

ABC10: Strategic Management Committee

2018 to 2021 Triennial Strategic Plan

Submitted by: Andrea d'Amato
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Prepared by:

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Stephen Woelfel and Robert Hanson

POLICY AND ORGANIZATION GROUP

ABC10 Committee Triennial Strategic Plan (TSP)

Committee Name and Number: ABC10, Strategic Management Committee

Committee Chair:

Andrea d’Amato, Assistant Secretary
Massachusetts Department of Transportation (MassDOT)

TSP Period: April 2018 to April 2021

Date Submitted: March 1, 2018

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Committee Scope

The Committee's scope is focused on three general areas:

1. Identify long-range internal and external issues and trends, and the implications for leading transportation organizations, including: processes used to plan, implement and measure strategic change and policies; decisions and institutional structures; fiscal and economic considerations, and relationships that result from this strategic change.
2. Identify and promote research needs, review papers and inform and engage the transportation community by identifying strategic management issues, and trends, that may affect transportation organizations and workforce.
3. Encourage the use of strategic decision-making that is data-driven; incorporates risk and evaluates the long-term impacts of each option. The research will expand and synthesize pertinent knowledge, and improve information exchange and dissemination about strategic management within the complex industry of transportation.

Future Outlook

Based on the rapid pace of change impacting transportation agencies for all modes, the workforce and organizational response to these subjects continues to be on top of our agenda.

The research from the *NCHRP Report 750: Strategic Issues Facing Transportation*, commonly called the *Foresight Series*, continues to reveal that transportation agencies (all modes and levels) will change in areas ranging from governance systems, policies, technology adoption, decision-making, and culture and enterprise management. ABC10 has explored these subjects at both annual and mid-year meetings, with standing-room only sessions.

We have an equally ambitious program outlined for the next three years starting with hosting the first ever War Games Workshop at the 2018 Annual Meeting. Therefore, the key subject areas from the *Foresight Series* will continue to be the organizational framework for the activities of the ABC10 Strategic Management Committee over the next three years.

The Committee is organized around five **Guiding Principles**:

1. **Development**: To continuously foster and contribute to the research, development and implementation of strategic management across a variety of modal transportation organizations.
2. **Communication**: To contribute significantly improved communication, exchange of current practices and dissemination of research findings in strategic

management that are applicable to transportation organizations, using multiple methods of outreach.

3. **Learning:** To enhance the understanding, knowledge and skills of transportation leaders and professionals in the art and science of strategic management.
4. **Relevance:** To show how strategic management processes and decisions can be linked to organizational change that improves transportation and society.
5. **Engagement:** To provide forums for transportation agency leadership to dialogue and learn effective ways to implement strategic change.

Committee Plan: Key Objectives, Strategies and Goals

ABC10 strives to engage the full committee of members, friends and partners, to achieve set objectives, strategies and goals. In order to effectively use our volunteers' time to achieve our goals, the Committee has designated subcommittees and coordinating efforts.

There are five subcommittees: Communications, Workshop and Session Planning, Research, Webinars and Papers. The involvement of Committee members and friends in subcommittee activities helps keep a vibrant level of intellectual inquiry present, and enables the Committee to remain energetic and focused on its mission.

The Committee also designates coordinating leads, as required, to address partnerships on specific interest, such as: climate change and automatic/connected vehicles. A new focus for the next three years will also concentrate on mentorship and succession planning.

Objectives

There are several drivers that will impact what our Committee will focus on over the next few years. It is of keen interest to ABC10 that we tackled these issues identified in the Foresight Series and implemented in the War Games more strategically than they are currently addressed across the broad range of stakeholders. The most notable of the drivers are:

- The rate of technology acceleration within transportation particularly with vehicle manufacturers, ITS and Connected and Autonomous Vehicle adoption
- Multi modal expansion into metro areas and the continued influence of third party services such as Uber
- Legislation and Regulation at State level for innovative technologies (Spectrum/Bandwidth debate)
- Governance and change management in response to changing demands and suppliers
- Volume, types and use of 'Data' associated with innovative technologies.
- Workforce planning and issues of social equity

To that end, ABC 10 objectives include:

1. Advancing the art and science of strategic management while working in a complementary fashion with other committees (see committee partners list). It will pursue a complementary approach with committee partners that advance the state of practice, with a strong focus on avoiding duplication.
2. Following national and international developments to anticipate the emerging strategic management issues, needs and opportunities from member agencies.
3. Promoting needed research that advances the practice of strategic management.
4. Through our Committee meetings and events, creating a forum and community to advance strategic management.

Strategies

The key strategies representative of the Committees guiding principles include:

- Consult with three other committees in the Policy and Organization Group, to develop a coordinated approach to management that maximizes the contribution of the Strategic Management Committee members, so they support and reinforce the collective effort of the group.
- Continue to pursue both near and long-term research needs statements, and proposals, that expand the knowledge base to support strategic decision making.
- Conduct annual and mid-year meetings that create a forum for sharing of best practices and promotion of strategic management. The Committee will draw upon peers in complementary committees, and professional disciplines, that can identify emerging issues as agencies cope with rapid change.
- Diversify the Committee with young members, those from non-highway modes, international partners, diverse perspectives and geographies, and cultivate new leaders within transportation agencies through active mentoring.
- Coordinate with the Asset Management and Performance Management committees as they assist agencies with the development of a risk-based, performance-driven transportation program.
- Contribute significantly to improved communications, exchange of current practices and dissemination of research findings in strategic management that are applicable to transportation organizations.
- Enhance the understanding, knowledge and skills of transportation leaders and professionals in the art and science of strategic management.

