

AASHTO Strategic Plan 2009–2013



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AMERICAN ASSOCIATION OF
STATE HIGHWAY AND
TRANSPORTATION OFFICIALS

AASHTO
THE VOICE OF TRANSPORTATION

Update of the AASHTO Strategic Plan

Since January 2008, an AASHTO Strategic Planning Task Force of 16 CEOs worked to update the association's Strategic Plan. The existing plan was adopted in 2004 and since then guided annual staff Work Plan activities to support the states' strategic needs. However, the passage of time created significant new challenges which were not addressed in the existing Strategic Plan. The Task Force of CEOs identified these emerging issues and incorporated them into a new Draft Strategic Plan which is now presented for adoption by the Board of Directors.

The first major effort in the plan update was the interviewing of CEOs and the surveying of committee members. Eventually 42 CEOs were interviewed and 314 committee members responded to surveys. Although there was some variance between CEOs and committee members, both groups generally agreed the critical strategic issues facing AASHTO were:

- Funding and communicating the importance of transportation to the public
- Safety
- Program streamlining
- Demonstrating accountability
- Congestion
- Security
- Freight
- Climate change

The interviews and surveys demonstrated that all four of the Strategic Goals and most of the objectives remain valid. However, some plan amendments were needed.

The second major effort in updating the Strategic Plan was a two-day retreat in Scottsdale, Ariz., in June 2008. The Task Force reviewed the survey and CEO interview results in detail. They also reviewed a Strengths, Weaknesses, Opportunities, and Threat Analysis before considering updates to the Plan.

The Task Force discussion focused upon four topics that the interviews and surveys revealed to be timely.

- 1) How to strengthen the Board's role in policy formation during a volatile era;
- 2) How to increase revenue and public support for transportation;
- 3) How to address increasing calls for accountability; and
- 4) How to address climate change.

Starting with the new Strategic Plan and a comparison with the existing one, the following summarizes the Task Force discussions and recommendations.

The New Plan

Goal 1. Re-establish transportation as a national priority

- 1A. Secure national support for sufficient, sustainable “net new” revenue through a diversified portfolio of funding sources
- 1B. Improve the national freight network to keep America competitive in the global economy
- 1C. Accelerate project delivery
- 1D. Cut fatalities in half by 2030
- 1E. Support national defense and improve disaster response
- 1F. Create a congestion-free America through improvements to the multimodal transportation system and improve system performance through advanced technology and operations
- 1G. Advocate energy and climate change policies that are in agreement with AASHTO’s policies on transportation and enhance the national and state economies, improve national security, and reduce greenhouse gases.
- 1H. Promote accountability through performance-based management to enhance the national transportation system, and work with strategic partners to develop a framework of goals, standards, and metrics tailored to meet individual state needs.

Goal 2. Advocate and communicate to achieve AASHTO's goals

- 2A. Create strategic partnerships
- 2B. Develop and communicate the AASHTO Action Agenda to policy makers, partners, stakeholders, and the public
- 2C. Brand AASHTO as the states’ national voice for transportation
- 2D. Communicate the value of transportation to citizens, community, quality of life, and the economy

Goal 3. Provide world-class technical services

- 3A. Identify, communicate, and facilitate use of emerging research, technologies, materials, processes, and programs
- 3B. Increase use of AASHTO technical services and products
- 3C. Maximize participation in technical activities
- 3D. Expand training opportunities and the array of offerings by using “webinars,” video conferencing, and other technologies
- 3E. Enhance the Centers of Excellence in Environment and Finance and develop Centers of Excellence in Safety, Operations, and Freight
- 3F. Develop technical services for climate change mitigation and adaptation

Goal 4. Assist State DOTs with leadership and performance

- 4A. Provide training and assistance to advance leadership skills and performance management techniques
- 4B. Provide a comprehensive framework for accelerated project delivery of all transportation projects
- 4C. Assist states in addressing issues of workforce recruitment, retention, succession planning, core competencies, and professional development in emerging areas
- 4D. Develop an environment for strengthening community relationships to better integrate transportation, land use, and economic development