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Strengths

- 1. Proven technical expertise and credibility on policy**
- 2. Recognized as unbiased bi-partisan advocate for transportation**
- 3. Vital role of technical committees in setting and supporting national standards**
- 4. Strong financial footing**
- 5. Clear, important mission to fulfill with broad societal impact** (“matters to everyone”)
- 6. History, advocacy, and ability to represent state DOTs**

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Weakness

- 1. Committees work within bubbles, disconnected from policy priorities**
- 2. Slow to change, limited institutional agility and nimbleness**
- 3. Limited new member engagement: orientation, outreach, onboarding**
- 4. Limited engagement with equity and social justice issues**
- 5. Diversity of state DOTs makes strong policy message challenging on some issues**
- 6. Limited multimodal and active transportation focus**



Opportunities

1. **Cultivate future generation of transportation professionals**
2. **Increase engagement with equity and social justice issues**
3. **Build skills and develop a platform for broad, long-term thinking via scenario planning**
4. **Work together with partners to share information and efforts**
5. **Foster increased institutional agility and nimbleness**
6. **Promote organizational resilience and capacity-building** (includes engagement on public pandemic response and future crisis response)

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Threats

1. **Member and staff turnover and lack of new member engagement**
2. **Ineffective communication of AASHTO's value**
3. **Overextension, loss of organizational focus**
4. **Fracturing of state-level policy role by regional and other interest**
5. **Diminishing relevance** (to public, partners, Congress, members)
6. **Competition from other organizations**

July 7 , 2020

SWOT Exercise

The opportunities of today's dynamic times combined with the risks of its turbulence make a clear-eyed assessment of AASHTO's strategic position more valuable than ever. The elements of this SWOT (strengths, weaknesses, opportunities, and threats) exercise form an important steppingstone to building AASHTO's 2021-2026 Strategic Plan. Within each category, issues are ranked based a July 7, 2020 prioritization exercise from 1 (highest priority) to 6 (lowest priority). The results of the exercise reflect the fact that AASHTO is in a strong position today, in part due to the guidance provided in the last strategic plan, and frame many of the critical issues to be addressed in the next plan.