

# 2026 TransComm Meeting

San Diego, CA | September 27–30, 2026

Caltrans

AASHTO Committee on Communications

# Dear 2026 TransComm Attendees,



It is a pleasure to welcome you to California and to beautiful San Diego for the 2026 TransComm annual meeting. I am honored by this privilege to gather with highly talented transportation communications professionals from every corner of our country who shape how we tell the story of transportation and mobility in the United States.

The annual meeting of AASHTO's Committee on Transportation Communications is a living forum and a laboratory of ideas. There is something unique that happens when we gather to learn from one another's challenges and innovations in shaping transportation communications. The exchange of knowledge and experience here is not just valuable but also sets the stage for future developments and advancements within the industry. I hope you have all come prepared for many busy days and memorable moments!

California's transportation system is vibrant and complex. Our network of highways, roads, rails, ports, bike lanes, and pedestrian paths forms the backbone of one of the world's largest and most dynamic economies. With roughly $200 billion in annual economic activity supported by highway, street, bridge, and transit investments statewide, Caltrans plays a critical role in keeping people, goods, and services moving efficiently across diverse regions. Our investments in innovation fuel multimodal expansions and active transportation improvements, usher in advancements in project delivery, and ensure transportation dollars generate maximum public benefit. These efforts underscore California's leadership in climate adapted, equity-focused, and technologically forward infrastructure, making our state an essential proving ground for ideas and practices that shape the future of transportation nationwide and globally.

This is why your role as a communications expert is so important. Today we must navigate rapidly evolving information landscapes shaped by new technology platforms, complex communication channels, heightened public expectations, and the increasing urgency of clear, timely information. I am inspired by the dedication and ingenuity each of you brings to this work, and I look forward to the conversations, collaborations, and creative thinking that will unfold over the next several days.

So please enjoy San Diego and our time here together! I wish you all the best for TransComm 2026—thank you for being part of what makes this conference one of the best gatherings of the year.

With appreciation,

Dina El-Tawansy
Director, California Department of Transportation

# Day 1 Sunday, September 27

2:00 p.m.–6:00 p.m.

**Registration/Information** | *Constellation Foyer*

2:00 p.m.–4:00 p.m.

**TransComm Steering Committee Meeting** | *Britannia*

The TransComm Steering Committee will review the committee's annual work plan and accomplishments and discuss other committee business. All meeting attendees are welcome to attend.

6:00 p.m.–8:00 p.m.

**Welcome Reception** | *Constellation Foyer* Sponsored by stv

This casual welcome to San Diego provides an excellent opportunity to make new connections, and—for TransComm veterans—to reconnect with colleagues from across the country.

# Day 2 Monday, September 28

7:30 a.m.–4:00 p.m.

**Registration/Information** | *Constellation Foyer*

7:30 a.m.–8:30 a.m.

**Delegate Breakfast** | *Constellation Ballroom*

7:30 a.m.–8:30 a.m.

**Steering Committee Meeting** | *Britannia*

This is a continuation of the TransComm Steering Committee business meeting. All are welcome to attend.

8:30 a.m.–9:15 a.m.

**Welcome and Opening Ceremony** | *Constellation Ballroom*

This session will feature welcomes from Caltrans Director Dina El-Tawansy, TransComm Chair and Pennsylvania DOT Secretary Mike Carroll, and AASHTO Deputy Director-Chief Policy Officer Joung Lee.

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9:15 a.m.–10:30 a.m.

## **Plenary Session:** The Highs and Lows of Projects Large and Small | *Constellation Ballroom*

Have you ever had a project that you and your entire department desperately tried to make work, and despite all efforts you just couldn't get it over the finish line? Separately, have you ever had a project with countless ups and downs that finally became a reality? New York and California are teaming up to talk about three projects – two large projects located in urban, upstate New York settings (the I-81 Viaduct Project in Syracuse and the Kensington Expressway Project in Buffalo) and a roundabout project in a rural California district. Attendees will learn what went right, what went wrong and how outside factors helped shape the message and ultimately decided whether or not a project would go forward—all lessons attendees can take back home!

