The AASHTO Executive Committee is comprised of the association president; vice president; secretary-treasurer; eight regional representatives and the immediate past-president.
AASHTO Leadership

Bud Wright
Executive Director

Jim Tymon
Chief Operating Officer/
Director of Policy and Management

Joung Lee
Policy Director

Jenet Adem
Director of Finance
and Administration

King Gee
Director of Engineering
and Technical Services

Erin Grady
Director of Publications

Lloyd Brown
Director of Communications

Monica Russell
Director of Meetings
and Member Services

Jim McDonnell
Program Director
for Engineering

Jan Edwards
AASHTOWare
Project Director

Steve Lenker
Director,
Construction Materials
Reference Labs
To the Members of the AASHTO Board of Directors:

I am very proud to present you with the 2018 annual report of the American Association of State Highway and Transportation Officials. It is my hope that you will find in the following pages a representative accounting of the activities carried out on your behalf by AASHTO managers and staff in service to our member departments of transportation.

This 2018 AASHTO Annual Report is our report card, capturing major efforts and progress made toward the four goals outlined in the 2014–2019 AASHTO strategic plan.

Among the many highlights in 2018 were the significant efforts made to prepare our association for the next surface transportation authorization cycle; upgrades to our online services including an updated online publication and training store; a new job advertisement portal; and a more user-friendly and easier-to-read AASHTO Journal.

Underlying our overall efforts to influence national transportation policy and provide the highest quality technical programs for our members was the ongoing evolution of the AASHTO committees, which in 2018 updated individual strategic plans and created annual work plans that reflected the changes made in the 2016 committee restructuring.

On behalf of the many AASHTO employees who work on your behalf every day with the highest level of integrity and enthusiasm, thank you for your support. As this report captures our 2018 achievements, AASHTO and its member departments should look forward to an equally productive year ahead.

Sincerely,

Bud Wright
Executive Director

VISION STATEMENT
The American Association of State Highway and Transportation Officials supports members in the development of transportation solutions that create economic prosperity, enhance quality of life and improve transportation safety in our communities, states, and the nation as a whole.

MISSION STATEMENT
The American Association of State Highway and Transportation Officials supports its members through policy development, advocacy, technical services and leadership development, and through advancing partnerships and promoting innovation.
The American Association of State Highway and Transportation Officials was established as a national organization in December 1914. But 2018 will certainly be among the more memorable in its 104-year history.

For only the seventh time, AASHTO’s president and executive committee were faced with selecting a new executive director who would be charged with the fulfillment of the four key goals outlined in the AASHTO 2014–2019 Strategic Plan and maintain the association’s strong standing for the future.

Following an intensive, multi-month search, AASHTO’s executive committee members selected Jim Tymon during the association’s annual meeting in Atlanta September 20–24. Tymon, who joined AASHTO in 2013, previously served as staff director of the Highways and Transit Subcommittee of the U.S. House of Representatives Transportation and Infrastructure Committee and as senior advisor to its former chairman, Rep. Bill Shuster, R–Pennsylvania, who retired in 2018. Tymon will take over as AASHTO’s executive director following the retirement of Frederick “Bud” Wright on December 31, 2018.

The focus on providing value to members and ensuring the highest quality technical support for AASHTO’s 52 member departments is representative of how the organization has embraced the four strategic goals of the 2014–2019 AASHTO Strategic Plan. The five-year plan envisioned AASHTO becoming “nimbler” in its response to changes in technologies and policies affecting transportation, and that it would embrace a more multimodal approach to transportation.

The plans four goals are:

- Provide value to members.
- Provide innovative technical and professional services and products
- Lead in development of national transportation policy
- Communicate the value of transportation

This annual report explores the ways in which AASHTO’s leadership and staff have supported the goals of the association’s strategic plan.
The ongoing multi-year effort to reshape and restructure AASHTO’s committee structure continued in 2018. AASHTO depends on several thousand state DOT volunteers who make up the membership of its many committees, which are charged with many important tasks ranging from creating and updating highly technical standards to the development of recommendations for broad national transportation policy.

In response to the 2014–2019 Strategic Plan, the AASHTO Board of Directors approved a major overhaul of the committee structure in 2016. The following year, committee members and AASHTO staff worked to initially implement the changes, updating committee rosters and drafting new committee charters.

This work continued in 2018 as the Strategic Management Committee reviewed committee and council strategic plans, action plans and accomplishment reports. Support for committee activities is a major focus for AASHTO’s professional staff.

With a “member first” philosophy, AASHTO staff members made several improvements to its online services that reduced costs and improved efficiencies in 2018. AASHTO switched to a new commercial email service last year, not only saving an estimated $20,000 annually, but also generating a noticeable increase in the “click rate” for its weekly AASHTO Journal and Daily Transportation Update digital news products.

