

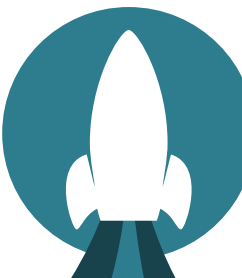
COLLECTIVE AND INDIVIDUAL ACTIONS TO ENVISION AND REALIZE THE NEXT ERA OF AMERICA'S TRANSPORTATION INFRASTRUCTURE

NCHRP 20-24 (138)A

*AASHTO Committee
on Performance-Based Management*

*Julie Lorenz, 1898 & Co.
John Kaliski, Cambridge Systematics*

September 12, 2023



WE EXAMINED TRENDS & UNCERTAINTIES...



DEMOGRAPHICS

PROSPERITY



*FUTURE OF
WORK*

*TRADE &
LOGISTICS*



*REGIONS &
MEGAREGIONS*

COMMUNITIES



TECHNOLOGY

ENERGY



*RISK &
RESILIENCE*

*CIVIC &
GOVERNANCE
SYSTEMS*

WE ENGAGED MANY PARTNERS...



CORNELL
TECH



WHAT'S OUR VISION?

COMMUNITY-CENTERED TRANSPORTATION



A transportation system focused on ***connecting communities, moving people and goods, and meeting customer needs*** at all scales, from local to global – delivered as a ***partnership*** between state departments of transportation and other public, private, and civic sector partners.

WHAT'S OUR VISION?
**ASPIRATIONAL
GOALS**

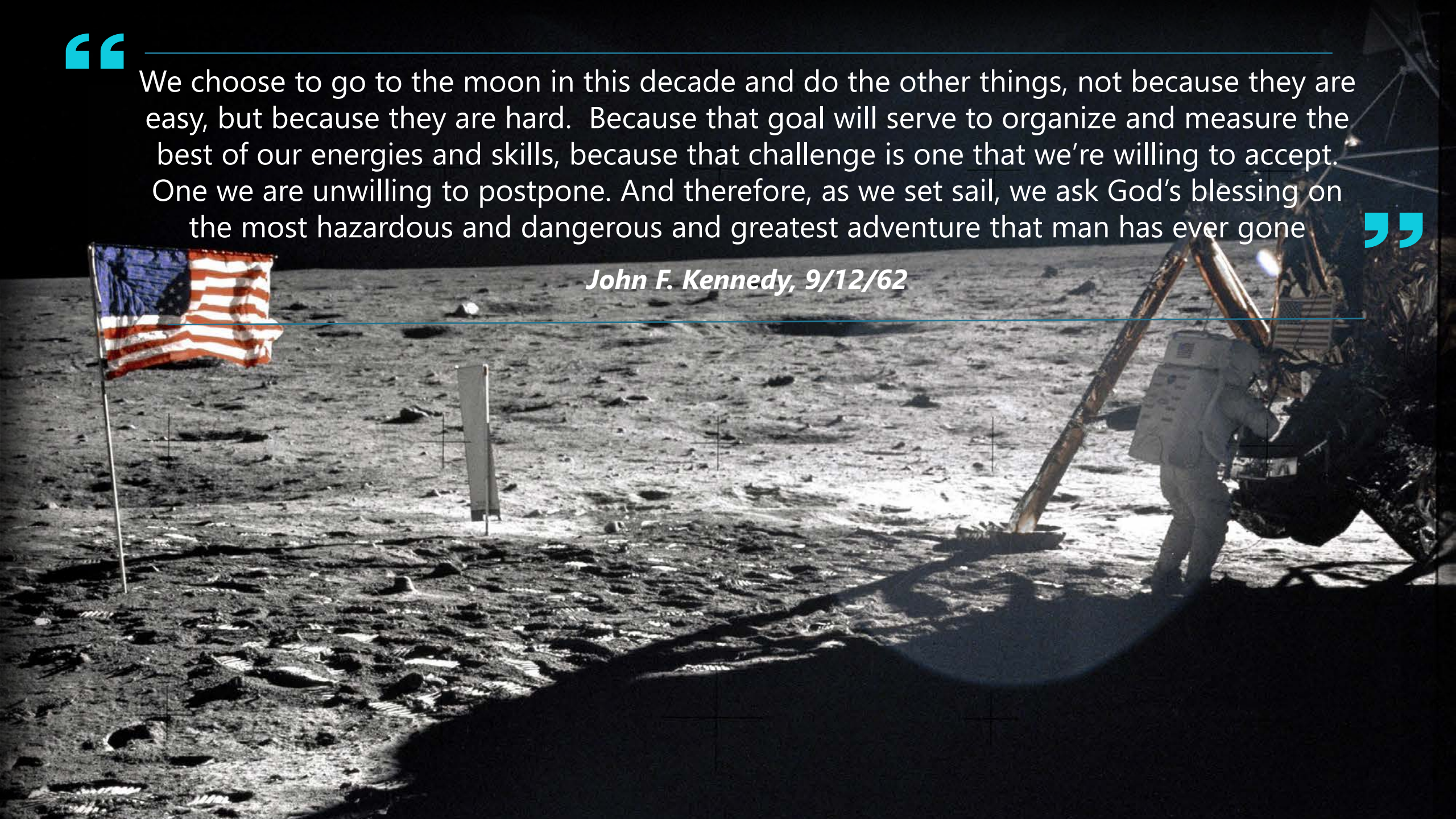


“

We choose to go to the moon in this decade and do the other things, not because they are easy, but because they are hard. Because that goal will serve to organize and measure the best of our energies and skills, because that challenge is one that we're willing to accept. One we are unwilling to postpone. And therefore, as we set sail, we ask God's blessing on the most hazardous and dangerous and greatest adventure that man has ever gone


”

John F. Kennedy, 9/12/62




MOONSHOTS: WHAT IF WE...

Make aggressive progress
toward Vision Zero?



Increase access to opportunity
for ALICE households?



Create a mobility
marketplace that works
for our customers?



MOONSHOTS

“Light up the Interstates”?



