

2021-2026

# AASHTO Strategic Plan



NOVEMBER 2020

AASHTO

Safety, Mobility and  
Access for Everyone

National Transportation  
Policy Leadership

Organizational Excellence  
with World Class Services

# 2021-2026 AASHTO Strategic Plan

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# Welcome

AASHTO and its member state departments of transportation (DOTs) have a long and respected history of leadership, working together to ensure a safe, sustainable, multi-modal transportation system that enables mobility, provides improved quality of life and promotes economic growth.

With the implementation of the previous strategic plan, AASHTO took a bold step forward, reorganizing its committee structure to be better aligned, embrace innovation and respond more fully to the needs of its members. The success of that effort was clearly evident in the development of this new plan, with a highly engaged membership, ready to embrace change and looking to the future.

The 2021-2026 strategic plan expands on AASHTO's position as a transportation leader. It builds on the organization's past work by encouraging new and collaborative partnerships and inviting greater participation from members and stakeholders. The new strategic plan will strengthen AASHTO's efforts to improve quality of life by working toward a transportation system that serves the needs of every community safely, equitably, sustainably and efficiently.

As we navigate an ever-changing world, AASHTO is prepared with this new plan to address the evolving needs of transportation in America, well-supported by its professional staff and its volunteer state DOT membership. We look forward to working together to face challenges, solve problems and celebrate successes as we build the future of transportation.



**Patrick McKenna**  
2020 AASHTO President;  
Director, Missouri DOT



**Jim Tymon**  
Executive Director, AASHTO

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# Vision

Providing improved quality of life through leadership in transportation



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# Mission

Supporting state DOTs to connect America with the transportation system of today and tomorrow



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# Values



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# Goals and Objectives

## Safety, Mobility and Access for Everyone

Advance a safe,  
multimodal  
transportation system

Connect community,  
economy, land use  
and the environment

Advance equity and  
social justice

Improve asset  
performance

Strengthen resiliency

Align transportation  
interests across  
partners and regions

## National Transportation Policy Leadership

Deliver a proactive  
policy platform for  
the future

Evaluate emerging  
trends in technologies,  
policies and practices

Communicate the  
value of transportation

Advocate for  
sustainable funding

Promote a broad  
range of thoughts  
and policies

## Organizational Excellence with World Class Services

Be the trusted  
developers and keepers  
of transportation  
standards and guidance

Keep committees  
relevant and aligned

Build transportation  
workforce capabilities

Innovate and  
modernize products  
and services

Maintain focus on  
AASHTO's financial  
sustainability

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## Strategies

Strategies describe how we will achieve our goals and objectives. Each strategy supports one or more specific goal or objective.

### Policy, Implementation and Research



Establish framework and tools to enable impactful policy decisions, support implementation within member agencies and make priority research investments

### Partnership and Collaboration



Strengthen partnerships with traditional and non-traditional organizations to support our vision, mission, goals and objectives

### Workforce Development



Proactively shape the future transportation workforce, providing resources to fill skills gaps, build capacity and plan for the future

### Member Engagement



Expand ways to engage members and deliver an outstanding and valuable membership experience

### Organizational Optimization



Foster an optimized organization that is strategic, integrated and efficient – built on sound management practices and best technologies

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# Policy, Implementation and Research



Establish framework and tools to enable impactful policy decisions, support implementation within member agencies and make priority research investments

## Catalysts for Action

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Maintain focus on the elimination of fatalities and serious injuries

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Adopt policy priorities that create a safe and sustainable multimodal transportation system

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Create methods to better connect transportation research to policies and implementation

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Develop policies and provide resources that support ensuring access to transportation systems for everyone

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Seek transportation funding innovations

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Advocate to minimize the impacts of climate change

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Apply scenario planning to better weigh options in decision-making

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Be intentionally inclusive as transportation policies are formed

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# Partnership and Collaboration



Strengthen partnerships with traditional and non-traditional organizations to support our vision, mission, goals and objectives

**Catalysts for Action**

Promote the use of AASHTO standards and guidance across all transportation organizations

Collaborate to support equity and social justice objectives

Seek private sector partners for innovation opportunities, expertise and information sharing

Work together with partners to share information and efforts

Collaborate with local agencies

Work with Congress and the administration to advance policies

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# Workforce Development



Proactively shape the future transportation workforce, providing resources to fill skills gaps, build capacity and plan for the future

## Catalysts for Action

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Develop next generation of leaders and workforce

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Provide resources to meet evolving business needs

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Create a workplace culture of innovation and continuous improvement

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Support attracting and retaining talent

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Expand capacity-building products and services

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Provide knowledge management resources

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Pursue funding for workforce development efforts

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Increase diversity, equity and inclusion

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# Member Engagement



Expand ways to engage members and deliver an outstanding and valuable membership experience

## Catalysts for Action

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Engage new CEOs and members

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Create opportunities for members to network and share knowledge

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Engage more levels of staff from member organizations including non-voting members and friends

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Support diversity and succession management in committee leadership

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Improve the collaboration platforms used by committees and staff to facilitate engagement between members and staff

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Better communicate policy goals to members and local partners

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# Organizational Optimization



Foster an optimized organization that is strategic, integrated and efficient – built on sound management practices and best technologies

## Catalysts for Action

Embrace a sense of urgency and be agile and nimble

Catalog and provide easy access to materials

Promote diversity in all activities

Deliver timely processes and decision-making

Encourage cross-discipline learning and information sharing among staff

Continuously review and improve strategic communications and brand

Utilize technology to better serve members

Improve AASHTO's digital presence

Review and refresh older products

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The 2021-2026 AASHTO Strategic Plan was developed through an inclusive process with significant input from member state DOT leadership, AASHTO staff and other transportation stakeholders.

Input was gathered in six phases.

### Surveys

Survey input from nearly 50% of the AASHTO Board of Directors, committee chairs and staff

### Interviews

In-depth interviews with a representative group of AASHTO Board of Directors

### Review

Review and discussion of peer organization strategic plans

### SWOT

A detailed SWOT analysis of AASHTO

### Webinars

Webinars and retreat to build the strategic plan

### Comment

Comment and feedback on plan elements throughout plan development

Each phase of input allowed refinement of the strategic plan products for the next phase. Once complete, the plan was reviewed and endorsed by a representative group of AASHTO members whose responses to the document's vision, mission, goals, objectives and strategies were highly aligned. The final plan was adopted by the AASHTO Board of Directors on November 13<sup>th</sup>, 2020.