With an eye toward meeting future recruiting and retention needs of its members, AASHTO built a new “jobs” web site that added significantly more tools for both recruiters and job seekers alike. The new jobs.transportation.org page now allows AASHTO to offer state department of transportation the opportunity to post job recruitments, while doing the same for non-AASHTO members as well, who are charged a nominal fee for the service. In a little more than two months following the launch, the site received more than 300 postings, with 27 different state DOTs using the jobs platform since its launch in mid-July 2018, with another eight non-member organizations posting job openings.

AASHTO’s redesigned job portal, launched July 1, offers improved navigation so searches for open positions can be done by keywords, category, type of job, and location.
AASHTO also expanded its work for members where industry meetings are concerned. AASHTO staff now lead the planning of all AASHTO committee meetings, relieving state DOTs of any of the financial risk and responsibilities, while allowing members to continue providing content input and logistical support where needed. The group also boosted overall sponsorship revenue from new partner outreach initiatives—resulting in more than $250,000 in additional revenue with a total of $1.8 million in total sponsorship revenue by the end of the 2018 calendar year.

Carlos Braceras (left), AASHTO’s 2018–2019 President, talked with members at the group’s annual meeting in September in Atlanta.
Meeting attendance grew in 2018 as well, with AASHTO’s 2018 Spring Meeting attendance setting a record of more 630 attendees versus 400 total attendees at the 2017 Spring Meeting, while the 2018 Annual Meeting in Atlanta attracted 707 attendees and trade fair exhibitors. AASHTO’s publications arm designed and published materials in a timely fashion to support over 25 meetings in 2018, without adding outsourcing costs.

AASHTO staff also helped provide a range of training opportunities to help members and others within the transportation industry in the execution of their roles.

Five times in 2018, the organization held the week-long National Transportation Management Conference—a training program for state DOT middle managers—and also conducted a two-week long National Transportation Leadership Institute course for senior managers that trained nearly 50 state and federal transportation executives.

Additionally, via a contract with the University of Indiana School of Public and Environmental Affairs, AASHTO successfully conducted the second annual four-day National Transportation Advanced Leadership Institute in Washington, DC in April.

AASHTO’s communications staff also conducted three media-training sessions for state DOT executives and employees in Ohio, Alaska, and Vermont in 2018; each one an all-day conference focused on providing state DOT personnel the chance to practice public speaking and television interviews, with feedback provided on their performance along with guidance for improvement where needed.
AASHTO continues to provide a variety of technical service programs and informational resources to its state DOT members, which include new environmental and finance resources, as well as updated software and engineering manuals that help members across a broad spectrum of areas.

AASHTO executed an upgrade of its online store in 2018, updating the “backend” infrastructure to be more technologically sound, the processes for uploading content, and the public face of the online store. That also helped craft a more “customer-friendly” experience, allowing customers to move to their electronic “shopping carts” more quickly and helping them find AASHTO’s publications and online training modules more easily.

AASHTO also continued shifting its publications to digital formats—eliminating print offerings when possible—to provide faster and more economical delivery methods while reducing AASHTO’s printing, shipping, and storage costs.

In addition to the upgrades to AASHTO’s online store, AASHTO finalized production on several new publications, which included:

- In September, AASHTO released the 7th edition of its Policy on Geometric Design of Highways and Streets manual—commonly referred to as the “Green Book”—which is considered by many to be the pre-eminent industry guide to current highway and street design research and practices. The latest edition of the “Green Book” presents an updated framework for geometric design that is more flexible, multimodal, and performance-based than in the past—providing guidance to engineers and designers who strive to make unique design solutions that meet the needs of all highway and street users on a project-by-project basis.
AASHTO launched a completely revamped version of its 13-year-old transportation jobs web portal on July 1, 2018; a portal available to AASHTO members as well as other transportation-related organizations and companies.

Since 2005, AASHTO has offered its members and job seekers the opportunity to advertise and find employment in the transportation industry through its online employment opportunities page on its website. The newly revamped portal, however, features improved navigation so job seekers can search for open positions by keywords, category, type of job, and by location. Along with the easier navigation, the site offers an updated look and feel, making for a more user-friendly experience.

Along with the new look, the new transportation jobs portal also now allows those from transportation companies and organizations to purchase digital advertisements for a term of 30 to 45 days or longer, if desired, at competitive rates. Companies and organizations also have the opportunity to purchase featured ad space to get their ad seen by the most qualified candidates first.