*Presenters:* Mario Montalvo, Public Information Officer for District 2/Redding, California DOT
Joe Morrissey, Assistant Commissioner for Strategic Communications, New York State DOT
Matt Rocco, Assistant Deputy Director, Public Affairs, California DOT
Ryan Whalen, Western NY Public Information Officer, New York State DOT

10:30 a.m.–10:45 a.m.

**Break** | *Constellation Foyer*

10:45 a.m.–Noon

BREAKOUT SESSIONS

### Breakout A1: **Meeting People Where They Are:** Building Trust through Community-Centered Engagement | *Cambria*

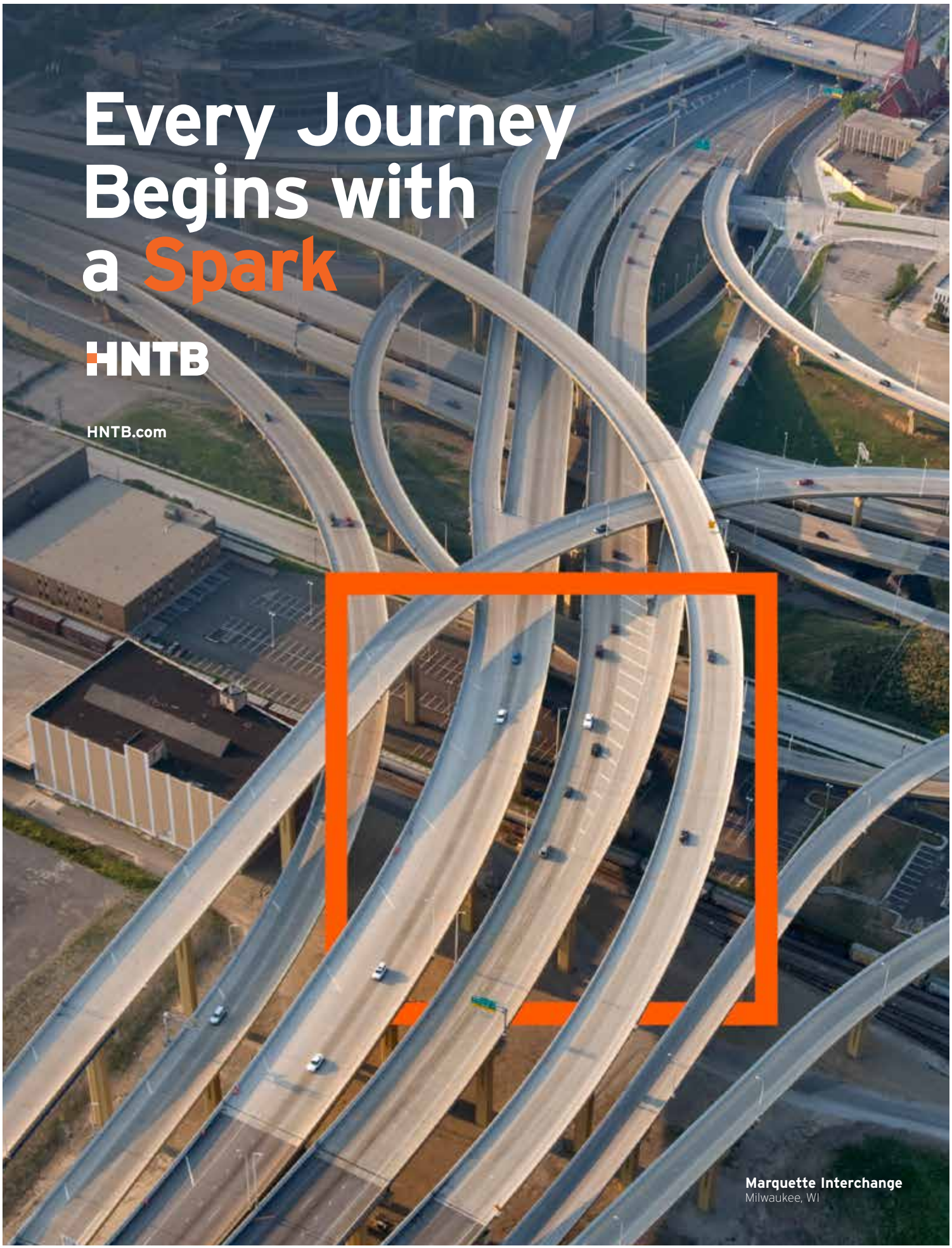
ProPEL Indy's public engagement strategy was designed to meet people where they are, geographically, culturally, and emotionally, during a more than two-year transportation planning study in Indianapolis. This session will walk attendees through a layered engagement approach that prioritizes the voices of neighborhoods, businesses, and community organizations; uses short-form video and social media content to authentically tell the study's story; and equips local partners with ready-to-use materials to encourage participation. Attendees will learn how ProPEL Indy scaled engagement while building consistency, trust, and clarity across diverse communities, and how these tactics can be adapted for transportation projects of any size.