- Demonstrate how strategic management processes and decisions can be linked to organizational change that improves transportation and society.
- Provide forums for transportation agency leadership to dialogue and learn effective ways to implement strategic change.
- Seek opportunities to increase the organizational change skills of transportation executives and practitioners. Rapid external change will challenge agency leaders who are not formally trained in organizational change management or organizational communication. The Committee will seek to provide research and forums for advancement of organizational change skills as a component of strategic management.
- Advance the strategic use and quality of data to support performance measurement, asset management, and organizational efficiency.

Goals

Each Subcommittee develops an annual work plan which is presented at the Annual Meeting and updated at the mid-year meeting. Pursuant to this TSP, the work plans include three key goals, and the tasks and resources needed for the year to achieve those goals, and specifically identifies the activities that will be completed during the calendar year.

The entire Committee is focused on the following four key goals over the next three years.

1. Establish stronger relationship and partnership with AASHTO and APTA leadership, and other professional organizations, to advance strategic transportation management efforts. Develop new and stronger relationships with professional associations across modes, the global community, and multidisciplinary groups of researchers and practitioner to bring relevant and important issues and ideas forward.
2. Update Committee and Subcommittee membership to maintain balanced representation of both established and emerging applications of strategic management, across modes, different types of organizations, and different points of view.
3. Ensure that Committee membership reflects a balanced, diverse and inclusive composition with regard to geography, gender, race, ethnicity and organizational affiliation.
4. Develop a mentoring and succession planning program built around the goals stated above.

Subcommittee Goals

Communication: Continue to build upon the tools used to disseminate information to committee members and friends. Find ways to engage with members, and increase/enhance their overall participation and experience.

- Support the entire Committee with their communication needs ensuring that all information uses a consistent tone and manner, and is relevant to the TRB mission, and the set Committee goals and objectives.
- Produce and distribute two Committee e-newsletters annually after the annual and mid-year meetings; the newsletters will outline the meeting accomplishments, provide information on upcoming projects and events, and highlight committee topics of interest from other Subcommittee Chairs.
- In a timely manner, email relevant information to Committee members and friends ensuring that the information provided is clear and simple to understand; if follow-up is required provide deadlines and instructions.
- Use a central coordination calendar to capture all Committee deadlines and relevant TRB events.
- Continue to try new social media-based communication tools to build engagement, enhance education, outreach and information exchange among members and friends.
- Continue to post information to the Committee LinkedIn page: *TRB Committee on Strategic Management (ABC10)*, managed by Peter Plumeau.

The Chair of this Subcommittee is: Christine Terin

Session and Workshop Planning: Work in a collaborative and inclusive manner with committee members and friends to generate and prioritize strategic topics as the basis for sessions and workshops for the annual and mid-year meetings with a particular focus on: NCHRP Foresight 750 series topics including freight, climate change, technology, sustainability, energy and fuels (and revenue), demographics and scenario planning.

- Collaborate with the Paper and Research Subcommittees to elevate research into sessions
- Actively seek to co-sponsor at minimum of two sessions at each annual meeting
- Collaborate/coordinate with other committees to expand participation in the War Game workshop approach at the Annual Meeting with an emphasis on Foresight topics. Identify mechanisms by which the pitches developed as part of the War Games can be connected and converted into research topics and Calls for Papers.

- Sponsor up to three strategically important Annual Meeting sessions
- Proactively identify and work with mid-year meeting organizers to help shape the agenda and sessions at the mid-year meeting
- Actively involve at least 10 members/friends in the planning and delivery of Annual Meeting sessions

The Chair of this Subcommittee is: Julie Lorenz

Paper: Identify issues of interest by the Committee, issue at least one Call for Papers annually, facilitate the review and recommendations for two paper sessions (poster and/or lectern) annually, and identify papers for publication as warranted. Topics for the Call for papers is generate at our Annual Meeting in coordination with Research and Session Planning committees. Review papers submitted in response to Call for Papers are focused on assessing if the Call results in high-quality paper session(s) and publishable articles.

In 2017, the research and paper subcommittees jointly identified three topic areas of interest for paper/poster sessions:

1. Sharing Economy
2. Organizational Structures/Governance
3. Risk Management

The committee issued a Call for Papers for f the first two topics. Eighteen papers of the 24 received related to the Calls for Papers issued. Based on the quality of the papers, the committee sponsored two paper poster sessions and presented 13 papers at the 2018 Annual Meeting.

In future years, the Call will be responsive to our memberships expressed interest in gaining more insight into specific strategic management issues raised at the Annual Meeting. For the next year, the topics identified focused on: social equity, governance and change management and multi-modal approaches to asset management.