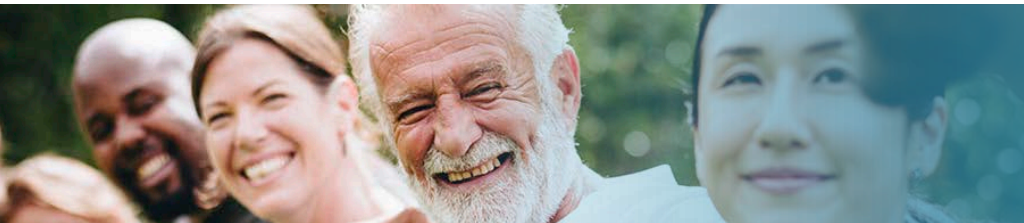
Transform how we power the transportation system?



Rethink how we connect communities and regions?

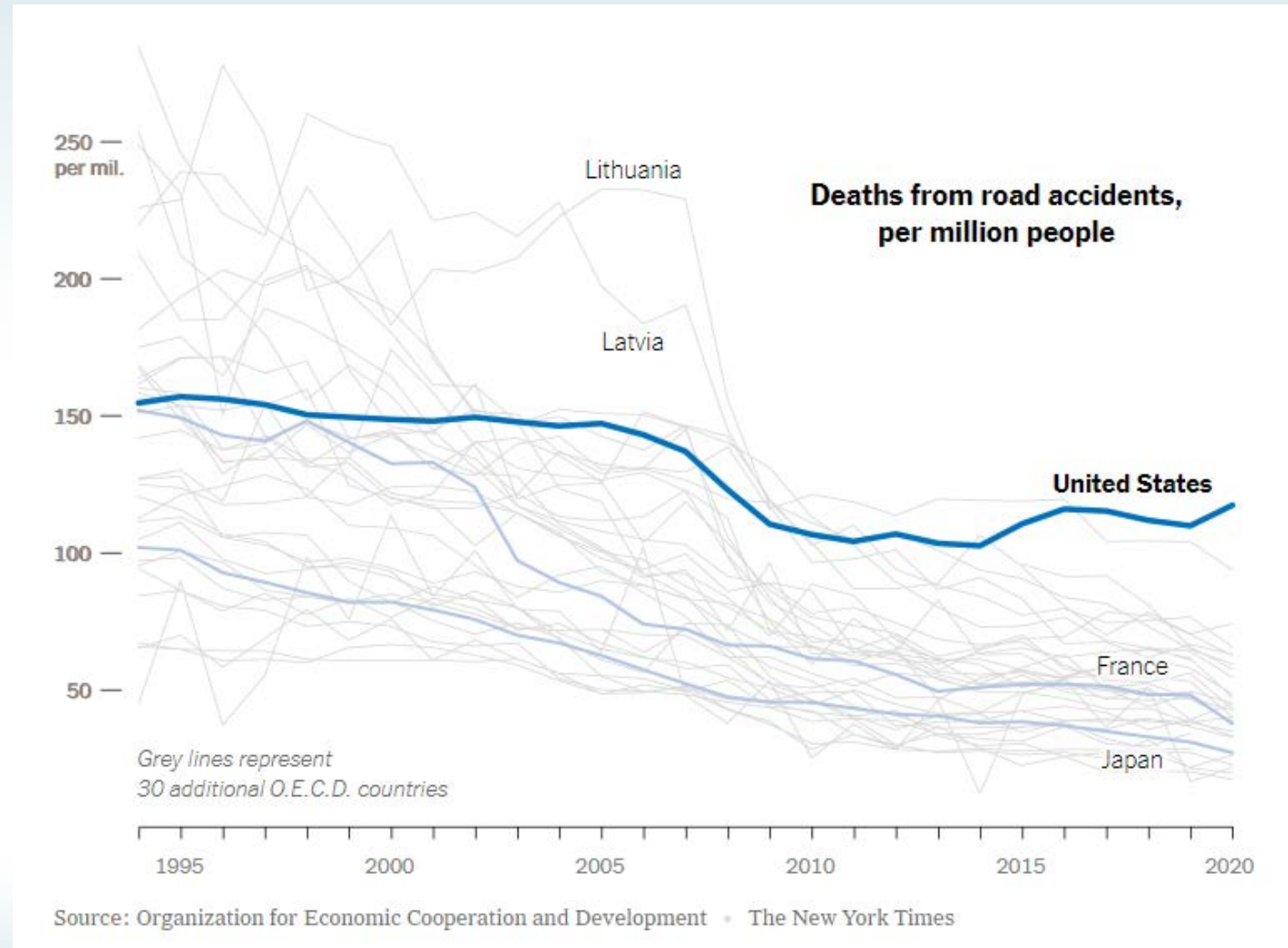


Put communities at the center?