*Presenters:* Natalie Garrett, Strategic Communications Director, Indiana DOT
Tim Miller, Senior Vice President, HNTB Corp.

### Breakout A2: **Crossing the Wild West:** Safely Moving People and Animals in Wyoming | *Cambria*

Why did the deer cross the road? To get to the other side! Despite significant agency funding shortfalls, Wyoming DOT has successfully implemented multi-million-dollar wildlife infrastructure projects in southwest Wyoming thanks to robust public support and significant public investment and fundraising efforts, which are not common on other WYDOT projects. Attendees of this session will learn how to capitalize on public support, maintain trust, and invest in public and private partnerships—all of which are vital to a successful and cost-effective wildlife project.

*Presenters:* Stephanie Harsha, Senior Public Involvement Specialist, Wyoming DOT
Jordan Young, Deputy Public Affairs Officer, Wyoming DOT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### Breakout A3: **Navigating the Editing Process** | *Aurora*

From catching errors to enhancing the message, editing can be challenging for both the author and the second set of eyes reviewing the product. This session will invigorate even the most experienced communicator by revisiting basic skills and approaches to the feedback process, along with tailoring messages for high-level communications.

*Presenters:* Kenna Mitchell, Public Information Officer, Lead Worker, Texas DOT
Bradley Wheelis, PIO Section Director, Texas DOT

## Noon–1:45 p.m.

### Lunch: Roll Call of the States *(led by California DOT)* | *Constellation Ballroom*

An annual TransComm tradition, the Roll Call of the States provides state DOTs the opportunity to briefly share a significant highlight or trend from the past year (in 90 seconds or less!).

## 1:45 p.m.–3:00 p.m.

## BREAKOUT SESSIONS

### Breakout B1: **Beyond the Public Meeting:** Building a Better Transportation Network through Public Involvement | *Britannia*

As one of the fastest-growing states in the nation with one of the smallest land areas, transportation issues remain top of mind for South Carolina residents. Over the past decade, the South Carolina Department of Transportation has significantly expanded its construction program while also transforming its approach to public involvement and community engagement. By implementing an agency-wide public involvement policy, SCDOT has strengthened transparency, built public trust, and created more meaningful opportunities for citizens and stakeholders to help shape transportation projects before construction begins. This session will explore how enhanced public involvement practices have evolved beyond their traditional role to become a key part of project delivery, communication, and relationship-building.

*Presenter:* Ginny Jones, Director of Public Involvement, South Carolina DOT

### Breakout B2: **Effective Outreach and Communication with Unhoused Communities** | *Cambria*

State DOTs must often balance public safety needs with compassionate engagement of unhoused individuals living within transportation rights of way. Attendees will learn how agencies can build trust while addressing safety risks and operational needs. Speakers will share lessons learned, communication approaches, and partnership models that support humane and effective outcomes.

*Presenters:* Alexis Campbell, Press Secretary, Pennsylvania DOT
Brooke Rohlfing, Communications Manager, Missouri DOT
Bradley Wheelis, PIO Section Director, Texas DOT

### Breakout B3: **Curiosity:** The Secret to Communications | *Aurora*

Like with most things, curiosity makes communication stronger, more human, and more fun. From working with engineers to interviewing job candidates to engaging with the public, curiosity is something we all should aspire to have to make us better in our transportation communications roles. Attendees of this session will learn why curiosity matters and what it can bring to their professional lives.

*Presenter:* Hannah Wright, External Information Coordinator, Arkansas DOT

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3:00 p.m.–3:15 p.m.