The Chair of this Subcommittee is: Robert A. Hanson

Webinars: The goal for this Subcommittee is to submit, at a minimum, a proposed webinar topic for each solicitation, which would result in goal of two webinar proposals submitted each year. Using the themes developed at the Annual Meeting and working with the Research and Session Planning Subcommittees, explore topics of interest from members while allowing members to share their expertise with a wider audience. Due to the Committee’s long connection to the Foresight Series and to its introduction of the “War Games” approach to considering transportation issues, the Subcommittee will also use both of these initiatives to help determine appropriate topics for webinars.

The Chair of the Subcommittee is Steve Woelfel

Research: Ensures that all Committee research topics are being elevated and funded. The Committee will chart the course to develop well-conceived research problem statements for all modes in this changing environment, in collaboration with other TRB Committees and other organizations.

The Research Subcommittee will:

1. Add two new Research Needs Statements (RNS) per year to the RNS database
2. Coordinate with the Chair of Papers to solicit research in areas of interest for each Annual Meeting
3. Actively reach out to ASHTO, APTA, NCHRP, TCRP and others, to identify funding sources and move RNS' forward to becoming actual projects

The Chair of this Subcommittee is: Allison C. de Cerreno

Committee History

From 2013 to 2017, ABC10 has had great success programming well attended workshops and podium sessions, and had multiple committee sponsorships. The Committee just started in 2017 to focus on webinars, and has already had two proposals accepted. A brief overview of topics for workshops and podium sessions, as well as, webinars is as follows.

Annual Meeting Contributions

2013: TRB 92nd Annual Conference: Deploying Transportation Research: Better, Faster and Cheaper

Podium Sessions:

- Benefits Realized in Implementing Sustainability Policies and Programs
- Doing Business Better with Less – Redefining Great
- Practical Research + Practical Results = An Innovative Culture
- Current Strategies for DOT Leadership

2014: TRB 93rd Annual Conference Celebrating Our Legacy. Anticipating the Future

Podium Sessions:

- Bringing “Lean” to Transportation Projects

Paper: IPD/Lean: Paper submitted: “Lean” Tools to Reduce Capital Costs and Deliver Greater Value to the Public: A Case Study by Kurt Dettman, Charles Sacre and Luciana Burdi

- Building Credibility One Story at a Time – Linking Your Economic Growth to Transportation Improvements

Workshops:

- Learning from International Innovations
- Rethinking the Transportation Organization in the new Millennium

2015: TRB 94th Annual Conference: Corridors to the Future: Transportation and Technology

Podium Sessions:

- The Pain of Being Pro-Active: Reframing the Conversation on Change
- Are You Ready? Signposts, Insights and Tools to Help You Navigate Immediate and Long-term Transportation Change
- The Future Is Here: Autonomous Vehicles and Us

Workshop:

- Staying Ahead of the Game

Poster Sessions:

- More than 20 papers were submitted to the Strategic Management Committee for review
- Nine papers were selected for poster sessions
- The paper topics ranged from climate adaptation frameworks to enterprise resource planning systems for large transportation agencies

2016: TRB 95th Annual Conference: Research Convergence for a Multi-Modal Future

Podium Sessions:

- Looking Forward – Acting Today
- Fighting for Transportation Investment: Champions Needed

Workshop:

- Ignite Your Future: Scenario Planning

Cross-Cutting Session:

- Connected and Autonomous Vehicles - Impacts on Users, Design and Society

2017: TRB 96th Annual Conference Transportation Innovation: Leading the Way in an Era of Rapid Change

Podium Sessions:

- Confronting the Fear Factor of Change: Real-life Risks and Rewards
- Smart Cities, Smart Organizations: The Smart City Challenge award to Columbus – A catalyst for Public-Private Investment
- We Know There is Problem, Why Aren't We Doing Something?
- Adaptive Leadership: Evolving Leadership in the Workplace

Workshop:

- Help Wanted: Agency Leaders Speak Out on Critical Research Needs to Support a Dramatically Changing Industry

Cross-Cutting Session:

- The Right Blend of Key Ingredients for Optimizing Investment Decisions: Managing Risks, Assets, and Performance

Webinar Contributions

2017 Webinar: Strategic Approaches to Policy Development and Engaging Diverse Communities discussed the importance of community involvement when developing policies.

2018 Webinar: Organizational Change for Performance and Asset Management will help DOT's and MPO's integrate performance and asset management into decision-making.

Committee Membership History

Category	2012-2013	2014-2015	2016-2017
Total Committee Members			39
Total Committee Friends			50
Sponsored Sub-Committees	8	10	12
Joint Sub-Committees	1	2	2
Annual Meeting Workshops	1	2	1
Annual Meeting Podium Sessions	3	3 - 3	2 -4
Annual Meeting Poster Sessions	1	3	1
Annual Meeting Cross Cuttings Sessions		1	1
Calls for Papers	0	0	2
Papers Reviewed			24
Papers Published in TRR	0	0	0
Total Research Statements	0	0	15
Total Funded Research Statements	0	0	0
New/Revised Research Statements	0	0	0
Newly Funded Research Statements	0	0	0
Webinars	0	0	1

APPENDICES

A. Membership

B. 2017 Paper Review Volunteers

C. 2017 Research Topic Matrix

D. Key Partners

MEMBERSHIP

Official Website: <http://trb.org>

ABC10 Membership: Visit MyTRB on trb.org

TRB on Twitter: @NASEMTRB

TRB on Facebook <https://www.facebook.com/NASEMTRB/>

LinkedIn address <https://www.linkedin.com/groups/4899028>

Committee Chair:

Andrea d'Amato, Massachusetts Department of Transportation

Communications Coordinator:

Christine Terin, York Region Transit

Research Coordinator:

Allison C. de Cerreno, Port Authority of New York and New Jersey

Papers:

Robert Hanson, Virginia Department of Transportation

Session Planning:

Julie Lorenz, Burns & McDonald

Webinars:

Stephen Woelfel, Massachusetts Department of Transportation

Coordinators:

Denise Goren	Committee Development
Bob Paddon	Climate
Tracey Larkin	Automated Vehicles
Steve Woelfel	Economic Development
Andrea d'Amato	Major Cities

First Name		Organization
Andrea	d'Amato	Massachusetts Department of Transportation
Allison	C. de Cerreno	Port Authority of New York and New Jersey
Christine	Terin	York Region Transit
Margaret-Avis	Akofio-Sowah	WSP
Imad	Aleithawe	Mississippi Department of Transportation
Anna	Barry	Connecticut Department of Transportation
Salvatore Antonio	Biancardo	University of Naples Federico II
Jerri	Bohard	Oregon Department of Transportation
Ramamohan	Bommavaram	California Department of Transportation (CALTRANS)
Catherine	Cagle	City of Waltham
Marion	Colston	Los Angeles County Metropolitan Transportation Authority
Rui	Dinis	EP-Estradas De Portugal (EPE)
Chandler	Duncan	EDR Group
Leah	Dundon	Vanderbilt University
Robert	Ginsburg	University of Illinois, Chicago
Stephen	Guenther	California Department of Transportation (CALTRANS)
Tamara	Haas	New Mexico Department of Transportation
Robert	Hanson	Virginia Department of Transportation
Amir	Hessami	Texas A&M University, Kingsville
Ashby	Johnson	Capital Area Metropolitan Planning Organization (CAMPO)
Jesse	Koehler	TransLink
Tracy	Larkin Thomason	Nevada Department of Transportation

Michael	Lewis	Colorado Department of Transportation
Julie	Lorenz	Burns and McDonnell Engineering Company
Craig	Milligan	Fireseeds North Infrastructure
Michael	Nesbitt	Federal Highway Administration (FHWA)
Sotiris	Pagdadis	Lambousa Enterprises
Martin	Parker	Battelle
Peter	Plumeau	Economic Development Research Group
Edward	Reiskin	San Francisco Municipal Transportation Agency
Nikki	Tishler	Massachusetts Department of Transportation
Jean	Wallace	Minnesota Department of Transportation
Agneta	Wargsjö	Swedish Transport Administration (TRAFIKVERKET)
Karyn	Warsow	Transportation Public Health Link, LLC
Stephen	Woelfel	Massachusetts Department of Transportation
Anthony	Kane	Tony Kane and Associates, LLC
Aad	Rühl	

ABC10 Committee Friends		
First Name	Last Name	Organization
Om	Agarwal	Indian School of Business
Kome	Ajise	California Department of Transportation (CALTRANS)
Brad	Allen	Applied Pavement Technology, Inc.
Adjo	Amekudzi-Kennedy	Georgia Institute of Technology (Georgia Tech)

Juan	Araya	California Department of Transportation (CALTRANS)
Gina	Baas	University of Minnesota, Twin Cities
Wesam	Beitelmal	University of Colorado, Boulder
Basak	Bektas	Firsylowa State University
Abhishek	Bhargava	AgileAssets, Inc.
Carmen	Bianco	Bianco Associates LLC
Susan	Binder	Cambridge Systematics, Inc.
Jason	Bittner	Applied Research Associates, Inc. (ARA)
Richard	Boadi	Amec Foster Wheeler
John	Boylston	South Carolina Department of Transportation
Stephen	Buckley	WSP
Mara	Campbell	CH2M
Shailesh	Chandra	California State University, Long Beach
Ronald	Coleman	New York State Department of Transportation
Silvana	Croope	Delaware Department of Transportation
Maureen	dar	Federal Highway Administration (FHWA)
Osama	Elhamshary	California Department of Transportation (CALTRANS)
Anne	Ellis	AASHTO
Casey	Emoto	Santa Clara Valley Transportation Authority
Kathy	English	Federal Highway Administration (FHWA)
Carlos	Espindola	Nathan Associates, Inc.

Wei	Fan	University of North Carolina, Charlotte
Eric	Frempong	Maryland State Highway Administration
Robert	Ginsburg	Cook County Department of Transportation and Highway
Kevin	Green	eVision Partners, Inc.
Sharon	Greene	HDR
David	Hadwiger	New Mexico Department of Transportation
Maureen	Hammer	Battelle
Barbara	Harder	B. T. Harder, Inc.
Mark	Hearson	Fireseeds North Infrastructure
Patricia	Hendren	I-95 Corridor Coalition
Terri	Holley	Oklahoma Department of Transportation
Dennis	Houlihan	American Federation of State County and Municipal Employees
Randell	Iwasaki	Contra Costa Transportation Authority
Yasaman	Jalili	Texas A&M Transportation Institute
Aaron	Jette	Office of the Assistant Secretary for Research and Technology
Paul	Kavanagh	Bilfinger Berger
Michelle	Keasler	Federal Highway Administration (FHWA)
Bryan	Kendro	Pennsylvania Department of Transportation
Mainul	Khan	California Department of Transportation (CALTRANS)
Steven	King	Orange County Transportation Authority
Sandi	Kohrs	Colorado Department of Transportation

