budgets will continue the trend of reducing the reserve fund balance until it stabilizes at a level between 75 and 100% of annual core operating costs.

➤ Mr. Pedersen and Mr. Norman will convene a task force on identifying new revenue sources that is separate from the existing TRB Finance Committee.

4. Considering new revenue sources should also be considered an engagement strategy. We can engage with new industries that are getting involved in TRB.
5. Annual Meeting Exhibits, Patron, and Advertising revenues are trending upwards.

XXI. Evaluation of the impacts of TRB research

11:30 Halikowski/Norman

A. Proposed methods for evaluation and making the case for funding for research.

1. The committee discussed living in a paradigm of funding reductions, but increased expectations. Policymakers value tangible results when they think about the value of research (like a bridge).
2. The committee discussed surveying CRP report consumers about the value of the research.
3. Better leveraging AASHTO Research Advisory Committee (RAC) “High Value Research” (HVR) projects (also known as the Sweet 16) within the TR News Research Pays Off series.
4. A committee member suggested that we ask staff if the latest bridge (or other infrastructure) was planned, designed, constructed, and/or maintained using TRB research, and incorporate that into press releases.
5. Mr. Trentacoste stated that FHWA will be publishing “telling the R&T story” to quantify research investment and impact.
 - This activity will need to coordinate closely with the Marketing and Communications Plan and its implementation.
6. Should TRB be going in the direction of think tanks and convene and host events when products are released? Mr. Pedersen suggests that we consider more opportunities for convening functions for policy studies.

XXII. Feedback about new format of meeting

Sperling

- A. Did the format of the meeting work? Received feedback included
 1. Breakouts to policy session went well. When the group reconvened, time was limited to hear about the findings of the other sessions.
 2. Carving out more time for full session debrief of other breakout sessions would be helpful.
 3. Provide more clear instruction about the breakouts and the outcomes of the breakouts.
- B. Was the strategic plan structure a good way to structure the meeting, and how much should we address?
 1. Reasonable to cover strategic plan this time but for upcoming meetings, we may want to focus on areas that either have progress or need more work.
 2. This room doesn’t allow effective engagement and participation.
 3. The committee would like to hear more from Mr. Pedersen about the TRB context.

TRB Executive Committee Meeting Attendees

Executive Committee Members

1. Dan Sperling (Chair)
2. James Crites (Vice Chair)
3. Kirk Steudle
4. Vicki Arroyo
5. Scott Bennett
6. James Card (Marine Board)
7. A. Stewart Fotheringham
8. John Halikowski
9. Michael Hancock
10. Susan Hanson
11. Steve Heminger
12. Chris Hendrickson
13. Roger Huff
14. Geraldine Knatz (conferencing)
15. Ysela Llort
16. Joan McDonald
17. Abbas Mohaddes (conferencing)
18. Sandra Rosenbloom
19. Henry Schwartz
20. Kumares Sinha
21. Kirk Steudle
22. Gary Thomas

Ex Officio Members

1. Deborah Butler
2. James Card (Marine Board)
3. Alison Conway (Young Members)
4. David Friedman (NHTSA)
5. Scott Greene (FRA)
6. Michael Lestigi (FRA)
7. John Gray (AAR)
8. Peter Briglia (TAC)
9. Hyun-A-Pak (TAC)
10. Kenneth Lichtman (USACE)
11. Kathryn Waters (APTA)
12. Gregory Nadeau (FHWA)
13. Jeff Paniati (FHWA)
14. John Quinn (MARAD)
15. Nan Shellabarger (FAA)
16. Michael Trentacoste (FHWA)

17. Daniel Turner (TAC)
18. Vincent Valdes (FTA)
19. Barry Wallerstein (SCAQMD)
20. Anthony Perl (TAC)
21. Ellen Partridge (USDOT)
22. Bud Wright (AASHTO)

TRB Staff

1. Cindy Baker
2. Ann Brach
3. Karen Febey
4. Steve Godwin
5. Russell Houston
6. Chris Jenks
7. Lisa Marflak
8. Mark Norman
9. Neil Pedersen
10. Gary Walker

National Academies Policy Session Attendees:

1. Jerry Miller, Policy and Global Affairs
2. Jennifer Saunders, Policy and Global Affairs
3. Mary Ellen O'Connell, Division of Behavioral and Social Sciences and Education
4. James Bryant, Transportation Research Board
5. Scott Babcock, Transportation Research Board
6. Scott Weidman, Board on Mathematical Sciences and Their Applications
7. Poornima Madhavan, Division of Behavioral and Social Sciences and Education
8. Scott Thompson, Gulf Program
9. Stephan A. Parker, Transportation Research Board
10. Kathleen Stratton, Roundtable on Environmental Health Sciences
11. Alina Baciu, Roundtable on Publication Health and Improvement
12. Jordyn White, Division of Behavioral and Social Sciences and Education
13. Thomas Palmerlee, Transportation Research Board