**Break** | *Constellation Foyer*

3:15 p.m.–4:30 p.m.

**Speed Networking** | *Constellation Ballroom*

TransComm's value lies in the connections between its members and all we can learn from each other. But that all starts with meeting and getting to know one another. Be sure to participate in this must-attend event, whether you've been involved in TransComm for a decade or a day! Attendees will be guided through an organized speed networking where they will be prompted to get to know their colleagues from other states quickly, creating relationships that last for their tenure at their organizations.

# Day 3 Tuesday, September 29

7:30 a.m.–5:00 p.m.

**Registration/Information** | *Constellation Foyer*

7:30 a.m.–8:15 a.m.

**Breakfast** | *Constellation Ballroom*

8:15 a.m.–9:30 a.m.

Plenary Session: **After the Whistle:** The Communications Playbook Behind Global Sporting Events | *Avenue Ballroom*

With the FIFA World Cup freshly complete and the Olympic Games on the horizon, this session offers a behind-the-scenes look at the communications strategies required to keep complex transportation systems moving during the world's biggest sporting events. Panelists will share real-world lessons on aligning messaging across agencies, managing traveler expectations, and delivering clear, real-time information under intense pressure. From years-ahead planning to event-day execution, learn what worked, what didn't, and how communications can shape mobility outcomes when the world is watching. The session will explore how lessons from the World Cup can inform preparations for the Olympics while strengthening coordination, building public trust, and supporting long-term transportation goals well beyond the events themselves.

*Moderator:* Jennifer Schultz, AVP, Business Development Director, HNTB

*Presenters:* Scott Higley, Strategic Communications Director, Georgia DOT
Elizabeth McMillan, Director of Communications, Utah DOT
Adam Hammons, Media Relations Director, Texas DOT

9:30 a.m.–9:45 a.m.

**Break** | *Constellation Foyer*

9:45 a.m.–11:00 a.m.

## BREAKOUT SESSIONS

### Breakout C1: **Evolving Engagement:** Hawai'i's Path in Fueling RUC Research, Implementation, and Sustainable Long-Term Transportation Funding | *Britannia*

This session showcases the evolution of Hawai'i's Road Usage Charge Program, from pilot to legislation and implementation. This session will spotlight replicable approaches for communicating complex transportation funding policies to varied audiences. Attendees will gain insight into how the Hawaii Department of Transportation deployed and adapted engagement strategies, including: building public understanding of transportation funding challenges and gathering community input on options during the research phase; cultivating legislative champions and stakeholder advocates to advance policy during the enactment phase, and; collaborating with diverse partners (including government agencies, industry groups, and the public) to support implementation and shape a sustainable long-term plan. Attendees will gain an understanding of how to develop a phased audience engagement strategy, how to strategically engage audiences on complex transportation funding policy, and how their own states can maintain stakeholder trust across program milestones.

*Presenters:* Mindy Kimura, Hawai'i' Road Usage Charge Program Manager, Hawaii DOT
Andrew McLean, Hawai'i' Road Usage Charge Consultant Legislative Policy Lead, CDM Smith
Ara Swanson, Hawai'i' Road Usage Charge Consultant Communications Lead, CDM Smith

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STATE OF ENGAGEMENT REPORT

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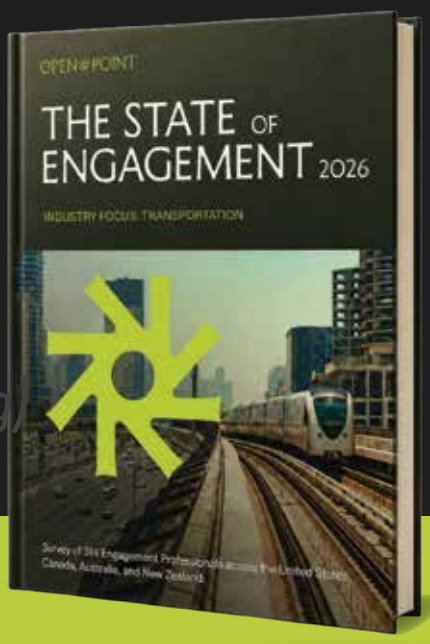