Jeffrey	Kramer	USF Center for Urban Transportation Research
Doug	Kreis	Kentucky Transportation Cabinet
Yadira	La Luz	WSP
Randy	Lamm	Los Angeles County Transportation Commission

2017 Paper Review Volunteers			
First Name	Last Name	Organization	Affiliation
Anna	Barry	Connecticut Department of Transportation	Member
Salvatore Antonio	Biancardo	University of Naples Federico II	Member
Corey	Bobba	Federal Highway Administration (FHWA)	
Jerri	Bohard	Oregon Department of Transportation	Member
Allison	C. de Cerreno	Port Authority of New York and New Jersey	Member
Catherine	Cagle	City of Waltham	Member
Mara	Campbell	CH2M	
Linda	Cherrington	Texas A&M Transportation Institute	
Marion	Colston	Los Angeles County Metropolitan Transportation Authority	Member
Andrea	d'Amato	Massachusetts Department of Transportation	Chair
Janet	D'Ignazio	ICF	

Chandler	Duncan	EDR Group	Member
Leah	Dundon	Vanderbilt University	Member
Rui Nelson	Ferreira Dinis	Metro Lisboa, E.P.E.	Member
James	Gillespie	Virginia Department of Transportation	
Robert	Ginsburg	University of Illinois, Chicago	Member
Denise	Goren	City of Philadelphia	
Kevin	Green	eVision Partners, Inc.	
Stephen	Guenther	California Department of Transportation (CALTRANS)	Member
Joseph	Guerre	Cambridge Systematics, Inc.	
Tamara	Haas	New Mexico Department of Transportation	Member
Robert	Hanson	Virginia Department of Transportation	Member
Barbara	Harder	B. T. Harder, Inc.	
Frances	Harrison	Spy Pond Partners, LLC	
Amir	Hessami	Texas A&M University, Kingsville	Member
Ashby	Johnson	Capital Area Metropolitan Planning Organization (CAMPO)	Member
Jesse	Koehler	TransLink	Member
Jeffrey	Kramer	USF Center for Urban Transportation Research	
Virginia	Lingham	Virginia Department of Transportation	
Stephen	Lockwood	Steve Lockwood, LLC, Transportation Consultant	
Julie	Lorenz	Burns and McDonnell Engineering Company	Member
David	Margolis	Pennsylvania Department of Transportation	
Patricia	McLaughlin	MIG	

Michael	Nesbitt	Federal Highway Administration (FHWA)	Member
Robert	Paddon	Consultant	
Hyun-A	Park	Spy Pond Partners, LLC	
Martin	Parker	Battelle	Member
William	Petit	Pennsylvania Department of Transportation	
Peter	Plumeau	Economic Development Research Group	Member
Gordon	Proctor	Gordon Proctor & Associates, Inc.	
Aad	Rühl		Emeritus Member
Myra	Shiplett	National Academy of Public Administration	
Janille	Smith-Colin	Georgia Institute of Technology (Georgia Tech)	
Burr	Stewart	Burrst	
Jay	Styles	Virginia Department of Transportation	
Christine	Terin	York Region Transit	Member
Nikki	Tishler	Massachusetts Department of Transportation	Member
Joesph	Toole	Kittelson & Associates, Inc. (KAI)	
Ramkumar	Venkatanarayana	Virginia Transportation Research Council	
Agneta	Wargsjö	Swedish Transport Administration (TRAFIKVERKET)	Member
Karyn	Warsow	Transportation Public Health Link, LLC	Member
Stephen	Woelfel	Massachusetts Department of Transportation	Member
Margaret-Avis	Akofio-Sowah	WSP	Member
Imad	Aleithawe	Mississippi Department of Transportation	Member
William	Anderson	Transportation Research Board	
Ramamohan	Bommavaram	California Department of	Member

		Transportation (CALTRANS)	
Tracy	Larkin Thomason	Nevada Department of Transportation	Member
Michael	Lewis	Colorado Department of Transportation	Member
Craig	Milligan	Fireseeds North Infrastructure	Member
Jeffrey	Mullan	Foley Hoag LLP	
Sotiris	Pagdadis	Lambousa Enterprises	Member
Edward	Reiskin	San Francisco Municipal Transportation Agency	Member
Francine	Shaw Whitson	Federal Highway Administration (FHWA)	
Osama	Tomeh	Abu Dhabi Department of Transport	
Jean	Wallace	Minnesota Department of Transportation	Member
Cynthia	Weatherby	Texas A&M Transportation Institute	
Steven	Wilcox	New York State Department of Transportation	
Ema	Yamamoto	Spy Pond Partners, LLC	

