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AASHTO'S 2021-2026 Strategic Plan SWOT Webinar

(Strengths, Weaknesses, Opportunities, and Threats)

NCHRP Project 20-24(130)
July 7, 2020

 spy pond partners, llc with Econolite Systems Inc. & HNTB

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Agenda

1. Welcome & Introduction
2. Interviews & Survey Findings
3. SWOT Overview
4. SWOT Review
5. SWOT Priorities
6. Application of SWOT in the Strategic Plan
7. Closing Remarks and Next Steps



Strengths

1st	United membership, strong voice
2nd	Truly member-driven
3rd	Diverse opinions of membership
4th	Committee/council structure delivers results
5th	Growing ability to be nimble
6th	Apollitical focus on transportation
7th	Ability to work with congress and FHWA
8th	History, advocacy, ability to represent DOTs
9th	Education and training
10th	Standards building

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Welcome & Introduction

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Project Objectives

Support the development of the 2021-2026 AASHTO Strategic Plan

- Facilitate the work of AASHTO staff and membership
- Strengthen involvement of AASHTO committees
- Strengthen member understanding and commitment to AASHTO's goals
- Aide committee member efforts to identify and commit to plan components that are important to their work
- Provide a plan update that recognizes today's fast-changing environment



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Strategic Plan Advisory Committee

- Review and provide input on the products of the strategic plan development effort
- Help develop the strategic plan at a workshop in September
- Become ambassadors of the strategic plan through councils and committees and with other AASHTO members

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Project Tasks and Schedule

Task	2020												2021	
	5	6	7	8	9	10	11	12	1	2				
Start Up and Information Gathering														
Task 1. Kickoff Meeting														
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Interviews & Survey Findings

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Interview Summary Preview

Value to Members

*Members and staff who were interviewed feel
AASHTO provides value to its members, and that the
recent restructuring helped improve that value.*

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Interview Summary Preview

National Transportation Policy Development

Interviewees agreed that AASHTO's role in national transportation policy development is critical, but opinions varied on how to move forward.

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Interview Summary Preview

Communicate the Value of Transportation

Interviewees agreed that more work is needed to adequately communicate the value of transportation.

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Interview Summary Preview

AASHTO Programs

*AASHTO's programs are highly valued by its members
but some are better at meeting member needs than
others.*

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Interview Summary Preview

Current Strategic Plan

*The current strategic plan is working with the recent
restructuring improving the organization's
effectiveness.*

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Interview Summary Preview

Next Strategic Plan

The next strategic plan should drive decision-making with clear, concise information about AASHTO's direction.

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Interview Summary Preview

Build on Past Success

AASHTO can continue to build on its long history of success, sustaining its focus and mission while adjusting to future trends.