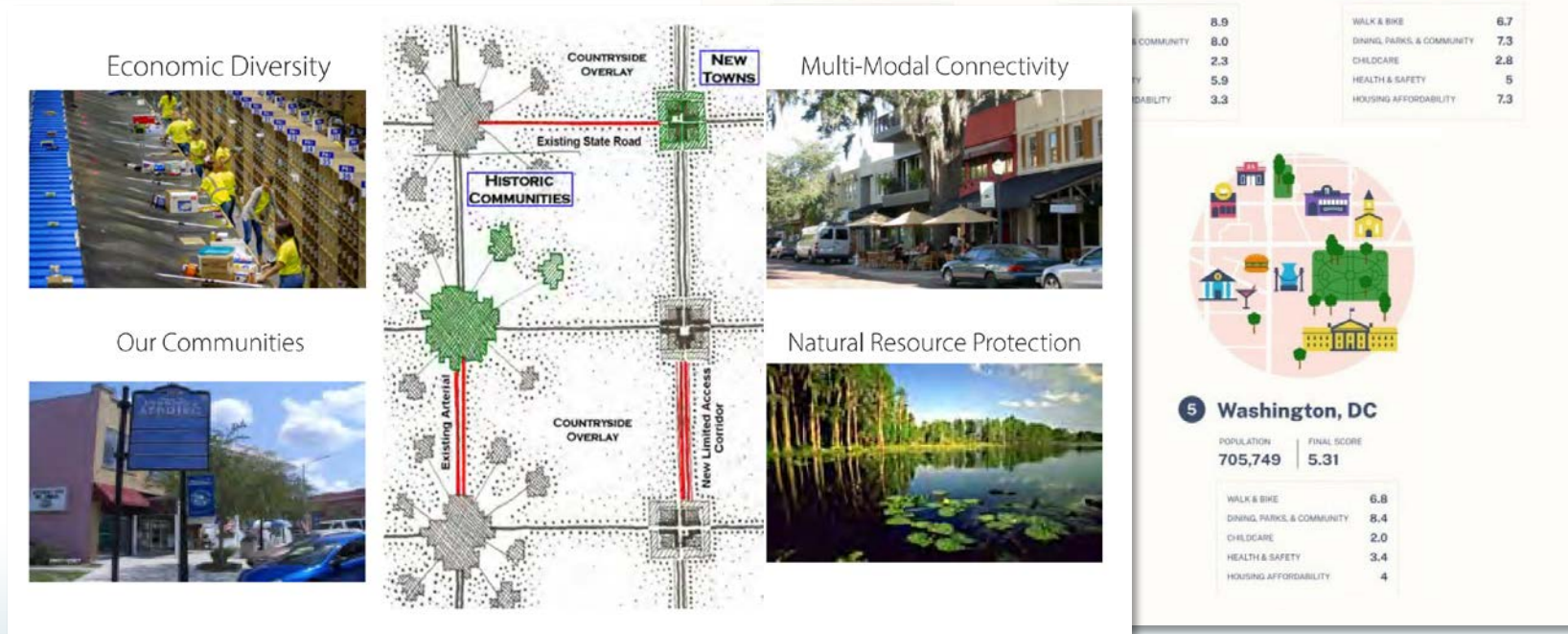
WHAT WE'VE BEEN HEARING: SAFETY

- » Safety as public health issue
- » Safe systems approach
- » Potential for great leap forward
 - Vulnerable road users
 - Workzones
 - Distracted & impaired driving
 - Speed



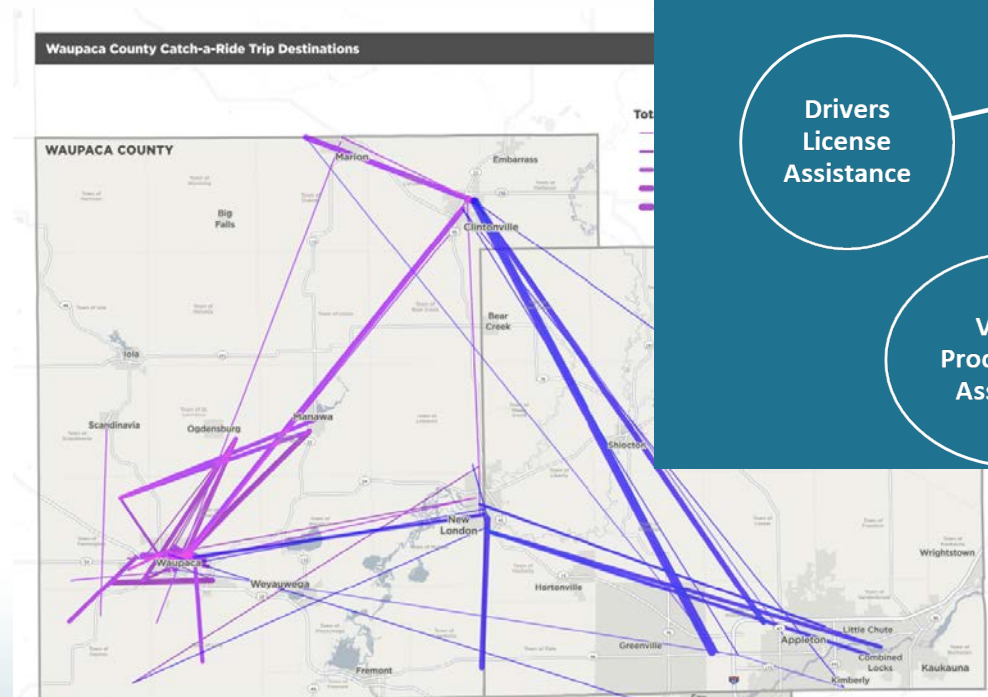
WHAT WE'VE BEEN HEARING: CONNECTING COMMUNITIES/REGIONS

- » Focus on community vision/values
- » Multiple scales of community, from local to global
- » Multiple forms of connectivity
 - Surface modes & services
 - 3-dimensional
 - Technology



WHAT WE'VE BEEN HEARING: ACCESS TO OPPORTUNITY

- » Significant gaps in access to jobs, health care, education
- » Community-based partnerships
- » Technology-enabled solutions







Source: Feonix Mobility Rising

WHAT WE'VE BEEN HEARING: TECHNOLOGY/ENERGY

- » Need for digital infrastructure
- » Value of Interstate/ other highway right of way
- » Rapidly evolving opportunities



WHAT WE'VE BEEN LEARNING

-  Focus on customer
-  Technology as enabler
-  Critical role of partnerships
-  Big and small solutions
-  No one size fits all approach; individual and collective actions
-  Need for internal change: workforce, governance, data, process

Why do leaders want more collaboration?

Teams that work collaboratively often access greater resources, recognition and rewards when facing competition for finite resources.