TRB ABC10 Strategic Management Committee

Research and Paper Topics and Direction

Topic	Description	Research Area	Person to Lead	Other Committee
		<i>Identify Target Areas</i>		
Workforce Development				
	Rethinking the pipeline for critical jobs (O&M focus)	3.67	Anna Barry	ABC20
	Management Strategies to Adapt to New Workforce (Skill Sets of Workforce not in line with Marketplace and mobile workforce), rules not in sync with market changes	3	Anna Barry	ABC20 / AND15
	Criteria for Assessing Workforce Development Programs (apprenticeships, training, etc.)	3.17		ABC20
	Value Assessment of Privatizing Operations (where is the data, how is it working, and BP) - not financial - human side	2.67	Erik Cempel; Robert Ginsburg	ABC20
Organizational Structures/Governance				
	Procurement - what are others doing to reform and/or move more quickly in this faster-paced environment?	2.67	Robert Ginsburg; Anna Barry	

<p>Call for Papers: Current demographic, technology and innovation changes in the industry are requiring transportation agencies to be more nimble. What are the best techniques, organizational models, and innovative process that foster changes in organizations and demonstrate good adaptive practices? This call for papers is seeking actual case studies focused on best practices and lessons learned.</p>	<p>How do we create and sustain the culture of innovation? Best Practices and Lessons Learned - Outcomes Focused</p>	2.17	Anna Barry	
	<p>How do we foster adaptive management (and organizational changes) so we can become more nimble as agencies?</p>	1.33	Anna Barry	ABC20
	<p>Organizational Models that foster innovation, partners and resource sharing</p>	1.5	Anna Barry	
	<p>Use of AM to evaluate the cost/benefits of allocating funding between state of good repair and infrastructure expansion</p>	2.4	Erik Cempel; Anna Barry	ABC30
	<p>Integration Public Agency Organizations and Approaches to Expediting Service Needs.</p>	3.83		
	<p>Organizational Strategies for Modal integration to address needs to adapt modal policies and strategies across modes and in the network</p>	3.67		
	<p>Integrating and Using Asset Management as Part of Life-Cycle Analysis</p>	2.5	Anna Barry	
Risk Management				
	<p>What are the best risk methodologies being used to assess organizational change</p>	3.17		

	New AV and P3 strategies are impacting infrastructure/ what are the opportunities and the requirements for changing the network? Who pays? Social Equity.	3.33	Robert Ginsburg	
Operations				
	More granular safety studies on specific components of safety programs (e.g., only walkways, only new striping, etc.)	4		
	Speed limit reductions in urban areas - safety and congestion benefits/impacts - Data Wanted	2.75		ABE30
	Impact of AV on operations and planning - where might they really improve operations and what might the unintended consequences be. <i>Also see comments under drones</i>	3		AND15
	1. AV/CV collection of data - asset management, incident management, road damage, congestion management 2.AV/AC - if fleets of AV/CV are used (service providers) how do we design (e.g. more curb space needed for pickup/drop off, reinvent parking areas, emergency pull off areas ,etc.			
	Robotics (e.g. drones) - compile a source of information on what is available or soon to be available to determine what types of work robotics might be best suited for, along with safety benefits and financial benefits	3.5		

	<p>1- How will drones be utilized in transportation? E.G. Ehang is testing a personal drone that delivers people - is the new first mile/last mile, emergency response, etc.</p> <p>2. How will transportation agencies use drones (bridge inspections, measuring stockpiles, surveying, etc.</p>			
	<p>Impact of service providers (Uber/Lyft) on operations. Can they be used to supplement paratransit? Ambulances? School bus systems? Senior transit?</p>			ABC20
Resiliency/Sustainability				
	<p>Impact of global warming on transportation infrastructure - rethinking freight, transit and roadway operations and networks.</p>	2.5	Robert Ginsburg	ABE10 AOO20T ABE 30 ADD 40
	<p>Scan of how government jurisdictions are setting public policy to mitigate and adapt to climate change, locally, regionally, and nationally.</p>	2.5		ADA40 APO25 ABE30 ADD30 APO25
	<p>Current Practice on Greening current infrastructure and adapting to climate change.</p>	3.5		ABC40 ADA10 ADA50 APO25
	<p>Impact of climate change on procurement, asset reliability and connectivity of modes for services.</p>	3.17	Erik Cempel	ABC40 ABC30 ADA10 ADA20 ADA30
Meta Data				
	<p>Integrate meta data approach to enable use of big data and applications for policy users</p>	3.2		
Technology				
	<p>Prioritization of Needs for</p>	3		

	Research			
	Best Practices on Procurement strategies to enhance flexibility to changing products and services	2.75		
Human Factors				
<i>Social equity to be included in all sessions as appropriate</i>				
	Strategic Approaches to Policy Development and Engaging Diverse Community Customers (MBTA example)	3.75		ABC10
Economic Development				
<i>To be included in all sessions as appropriate</i>				
Notes :				
BOLD TEXT	ABC10 to lead			
	low priority	2.5 - 5.0		
	worth doing	2.0 - 2.49		
	priority for us to focus	1.0-1.99		
	Worth pursuing as ABC10 as Lead			
	Worthy of further consideration			

Key Partners

The Committee will continue to work with its partner committees: Transportation Asset Management, Performance Measurement, and Management and Productivity, and new partners: Large Cities, Revenue and Finance, Economic Development, Resiliency and Automatic Vehicles.

