AASHTO Executive Committee

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

Victoria Sheehan
President; Commissioner, New Hampshire Department of Transportation

Shawn Wilson, Ph.D.
Vice President; Secretary, Louisiana Department of Transportation and Development

Russell McMurry, P.E.
Secretary/Treasurer; Commissioner, Georgia Department of Transportation

Patrick McKenna
Immediate Past-President; Director, Missouri Department of Transportation

Joe Giulietti
Commissioner, Connecticut Department of Transportation

Marie Therese Dominguez
Commissioner, New York State Department of Transportation

Kevin J. Thibault
Secretary, Florida Department of Transportation

TBD

Craig Thompson
Secretary, Wisconsin Department of Transportation

Julie Lorenz
Secretary, Kansas Department of Transportation

James Bass
Executive Director, Texas Department of Transportation

Bill Panos
Director, North Dakota Department of Transportation
AASHTO Leadership

Jim Tymon
Executive Director

Brandy Hendrickson
Deputy Director

Donna Tamburelli
Executive Assistant

Clarisse Coble
Human Resource Director

Jim McDonnell
Director of Engineering

Monica Russell
Director of Meetings and Member Services

Joung Lee
Director of Policy and Government Relations

Erin Grady
Director of Publications

King Gee
Director of Safety and Mobility

Kevin Kaneshige
Director of Technology and Digital Strategy

Steve Lenker
Director of AASHTO resource

Jan Edwards
Director of AASHTOWare

Lloyd Brown
Director of Communications and Marketing

Jenet Adem
Director of Finance and Administration
To the Members of the AASHTO Board of Directors:

I am proud to share with you the 2020 annual report of the American Association of State Highway and Transportation Officials. Despite the challenges presented by the COVID-19 pandemic, AASHTO’s staff worked together with creativity and dedication to help the association continue its focus on supporting state departments of transportation.

AASHTO’s offices in Washington, D.C., and Frederick, Maryland, closed in March with limited activities restarting in late spring. At that time, AASHTO followed the direction of local officials and the guidance of the Centers for Disease Control and shifted to conducting business in a virtual environment with staff working remotely.

AASHTO achieved many significant accomplishments in 2020, and chief among them was its support for state DOTs as they responded to the pandemic. AASHTO and our members worked with Congress to highlight the impact of the pandemic on state DOT budgets and in December, $10 billion for state DOTs was included in the final COVID relief bill of the year. This funding will allow state DOTs to move forward with critical construction projects and maintenance and operational activities that otherwise may have been delayed or canceled. Earlier in the year AASHTO also worked with federal authorities on truck size and weight permitting issues helping to ensure much needed medical supplies, food products and other resources reached their destinations.

Most AASHTO meetings were hosted on virtual platforms this year, including the 106th AASHTO Annual Meeting, which took place in November. Under the leadership of 2019–2020 AASHTO President Patrick McKenna, the AASHTO Board of Directors took several important actions that included adoption of a new association strategic plan; approval of a resolution addressing race, equity, diversity and inclusion; and the election of an historic slate of 2020–2021 leaders. Victoria Sheehan, New Hampshire DOT commissioner, became the second woman to serve as AASHTO president, and Shawn Wilson, Ph.D., Louisiana DOTD secretary, was voted the first Black person to serve as AASHTO vice president.

This unusual year was certainly not one we anticipated. However, I hope that as you read the following pages, you will find that AASHTO and its staff proved resilient and steadfast in supporting state DOTs—whether through policy development, advocacy, technical services, or promoting innovations.

Sincerely,

Jim Tymon
Executive Director

VISION STATEMENT

Providing improved quality of life through leadership in transportation.

MISSION STATEMENT

Supporting state departments of transportation in their efforts to connect America with the transportation system of today and tomorrow.
Established as a national organization in December of 1914, the American Association of State Highway and Transportation Officials—along with its membership—experienced a tumultuous 2020 due to the COVID-19 pandemic.