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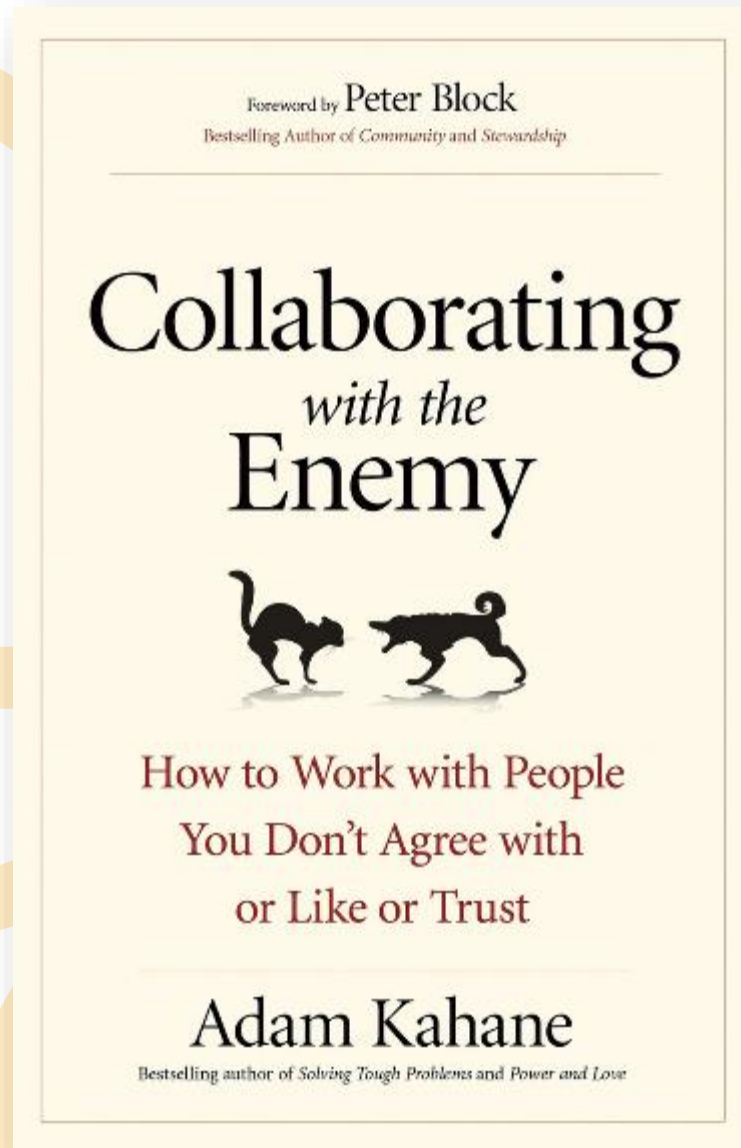
More effective for solving difficult problems



Busy buzzword



- **Conventional collaboration looks like a planning meeting.**
- **Stretch away from trying to change what other people are doing and be willing to change ourselves.**



- **Don't choose among fixed options but cocreate new options as the work unfolds.**
- **Don't need to have clear vision or goal, only need some shared sense of the challenge they are trying to overcome**



THE POWER OF
DEEP COLLABORATION



THINK
THAT
YOU
MIGHT
BE
WRONG



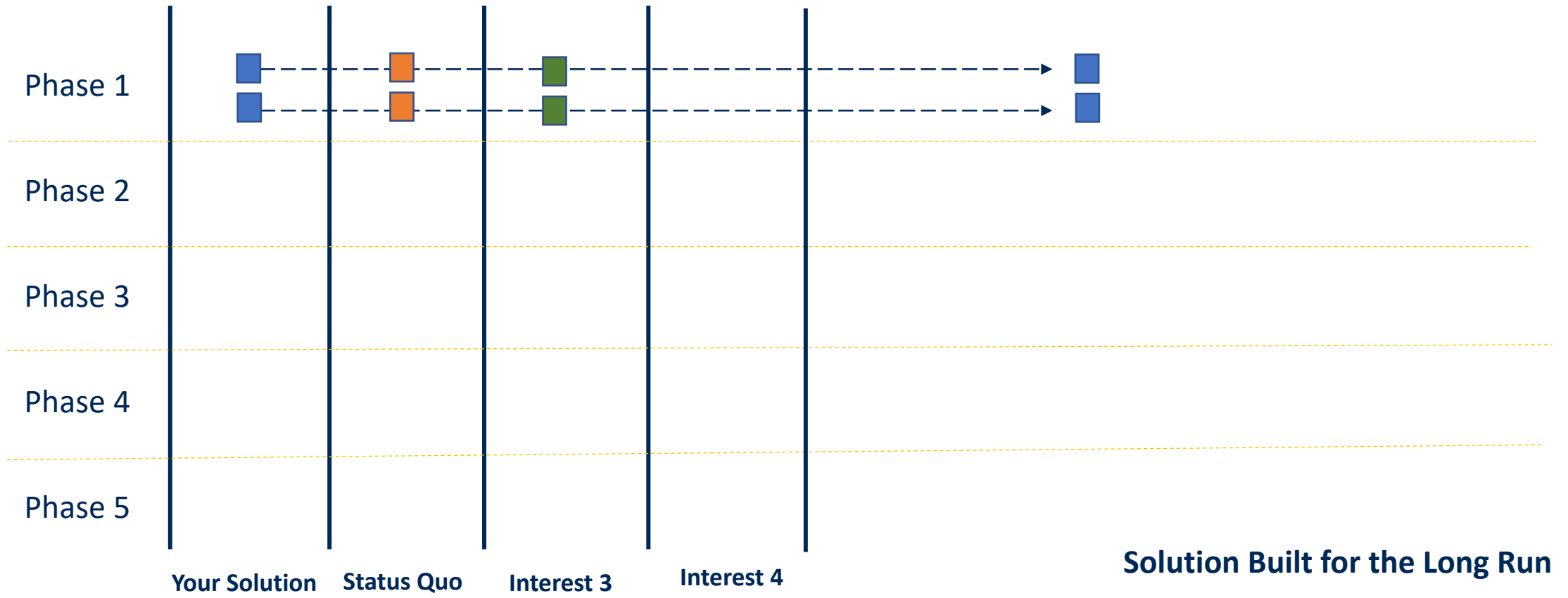
Collaborative Leadership

THINK
THAT
YOU
MIGHT
BE
WRONG

- Be willing to disassemble various solutions into the component pieces and reassemble, perhaps into a new form, for a solution.
- But you cannot do this kind of thinking if you're not open to think that you might be wrong – you have to give yourself room to consider options.