The Strategic Management Committee is composed of a broad cross-section of industry, government and research professionals. Each member is actively involved in other technical societies. As a committee, it links with several other TRB committees and external organizations.

This interaction can involve attendance at other committee annual and mid-year meetings, serving as members of other TRB committees, joint sponsorship of sessions at the Annual Meetings, and development of national and international conferences and workshops.

Membership and Leadership Roles with other TRB Committees			
Code	Committee	Name	Status
A0010	International Cooperation	Barbara Harder	Friend
		Shiva Shrestha	Friend
A0020T	Task Force on Climate Change and Energy	Silvana V. Croope	Member
		Catherine Cagle	Friend
A0030T	Task Force on Data for Decisions and Performance Measurement	Trish Henderson	Member
		Shiva Shrestha	Friend
		Ermias Weldemicael	Friend
AB010T	Task Force on Knowledge Management	Jennifer Frost	Friend
AB02T	Task Force on Value of Transportation Infrastructure	Ermias Weldemicael	Friend
ABC000	Management and Leadership	Andrea d'Amato	Member
		Christos S. Xenophontos	Friend
ABC20	Management and Productivity	Christos S. Xenophontos	Member
		Jason Bittner	Member
		Barbara Harder	Friend
		Philip Tiewater	Friend
		Eric M. Frempong	Friend
		Kevin Green	Friend
		Trish Henderson	Friend
		Yashi Tandon	Friend
Steve Guenther	Friend		

ABC30	Performance Management	Mara Campbell	Chair
		Imad Aleithawe	Member
		Christos S. Xenophontos	Member
		Trish Henderson	Member
		Andrea d'Amato	Friend
		Ulrika Volz	Friend
		Wesam Beitelmal	Friend
		Tamara P. Haas	Friend
		Eric M. Frempong	Friend
		Salvatore Biancardo	Friend
		Carlos Espindola	Friend
		Myneca Y. Ojo	Friend
		Jason Bittner	Friend
		Brad Allen	Friend
ABC40	Transportation Asset Management	Adjo Amekudzi-Kennedy	Member
		J.P. O'Har	Member
		Brad Allen	Member
		Trish Henderson	Member
		Philip Tiewater	Friend
		Wesam Beitelmal	Friend
		Karthik Radhakrishnan	Friend
		Jean Wallace	Friend
		Jason Bittner	Friend
		Margaret-Avis Akofio-Sowah	Friend
		Tamara P. Haas	Friend
		Mara Campbell	Friend
		Steve Guenther	Friend
		ABE10	Revenue and Finance
Ermias Weldemicael	Friend		
Robert Ginsburg	Friend		
ABE10(3)	Subcommittee on Research	Silvana V. Croope	Member
		Sharon Greene	Member
ABE10(6)	Subcommittee on Sessions	Sharon Greene	Co-Chair
ABE20	Transportation Economic	Silvana V. Croope	Member
		Shiva Shrestha	Member
		Ermias Weldemicael	Friend
		Sharon Greene	Friend
		Robert Ginsburg	Friend
ABE25	Congestion Pricing	Shiva Shrestha	Friend
		Ermias Weldemicael	Friend
		Sharon Greene	Friend

ABE30	Transportation Issues in Major Cities	Andrea d'Amato	Member
		Yashi Tandon	Friend
		Catherine Cagle	Friend
		Edward Reiskim	Friend
		Robert Ginsburg	Friend
ABE90	Transportation in the Developing Countries	Om Agarwal	Chair
		Wesam Beitelmal	Friend
		Carlos Espindola	Friend
		Taqhi Mohammed	Friend
ABG10	Conduct of Research	Barbara Harder	Emeritus Member
ABG20	Transportation Education and Training	Gina Baas	Communications Coordinator
		Barbara Harder	Friend
		Jennifer Frost	Friend
		Allison C. De Cerreno	Friend
		Shiva Shrestha	Friend
		Christos S. Xenophontos	Friend
ABG30	Technology Transfer	Barbara Harder	Member
		Robert Ginsburg	Friend
		Jason Bittner	Friend (Section Chair)
		Eric M. Frempong	Friend
ABG40	Library and Information Science for Transportation	Ulrika Volz	Friend
		Barbara Harder	Friend
ABG50	Transportation History	Ulrika Volz	Friend
ABJ30	Urban Transportation Data and Information Systems	Yashi Tandon	Friend
ABJ50	Information Systems and Technology	Kevin Green	Member
ABJ80	Statistical Methods	Shiva Shrestha	Friend
ABJ90	Freight Transportation Data	Ermias Weldemicael	Friend
AD000	Panning and Environment Group	Trish Henderson	Friend
AD000 (1)	Young Members Council Planning and Environment	Trish Henderson	Member
ADA10	Statewide Multimodal Transportation Planning	Jerri Bohard	Chair
		Ashby Johnson	Member
		Trish Henderson	Friend
		Shiva Shrestha	Friend
ADA10 (2)	Statewide Travel Demand Forecasting Joint Subcommittee of ADA10 and ADB40	Trish Henderson	Member