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### Breakout C2: **Slow the Fast Down and Never Skip the Click:** Safety Campaigns to Change Driver Behavior | *Cambria*

Join this session to hear from two state DOTs and learn the success they're having with two very different campaigns that are changing driver behavior. Learn how a simple slide deck communications plan helped Oklahoma DOT stay organized, aligned and intentional while executing its 2025 statewide seat belt awareness campaign, Never Skip the Click. Attendees will explore how a thoughtful communications strategy guided decision-making across platforms and helped the campaign reach more than 49 million people through television and social media while promoting a simple, life-saving habit: buckling up every passenger, every trip. Additionally, Maryland DOT will highlight its Slow the Fast Down campaign and share some of the thinking behind their approach to communicating about speeding differently. Learn the data and insights that shaped the campaign, how those translated into the creative and overall strategy, and how the campaign came to life.

*Presenters:* TJ Gerlach, Public Information Manager, Oklahoma DOT
Anna Levendusky, Director of Strategy, Maryland DOT Motor Vehicle Administration
Emily Long, Public Information Manager, Oklahoma DOT

### Breakout C3: **Delivering the Unfamiliar, Together:** Lessons from SR 400 Express Lanes | *Aurora*

The SR 400 Express Lanes Project is Georgia's first P3 Revenue Risk transportation project and recipient of the largest TIFIA loan in United States Department of Transportation history, placing it under intense national attention. This panel explores how communications professionals are navigating stakeholder coordination, public skepticism, construction fatigue, and partnership with a private developer assuming long-term revenue risk. Speakers will discuss strategies for aligning messaging, maintaining transparency and responsiveness, and communicating the project's long-term mobility and safety benefits—including a dedicated Incident Response Unit supporting the corridor throughout construction and the 55-year concession period. Attendees will learn how to apply practical lessons for communicating unfamiliar concepts, such as tolling, long-term revenue risk, and a new incident response presence, while building trust, improving safety awareness, and maintaining transparency from construction through long-term operations.

*Moderator:* Courtney Thompson, Public Engagement and Communications Manager, HNTB
*Presenters:* Natalie Dale, Assistant Director of Media Engagement, Georgia DOT
Scott Higley, Director of Strategic Communications, Georgia DOT

**11:00 a.m.–11:15 a.m.**

**Break** | *Constellation Foyer*

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11:15 a.m.–12:30 p.m.

## BREAKOUT SESSIONS

### Breakout D1: **No Budget, Big Impact:** Inclusive Community Engagement That Works | *Britannia*

This session will share practical lessons learned from planning and executing the Caltrans District 4 Equity Expo, a large-scale, community-centered event created with no dedicated event budget. Attendees will learn how strategic partnerships, storytelling, cross-functional collaboration, and mission-driven planning enabled a high-impact public engagement event despite limited resources. The session will highlight practical strategies for inclusive outreach, stakeholder engagement, internal alignment, and maximizing existing resources to build trust and strengthen community relationships.

*Presenters:* Reyna Prasad, District 4 Equity Engagement Liaison, California DOT
Andrea Pugh, Equity Strategy & Program Manager, California DOT

### Breakout D2: **From the Field to the Feed:** Creating Scroll-Stopping Transportation Content with Tools You Already Have | *Cambria*

Transportation projects can be difficult to make visually engaging on social media, especially when communicators are working with limited time, staff, and equipment. This session, featuring two state DOTs with great stories to tell, will show attendees how to create compelling transportation content using the tools they already have, including smartphones and mobile editing apps. Through live demonstrations, before-and-after examples, and practical field tips, attendees will learn how to capture more dynamic photos and videos, edit efficiently on mobile devices, and use simple motion graphics and effects to elevate their content. The session will also explore how movement, people, and storytelling techniques can make road and bridge projects more engaging and effective across social media platforms.

*Presenters:* Lori Burgmaier, Talent Development Program Manager, Iowa DOT
Finn Carlin, Public Information Officer, South Carolina DOT
Cody Crouch, Production Manager, South Carolina DOT
Andrea Henry, Employee Development Bureau Director, Iowa DOT

### Breakout D3: **Two States. One Mega Project.** Endless Stories to Tell | *Aurora*

At the end of 2022, President Joe Biden came, gathering bi-partisan leaders from Ohio and Kentucky to announce $1.6 billion in Federal Grant funding to move the Brent Spence Bridge Corridor Project full speed ahead into final design and construction. After more than 2 million hours of design time from hundreds of engineers, the project broke ground and began construction this spring. We'll share the complexities of this enormous project, challenges, and best practices. This will be a fun, interactive session with crowd participation to add to insights and other examples from attendees.