AASHTO relocated its headquarters to the District Center Building on 555 12th Street, N.W., Washington, D.C., in January 2020—the first move for its main offices in 45 years. Just two months later, AASHTO’s staff at both its new headquarters and Frederick, Maryland, facility underwent a mass transition to a work-from-home set-up as America combatted the spread of the COVID-19 virus. That arrangement continued into 2021, with employees returning to their respective offices only on an as-needed basis.

As a result, AASHTO’s meeting agenda for 2020 changed significantly compared to its initial plans. The organization initially intended to hold more than 25 in-person committee meetings and events. However, following its annual Washington Briefing in February 2020, AASHTO either canceled in-person meetings or transitioned to virtual gatherings.

By year’s end, AASHTO provided support for 47 virtual gatherings—including its annual meeting, held November 9–13—and successfully re-negotiated hotel/meeting space contracts without penalty fees assessed and with minimal fiscal impact to the organization.
INTRODUCTION

AASHTO also developed a “virtual playbook” for both members and staff to help guide their participation in its virtual gatherings.

The COVID-19 pandemic also did not stop work on AASHTO’s new five-year strategic plan, which was formally unveiled in November 2020 during the virtual annual meeting.

Developed under the leadership of Patrick McKenna—director of the Missouri Department of Transportation and AASHTO’s 2019–2020 president—the organization’s new 2021–2026 strategic plan expands on AASHTO’s position as a transportation leader and builds on its past work by encouraging new and collaborative partnerships and inviting greater participation from members and stakeholders.

The plan will strengthen AASHTO’s efforts to improve quality of life by working toward a multimodal transportation system that serves the needs of every community safely, equitably, sustainably and efficiently.

The three main goals and objectives of the plan are:

- Safety, mobility, and access for everyone, with objectives related to safety, multi-modalism, connecting community, equity, social justice, asset performance, resiliency, and aligning interests.
- Creating national transportation policy leadership, with objectives related to developing a policy platform for the future, emerging trends, communicating the value of transportation, sustainable funding, and promoting a broad range of thought in policymaking.
• Organizational excellence with world-class services, with objectives related to AASHTO standards, keeping committees relevant, transportation workforce, innovating and modernizing, and AASHTO’s financial sustainability.

There are also five strategies underpinning those goals and objectives:
• Establish a framework and tools to enable impactful policy decisions, support implementation within member agencies, and make priority research investments
• Strengthen partnerships with traditional and non-traditional organizations to support AASHTO’s vision, mission, goals, and objectives.
• Proactively shape the future transportation workforce, providing resources to fill skills gaps, build capacity, and recruit future workers.
• Expand ways to engage members and deliver an outstanding and valuable membership experience.
• Foster an optimized organization that is strategic, integrated, efficient, and built on sound management practices and best technologies.

AASHTO’s new strategic plan also encompasses five “core values” to guide the organization’s future endeavors. Those values are safety; trust and integrity; transparency; collaboration; and equity, diversity, and inclusion.

During its annual meeting, AASHTO’s board of directors also voted unanimously to adopt a specific resolution addressing race, equity, diversity, and inclusion.

That resolution committed AASHTO and its state department of transportation members to six action areas:
• Strengthening its commitment to the values proclaimed in the Civil Rights Act of 1964 and associated statutes, seeking to protect all people from discrimination based on race, color, religion, sex, national origin, disability, or age, and seeking to advance those goals in the delivery of our programs and services, working with our business partners and community and faith based organizations.
• Enhancing decision-making processes focused on advancing racial justice and incorporating equity, diversity, and inclusion in all aspects of transportation, including, but not limited to investment priorities, policy development, project and program delivery, environmental justice, or in other areas, through more effective public engagement processes, especially in historically underserved communities.
• Improving contracting and procurement practices to remove barriers and create opportunities for Disadvantaged Business Enterprises and people of color so that they may participate in the economic benefits derived from transportation investments.
• Creating additional strategies to improve recruitment, hiring, promotion, training, leadership development, and retention of and support for a workforce at all levels that reflects the communities we
serve, through efforts including more robust outreach to educational institutions and community and faith based organizations traditionally serving people of color.