For job posters, the new transportation jobs portal does not require a knowledge of HTML coding and allows them to extend, edit, or delete their ad, and the ability to manage all of their job postings all from a single dashboard.

In August, AASHTO transformed its AASHTO Bookstore resource into the ‘AASHTO Store,’ which now serves as the ‘digital home’ for the group’s AASHTO Publications and Transportation Curriculum Coordination Council (TC3) resources.

With almost 200 courses currently available, TC3 technical training courses cover a wide range of topics, from construction and maintenance to employee development, along with many more.

The new AASHTO Store website also features a new look and a more user-friendly experience, with one of its biggest updates an improved purchasing gateway, which allows customers to seamlessly add all of their items into a single digital shopping cart prior to purchase.

The new store also gives customers the ability to locate a wide variety of products within the AASHTO Publications group, including new releases, upcoming publications, access to the publications archive, different publication formats, a revised list of Frequently Asked Questions or FAQs, plus special pricing and discounts.
• Three 2018 updates—released in April, June, and August—of the web-based edition of the publication known as Materials Standards, which contains specifications, test methods, and provisional standards commonly used in the construction of highway infrastructure.

• The 1st edition of the Load Resistance and Factor Design (LRFD) Guide Specifications for Accelerated Bridge Construction, published in October, which compiles recommended design and construction specifications for accelerated bridge construction projects, focusing on prefabricated bridge elements and systems.

• The 7th edition of the AASHTO Roadway Lighting Design Guide, published in October, which offers revisions to reflect current practices in roadway lighting that may also be used by agencies to warrant and design roadway lighting systems, while incorporating them into their own roadway lighting policies.

The AASHTOWare technical service program, which provides enterprise software products through a collaborative customer-driven process, added a new Customer Success Manager staff position to its team in 2018. A number of notable new releases were delivered in mid-2018, including AASHTOWare Project 4.1, an update that incorporated more than 200 improvements along with 31 functional enhancements to AASHTOWare Project Civil Rights and Labor, AASHTOWare Project Estimation, and AASHTOWare Project Construction and Materials. A project proposal for AASHTOWare Project Data Analytics was released in July 2018 as part of a solicitation for the more than $9 million new software development effort.

Led by the successful work started with AASHTOWare, AASHTO upgraded two positions and added a third to focus on marketing of technical service programs. The effort is part of an enterprise-wide upgrade to the association’s marketing efforts, including the establishment of a
marketing council to help coordinate marketing efforts with AASHTO re:source, publications, meetings, and all technical service programs. The collaboration is already showing results with successful support for the new AASHTO jobs portal and the new AASHTO online store, among others.

AASHTO re:source, renamed in 2017 and formerly known as the AASHTO Materials Reference Laboratory, hosted the second annual AASHTO re:source Technical Exchange in March 2018 in San Diego, California; an event that drew more than 250 attendees and further enhances the value of AASHTO re:source to association members and customers. AASHTO re:source also provides staffing support for the AASHTO Accreditation Program, which to date has accredited nearly 2,000 laboratories.

AASHTO re:source also noted that its laboratory assessment staff performed nearly 1,000 assessments in 2018, with the entire assessment tour—which takes just more than two years—covering 1,300 laboratories. The group’s proficiency sample program is accredited as a proficiency testing provider for ISO/IEC 17043; recognition that is supporting the program’s continued growth and service to the construction materials industry.

Now entering its fifth year, the Build America Transportation Investment Center (BATIC) Institute: An AASHTO Center for Excellence continued to enhance public sector capacity in project finance. This occurred through a variety of avenues, including trainings, sharing of best practices, and technical assistance to all State DOTs and their local partner agencies.

In 2018, practitioners from across the country participated in four in-person peer exchanges on federal financial management and public-private partnerships and three “Innovation in Practice” webinars ranging from legislative initiatives for revenue around the country, road user charge pilot programs, and tribal transportation financing. Furthermore, two roundtable discussions also were held to discuss multimodal and rail infrastructure financing in conjunction with the AASHTO Council on Rail Transportation.
Since 2001, AASHTO’s Center for Environmental Excellence, in partnership with the Federal Highway Administration, has provided a one-stop source for environmental resources and tools for state Department of Transportation practitioners and other stakeholders. The Center offers technical assistance, training opportunities and peer exchanges that allow state DOTs to share best practices designed to enhance and streamline the transportation delivery process.

In 2018, the Center hosted webinars and peer exchanges designed for practitioner engagement on a variety of topics including, resilience, environmental justice, storm water management, traffic noise, and many others. The Center’s website (https://environment.transportation.org) provides the latest information and resources on more than 20 important environmental topics.