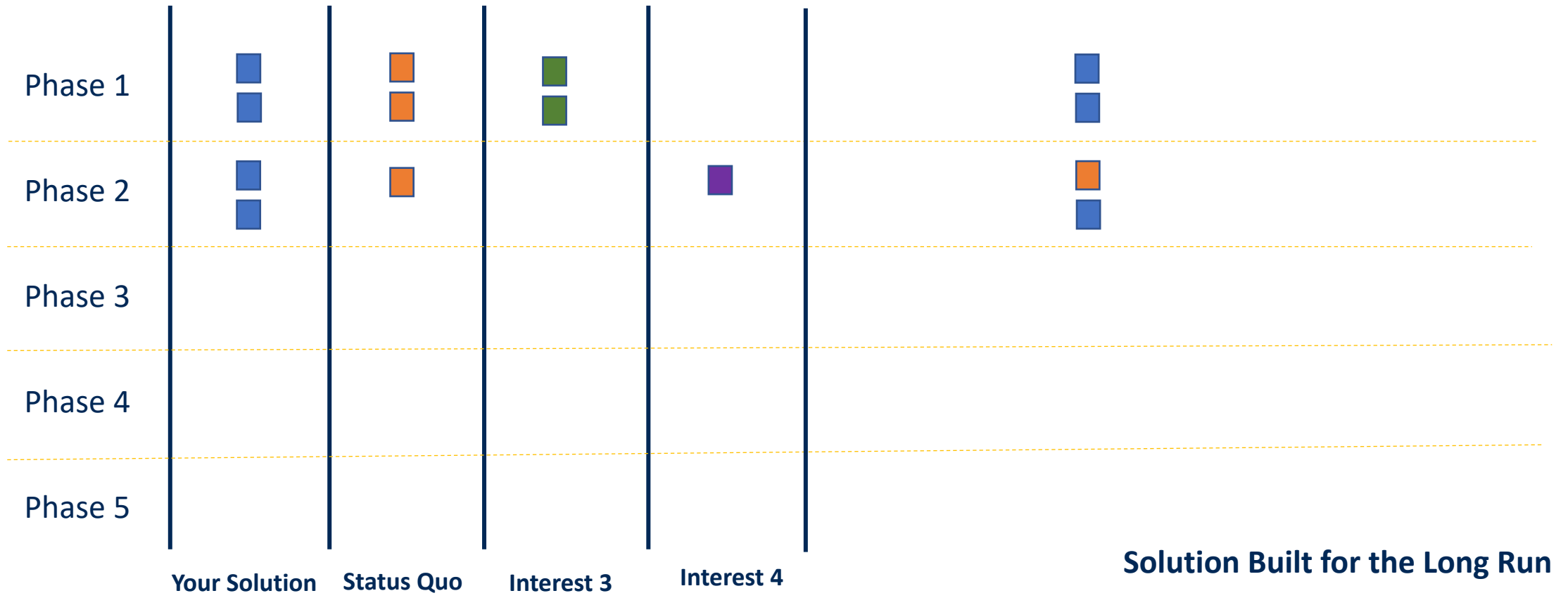


Solving Tough Problems Through Deep Collaboration



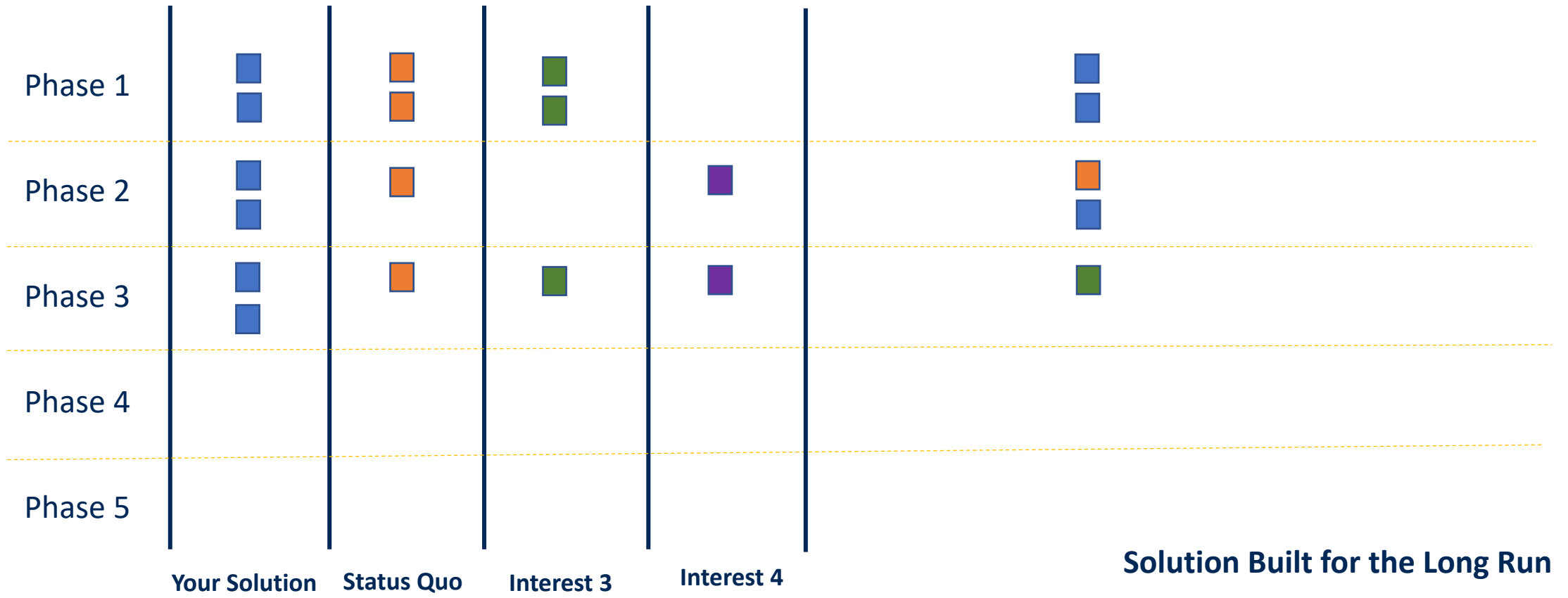


Solving Tough Problems Through Deep Collaboration



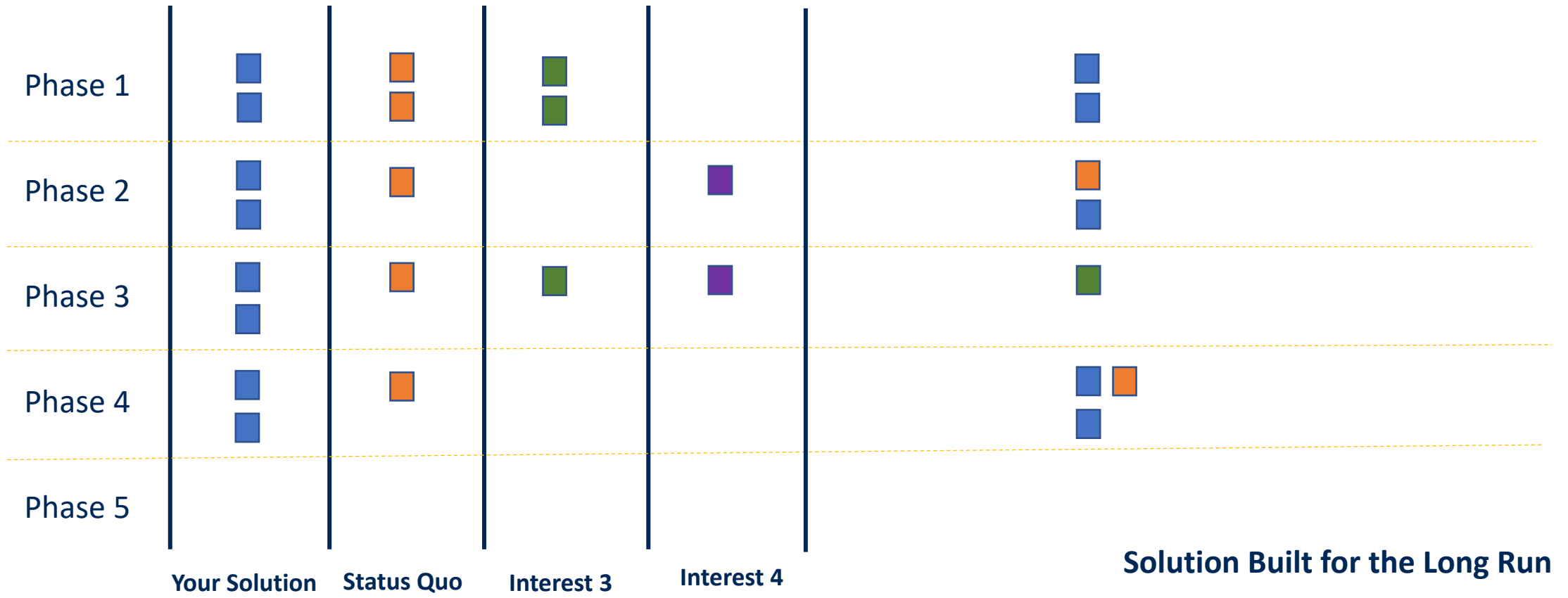


Solving Tough Problems Through Deep Collaboration



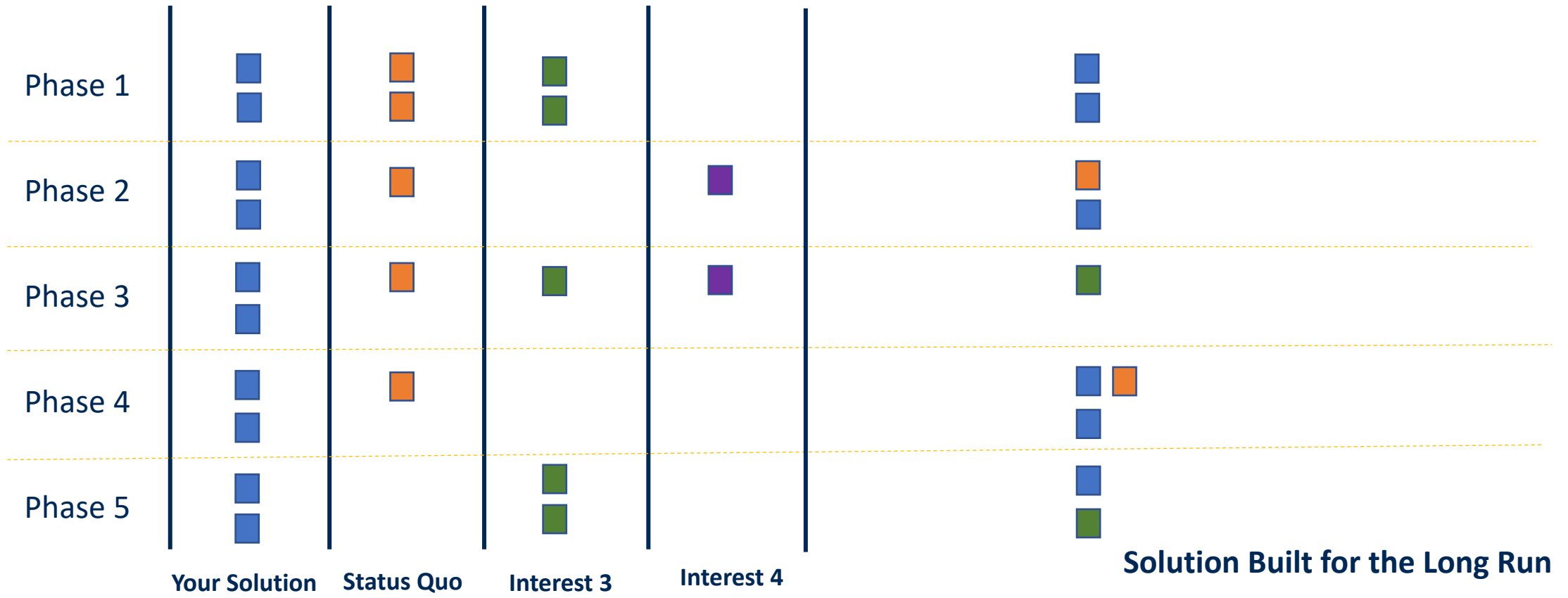


Solving Tough Problems Through Deep Collaboration





Solving Tough Problems Through Deep Collaboration



Increase your likelihood of success

THE POWER OF DEEP COLLABORATION



1. DIAGNOSE THE PROBLEM FROM LOTS OF ANGLES

and know you still don't see all the angles



“If I had an hour to solve a problem, I'd spend 55 minutes thinking about the problem and 5 minutes thinking about solutions.”