- Providing workforce development and other training opportunities to develop competencies and create accountability for promoting equity, diversity, and inclusion to address racism and inequality.
- Fostering inclusive workplaces where discrimination and bias are not tolerated, where staff have redress for bias-related harms they experience or witness, and where staff at all levels are empowered to speak up against discrimination on behalf of themselves, their colleagues, and the communities AASHTO and its members serve.

AASHTO also engaged both its members and staff on issues of race, equity, diversity, and inclusion in 2020. AASHTO convened regional discussions within the state DOT community to engage members on those issues, understand their priorities, and share best practices; all leading up to the development of the resolution on race, equity, diversity, and inclusion. Simultaneously, AASHTO created a forum for its employees to discuss and advance issues related to race, equity, diversity, and inclusion.

While conversations about race may be difficult, AASHTO and its membership believe it is critical to document the values of state DOTs and acknowledge the plague that is racism—maintaining that it is vital for the credibility of state DOT leaders to take a strong stance on racism, equity, diversity, and inclusion.

To that end, this annual report explores the ways in which AASHTO’s leadership and staff worked to meet all of the new goals laid out in the organization’s new five-year strategic plan as well as cope with the ongoing challenges created by the COVID-19 pandemic.
AASHTO Leaders Voice Strong Support for Focus on Inclusion

Even as AASHTO put the final pieces of its new strategic plan in place in 2020, the murder of George Floyd in Minnesota and the subsequent summer-long protests that followed in major American cities provided the impetus for AASHTO to place renewed focus on the issues of racism, equity, diversity, and inclusion.

“We found great sentiment among our membership for this action; creating a resolution on racism, equity, diversity, and inclusion as a vital step forward,” explained Patrick McKenna, AASHTO’s 2019–2020 president, during the organization’s annual meeting.

“But we will not let those words rest by themselves. We plan to follow up with concrete actions as we move forward to encourage the coming together of [our] association to live by our values so well expressed through our strategic plan,” he said.

“Our founding documents command us to find areas of mutual agreement in the public interest—and about making ourselves better,” McKenna pointed out. “AASHTO has taken these issues to heart and is working to forge an action plan based on this resolution.”

AASHTO’s incoming 2020–2021 leadership also whole-heartedly backed that sentiment during the organization’s virtual annual meeting.

“The COVID-19 pandemic, natural disasters, as well as social unrest in support of racial equality and inclusion are challenging us in many ways,” noted Victoria Sheehan—commissioner of the New Hampshire Department of Transportation and AASHTO’s 2020–2021 president; only the second woman to hold that position at AASHTO.

“As transportation leaders, we have a role to play and one of my presidential emphasis areas focuses on the need for training, recruiting, and building a diverse state DOT workforce that reflects all of the people we serve,” she said.

“There are attitudes and biases that are taught and experienced from a young age that can only be overcome if we take the time to reach out and do the work of actually getting to know one another and breaking down stereotypes,” Sheehan added in an address to AASHTO’s board of directors.

“We need to listen to the other side, and in some cases relearn our history through the eyes of others to comprehend how past actions may have [disproportionately] impacted individuals or communities,” she noted. “We need to explore the biases that still exist today, both conscious and unconscious and work to bring people together to unravel those thoughts and feelings.”

“These are significant issues,” stressed Shawn Wilson, Ph.D., secretary of the Louisiana Department of Transportation and Development and AASHTO’s 2020–2021 vice president, during the board’s discussion of the resolution. Wilson is also the first Black person elected to serve as AASHTO vice president.

“We have to deal with workforce development issues and foster disadvantaged businesses in the transportation space—and we can address those two issues by being more inclusive,” he explained. “As an organization, it is important to lead consistent with our values and lead by example not just for other agencies but for our own departments as well; it helps us have a representative population running state DOTs. We are in a good place working together for a good cause.”
AASHTO continued to push forward with a number of safety and mobility initiatives in 2020.

Despite the in-person meeting and travel restrictions imposed by COVID-19, AASHTO actively supported transportation safety efforts across a broad spectrum of areas with executive leadership focus and initiatives, virtual presentations, communications materials, safety sessions, and discussions. The organization also added tools and collateral for the “Toward Zero Deaths” or TZD initiative, especially safety culture case studies to help states identify ways to incorporate a focus on traffic safety culture into their existing safety programs.