Over the last year, the AASHTO Resilient and Sustainable Transportation Systems (RSTS) Technical Services Program unveiled a redesigned newsletter featuring a new section highlighting state DOT experiences responding to and preparing for extreme weather events and other hazards. In 2018, RSTS provided strategic planning assistance to the Transportation Research Board (TRB) in preparation for the Resilience Innovations Summit and Exchange (RISE) conference and conducted outreach to state DOT representatives who participated in the state DOT leadership track at RISE. As part of follow-up to RISE, RSTS hosted a series of five webinars throughout the month of December each highlight a specific state DOT response to a specific event.
The National Transportation Product Evaluation Program or NTPEP continued to grow as a resource for state DOTs and the transportation industry as a whole. This private-public partnership helps avoid duplication of efforts among AASHTO’s 52 state DOT members by providing “single-source” testing of common products against AASHTO and ASTM standards and specifications.

In 2018, in addition to two establishing new NTPEP task forces—Portland Cement and Epoxy Coated Reinforcing Steel, plus the newly launched Corrugated Metal Pipe Audit Program—an exploratory effort into PG (asphalt) binders also got underway.

In May 2018, the AASHTO Board of Directors voted to fold management of the AASHTO Product Evaluation List or "APEL" program under NTPEP, in effect merging and consolidating the two technical service programs into one. While APEL maintains its current structure and leadership, continuing to operate as its own subgroup, it now exists as a NTPEP technical committee focused on “facilitating the exchange of state product certifications and evaluations, coordinating accelerated laboratory testing for innovative and proprietary products”—and reporting those results to NTPEP and its steering committee.
Five innovative or proprietary products were accepted for testing under APEL in 2018. The voluntary state DOT member contribution for NTPEP was increased to $20,000 and now covers APEL. The increased amount will sustain operating costs and allow NTPEP to continue pursuing new programs that create value for our members.

The AASHTO Innovation Initiative (AII) promoted four new lead-state teams to focus on developing new technologies that included: a new pedestrian gateway treatment; wrong way driver detection systems; a new project plans, specifications, and estimates revision known as PS&E C-Rev; and a new interactive visualization process.

AII is a state DOT pooled-fund program that serves as a “catalyst” to launch innovations for broader applications. AASHTO noted its initiative, which is being coordinated with FHWA, will continue to seek out proven advancements in transportation technology and to accelerate their adoption by state DOTs and other agencies nationwide.

AASHTO also continued to work on several contracts in 2018 as part of its technical tasks that included:

- A five year, $2.75 million Vehicle-to-Infrastructure (V2I) Deployment Coalition cooperative agreement to provide support for the operation and management of coalition meetings and outreach that involves public-private and state-local participants, and to provide a centralized framework for obtaining comprehensive stakeholder input.

- Obligation of nearly $1 million under the Operations Indefinite Delivery/Indefinite Quantity (IDIQ) Contract; activities that help to provide technology and knowledge transfer to influence the development of policies and procedures within state DOTs for improved benefits to the traveling public.
• The obligation of an additional $5 million to support the Federal Highway Administration’s second Strategic Highway Research Program, known as SHRP 2, for product implementations bringing the cumulative cooperative agreement total to nearly $20 million through May 2019.

• The obligation of an additional $858,000 to fund continued support of AMTRAK’s Next Generation Equipment Committee (NGEC) activities through September 2019, with a further no-cost extension through September 2020 is in the pipeline.

• The obligation of the State-Amtrak Intercity Passenger Rail Committee (SAIPRC) cumulative funding of $1.5 million to further support SAIPRC decision-making, plus the planning for the benefit of passenger rail services in coordination with Amtrak, affected state partners, and the Federal Railroad Administration. A funded cost extension is currently in the pipeline to fund AASHTO support through September 30, 2019.

AASHTO also continued to build on the early success of the National Operations Center of Excellence (NOCoE) with activities such as the second NOCoE Summit in July 2018, which included hosting an inaugural Transportation Technology Tournament along with a website refresh and upgrade.

Finally, AASHTO hosted an Agency Administration Conference in Oklahoma City that included participation by committees on Civil Rights, Human Resources, and Knowledge Management. The conference provided a unique opportunity for 260 participants—representing nearly all of AASHTO’s state DOT members—to collaborate on pressing matters and challenges, and all participants were introduced to knowledge management concepts. Topics discussed included: workforce development and future human resource trends; Title VI plans, Americans with Disabilities Act (ADA) accommodation and Disadvantaged Business Enterprise (DBE) programs; all while sharing the fundamentals and best practices of knowledge management in human resource areas.
AASHTO continues to play an influential role in the national transportation policy dialogue through congressional outreach, engagement with federal agencies and building relationships with a variety of trade associations and industry groups.