ADA20	Metropolitan Policy, Planning and Processes	Shiva Shrestha	Friend
		Trish Henderson	Friend
		Robert Ginsburg	Friend
ADA30	Transportation Planning for Small and Medium-Sized Communities	Catherine Cagle	Friend
ADA50	Transportation Programming and Investment Decision Making	Trish Henderson	Friend
ADB10	Travel Behavior and Values	Martin Milokovits	Friend
ADB40	Transportation Demand Forecasting	Carlos Espindola	Friend
ADB50	Transportation Planning Applications	Martin Milokovits	Member
ADC80	Alternative Transportation Fuels and Technologies	Amit J. Mokashi	Friend
ADD10	Transportation and Economic Development	Naomi Stein	Member
		Stephen Woelfel	Member
		Sharon Greene	Friend
		Robert Ginsburg	Friend
		Ermias Weldemicael	Friend
ADD20	Social and Economic Factors of Transportation	Ermias Weldemicael	Friend
		Robert Ginsburg	Friend
ADD30	Transportation and Land Development	Shiva Shrestha	Friend
ADD40	Transportation and Sustainability	Yashi Tandon	Friend
AFB10	Geometric Design	Salvatore Biancardo	Friend
AFB20	Roadside Safety Design	Salvatore Biancardo	Friend
AFB230	Low-Volume Roads	Eric M. Frempong	Member
		Salvatore Biancardo	Friend
AFB40	Landscape and Environmental Design	Salvatore Biancardo	Member
AFB80	Geospatial Data Acquisition Technologies.	Salvatore Biancardo	Member
AFF70	Culverts and Hydraulic Structures	Ulrika Volz	Friend
AFH10	Construction Management	Wesam Beitelmal	Friend
		Imad Aleithawe	Friend
AFH15	Project Delivery Methods	Imad Aleithawe	Member
		Wesam Beitelmal	Friend
AFH20	Quality Assurance Management	Eric M. Frempong	Member
AFH80	Disadvantaged Business Enterprise Committee	Myneca Y. Ojo	Friend
AFK40	Surface Requirements of Asphalt Mixtures	Ramamohan Bommavaram	Member
AFN40	Concrete Materials and Placement Techniques	Eric M. Frempong	Member
AFP10	Engineering Geology	Karthik Radhakrishnan	Friend

AFP70	Aggregates	Eric M. Frempong	Member
AHB15	Intelligent Transportation Systems	Taqhi Mohammed	Friend
AHB30	Vehicle Highway Automation	Mara Campbell	Friend
AHB35	Managed Lanes	Sharon Greene	Friend
AHD35	Bridge Management	Philip Tiewater	Friend
AHD50	Roadside Maintenance Operations	Salvatore Biancardo	Friend
ANB20	Safety Data, Analysis and Evaluation	Salvatore Biancardo	Friend
ANB25	Highway Safety Performance	Salvatore Biancardo	Friend
AP018T	Task Force on Transit Safety and Security	Jennifer Frost	Friend
AP010	Transit Maintenance Performance	Trish Henderson	Friend
AP020	Emerging and Innovative Public Transport and Technologies	Taqhi Mohammed	Research Coordinator
		Jennifer Frost	Friend
		Sharon Greene	Friend
AP025	Public Transportation Planning and Development	Sharon Greene	Friend
AP040	Automated Transit Systems	Jennifer Frost	Member
		Taqhi Mohammed	Member
AP050	Bus Transit Systems	Taqhi Mohammed	Member
		Jennifer Frost	Friend
AP060	Paratransit	Jennifer Frost	Friend
AP065	Rail Transit Systems	Jennifer Frost	Friend
AP070	Commuter Rail Transport	Anna Barry	Member
AR010	Intercity Passenger Rail	Allison C. De Cerreno	Member
		Sharon Greene	Friend
		Aad Rühl	Friend
AT005	Freight Transportation Planning and Logistics	Carlos Espindola	Friend
AT010	Freight Transportation Economics and Regulation	Carlos Espindola	Friend
AT017T	Task Force on Development of Freight Fluidity Performance Measures	Carlos Espindola	Friend
AT020	International Trade and Transportation	Carlos Espindola	Friend
		Taqhi Mohammed	Friend
AT025	Urban Freight Transportation	Allison C. De Cerreno	Friend
AV020	Aviation Systems Planning Committee	Ron Coleman	
AW010	Ports and Channels	Ulrika Volz	Friend
AW030	Marine Environment Committee	Ulrika Volz	Friend
B0085	Transit Research Analysis	Anna Barry	Chair

D083611 3	NCHRP Project Panel on the Role of Planning in a 21st Century Transportation Agency	Trish Henderson	Member
D1560	NCHRP Project Panel on Proposed Update of the AASHTO Guide for the Development of Bicycle Facilities	Catherine Cagle	Member
D1910	NCHRP Project Plan on AASHTO Partnering Handbook, Second Edition	Ermias Weldemicael	Member
D20100	NCHRP Project Panel on Estimating the Return on Investment in Transportation Asset Management Systems and Practices	Ermias Weldemicael	Member
DA0310	Critical Transportation Infrastructure Protection	Andrea d'Amato	Friend
		Jason Bittner	Friend
		Yashi Tandon	Friend
SN4807	NCHRP Project Panel on Investment Prioritization Methods for Low Volume Roads	Eric M. Frempong	Member
	Young Members Council	Naomi Stein	Section Representative