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Survey Highlights

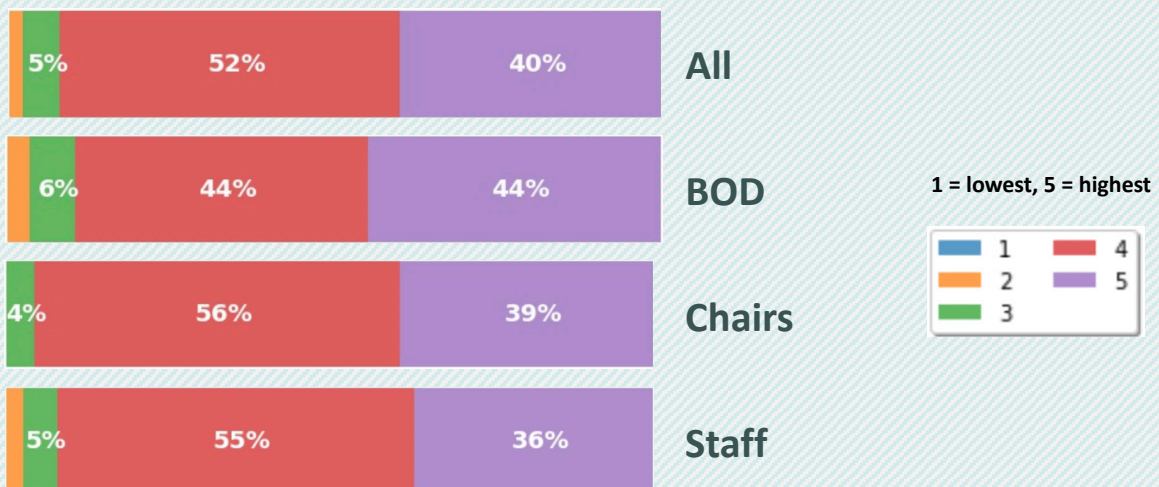
Purpose of AASHTO

- **Advocate, support, and enable:** the needs of its members
- **Develop policy** - be a voice in DC
- **Communicate** on behalf of the members – be a voice for the members
- **Connect the DOTs** in order to better serve the public – provide a forum for state to work together and learn from each other
- **Publish** transportation related standards and guidelines
- **Provide products and services** to its members and to the public – provide technical services – develop solutions

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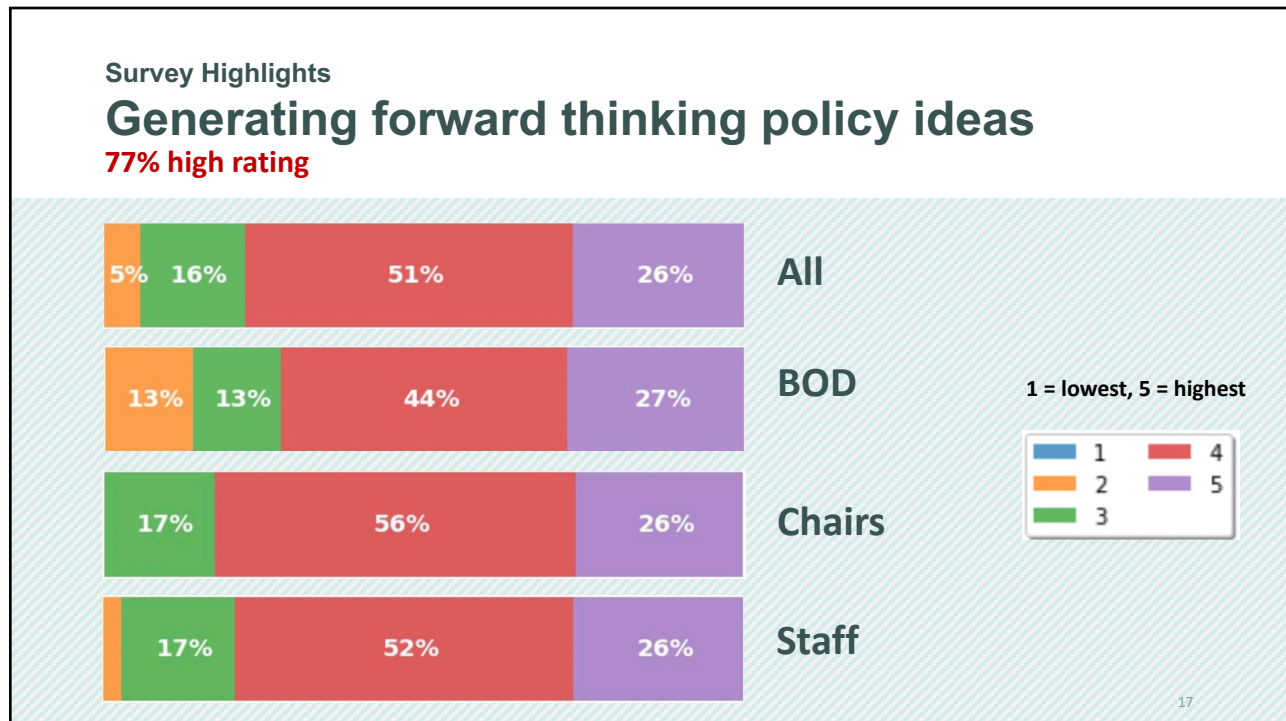
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Survey Highlights

