

AMERICAN ASSOCIATION OF
STATE HIGHWAY AND
TRANSPORTATION OFFICIALS

AASHTO
THE VOICE OF TRANSPORTATION

Standing Committee on
Highway Traffic Safety

STRATEGIC PLAN



June 2011



AMERICAN ASSOCIATION OF
STATE HIGHWAY AND
TRANSPORTATION OFFICIALS

AASHTO
THE VOICE OF TRANSPORTATION

Standing Committee on Highway Traffic Safety
STRATEGIC PLAN

June 2011

Table of Contents

Executive Summary..... 1

Introduction..... 3

Vision and Mission..... 5

Goals/Strategies/Actions..... 7

Summary..... 13

Appendix: Crosswalk of SCOHTS’
Strategic Plan to AASHTO’s Strategic Plan 15



Standing Committee on Highway Traffic Safety

STRATEGIC PLAN

Executive Summary

The American Association of State Highway and Transportation Officials (AASHTO) Standing Committee on Highway Traffic Safety (SCOHTS) Strategic Plan establishes the vision and mission of the Committee and is based on the AASHTO Strategic Plan. The six goals are focused on supporting the AASHTO vision of being a catalyst for organizational and technical excellence in the realm of highway safety. These are:

1. Partner in development and implementation of a national highway safety strategy and development of appropriate performance measures in order to reduce fatalities and serious injuries on all public roads.
2. Institutionalize the AASHTO Highway Safety Manual (HSM) and its associated analytical tools to make data-driven decisions, advance the science of safety, and to ultimately reduce fatalities and serious injuries.
3. Identify and promote key national and state safety legislation.
4. Provide world-class safety technical services.
5. Ensure a knowledgeable and competent safety workforce.
6. Develop a governance structure and communication system which effectively accomplishes the AASHTO charge, completes tasks as outlined in the SCOHTS Strategic and Implementation plans, and creates cross-cutting synergy among SCOHTS, its subcommittees, other safety related AASHTO standing committees, and external, safety-focused organizations.

Members of SCOHTS and the Subcommittee on Safety Management developed the Strategic Plan and ensured that it addresses the needs of the multidisciplinary Committee, Subcommittee, and highway safety community. The full committee and other safety partners provided input to the Plan, as well. The Plan has been approved by both SCOHTS and the AASHTO Board of Directors.

This Strategic Plan will only be successful if a concentrated effort is made to execute it. An Implementation Plan has been developed to guide the actions of SCOHTS and the Subcommittee on Safety Management as they work to address the nation's highway safety challenges.



Standing Committee on Highway Traffic Safety **STRATEGIC PLAN**

Introduction

The Standing Committee on Highway Traffic Safety (SCOHTS) was established by the AASHTO Board of Directors in 1976. This strategic plan has been developed to support the AASHTO Board of Directors Strategic Plan to forward its own traffic safety goals, and to integrate the activities of SCOHTS with other appropriate standing committees.

The goals in this document are meant to both support national efforts to reduce traffic fatalities and injuries and to respond to related goals and objectives in the AASHTO Strategic Plan. A crosswalk between the AASHTO plan and the SCOHTS plan can be found in the Appendix.

The SCOHTS Strategic Plan is comprised of goals, strategies, and actions and provides a higher-level view of the direction of the Committee. The plan is not exhaustive in scope and instead lays out a direction that is both achievable and implementable. An important supplement to this document is the Implementation Plan which adds specific steps, timelines, and responsibilities that provide guidance for reaching the goals. The Strategic and Implementation Plans are intended to provide a framework for action.

The strategic goals focus on supporting national efforts to reduce highway fatalities and serious injuries, provide technical leadership, and strengthen the role of the Committee. To remain relevant, the Strategic Plan will be evaluated and updated on a regular cycle, and the Implementation Plan is a living document that will be modified as needed.