Anticipating the next federal surface transportation authorization, AASHTO’s Board of Directors in September charged the Transportation Policy Forum with the development of a comprehensive federal transportation policy platform to reflect state DOT priorities. This 18 month-long process will use a bottom-up approach with the development of committee-level white papers that outline AASHTO priorities. Early in 2019, the new AASHTO modal councils will provide their policy input as well, and the entire compendiums of white papers will provide the basis for AASHTO’s reauthorization principles to be considered and adopted by the Board of Directors later in the year. The goal is to provide AASHTO’s policy positions to Congress and the Administration a year ahead of FAST Act expiration in September 2020. There will be extensive partnership-building both during and after the FAST Act reauthorization effort.

AASHTO also continued during 2018 to provide significant input to both the Trump Administration and Congress building on principles embodied in the regularly updated “Inventory of Potential Administrative and Legislative Improvements for Surface Transportation Program Investment and Project Delivery.” AASHTO staff have also provided numerous in-person briefings to key staff in the Senate, House, and Trump Administration, and responded to numerous requests for technical assistance.
AASHTO held a Joint Policy Conference in Spokane, WA, July 16–19, 2018 that featured extensive cross-collaboration among six AASHTO committees that included: Active Transportation, Data Management and Analytics, Environment and Sustainability, Freight, Funding and Finance, and Planning.

The conference also featured a keynote address by Roger Millar, secretary of the Washington DOT, who discussed the decline in Highway Trust Fund revenues as well as the need to explore new transportation alternatives in order to combat traffic congestion. His speech was followed by a panel discussion among state DOT CEOs that included: Scott Bennett, director of the Arkansas DOT and chair of AASHTO’s committee on planning; Matt Garrett, director of the Oregon DOT and chair of the committee on environment and sustainability; Pete Rahn, secretary of the Maryland DOT and chair of the funding and finance committee; Leslie Richards, secretary of the Pennsylvania DOT and chair of the active transportation committee; and Greg Slater, administrator of the Maryland State Highway Administration and chair of the data management and analytics committee.

Katie Thomson, a former Obama-administration U.S. DOT official who now serves as vice president and general counsel for Amazon’s transportation and logistics operations, offered her perspective on some of those same future transportation challenges and opportunities highlighted by Washington DOT’s Millar during a luncheon speech at the joint policy meeting as well.

The Joint Policy Conference also featured a three-hour “mobile workshop” that guided 35-plus riders—comprised largely of state DOT personnel and executives—on a 10-mile ride along a combination of bike/pedestrian-only trails and city streets to illustrate the infrastructure needs of Spokane’s Master Bike Plan that seeks as part of the city’s six-year capital improvement plan to create a “complete grid” of bike- and pedestrian-only pathways.

The 10-mile bike trip included a stop at Spokane’s Kendall Yards development: a 78-acre residential area crafted from a former rail yard and built with deliberate proximity to the city’s Centennial bike/pedestrian trail to provide residents with quick access points to downtown and suburban locations without having to rely on motorized vehicles.

AASHTO's "mobile workshop" took 35-plus riders on a 10-mile bike/pedestrian-only trail trip around Spokane.

AASHTO held its Joint Policy Meeting at the Grand Davenport Hotel in Spokane.
AASHTO staff also supported testimony by state DOT executives at Congressional hearings in 2018, including:

- March 7, 2018: John Schroer, Commissioner of the Tennessee DOT and Michael Lewis, Executive Director of the Colorado DOT, testified before the House Transportation & Infrastructure Highways and Transit Subcommittee on the need for long-term funding for highways and transit programs;

- March 13, 2018: The Senate Commerce Surface Transportation Subcommittee hearing featuring Nebraska DOT Director Kyle Schneweis. He said that, “ultimately a lot of our federal funds are spent on preserving our 10,000 miles of highways. And for us the certainty [about federal funding] is what we need. Knowing that those resources are going to be there, that we don’t have to depend on a grant to be able to take care of those roads and bridges, is the key component for us.”

- June 13, 2018: William “Bill” Panos, Director of the Wyoming DOT, spoke at a “listening session” held by the Senate’s Committee on Environment and Public Works to determine how transportation infrastructure should evolve to accommodate connected and autonomous vehicles (CAVs).