AASHTO also launched the Joint Subcommittee on Work Zones with representation from multiple AASHTO committees to help develop a more comprehensive approach to address roadway work zone safety needs.

AASHTO’s Committee on Transportation System Operations or CTSO also took the lead in developing the Transportation Operations Manual as a national guide for policy and practice. The CTSO Freight Work Group was involved in helping expedite essential COVID-19 goods movements, which included addressing special permits for overweight vehicles with divisible loads of relief supplies, emergency declarations affecting goods movement, automated permitting, staging in rest areas, multistate permitting, and Stafford Act limitations.
SAFETY, MOBILITY, AND ACCESS FOR EVERYONE

CTSO worked with the Institute for Transportation Engineers (ITE) and the Intelligent Transportation Society of America (ITS America) to develop the technical memorandum supporting the implementation of the Infrastructure Owner-Operator Guiding Principles for vehicle-to-infrastructure connectivity.

AASHTO’s Committee on Transportation System Security and Resilience collaborated with the Transportation Research Board’s effort to create a “Pandemic Playbook” that aimed to disseminate best practices regarding COVID-19 exposure and prevention tactics within the transportation industry.

The National Operations Center of Excellence (NOCoe)—a partnership between AASHTO, ITE, and ITS America, with support from the Federal Highway Administration—launched a first-ever fellowship initiative to help bolster interest in the Transportation Systems Management and Operations or TSMO discipline.

Three state DOTs and the Houston TranStar traffic management consortium took home top honors during the second annual NOCoE TSMO competition—held virtually due to COVID-19. NOCoE also named two industry leaders as its “TSMO Champions” for 2020—Tony Kratofil, COO and chief engineer for the Michigan Department of Transportation; and Faisal Saleem, Intelligent Transportation Systems branch manager for the Maricopa County Department of Transportation in Arizona.

The National Cooperative Highway Research Program overseen by AASHTO and FHWA, which serves as a state DOT research program, committed to funding $31.8 million worth of research in April 2020—including $22 million of new research requests from the state DOTs and AASHTO committees and just less than $10 million in continuation projects.

That new research included a wide range of topic areas: knowledge management, road usage charges, artificial intelligence, emerging technologies, rural transit, greenhouse gas emissions, truck parking, freeway operations, asset management and operation, resilience, performance measures, pavement design, bicycle and pedestrian data, and many more.

Meanwhile, AASHTO’s Committee on Design initiated outreach for a major revision/restructuring of AASHTO’s 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. That outreach—which includes a $1 million research
SAFETY, MOBILITY, AND ACCESS FOR EVERYONE

project—will build upon the 7th edition, released in 2019, which refocused designers on project context and flexibility to incorporate other modes.

Concurrently, AASHTO’s Special Committee on U.S. Route Numbering launched a new Route Numbering Archive portal project, which will serve as AASHTO’s new route numbering database. That portal provides public access to archived route numbering applications, correspondence, and maps over the span of nearly 100 years.

Finally, the Strategic Management Committee authorized four inter-committee working groups on connected and automated vehicles, unmanned aerial systems, mobility-as-a-service or mobility-on-demand, and electric vehicles. These working groups are to support the member DOTs in addressing policy, financial and technical issues by focusing on understanding the transformative nature of the concepts, articulating issues of concern and opportunities for engagement, recommending policy positions, and advancing policy positions where appropriate for the safe and efficient deployment of these emerging mobility concepts.

New Weekly ETAP Newsletter and Monthly Podcast Series

In 2020, AASHTO developed a new weekly newsletter and monthly podcast series for the Environmental Technical Assistance Program, hosted within AASHTO’s Center for Environmental Excellence.

The Environmental Technical Assistance Program or ETAP provides tools and resources to help enhance state DOTs with program delivery, environmental streamlining, and environmental stewardship. Since the early 2000s, ETAP has helped its state DOT members collaborate and share best practices as well as lessons learned via a weekly newsletter.

In March 2020, AASHTO unveiled a new newsletter that increased the opportunities to highlight state DOT environmental programs and enable ETAP members to better share experiences with their peers. At the same time, ETAP launched a new podcast series that provides in-depth interviews with state DOT environmental practitioners as well as other environmental partners on a variety of environment and transportation related topics.