Albert Einstein

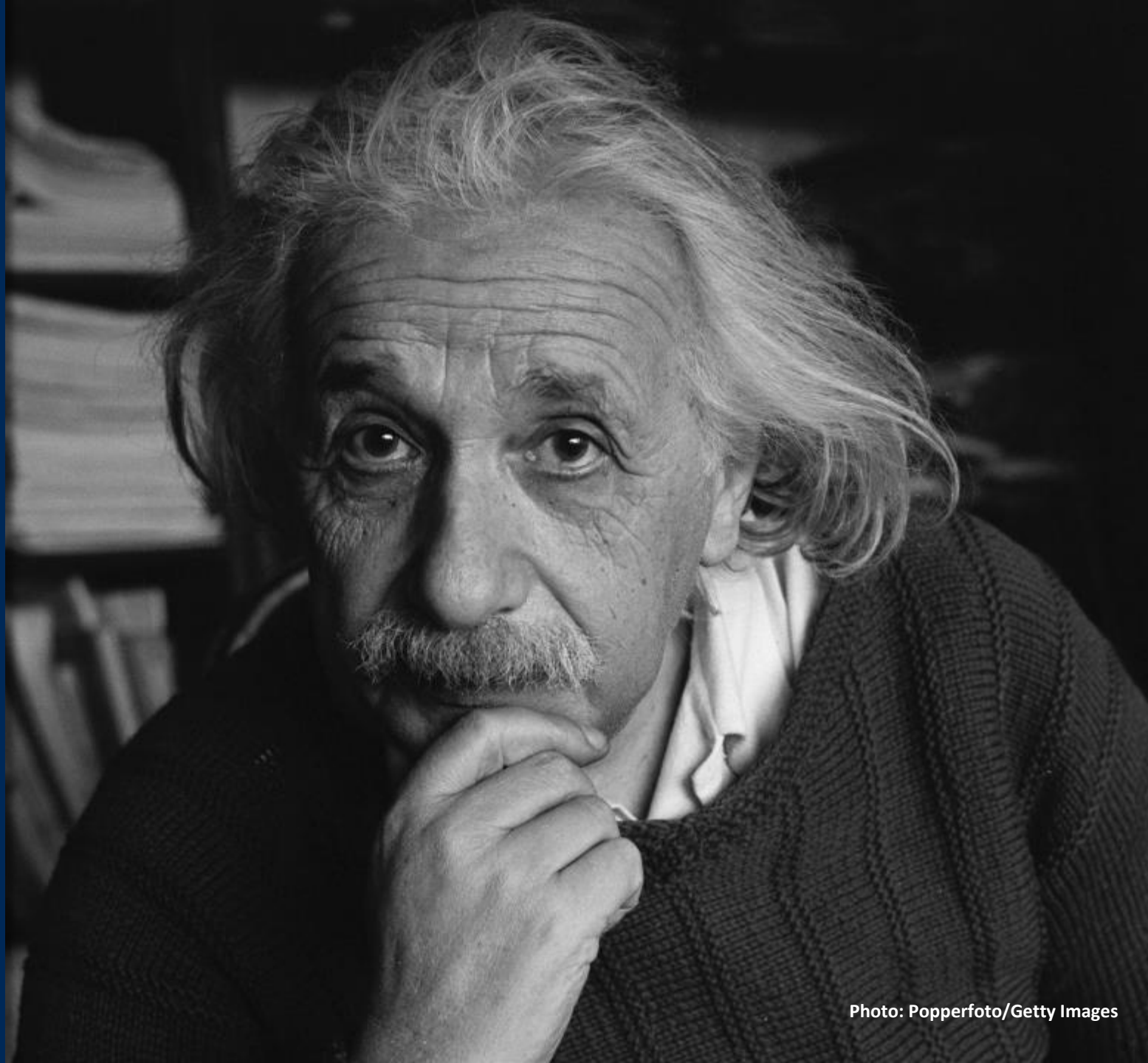
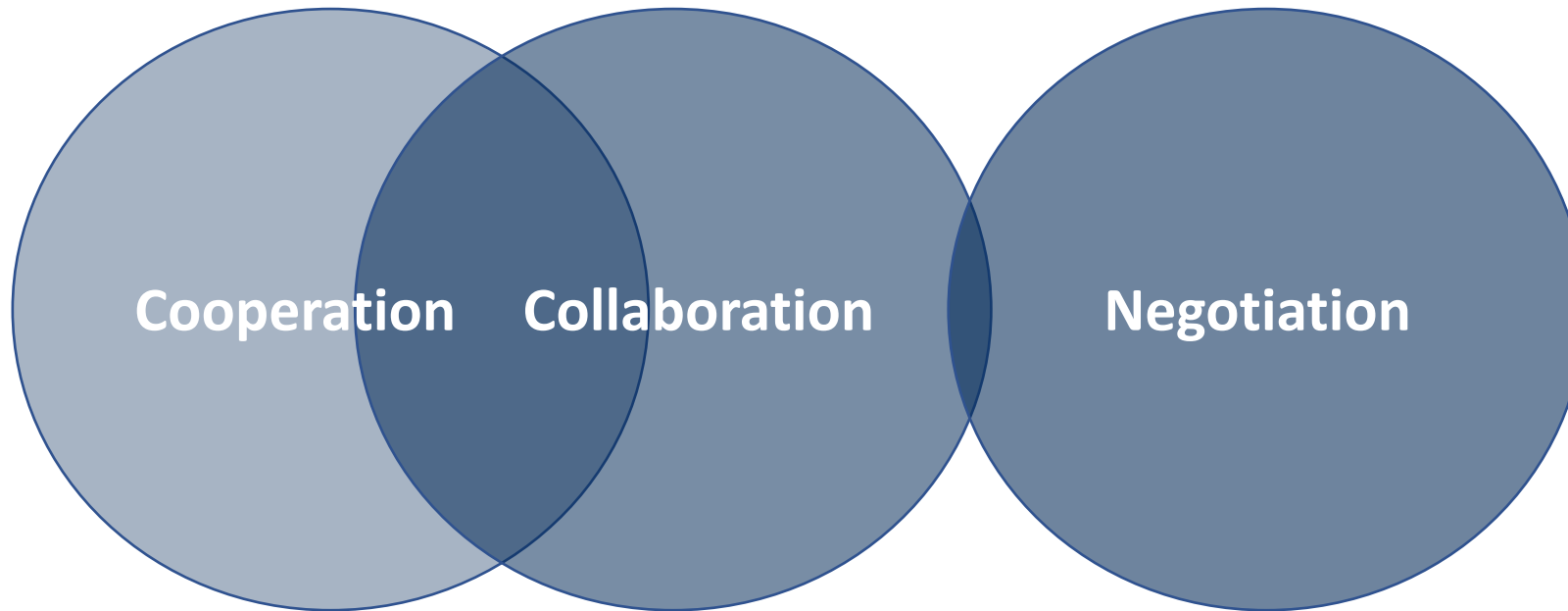