Standing Committee on Highway Traffic Safety

STRATEGIC PLAN

Vision and Mission

Overview

The SCOHTS Strategic Plan will support the AASHTO vision of being a catalyst for organizational and technical excellence in the realm of transportation safety. It will also support the AASHTO mission to advocate for and be in support of the efficient and safe movement of people and goods. It will also support elements of other appropriate AASHTO standing committees.

Vision

To lead the development and implementation of a national strategic safety plan that complements the AASHTO vision of being a catalyst for safety program excellence and a mission which advocates for and supports states in moving the country solidly in the direction of a “Toward Zero Deaths” vision.

Mission

Establish highway safety as a national priority by advancing the AASHTO strategic goal of cutting fatalities in half on all public roads by 2030 through cooperative efforts. Encourage active partnerships with federal, state and local governments and non-governmental organizations in the coordinated development and implementation of *Toward Zero Deaths: a National Strategy on Highway Safety*.





Standing Committee on Highway Traffic Safety

STRATEGIC PLAN

Goals/Strategies/Actions

Goal 1—Partner in development and implementation of a national highway safety strategy and development of appropriate performance measures in order to reduce fatalities and serious injuries on all public roads.

Strategy 1—Be a leader in the development and implementation of *Toward Zero Deaths: a National Strategy on Highway Safety*.

Action 1—Provide input to the TZD development and implementation effort, including lessons learned from states' experiences.

Action 2—Build support among other AASHTO Committees and Board of Directors for the TZD effort, to lead to adoption as the updated AASHTO Strategic Highway Safety Plan.

Action 3—Coordinate with other AASHTO Committees on safety activities.

Strategy 2—Change the safety culture to make fatalities and serious injuries and contributing factors unacceptable at the national, state and local levels.

Action 1—Develop a plan for AASHTO implementation of safety culture actions recommended in the *Toward Zero Deaths* strategy.

Action 2—Share experiences related to improving safety culture within highway agencies at all governmental levels.

Action 3—Share experiences with improving safety culture among road users within jurisdictions at all levels.

Strategy 3—Be a catalyst for bringing together key safety stakeholders outside of AASHTO to develop effective partnerships.

Action 1—Encourage participation of safety partners in SCOHTS and Safety Management and encourage SCOHTS and Safety Management members to participate in other stakeholders' meetings, as appropriate. Examples include GHSA, AAMVA, CVSA, ASTHO, NASEMSO, IACP.

Action 2—Identify resources to assist with involvement in other stakeholder events.

Action 3—Promote coordination with local road agencies to increase focus on local road safety.

Strategy 4—Assist AASHTO in the development and monitoring of national performance measures for fatalities and serious injuries.

Action 1—Define and promote safety performance measures.

Strategy 5—Assist states in establishing sustainable highway safety performance measures, targets and management systems.

Action 1—Compile and share national performance measurement data.

Action 2—Share practices of states' individual methods and procedures for measuring performance and share knowledge and practices related to national performance measures, as appropriate.

Goal 2—Institutionalize the AASHTO Highway Safety Manual (HSM) and its associated analytical tools to make data-driven decisions, advance the science of safety, and to ultimately reduce fatalities and serious injuries.

Strategy 1—Gain leadership support of the importance of and full implementation of the HSM.

Action 1—Build support among agency leadership, other AASHTO Committees, Subcommittees, and Board of Directors for the HSM to advance HSM implementation and dedicate the necessary resources.

Action 2—Establish and maintain an HSM Coordinating Committee comprised of key representatives from AASHTO, TRB Highway Safety Performance Committee (TRB ANB25), FHWA, TRB, and NCHRP to sustain and advance HSM implementation among the various organizations and agencies.

Action 3—Establish and maintain a HSM Implementation Pool Fund as a mechanism to advance ongoing efforts by lead states to implement the HSM and to expand implementation to all states.

Strategy 2—Establish and implement a roadmap to advance the implementation of the HSM.

Action 1—Partner with FHWA and lead states to develop a national roadmap for implementation.

Action 2—Utilize the HSM Lead State Peer-to-Peer Workshop to develop state implementation plans.

Action 3—Establish a methodology to evaluate and assess implementation efforts.