Hosted by noted transportation reporter Bernie Wagenblast—who also puts together the Daily Transportation Update for AASHTO—the ETAP podcast series interviewed state DOT leaders on a variety of topics. Ed Sniffen, the Hawaii Department of Transportation’s deputy director for highways, discussed infrastructure resiliency tactics; Toks Omishakin, director of the California Department of Transportation, discoursed on active transportation issues; and Margaret Anderson Kelliher, commissioner of the Minnesota Department of Transportation, discussed her state’s perspectives on environmental sustainability.

Those are examples of just two of the new resources AASHTO brought to its membership in 2020.
AASHTO has played and continues to play a forceful industry-leading role in national transportation policy. As part of the long-awaited $900 billion COVID-19 relief legislation passed along with a $1.4 trillion fiscal year 2021 omnibus appropriations package at the end of 2020, Congress included $10 billion of direct aid to state DOTs—funding that came after eight months of AASHTO making the case for COVID-19 aid for state DOTs.

In addition, the organization in late 2019 spearheaded a successful industry push to get Congress to repeal a $7.6 billion rescission in highway contract authority originally set to occur on July 1, 2020.

Throughout the unforeseen pandemic, AASHTO’s Transportation Policy Forum served as a key platform for the timely understanding and implementation of the Coronavirus Aid, Relief, and Economic Security or CARES Act funding for aviation, state-supported rail programs and transit operations as well.

AASHTO also worked with a coalition of 87 industry partners to secure passage of a one-year extension of the Fixing America’s Surface Transportation or FAST Act within a continuing resolution or CR that funded federal government programs at the beginning of FY 2021. This FAST Act extension included an extra $13.6 billion for the Highway Trust Fund from the general fund—without which key federal programs would have run out of cash, leading to delays and cuts in reimbursements to state DOTs.

The extension also gave states much-needed certainty for planning their 2021 programs, knowing the current surface transportation legislation remains in place for another year.
Congress subsequently passed into law a full Fiscal Year 2021 funding bill at the end of 2020; a measure that included a $900 billion COVID-19 relief package, with $10 billion going to state DOTs. This funding, and the additional flexibility it provides, will help state DOTs continue to support the response to the pandemic and to help them contribute to economic recovery efforts.

AASHTO also spearheaded a nearly two-year—yet ultimately unsuccessful—battle to stop the Federal Communications Commission from opening up the 5.9-gigahertz (GHz) wireless communication spectrum for non-transportation use. The FCC adopted new rules for the 5.9 GHz spectrum on November 18, opening up the lower 45-megahertz portion of the band to unlicensed uses, such as WiFi, while reducing the spectrum available for transportation safety needs to the upper 30-megahertz portion of the band.

However, AASHTO and its allies successfully communicated the importance of adequate bandwidth for new transportation safety technologies—to the point where the leadership of the House of Representatives’ Committee on Transportation and Infrastructure asked the Government Accountability Office to study the safety implications of the FCC’s 5.9 GHz reallocation plan.

AASHTO also continued to call on Congress for emergency relief aid to state DOTs due to fiscal losses caused by the COVID-19 pandemic—losses largely attributed to a steep falloff in motor fuel tax revenues and fees resulting from reduced travel due to stay-at-home orders designed to stem the spread of the virus.

AASHTO also made two other high-profile commitments in 2020—one in support of the U.S. Department of Transportation’s development of a national freight strategic plan and the other for a Nationwide Candidate Conservation Agreement submitted to the U.S. Department of the Interior for state DOTs to aid in the preservation and expansion of Monarch Butterfly habitats.

Communicating the value of transportation remained a central tenet of AASHTO in 2020, highlighted by the publication of a “Benefits of Transportation” report in February 2020. Well-received during its official unveiling at AASHTO’s annual Washington Briefing, the report’s supporting website—which features “transportation benefit” stories from 40 different state DOTs—proved a huge success generating more than 8,000 page views in its first month.