Photo: Popperfoto/Getty Images

2. Choose your tool(s): Cooperation | Collaboration | Negotiation



3. HAVE A TEAM WITH SPECIALIST(s) AND GENERALIST(s)

**In everything, teams beat solo because of specialization
(you can only have so much info in your head).**



Collaborative efforts can be...



Difficult



Time-consuming



Unwilling to wait until you're fully ready



Uncomfortable at times



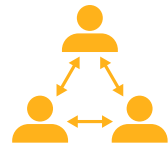
Confusing & frustrating



...they can also be



A great way to find a long-term, lasting solution that makes people's lives better



Build strong relationships to tackle more problems in the future



Among the most meaningful, fulfilling work in your career



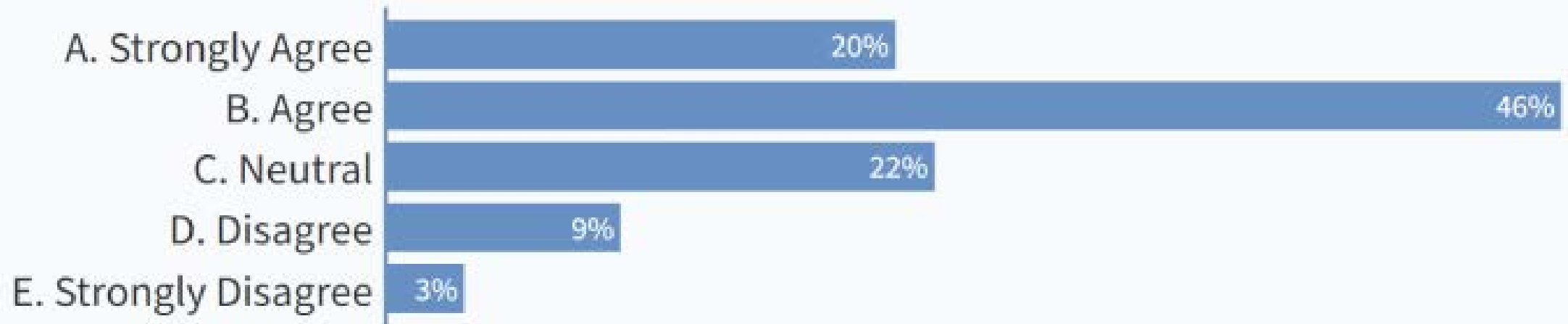
... we return to our home organizations and work with our staffs, boards, volunteers to figure out what we – individually and collectively – can achieve...



**Collaborative leadership is
how we align and integrate
across organizations**



Collaboration requires managers to achieve success through people and resources outside their control and for this they have had no preparation. Do you Agree or Disagree with this statement?



1. Department of System Management



Prioritizes construction, maintenance and operations for State of Good Repair. Planning primarily as required by regulation

2. Department of Mobility



Prioritizes understanding customer needs and ID new solutions to improve mobility. State of Good Repair. Exceed planning requirements to ID emerging technologies and incorporate into systems and structures.

3. Department of Strategic Development



Prioritizes convening public and private sector; empowers them to integrate technology through new service delivery models. Builds upon other models to reassign functions and roles to make itself and partners as flexible and proactive as possible

WHAT'S NEXT?

2023+: Implementation

- » Select at least 10 states for Moonshot pilot projects – September 2023
- » Identify individual and collective actions for state DOTs in collaboration with partners
- » Continue to engage Challenge Network

DISCUSSION QUESTIONS

- » What are the key implications of a vision focused on community-centered transportation for how we think about measuring and managing our performance?
- » Who would you engage to figure out how to talk about and gather data related to each moonshot?
- » What types of goals/targets might be set for each moonshot?
- » What role might you play in advancing any of the moonshots?

DISCUSSION QUESTIONS

- » What are the biggest questions, concerns and potential benefits you see for each moonshot?
- » How could the work of this committee support implementation of the vision and moonshots? Are there specific opportunities for research, collaboration, or capacity building we should consider for 2024 or beyond?

“ **I**t is not the critic who counts;
not the man who points out how the strong man stumbles,
or where the doer of deeds could have done them better.

Theodore Roosevelt



“

“Fellow-feeling. . . is the most important factor in producing a healthy political and social life. Neither our national nor our local civic life can be what it should be unless it is marked by the fellow-feeling, the mutual kindness, the mutual respect, the sense of common duties and common interests, which arise when men take the trouble to understand one another, and to associate together for a common object.

Theodore Roosevelt