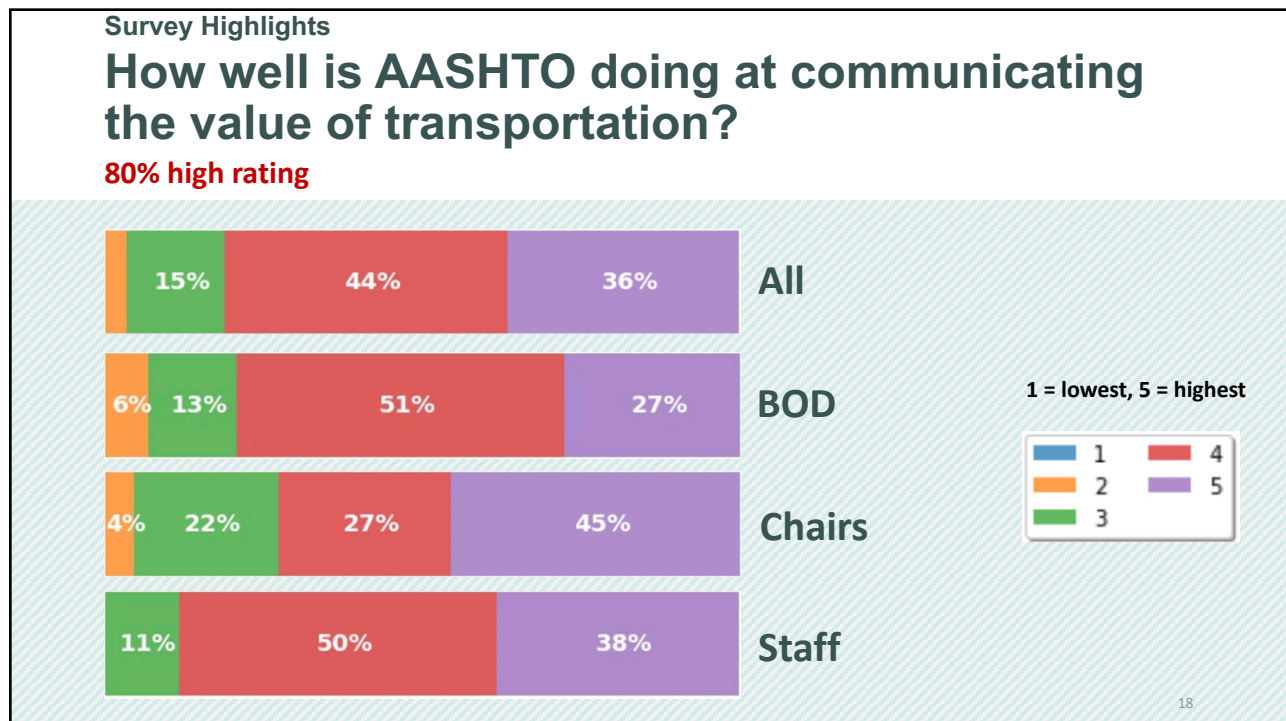
How well does AASHTO serve its purpose?**92% high rating**