Due to COVID-19, however, AASHTO shifted focus away from the report and website with a plan to re-engage in early 2021 when attention turns back to surface transportation reauthorization.

The organization also produced the second edition of the new AASHTO Magazine for 2020, featuring profiles on incoming President Sheehan along with an in-depth report on how state DOTs responded to COVID-19.
CHAPTER 3
ORGANIZATIONAL EXCELLENCE
WITH WORLD-CLASS SERVICES

AASHTO launched several initiatives in 2020 to reorganize its structure and revamp its leadership training offerings.

It implemented a new organizational structure to facilitate improved communication and coordination for activities related to the work of AASHTO committees, including meetings and member services and publications, as well as supporting the creation of a new division with a focus on safety, operations and emerging issues important to its members.

Overall, the organization transitioned into 10 divisions: Policy and Government Relations; Finance and Administration; AASHTOWare; AASHTO resource; Engineering; Safety and Mobility; Technology and Digital Strategy; Meetings and Member Services; Communications and Marketing; and Publications.

The new Technology and Digital Strategy division brought in-house much of the technology consulting that AASHTO previously filled in many instances by outside vendors—saving the organization money. The new division also helped craft several new technology offerings for AASHTO including a new Center for Environmental Excellence website; selection of a new AASHTO Store inventory and order fulfillment vendor; and the creation of a new Emergency Declarations website to reside on the AASHTO website.

As part of its reorganization, AASHTO implemented a new code of conduct that applies to staff, association members, and all AASHTO meeting and event attendees for the duration of AASHTO events or when participating in other events representing AASHTO. The code of conducts calls on all “to foster a positive environment built upon a foundation of trust, respect, open communications, and ethical behavior.”
The organization also selected the University of Kansas to develop a new AASHTO Leadership Development Series starting in 2021—one that will replace its existing National Transportation Management Conference, National Transportation Leadership Institute, and National Transportation Advanced Leadership Institute programs.

AASHTO noted that this new series would “harmonize and modernize” the curriculum and ensure alignment with the changing workforce needs of its members.

AASHTO continued to provide high-quality resources—including accreditation services, software, standards, guidebooks, and training materials—to the transportation industry in 2020.

The accreditation program team at AASHTO re:source—an AASHTO technical service program or TSP—continued to serve as the nation’s largest accreditor of construction materials testing laboratories with 2,040 accredited laboratories. In response to COVID-19, its Laboratory Assessment Program developed a remote assessment program in two months’ time to deal with travel restrictions that suspended all on-site travel and evaluations. The remote assessment provides the means for customers to pursue and maintain accreditation even in the absence of on-site evaluations.

AASHTO re:source’s Proficiency Sample Program or PSP also witnessed increased enrollment in 2020 as its team members worked hard to minimize the effects of a global pandemic on their production schedule. The PSP team managed to keep the program productive and moving despite a two-month suspension of their activities.

In April, AASHTOWare—which offers a suite of transportation software products delivered through a collaborative business model with state DOTs across the country—formed a partnership with Utah-based Numetric, Inc., to release a co-branded safety software product to provide traffic safety analytics built on a “software-as-a-service” or SaaS platform. (See sidebar for more details.)

That safety software product became available for licensing to customers on July 1, 2020.

AASHTOWare also generated more than $54 million in revenue for fiscal year 2020—an all-time record level of income for the AASHTOWare program.
State DOTs are reporting a range of benefits from the new co-branded safety software suite jointly developed and released by AASHTOware and Utah-based Numetric, Inc., in April 2020.

“The [safety] system we used before was manual. This is so much more user-friendly,” noted Kelly Campbell, a research analyst with the Idaho TD. “It uses HSM [AASHTO Highway Safety Manual] methodology but a regular person could use it easily. It is a big time saver.”

Built on a “software-as-a-service” or SaaS platform, the new AASHTOware Safety powered by Numetric co-branded software offers enhanced navigation, a geographic information system interface, faster calculations, and new tools such as Google Street View, which provides the capability to view an individual site.

David Adams, systems administrator with the Georgia DOT, noted that the partnership is the key to taking AASHTOware Safety to the next level in terms of capability.