AASHTO ensured timely coordination, development, and communication of comment letters to Congress, U.S. DOT, and other stakeholders on matters of legislation and regulation. Key AASHTO comments developed in 2018 pertained to honoring FAST Act funding levels to ensure robust formula funding in fiscal year 2018 and 2019 appropriations, modernizing the National Environmental Policy Act, preserving state DOT use of the 5.9GHz spectrum for public safety purposes, and helping craft policy recommendations for the Federal Highway Administration and Federal Transit Administration where connected and autonomous vehicles or CAVs are concerned.
AASHTO’s annual Washington Briefing in February 2018 provided another key transportation policy forum for the organization’s members to both listen and connect with key Congressional and administration figures, including:

- U.S. Transportation Secretary Elaine Chao delivered the keynote speech at the annual conference, using that platform to highlight the timetable for various infrastructure grants through the newly renamed BUILD and INFRA programs.

- Then-presidential aide D.J. Gribbin, who played a key role in crafting President Trump’s proposed 10-year, $200 billion federal investment plan for leveraging state, local, and private-sector contributions for a total of $1.5 trillion in new project spending.


AASHTO also reformed the public-private Executive Leadership Team as the Cooperative Automated Transportation (CAT) Coalition with diverse state DOT and industry membership to consider issues and share practices across the breadth of automated and connected technology—part of AASHTO’s ongoing focus to be a player and facilitator of dialogue associated with CAVs.
Among other related activities, AASHTO co-convened with American Association of Motor Vehicle Administrators second roundtable of 25 associations in January 2018 representing public agencies to explore cross-cutting public policy issues related to the advent of automated vehicles. This led to the launch of four inter-association working groups to deliberate on public policy issues to better inform each association’s internal work and policies, which was blended into the TRB Forum on AV and Shared Mobility.

AASHTO’s policy staff also continually analyzed pending legislation that subsequently became law in 2018—such as the FAA Reauthorization Act of 2018, signed into law on October 5, and the America’s Water Infrastructure Act of 2018, signed into law on October 23—while providing status updates to AASHTO members, along with education and technical assistance to staff and members of Congress related to surface transportation legislation, driverless vehicle legislation, appropriations bills, and other related legislation.

AASHTO continued to build on existing relationships with key staffers and members of Congress on all relevant Congressional committees in 2018, including the Senate Environment and Public Works committee and House of Representatives Transportation and Infrastructure committee, among others, while meeting on multiple occasions with staff from the U.S. DOT Secretary’s Office, and the National Economic Council and the Council on Environmental Quality at the White House. AASHTO also held regular discussions with senior leadership from FHWA and other modes on issues impacting state DOTs and maintained close coordination between AASHTO and FHWA staff on various SHRP2, AASHTO Innovation Initiative, and Every Day Counts implementation efforts.

AASHTO continued to expand existing relationships with other associations and groups with shared transportation interests and also renewed or continued to execute memorandums of understanding and contractual coordination efforts with ITS America and the Institute of Transportation Engineers, among others. The organization also continued building and maintaining relationships with “non-traditional” partners who rely on effective transportation service to achieve their missions such as the U.S. Travel Association, the National Park Foundation, and Scenic America; maintained involvement with the National Safety Council and Insurance Institute for Highway Safety; and continued to support the “Surface Transportation Communicators of DC,” established to facilitate communication between industry trade groups that includes participants from a range of surface transportation interests such as Amtrak, the Eno Center, AGC, ARTBA, and many others.

AASHTO also continued to represent U.S. interests with international entities such as the World Road Association, serving as chair to the U.S. National Committee of the World Road Association, while facilitating state DOT participation in the ITS World Congress in Copenhagen, Denmark. AASHTO also continued to maintain partnership agreements with the Transport Association of Canada and AustRoads.
Overall, for 2018, AASHTO extensively communicated to its members and key stakeholders its effort to craft policies for infrastructure investment, continuing to disseminate federal program improvement ideas to transportation stakeholders, as contained in the highly visible and oft-referenced inventory of federal policy recommendations.

And finally, AASHTO maintained its focus on a key central policy theme in 2018: emphasizing the need to fix surface transportation funding—primarily the Highway Trust Fund shortfall—to both Congress and President Trump’s administration, including during deliberations ranging from the tax reform bill, infrastructure package, policy reform and modernization efforts, to annual appropriations bills.

AASHTO continues to emphasize the need to fix the ever-growing Highway Trust Fund revenue shortfall. | (Photo by Virginia DOT)
In 2018, AASHTO took steps to upgrade and revamp its communication channels to improve on its ability to communicate the value of transportation to the general public, industry professionals, and national policymakers, as well as its members and internal staff.

For starters, the AASHTO Journal weekly transportation newsmagazine—which has been a key information resource for the transportation community for decades—received a facelift in 2018. The work, completed entirely by AASHTO staff, created a more accessible and easy to navigate online experience for AASHTO Journal readers that more prominently featured photos and video.

The AASHTO web site also continues to annually gather more than 900,000 visits, with its popular Transportation TV channel on YouTube and Facebook getting more than 80,000 views annually.