*Presenters:* Allen Blair, Deputy Director of Public Affairs, Kentucky TC
Matt Bruning, Press Secretary, Ohio DOT
Mimi Rasor, President, Rasor Marketing Communications

12:30 p.m.–2:15 p.m.

## TransComm Skills Awards Luncheon | *Constellation Ballroom*

The TransComm Skills Awards celebrates the best work of state DOT communications teams and their consulting partners. This year's program featured 177 entries from 37 state DOTs in 38 categories. Because each skills award program is judged by the previous year's winning state DOT, the annual TransComm Skills contest is truly a recognition by your peers for your outstanding work.

*Presenter:* C.R. McLeod, Director of Community Relations, Delaware DOT

2:15 p.m.–3-:30 p.m.

## BREAKOUT SESSIONS

### Breakout E1: Driving Down Fatalities with Strategic Communications | *Britannia*

More than 40,000 lives are lost each year to traffic crashes, even as vehicles, technology, and road design continue to improve. The missing piece? Human behavior. Infrastructure alone can't solve this challenge. Progress requires changing decisions people make behind the wheel. That's where social marketing comes in. By combining crash data with marketing and demographic insights, agencies can identify at-risk audiences and uncover what motivates behavior. The result: smarter campaigns that outperform rules-based messaging and help reduce fatal and serious-injury crashes. Join this session to gain new insights, learn how to achieve real-world results, and hear about innovative strategies that lead to safer transportation outcomes.

*Presenters:* Natalie Garrett, Strategic Communications Director, Indiana DOT
Josh Morgan, Communications Director, Connecticut DOT
Shea Saladee, Social Media and Marketing Lead, HDR
Drew Watts, Creative and Branding Lead, HDR

### Breakout E2: Don't Design in a Crisis: Design for One | *Cambria*

Most agencies have a crisis communications plan, but do you have a crisis visual communications system? In this session, participants will workshop a practical framework for auditing existing resources, identifying gaps, and building a crisis-ready visual toolkit that reduces decision-making when time matters most. Beyond templates and graphics, attendees will learn how to develop alert tiers, pre-approved assets, design standards, and deployment workflows that support rapid response across channels. All participants will be invited to share their best practices and the ideas they generate to take home from this workshop.

*Presenters:* Marshall Herman, Director of Engagement, Safety, Outreach & Engagement Strategies, STV
Deirdre Hughes, Design Director, Outreach & Engagement Strategies, STV
Shellee Kirby, Director of Engagement, Outreach & Engagement Strategies, STV

### Breakout E3: Public Engagement During Emergency Repairs | *Aurora*

When storm damage forced emergency repairs to the US-70 Roosevelt Bridge causeway over Lake Texoma ahead of a holiday weekend, Oklahoma DOT's Community Engagement team quickly mobilized to support residents and businesses in the area. This session will highlight the team's door-to-door outreach and close coordination with the communications team to deliver consistent, timely messaging

during a rapidly-evolving situation. Attendees will learn how proactive public engagement helped build community understanding and trust while crews moved forward with a $5.4 million emergency causeway repair project.

*Presenters:* Katelynn Burns, Director of Government and Community Affairs, Oklahoma DOT

### 3:30 p.m.–3:45 p.m.

**Break** | *Constellation Foyer*

### 3:45 p.m.–5:00 p.m.

**TransComm Business Meeting** | *Constellation Ballroom*

Participants will attend to committee business, including the election of regional representatives for the TransComm Steering Committee, and get an AASHTO update on things happening within the association as well as an update on this year's national Crash Responders Safety Week. Attendees will also get a report from the American Traffic Safety Services Association. This session is open to all and includes ideas on how to get more involved with TransComm.