Action 4—Utilize NCHRP 17-50 to advance HSM implementation among lead states.

Action 5—Expand HSM implementation efforts to all state agencies.

Action 6—Share best practices and lessons learned with safety practitioners in other agencies.

Action 7—Utilize state HSM champions to promote support for implementation activities in other agencies.



Action 8—Identify technical support needs and develop processes or products to address these needs.

Action 9—Promote coordination with local road agencies to increase focus on local road safety.

Strategy 3—Incorporate the HSM into *Toward Zero Deaths: a National Strategy on Highway Safety*, state strategic highway safety plans (SHSP), Highway Safety Improvement Programs (HSIP), road safety assessments (RSAs), and other safety programs.

Strategy 4—Based on the recommendations from NCHRP 17-48: *Development of a Strategic National Highway Infrastructure Safety Research Agenda* and input from safety practitioners, identify needs to advance HSM implementation and development of future editions and advocate for funding to support research and development of necessary tools.

Action 1—Maintain a link with the HSM Implementation Pool Fund (Strategy 1) as a mechanism to advance ongoing research efforts by lead states to implement the HSM and to expand implementation to all states.

Action 2—Convey importance of proposed research to other AASHTO committees and others as appropriate.

Action 3—Promote committee and subcommittee member participation in research panels.

Strategy 5—Establish a strategic plan for development of future editions of the HSM.

Action 1—Communicate with users and researchers to identify and prioritize needs and research gaps to fully implement the HSM and advance future editions of the HSM.

Strategy 6—Incorporate the knowledge and processes for scientific-based safety methods throughout the planning and programming process.

Action 1—Coordinate with other AASHTO Committees and Subcommittees to promote incorporation into other AASHTO publications.

Action 2—Utilize state HSM champions to promote incorporation into the planning and programming processes within their agencies.

Goal 3—Identify and promote key national and state safety legislation.

Strategy 1—Support federal legislation that improves safety and increases safety funding.

Action 1—AASHTO, along with other safety partners, will discuss opportunities for other organizations, such as the National Council of State Legislatures and the National Governors Association, to join the joint reauthorization statement developed by the State Highway Safety Alliance.



Action 2—AASHTO, GHSA and CVSA, and other members of the State Highway Safety Alliance will meet with key authorizing committees in Congress to discuss the associations’ joint positions on related federal legislation.

Strategy 2—Support and monitor model state legislation in key safety areas.

Action 1—Participate in safety partners’ efforts to develop model state legislation on key safety issues.

Action 2—Monitor new state legislation related to highway safety.

Action 3—Communicate current status, best practices, and lessons learned.

Goal 4—Provide world-class safety technical services.

Strategy 1—Assist in the development and promotion of a Safety Center of Excellence (SCE), sponsored and managed by the AASHTO and GHSA organizations, for broad safety community benefit.

Action 1—Develop SCE concept from other standing committee examples, i.e., the Center for Environmental Excellence—<http://environment.transportation.org/center/about/>; or the Center for Excellence in Project Finance—<http://www.transportation-finance.org/about/>.

Action 2—Foster continued development and broad-based support for SCE with other partners.

Action 3—Serve as a forum for the exchange of highway safety related information.

Strategy 2—Advocate for increased support the AASHTO Safe, Reliable, and Secure Transportation Operations technical service program.

Action 1—Communicate work planned and performed as part of the technical service program to SCOHTS and Safety Management.

Action 2—Identify additional needs of AASHTO members that can be addressed with the technical service program.

Action 3—Communicate goals and products of technical service program with other AASHTO Committees and agency leaders.

Strategy 3—Advocate for a national traffic safety research agenda and a program to conduct priority traffic safety research.

Action 1—Establish a quick-response funding source through NCHRP, similar to 20-07, 08-36, 25-25, or 20-65, to enable SCOHTS to identify and answer safety research questions in an expedited manner.

Action 2—Promote the development of pooled-fund and cooperative research efforts and programs.

Action 3—Coordinate with other AASHTO Committees, TRB Committees, and NCHRP panels on a national safety research needs and programs.