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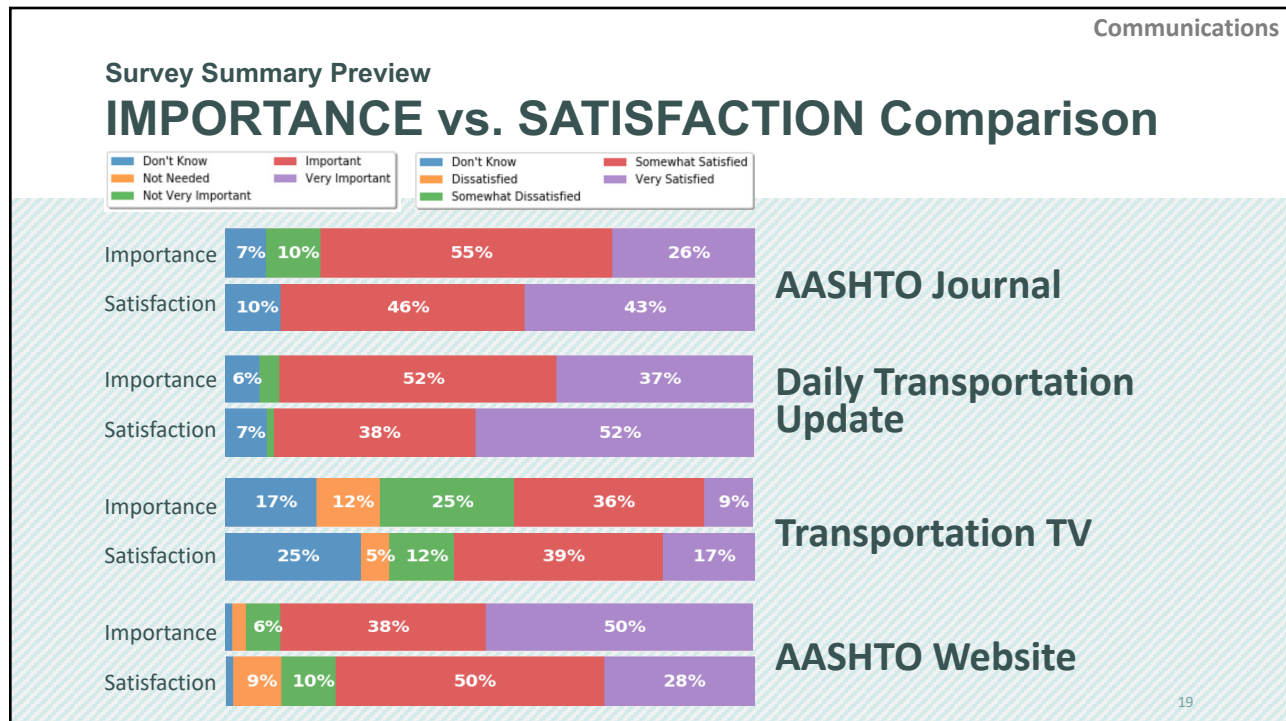
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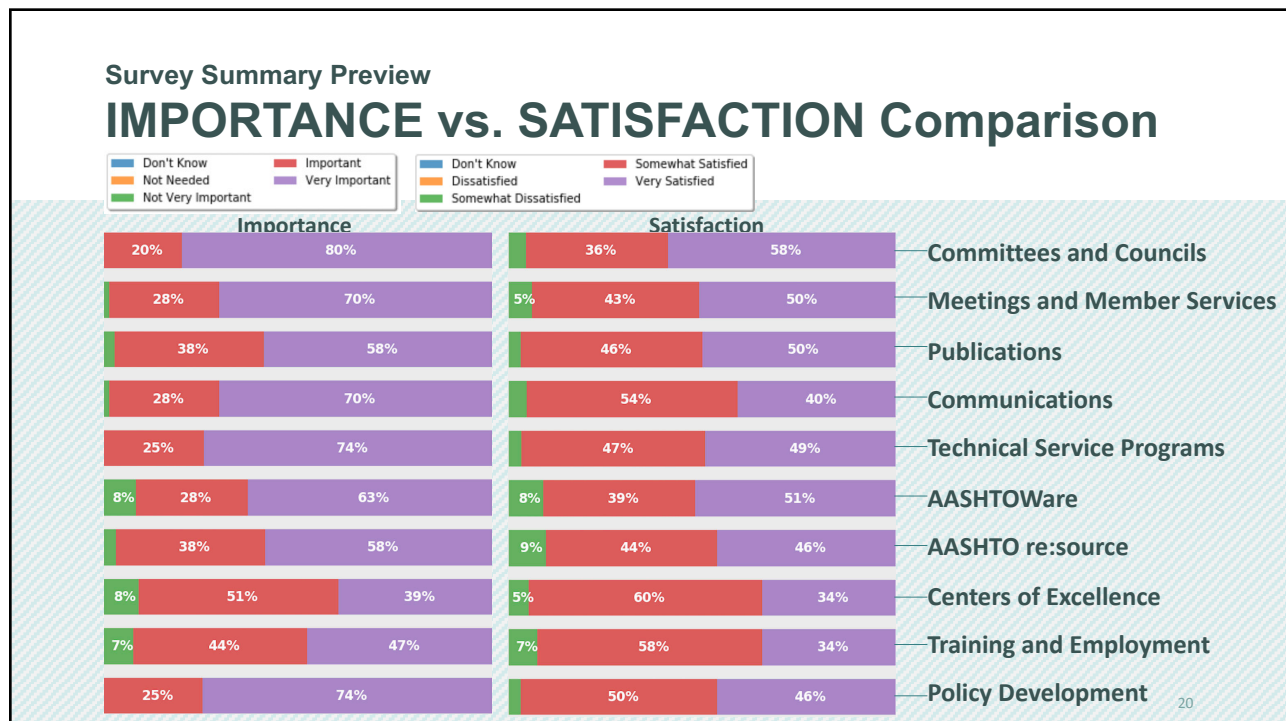
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SWOT Overview