AASHTO’s social media efforts continued in 2018 with increased engagement on Instagram. The AASHTO Twitter account now boasts more than 30,000 followers. In addition, AASHTO has active Twitter accounts for re:source, Transportation TV and a new AASHTO Journal twitter outlet, @AASHTOSean.

AASHTO also highlighted the many accomplishments of its members and the value of the transportation projects they complete via a range of awards.

For example, Blaine Leonard with the Utah Department of Transportation received the Alfred E. Johnson Achievement Award during AASHTO’s annual meeting for his longtime, national leadership on issues related to connected and automated vehicles, while the Utah DOT as a group received the organization’s Francis B. Francois Award for the technological achievements associated with its Utah Connected Vehicle Smart Transit Signal Priority Project. Finally, Malcolm Dougherty, the former Executive Director of the California Department of Transportation, received AASHTO’s Thomas H. MacDonald Memorial Award for his leadership role in promoting innovation, sustainability, and technology during his long career at Caltrans.
AASHTO’s Transportation TV created a unique video report for the Alaska DOT & PF in September of 2018 to chronicle the strategy behind a $13.7 million surface transportation project that improved the highway connection between Fairbanks and the town of Tanana—the first significant road built by the department in 20 years.

Transportation TV captured original camera footage during its nearly 12-hour trip up to and back from Tanana—a town located 130 miles west of Fairbanks, near the Yukon River. That footage showcased the construction of new bridge along with 20 miles of new road plus upgrades 14 miles of existing road.

Combined with drone film footage and photos supplied by the Alaska DOT & PF, Transportation TV crafted a nearly three-minute video that the agency disseminated in the media and via other outlets to highlight the economic benefits such transportation projects provide. Those benefits in the main came from reducing freight and travel costs for the 300 residents of Tanana and visitors, while boosting further opportunities for economic development.

The video regarding the improved Tanana road, which has been open now for three years, also illustrated how transportation can “enhance the social fabric of communities” by allowing residents to travel more easily between their town and Fairbanks, “offering improved connections with the greater world outside their community.”
AASHTO also recognized eight individuals and/or teams at state DOTs from around the country with a President’s Transportation Award for performing “exemplary service benefiting transportation regionally or nationally.” They included:

- The Development of Menus of Funding Options Team at the South Carolina DOT for excellence in administration.
- Glenn Stott with the New Jersey DOT for excellence in aviation.
- The Idaho Department of Transportation’s Big Wood River Bridge Team for excellence in environmental work.
- The US-23 Flex Route Project at the Michigan DOT for excellence in highway design.
- The South Carolina DOT’s Rural Road Safety Program for excellence in highway traffic safety.
- The Michigan DOT’s Bicycle and Pedestrian Transportation Education program for excellent in intermodal transportation.
- The “Masters of Disaster” recovery team at South Carolina DOT for performance excellence.
- The 17 Bridges Team within the Idaho Transportation Department for planning excellence.

Finally, the annual America’s Transportation Awards competition—which, in 2018, attracted 79 project nominations from state DOTs in 35 states—showcased the successful transportation outcomes across a range of modal projects tackled by state DOTs.

Four regional competitions were held and the three projects from each region receiving the highest ratings competed for the final two awards. An independent panel of industry judges selected the Grand Prize winner, while the project receiving the highest number of online votes earned the Socrata People’s Choice Award. The other sponsors of the People’s Choice Award include AASHTO, AAA, the U.S. Chamber of Commerce.
One of AASHTO’s ongoing goals is to conduct business as efficiently and cost-effectively as possible. Each year AASHTO contracts with an independent third-party auditor to review the association’s financial statements. Once again AASHTO received an unqualified “clean” audit opinion of its FY 2018 fiscal ledger. Achieving a clean audit is a top priority for AASHTO each year and is made possible by the hard work and attention to detail by AASHTO’s entire staff and its members.

AASHTO was also able to achieve a range of cost savings in 2018 that included:

• Saving nearly $700,000 over 3 years by renegotiating AASHTO’s lease agreement for printers. In addition to cost savings the new agreement includes improved service guarantees and an increase in the monthly print volume.

• Negotiating a new fee structure with AASHTO’s financial advisors resulting in savings of over $60,000 annually.

• Solicited proposals for retirement advisory services for the association resulting in the selection of a new firm that is providing a higher level of service at a lower fee saving AASHTO over $50,000 annually.