### 6:00 p.m.–9:00 p.m.

**Host State Night** Sponsored by HNTB

Join us for a night of cultural immersion to experience Souther California Mexican influence through food and music. Dress code is festive casual and see the app for additional information and bus departure times.



# Day 4 Wednesday, September 30

8:00 a.m.–10:45 a.m.

**Registration/Information** | *Constellation Foyer*

8:00 a.m.–9:00 a.m.

**Breakfast** | *Constellation Ballroom*

9:00 a.m.–10:15 a.m.

Plenary Session: **Social Media Best Practices** | *Constellation Ballroom*

Social media is a vital tool for state departments of transpotation, allowing agencies to get information out while also engaging with the audiences they serve. But it's an ever-evolving landscape, and state DOTs have to constantly find new ways to get that engagement. Attend this session to hear from several states who have found success by trying a number of social media tactics to make those meaningful connections.

*Presenter:* Aimee Colton, Social Media Manager, Utah DOT
Jay Omar, Communications and Public Policy Director, Nebraska DOT
Ryan Overton, Communications Director, Washington State DOT
Amy Wilhite, Assistant Bureau Chief, Communications and Legislative Affairs, Tennessee DOT

10:15 a.m.–10:30 a.m.

**Break** | *Constellation Foyer*

10:30 a.m.–11:45 a.m.

**Roads Remembered:** Using Transportation History to Build Public Connection | *Constellation Ballroom*

We are accustomed to using historical materials during anniversaries, milestones, and commemorative events, but how can history help in the other 99 years out of 100? This session explores how historical photographs, maps, tickets, plans, employee stories, and archival records can support present-day communication objectives. Drawing from examples inside and outside the transportation industry, we'll examine how historical materials can help agencies build identity, demonstrate stewardship, invite participation, and humanize the people behind the system. Rather than focusing on history as nostalgia, this session reframes historical materials as strategic communication assets. Participants will leave with a practical framework for identifying, evaluating, and activating the historical resources they already have to create stronger public connection, trust, and engagement.

*Moderator:* Allison Dane Camden, Vice President, Pacific Northwest Area Manager, STV

*Presenters:* Andrea Henry, Employee Development Director, Iowa DOT
Marshall Herman, Director of Engagement, Safety, Outreach & Engagement Strategies, STV
Scott Higley, Director of Strategic Communications, Georgia DOT
Deirdre Hughes, Design Director, Outreach & Engagement Strategies, STV
Tierra Whitmore, Communications and Marketing Specialist, AASHTO

11:45 a.m.–Noon

**Closing Ceremony/Remarks** | *Constellation Ballroom*

# NOTES

# AASHTO CODE OF CONDUCT

To foster a positive environment built upon a foundation of trust, respect, open communications, and ethical behavior, the American Association of State Highway and Transportation Officials (AASHTO) Board of Directors has issued a Code of Conduct that applies to AASHTO staff, Association members, and all AASHTO meeting and event attendees, for the duration of AASHTO events or when participating in other events representing AASHTO.

At all times, AASHTO staff, Association members, and meeting and event attendees, will be expected to abide by the Code of Conduct, specifically:

1. Contribute to a collegial, inclusive, positive, and respectful environment.
2. Consistently show respect to others and never take any inappropriate actions based on race, gender, age, religion, ethnicity, nationality, sexual orientation, gender expression, gender identity, marital status, political affiliation, presence of disabilities, or educational background.
3. Interact with others in a cooperative and respectful manner, never using insulting, harassing, or otherwise offensive language in their interactions. Disruptive, harassing, or inappropriate behavior toward other AASHTO staff, Association members, and meeting and event attendees, is unacceptable. Personal boundaries set by others must be observed. Harassment of any kind, including but not limited to, unwelcome sexual advances and other verbal or physical harassment will not be tolerated.
4. Obey all applicable laws and regulations of the relevant government authorities while acting on behalf of AASHTO; obey all applicable laws and regulations of the relevant government authorities while attending AASHTO meetings and events and comply with all applicable safety guidelines.