Strategy 4—Provide for the development of the analytic tools and innovative methods that can better relate the impact of crash frequency and severity reduction on overall changes in traffic safety performance.

Action 1—New tools and innovative methods identified through research or other means will be referred to the Safety Management Task Group on Technical Publications and other appropriate Task Groups for consideration.

Action 2—Share lessons learned and best practices with the use of new tools or methods.

Goal 5—Ensure a knowledgeable and competent safety workforce.

Strategy 1—Promote the highway safety profession in local, state, regional public agencies, and private sectors.

Action 1—Coordinate with safety partners, including the TRB workforce development task force and GHSA, on promoting the highway safety profession led by an AASHTO/GHSA Safety Center of Excellence.

Action 2—Investigate the concept of a highway safety professional certification led by an AASHTO/GHSA Center of Excellence.

Action 3—Investigate developing a multi-disciplinary professional society for highway safety with individual members.

Action 4—Educate CEOs to build support for safety in order to develop traffic safety champions.

Action 5—Encourage states to designate safety professionals at local, state, and regional levels.

Action 6—Encourage planning organizations to designate safety professionals for planning.

Strategy 2—Recruit qualified safety professionals to local, state, regional public agencies, and private sectors.

Action 1—Develop a consolidated highway safety job board.

Action 2—Develop safety core competencies for inclusion into agency organizational structure.

Action 3—Provide information on the highway safety profession to attract people to the field, e.g., science-based aspect; public health aspect; multidisciplinary, multiple organizations.

Strategy 3—Retain, develop, and sustain qualified safety professionals.

Action 1—Promote professional development in the science of safety.

Action 2—Perform and publish salary surveys for highway safety professionals (public and private sector).

Action 3—Create leadership development programs designed to educate safety professionals for organizational leadership positions, e.g., progress beyond safety departments.

Action 4—Promote effective succession planning as a core element of employee retention and development.



Goal 6—Develop a governance structure and communication system which effectively accomplishes the AASHTO charge, completes tasks as outlined in the SCOHTS Strategic and Implementation Plans, and creates cross-cutting synergy among SCOHTS, its subcommittees, other safety related AASHTO standing committees, and external, safety-focused organizations.

Strategy 1—Establish SCOHTS structure and operating guidelines.

Action 1—Set up meeting format and frequency policies.

Action 2—Create policies on sub-committee structure, format, and charge.

Action 3—Initiate policies and guidelines on liaison relationships between SCOHTS and other safety-focused AASHTO standing committees.

Strategy 2—Manage the implementation and updating of the SCOHTS Strategic and Implementation Plans.

Action 1—Set update frequency and operational guidelines.

Action 2—Establish distribution of activities contained in the SCOHTS Implementation Plan.

Action 3—Determine accountability and milestone standards for the Implementation Plan.

Action 4—Create a specific research-related liaison relationship among the Subcommittee on Safety Management, an appropriate SCOR member, and NCHRP.

Strategy 3—Seek exchange of information and liaison relationships with other AASHTO standing committees, e.g., SCOH, SCOPM, SCOP, etc.

Action 1—Assign SCOHTS and sub-committee members as liaisons to other appropriate AASHTO standing committees.

Action 2—Establish guidelines for regular exchanges of information and activity status.

Strategy 4—Seek alliances and exchange of expertise with safety-focused organizations outside of AASHTO, e.g., TRB GHSA, AAMVA, CVSA, ASTHO, NASEMSO, IACP, AMPO, etc.

Action 1—Identify which of the external, safety-focused partners has an interest in a liaison exchange.

Action 2—Establish guidelines for regular exchanges of information and activity status.

Standing Committee on Highway Traffic Safety **STRATEGIC PLAN**

Summary

This Strategic Plan both formalizes the goals of the Standing Committee on Highway Traffic Safety and supports the Strategic Plan of the entire AASHTO organization, while seeking to complement the goals of other AASHTO standing committees with safety related objectives.