In addition to selecting a new firm to provide retirement advisory services, AASHTO made a significant change to its staff retirement plan. As decided by the Retirement Plan Trustees and executive committee, effective July 1, 2018, AASHTO significantly improved its 403(b) retirement plan benefit for employees hired after November 1, 2010. The new 403(b) contribution and match is organized into three levels, and offers employees a 9 percent total AASHTO contribution/match for those taking full advantage of the match.

• Level 1: AASHTO will automatically contribute 3 percent of employee salary into their 403(b) plan, regardless of how much the employee set aside for the 403(b).

• Level 2: AASHTO will then offer an additional 50 percent match for employees contributing up to 6 percent of their salary to their 403(b) plan. For example, if an employee contributes 6 percent of her/his salary, AASHTO will contribute 3 percent.

• Level 3: AASHTO will match 100 percent of the next 3 percent of employee’s contributions. This is a dollar-for-dollar match for employees contributing between 6 percent and 9 percent of their salary to their 403(b) plan.

AASHTO’s fiscal year 2019 budget—approved by the executive committee in Franklin, TN in May 2018—assumes more than $91.1 million in revenue and just more than $88.8 million in expenses, adding net revenue of more than $2.33 million to AASHTO’s reserve.

The AASHTO Budget is outlined in three categories: Technical Service Programs, AASHTOWare and Operations. Currently more than 80 percent of AASHTO’s budget is dedicated to the delivery and maintenance of the AASHTOWare suite of software products, technical service programs, and the execution of federal projects. All of these activities are supported on a fee-for-service basis or through pooled funds. The cost for a state DOT to participate in each technical service program
### AASHTO Budget Summary

<table>
<thead>
<tr>
<th></th>
<th>Audited Actual FY 2017</th>
<th>Audited Actual FY 2018</th>
<th>Approved Budget FY 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core Operations Revenue</td>
<td>12,446,065</td>
<td>15,986,416</td>
<td>14,822,217</td>
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<tr>
<td>Core Operations Expense</td>
<td>11,869,938</td>
<td>13,671,212</td>
<td>13,969,782</td>
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<td>Unrealized Gain/(Loss)</td>
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<tr>
<td>Change in Net Assets</td>
<td>8,595,868</td>
<td>1,362,194</td>
<td>—</td>
</tr>
<tr>
<td>AASHTOWare Revenue</td>
<td>32,310,900</td>
<td>35,275,523</td>
<td>42,452,634</td>
</tr>
<tr>
<td>AASHTOWare Expense</td>
<td>32,310,900</td>
<td>35,275,523</td>
<td>42,452,634</td>
</tr>
<tr>
<td>Revenue Gain/(Loss)</td>
<td>—</td>
<td>—</td>
<td>—</td>
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<tr>
<td>Technical Services Revenue</td>
<td>32,704,922</td>
<td>34,091,613</td>
<td>33,881,242</td>
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<td>Technical Services Expense</td>
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<td>30,526,736</td>
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<td>5,880,081</td>
<td>2,330,794</td>
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<tr>
<td>Unrealized Gain/(Loss)</td>
<td>8,595,868</td>
<td>1,362,194</td>
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<tr>
<td>Total Net Revenue Gain/(Loss)</td>
<td>11,230,617</td>
<td>7,242,275</td>
<td>2,330,794</td>
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### AASHTO Reserves:

<table>
<thead>
<tr>
<th></th>
<th>Undesignated–Operations</th>
<th>Designated–Reserve Fund</th>
<th>Designated–AASHTOWare</th>
<th>Designated–Tech. Service Programs</th>
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<tbody>
<tr>
<td></td>
<td>5,988,250</td>
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<td>11,270,768</td>
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<td>12,123,203</td>
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<td>40,751,848</td>
<td>47,994,122</td>
<td>50,324,917</td>
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</table>

is set by the AASHTO Board of Directors at a level intended to cover expenses associated with running that program. AASHTO also partners with the U.S. DOT on several federal contracts that produce deliverables that provide value to state DOTs. The largest of these contracts is the Strategic Highway Research Program 2, or SHRP2.

The Core Operations category (seen in the chart above) which makes up 20 percent of the budget, includes the following subcategories: Publications, Communications, Committee Support, Policy and Legislative Support, Meetings, Administration and Special Projects.

Revenue from dues, sponsorships, publications and investment income is used to cover Core Operations budget expenses associated with personnel costs, meetings, overhead and the cost to produce publications.

AASHTO currently holds approximately $48 million in reserves. However, it is important to note that nearly $30 million of that total is designated to be used for technical service programs and AASHTOWare future activities, for which the revenue was originally collected. Another $7 million is dedicated to a reserve fund that the AASHTO Executive Committee established in 2016. This reserve fund was established as a budgetary safeguard and is only to be accessed if the association encounters unanticipated financial liabilities.