“AASHTOware helps Numetric get that 10,000-foot view to what’s going on from a national safety perspective,” he explained. “They’ll be able to sense commonality better. And also, they can develop programs to better respond to needs on that level.”

Another benefit is the product’s “intuitive” structure, noted ITD’s Campbell. “There is very little training needed to play around in it. It is easy to use, which is great because we have so many different people in different disciplines using it: law enforcement, bicycle/pedestrian safety partners, etc.,” Campbell pointed out.

Bill Kotowski, an ITD public information specialist, added that Numetric is speedily customizing the product for specific needs. “We asked Numetric to provide what behavior patterns they were seeing and this product processes it faster and easier than it used to,” in comparison to the previous AASHTOware Safety Analyst software package, he said.

“We’re in a data-driven world. Data helps us justify every dollar we spend [and] for a lot of us, it is hard to dive into nuance,” emphasized Campbell. “But this product helps us do that.”

The new product’s SaaS platform will also allow state DOT personnel access without downloading software, allowing for far wider usage across any licensing organization.

“Numetric is thrilled to be working with AASHTOware and to be part of this new alliance,” noted Nate Bowler, CEO of Numetric. “Transportation agencies have the unique opportunity to combine the world-class traffic safety expertise of AASHTO with Numetric’s industry-leading analytics platform into a single solution that is both easy to deploy and easy to use. We are very excited by the potential of this alliance to help us all achieve our shared traffic safety goals.”

Jan Edwards, director of AASHTOware, noted that a critical piece of this new offering is the data cleanup activity Numetric will perform for product customers as part of this alliance.

“This will ensure that the agency can utilize the software as quickly as possible and won’t have to rely on in-house resources to clean and organize their data,” she pointed out, as one of the “biggest barriers” to effectively implementing transportation safety software has been the quality of the data fed into them.

“That is why this data cleanup activity Numetric will perform as part of this alliance is vital,” Edwards explained, as the new cloud-based SaaS platform will consume data from internal and external databases to analyze crash and location data, along with roadway design and countermeasure information, to power a number of purpose-built applications.
AASHTO’s publications division released 17 new titles between November 2019 and November 2020, including a new reference guide for the preservation of historic bridges and a new culvert/storm drain inspection guide.

The publications division also produced materials for all 25 AASHTO meetings in 2020—transitioning smoothly to digital meeting support as the year progressed.

AASHTO’s publications division also maintained fulfillment services to the organization’s customers via the online AASHTO Store during the pandemic.

The division also spearheaded a “Summer Sale” that generated net sales of $165,906—an effort that marked the group’s return to direct mail campaigns after a hiatus of several years. The sale owed its success in part to mixing digital and physical mail campaigns.

AASHTO’s publications division also noted that online sales on the last day of its “Summer Sale” effort totaled $31,337—the highest single-day online sales since January 2019 and the fourth highest single-day online sales ever. It was also the second-highest single-day online sales that didn’t correspond to a major publication release, such as for the organization’s “Green Book.”

Where other AASHTO TSPs are concerned:

- The National Transportation Product Evaluation Program or NTPEP completed the manufacturing audits scheduled for 2020 despite the impact of COVID-19, with more than 60 percent of those audits completed in a virtual environment.
- In FY 2020, 44 states took advantage of AASHTO’s Transportation Curriculum Coordination Council or TC3 program, with 33 states participating in the State Sharing program. More than 57,000 total TC3 courses were delivered in 2019 with more than 29,000 delivered on state-sharing Learning Management Systems and more than 27,000 delivered on the AASHTO training store LMS in 2019.
- Through the first nine months of 2020, TC3 delivered almost 70,000 courses on the AASHTO training store LMS, with a record 15,000 courses delivered in April alone.
- AASHTO hired a new program manager for its Transportation and Civil Engineering & Roadways In Developing Elementary Students educational outreach programs—known as TRAC & RIDES—while developing a new TRAC module related to connected and automated vehicles or CAVs.
• While AASHTO had to cancel the final round of the annual TRAC Bridge Challenge due to COVID-19 travel restrictions, the competition organizers re-invented the competition as the “AASHTO Virtual TRAC Showcase” so participating students could still highlight their work.