### Violations

Violations of this Code of Conduct should be reported promptly to AASHTO staff for investigation, or can be submitted to humanresources@aashto.org, or reported to the AASHTO Executive Director or AASHTO President if appropriate. To the extent possible, AASHTO will try to keep the reporting individual's concerns confidential; however confidentiality cannot be guaranteed, and the reporting individual's identity may need to be revealed as the claim is investigated. Anyone, regardless of position or title, AASHTO determines has engaged in conduct that violates this policy will be subject to corrective action depending on the nature of the violation. Retaliation for reporting perceived violations in good faith or for cooperating in the investigations of any claims will not be tolerated.

*Approved by the AASHTO Board of Directors*
*October 9, 2019*

# AASHTO ANTITRUST POLICY

### Introduction

The Code of Conduct of the American Association of State Highway and Transportation Officials (AASHTO) requires AASHTO staff and members, and all AASHTO meeting and event attendees to obey and comply with all applicable laws. Included in this obligation is to obey and comply with the letter and spirit of the federal and state antitrust and competition laws in the United States.

Why is compliance with the antitrust laws especially important for AASHTO and its stakeholders?

- The penalties for violations of the antitrust laws can be severe.
- It is a felony to violate the federal antitrust laws. Individuals can be imprisoned for up to ten years and corporations can be fined up to $100 million per violation and courts can impose permanent restrictions on future operations.
- In addition, businesses harmed by anticompetitive conduct have the right to bring claims in their own right, and damages in such matters are automatically trebled.
- Even if an antitrust claim is shown not to have merit, investigations are time-consuming, and the costs of defense are high. Dealing with a governmental or private antitrust investigation or lawsuit can require thousands of hours of attorney time and can take years to resolve.

For these reasons, any suspected violation of the AASHTO's antitrust policy should be promptly reported in accordance with the requirements of the Code of Conduct.

### Antitrust Policy for Conduct at AASHTO Meetings and Events

Meetings and events among AASHTO stakeholders are a normal, legitimate function of the association. Because AASHTO meetings and events may bring together competitors, both informally and at scheduled events, participants must conduct themselves in a manner to avoid even the suspicion of anticompetitive conduct. Accordingly, certain topics should not be discussed so as to avoid possible liability under the antitrust laws. The topics to be avoided are as follows:

- Customers, products sold to customers, and prices charged and paid.
- Changes to prices or expected prices.
- Territories or markets in which members sell, may sell or refuse to sell their products and services.
- Costs, inventories, product capacities, profits, profit margins, market studies or surveys, market shares, or other current or future business matters.

### Antitrust Policy for Standard Setting Activities

A core purpose of AASHTO is to facilitate the setting of transportation standards and best practices. The antitrust laws have long recognized that such standard setting activity can increase economic efficiency, save resources, and benefit users and taxpayers. However, courts and regulators have also recognized that the standard setting-process can be corrupted to favor certain stakeholders.

AASHTO serves to foster the procompetitive features of standard setting while protecting against the risks of any unintended anticompetitive outcomes. Therefore, AASHTO standard setting may not be used as a forum for competitors to attempt to agree with each other to unlawfully exclude competitors or harm competition.

It is the express policy of AASHTO that (a) no member or other participant shall use the standard setting process to unlawfully exclude competitors or harm competition; and (b) any standard or best practice should be designed, written, and applied in a matter that permits stakeholders to develop products and provide services on equal-footing and on a non-discriminatory basis.

During meetings, all participants must limit their discussions to the information relevant and necessary to such activities. Participants may not use the standard-setting process to disguise what is otherwise a meeting to discuss competitively sensitive topics, such as their current or future prices.

Participants must also disclose any intellectual property rights that might be infringed by stakeholders that follow the standard or best practice and thus require the stakeholder to obtain a license to be in compliance.

### Antitrust Best Practices for the Conduct of Meetings and Breakouts

To ensure discussions about standards and best practices are limited to proper and legitimate subjects, written agendas and minutes must be prepared and kept for all regularly scheduled and special meetings. Further, participants must limit discussions to those topics set forth on the agenda. AASHTO legal counsel may also monitor meetings for compliance, as appropriate. If a subject in violation of this policy is raised, any AASHTO staff or AASHTO member present at the meeting should attempt to halt the discussion. If the discussion does not cease, AASHTO staff and AASHTO members should halt or leave the meeting.

*Approved by the*
*AASHTO Board of Directors*
*November 19, 2025*

AASHTO | Committee on Communications

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