The implementation of the Strategic Plan will be the responsibility of the SCOHTS and the Subcommittee on Safety Management, or any other Subcommittee designated by the SCOHTS. A detailed implementation plan is being developed to move the SCOHTS Strategic Plan forward and organize the efforts of these groups.

As milestones within the Strategic and Implementation Plans are achieved, these documents will be updated to reflect the current focus and direction of the Committee and Subcommittee.





Standing Committee on Highway Traffic Safety
STRATEGIC PLAN

**Appendix—Crosswalk of
 SCOHTS’ Strategic Plan to
 AASHTO’s Strategic Plan**

AASHTO GOAL / OBJECTIVE		SCOHTS GOAL / STRATEGY	
G1, OA	Secure national support for sufficient, sustainable “net new” revenue through a diversified portfolio of funding sources.	G2, S4	Based on the recommendations of NCHRP 17-48, identify needs to advance HSM implementation and development of future editions and advocate for funding to support research and development of necessary tools.
		G3, S1	Support federal legislation that improves safety and increases safety funding.
G1, OB	Improve the national freight network to keep America competitive in the global economy.		
G1, OC	Accelerate project delivery.		
G1, OD	Cut fatalities in half by 2030.	G1, S1	Be a leader in the development and implementation of <i>Toward Zero Deaths: a National Strategy on Highway Safety</i> .
		G1, S2	Change the safety culture to make fatalities and serious injuries and contributing factors unacceptable at the national, state, and local levels.
		G2, S3	Incorporate the HSM into <i>Toward Zero Deaths: a National Strategy on Highway Safety</i> , state strategic highway safety plans (SHSP), Highway Safety Improvement Programs (HSIP), road safety assessments (RSAs), and other safety programs.
G1, OE	Support national defense and improve disaster response.		

AASHTO GOAL / OBJECTIVE		SCOHTS GOAL / STRATEGY	
G1, OF	Create a congestion-free America through improvements to the multimodal transportation system and improve system performance through advanced technology and operations.		
G1, OG	Advocate energy and climate change policies that are in agreement with AASHTO's policies on transportation and enhance the national and state economies, improve national security and reduce greenhouse gases.		
G1, OH	Promote accountability through performance-based management to enhance the national transportation system, and work with strategic partners to develop a framework of goals, standards and metrics tailored to meet individual state needs.	G1, S4	Assist AASHTO in the development and monitoring of national performance measures for fatalities and serious injuries.
		G1, S5	Assist states in establishing sustainable highway safety performance measures, targets and management systems.
		G4, S4	Provide for the development of the analytic tools and innovative methods that can better relate the impact of crash frequency and severity reduction on overall changes in traffic safety performance.
G2, OA	Create strategic partnerships.	G1, S3	Be a catalyst for bringing together key safety stakeholders outside of AASHTO to develop effective partnerships.
		G2, S1	Gain leadership support of the importance of and full implementation of the HSM.
		G2, S3	Incorporate the HSM into <i>Toward Zero Deaths: a National Strategy on Highway Safety</i> , state strategic highway safety plans (SHSP), Highway Safety Improvement Programs (HSIP), road safety assessments (RSAs), and other safety programs.
		G4, S2	Advocate for increased support for AASHTO Safe, Reliable and Secure Transportation Operations technical services program.
		G5, S2	Recruit qualified safety professionals to local, state, regional public agencies, and private sectors.