• AASHTO’s Transportation System Preservation or TSP-2 program offered a series of free bridge and pavement preservation webinars in 2020 due to COVID-19 and the cancellation of its in-person meetings. Participation was not limited to a specific geographic region and offered an excellent opportunity to learn about current topics and issues in each of the four TSP-2 regional partnerships.

• AASHTO’s Snow and Ice Cooperative Program or SICOP held its fifth State Showcase Webinar—a collaborative effort between SICOP and the Maintenance Operations Technical Working Group—promoted in conjunction with the AASHTO Committee on Human Resources.

• The AASHTO Innovation Initiative or A.I.I. established an Innovation Community of Practice or ICOP under the Special Committee on Research and Innovation and awarded three new “Focus Technology” designations from applications submitted by state DOTs. Those are Laser Ablation Coating Removal for Highway Bridge Structural Steel (Virginia DOT), Maintenance Stockpile Reports (Montana DOT), and Online Auction Platform for Surplus Property Disposal (Utah DOT).

Despite the impact of COVID-19, AASHTO finished its FY 2020 fiscal year in the black even as it continued to streamline the organization in the face of pandemic-spawned economic pressures.

AASHTO’s Finance and Administration division noted that AASHTO received a clean audit report sent to the executive committee in February 2020 and installed new budget software to streamline the organization’s budgeting process. The division also provided support to budgetary management and contractual obligations to meet deliverables, with progress and financial reports submitted per agreement despite the impact of COVID-19. It also negotiated one-year extensions to the NOCoE and BATIC Institute cooperative agreements while providing contractual management and administration for five active cooperative agreements and two contracts with the federal government—as well as several subcontracts with partners in the ITS and rail industry.
## AASHTO BUDGET SUMMARY

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<td>Change in Net Assets</td>
<td>2,379,029</td>
<td>-5,086,282</td>
<td>418,373</td>
</tr>
<tr>
<td>AASHTOWare Revenue</td>
<td>36,492,298</td>
<td>41,700,536</td>
<td>51,640,702</td>
</tr>
<tr>
<td>AASHTOWare Expense</td>
<td>36,492,298</td>
<td>41,700,536</td>
<td>51,640,702</td>
</tr>
<tr>
<td>Revenue Gain/(Loss)</td>
<td>—</td>
<td>—</td>
<td></td>
</tr>
<tr>
<td>Technical Services Revenue</td>
<td>33,074,570</td>
<td>30,460,189</td>
<td>30,586,735</td>
</tr>
<tr>
<td>Technical Services Expense</td>
<td>30,464,139</td>
<td>27,625,827</td>
<td>29,834,655</td>
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<tr>
<td>Revenue Gain/(Loss)</td>
<td>2,610,430</td>
<td>2,834,362</td>
<td>752,080</td>
</tr>
<tr>
<td>Total Net Revenue Gain/(Loss)</td>
<td>5,258,616</td>
<td>4,919,763</td>
<td>1,170,452</td>
</tr>
<tr>
<td>Unrealized Gain/(Loss)</td>
<td>(269,156)</td>
<td>(7,171,683)</td>
<td>—</td>
</tr>
<tr>
<td>Total Net Revenue Gain/(Loss)</td>
<td>4,989,460</td>
<td>-2,251,920</td>
<td>1,170,452</td>
</tr>
<tr>
<td>AASHTO Reserves:</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Undesignated–Operations</td>
<td>14,444,642</td>
<td>10,344,942</td>
<td>10,763,315</td>
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<td>Designated–Reserve Fund</td>
<td>7,000,000</td>
<td>7,000,000</td>
<td>7,000,000</td>
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<tr>
<td>Designated–AASHTOWare</td>
<td>15,292,527</td>
<td>15,292,527</td>
<td>15,292,527</td>
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<tr>
<td>Designated–Tech. Service Programs</td>
<td>16,246,413</td>
<td>18,094,193</td>
<td>18,846,273</td>
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<tr>
<td>Total Net Assets</td>
<td><strong>52,983,582</strong></td>
<td><strong>50,731,663</strong></td>
<td><strong>51,902,116</strong></td>
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