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SWOT Purpose

Strengths, Weaknesses, Opportunities and Threats

- Provides an overview of the health of AASHTO
- Provides confidence on the direction that AASHTO should go towards with the strategic plan
- Strengths and opportunities provide ways for AASHTO to flourish
- Weaknesses and threats inspire improvements to mitigate risks



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SWOT Review

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Strengths

- United membership creates a strong voice
- Truly member-driven
- Diverse opinions of membership representing all 52 DOT's
- Committee/council structure delivers results
- Growing ability to be nimble in fast-paced world
- Apolitical focus on transportation
- Strong set of core processes that is stable
- Ability to work with congress and FHWA – good personal relationships with policy makers and deep connection with federal decisionmakers, good standing on Capitol Hill
- Recognized as an unbiased bi-partisan advocate for transportation issues
- Proven technical expertise and credibility on transportation policy
- A clear, important mission to fulfill
- Good reputation
- History, advocacy and ability to represent state DOTs – Everybody in the transportation industry know AASHTO by the acronym
- Good products and services – advocacy, AASHTOWare, congressional visits, training
- Publications
- Strong link to research
- Education and training for members
- Technical committees
- Standards building
- Strong financial footing

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Weaknesses

- Disengaged states/members – some states do not participate fully
- Too much reliance on the same CEO
- Lack of member and staff capacities to do what is needed
- Lack of clear organization-wide roles and responsibilities, for both staff and members
- Lack of performance management techniques
- Slow to change – agility vs. inertia
- Committees work in silos which can lead to duplicate efforts or missed opportunities
- Too much focus on highways and bridges and not enough multimodal
- Too many and too diverse interests being currently represented
- Too much dependence on state finances
- The diversity of the DOTs can make it hard to have strong policy messages on all issues
- Reactive rather than proactive
- Reliance on past glories
- AASHTO does not communicate across organization well
- Weak website
- Too many different IT solutions and difficulty using them - Need modern software
- Information is not up to date about committees and memberships
- Slow to develop needed software (AASHTOWARE)
- Lack of consistency throughout committees and technical service program products and services

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Opportunities

- Leverage the knowledge and talents of members
- Engage as many of the states and members as possible to broaden perspectives and diversity
- Cultivate future generation of transportation professionals
- Develop a customer service and quality-oriented set of operating guidelines and procedures to ensure consistency, quality of service, and continual improvement
- Strengthen partnerships
- Leverage high degree of credibility to build /expand augment resources, knowledge, and policy
- Capitalize on lessons learned through the current pandemic
- Think longer term
- Data
- Take advantage of technology to engage as much as possible during these times
- Streamline some committees to increase focus
- Surface transportation reauthorization
- Post COVID innovations
- Focus more on multimodalism
- Good information about transportation and its importance
- Better use of the web and latest technologies
- New areas to meet changing needs
- More training
- Tap new consumers of AASHTO products and services
- AASHTOWare expansion
- Facilitate knowledge transfer and best practices

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Threats

- Member and staff turnover
- Aging workforce and lack of new member engagement
- Contractors whose performance is not measured
- Lack of alignment between AASHTO internal organization and committees
- State DOT declining budgets
- Competition for scarce resources, both money and talent
- Competition from other, better-funded orgs
- Increasingly divisive political atmosphere
- Getting too complacent based on our strengths
- Serving too many interests and becoming ineffective
- Balkanization of transportation policies by parochial and regional interests
- Not enacting more forward-thinking policies
- The focus on multimodalism potentially alienates members who want AASHTO to focus on highways and bridges
- Relying too much on its reputation
- Not communicating the value of AASHTO
- Rapid changes in technologies
- Lack of consistent and protected ways to develop standards and publications
- Other organizations, such as NACTO, producing guidance

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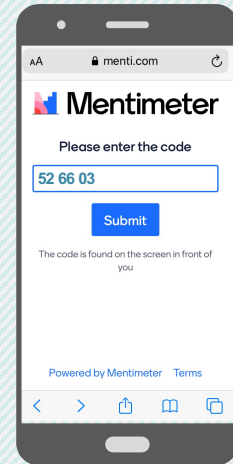
**SWOT
Priorities**

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SWOT Polling

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Application of SWOT in Strategic Plan

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Questions?

- What are the group's biggest takeaways from what we have learned from today's SWOT exercise?
- How does the group see the application of the takeaways in the strategic plan?

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**Closing
Remarks**

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Thank you

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