AASHTO GOAL / OBJECTIVE		SCOHTS GOAL / STRATEGY	
		G6, S3	Seek exchange of information and liaison relationships with other AASHTO standing committees, e.g., SCOH, SCOPM, SCOP, etc.
		G6, S4	Seek alliances and exchange of expertise with safety-focused organizations outside of AASHTO, e.g., TRB GHSA, AAMVA, CVSA, ASTHO, NASEMSO, IACP, AMPO, etc.
G2, OB	Develop and communicate the AASHTO Action Agenda to policy makers, partners, stakeholders and the public.		
G2, OC	Brand AASHTO as the states' national voice for transportation.		
G2, OD	Communicate the value of transportation to citizens, community, quality of life, and the economy.		
G3, OA	Identify, communicate, and facilitate use of emerging research, technologies, materials, processes, and programs.	G2, S1	Gain leadership support of the importance of full implementation of the HSM.
		G2, S2	Establish and implement a road map to advance the implementation of the HSM.
		G2, S4	Based on the recommendations from NCHRP 17-48: <i>Development of a Strategic National Highway Infrastructure Safety Research Agenda</i> and input from safety practitioners, identify needs to advance HSM implementation and development of future editions and advocate for funding to support research and development of necessary tools.
		G2, S6	Incorporate the knowledge and processes for scientific-based safety methods throughout the planning and programming process.
		G4, S3	Advocate for a national traffic safety research agenda and a program to conduct priority traffic safety research.
		G4, S4	Provide for the development of the analytic tools and innovative methods that can better relate the impact of crash frequency and severity reduction on overall changes in traffic safety performance.
G3, OB	Increase use of AASHTO technical services and products.	G2, S1	Gain leadership support of the importance of and full implementation of the HSM.

AASHTO GOAL / OBJECTIVE		SCOHTS GOAL / STRATEGY	
		G2, S2	Establish and implement a road map to advance the implementation of the HSM.
		G4, S2	Advocate for increased support the AASHTO Safe, Reliable, and Secure Transportation Operations technical service program.
		G4, S4	Provide for the development of the analytic tools and innovative methods that can better relate the impact of crash frequency and severity reduction on overall changes in traffic safety performance.
G3, OC	Maximize participation in technical activities.	G2, S5	Establish a strategic plan for development of future editions of the HSM.
		G4, S2	Advocate for increased support the AASHTO Safe, Reliable, and Secure Transportation Operations technical service program.
G3, OD	Expand training opportunities and the array of offerings by using “webinars,” video conferencing, and other technologies.	G2, S6	Incorporate the knowledge and processes for scientific-based safety methods throughout the planning and programming process.
		G4, S1	Assist in the development and promotion of a Safety Center of Excellence (SCE), sponsored and managed by the AASHTO and GHSA organizations, for broad safety community benefit.
		G5, S3	Retain, develop, and sustain qualified safety professionals.
G3, OE	Enhance the Centers of Excellence in Environment and Finance and develop Centers of Excellence in Safety, Operations, and Freight.	G4, S1	Assist in the development and promotion of a Safety Center of Excellence (SCE), sponsored and managed by the AASHTO and GHSA organizations, for broad safety community benefit.
G3, OF	Develop technical services for climate change mitigation and adaptation.		
G4, OA	Provide training and assistance to advance leadership skills and performance management techniques.	G1, S4	Assist AASHTO in the development and monitoring of national performance measures for fatalities and serious injuries.
		G1, S5	Assist states in establishing sustainable highway safety performance measures, targets and management systems.
		G2, S1	Gain leadership support of the importance of and full implementation of the HSM.

AASHTO GOAL / OBJECTIVE		SCOHTS GOAL / STRATEGY	
		G2, S6	Incorporate the knowledge and processes for scientific-based safety methods throughout the planning and programming process.
		G5, S3	Retain, develop, and sustain qualified safety professionals.
G4, OB	Provide a comprehensive framework for accelerated project delivery of all transportation projects.		
G4, OC	Assist states in addressing issues of workforce recruitment, retention, succession planning, core competencies and professional development in emerging areas.	G5, S1	Promote the highway safety profession in local, state, regional public agencies and private sectors.
		G5, S2	Recruit qualified safety professionals to local, state, regional public agencies, and private sectors.
		G5, S3	Retain, develop, and sustain qualified safety professionals.
G4, OD	Develop an environment for strengthening community relationships to better integrate transportation, land use, and economic development.		

AMERICAN ASSOCIATION OF
STATE HIGHWAY AND
TRANSPORTATION OFFICIALS

AASHTO
THE VOICE OF TRANSPORTATION

American Association of State
Highway and Transportation Officials
444 North Capitol Street, N.W.
Suite 249
Washington, DC 20001