

**NCHRP 20-24(130)
SUPPORT FOR THE DEVELOPMENT OF
AASHTO'S 2021 – 2026 STRATEGIC PLAN**

FINAL REPORT

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The National Cooperative Highway Research Program

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SPECIAL NOTE: This report **IS NOT** an official publication of the National Cooperative Highway Research Program, Transportation Research Board, National Research Council, or The National Academies.

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Disclaimer

The opinions and conclusions expressed or implied in this report are those of the research agency and are not necessarily those of the Transportation Research Board, the National Research Council, or the program sponsors. This document has not been reviewed or accepted by the Transportation Research Board Executive Committee or the National Academies of Sciences, Engineering, and Medicine; and has not been edited by the Transportation Research Board.

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1. Introduction

Strategic planning is critical to an organization’s future success. The American Association of State Highway and Transportation Officials (AASHTO) developed and adopted a strategic plan for 2021-2026 through this project that laid out the following key elements:

Vision

Providing improved quality of life through leadership in transportation

Mission

Supporting state DOTs to connect America with the transportation system of today and tomorrow

Values

- Safety
- Diversity, Equity and Inclusion
- Collaboration
- Transparency
- Trust and Integrity

Goals and Objectives

Safety, Mobility and Access for Everyone	National Transportation Policy Leadership	Organizational Excellence with World Class Services
Advance a safe, multimodal transportation system	Deliver a proactive policy platform for the future	Be the trusted developers and keepers of transportation standards and guidance
Connect community, economy, land use and the environment	Evaluate emerging trends in technologies, policies and practices	Keep committees relevant and aligned
Advance equity and social justice	Communicate the value of transportation	Build transportation workforce capabilities
Improve asset performance	Advocate for sustainable funding	Innovate and modernize products and services
Strengthen resiliency	Promote a broad range of thoughts and policies	Maintain focus on AASHTO’s financial sustainability
Align transportation interests across partners and regions		

Strategies

Policy, Implementation and Research

Establish framework and tools to enable impactful policy decisions, support implementation within member agencies and make priority research investments

Partnership and Collaboration

Strengthen partnerships with traditional and non-traditional organizations to support our vision, mission, goals and objectives

Workforce Development

Establish framework and tools to enable impactful policy decisions, support implementation within member agencies and make priority research investments

Member Engagement

Expand ways to engage members and deliver an outstanding and valuable membership experience

Organizational Optimization

Foster an optimized organization that is strategic, integrated and efficient – built on sound management practices and best technologies

Research Objectives

The objectives of this project are to (a) provide analytical support for development of an updated strategic plan for AASHTO and (b) facilitate the work of AASHTO staff and membership in that development. Additional objectives that the project can fulfill are (c) strengthen involvement of AASHTO committees in the development of the plan, (d) support committee members' efforts to identify and commit to components of the plan that are important to their work, (e) provide and update and flexibility to the plan that recognizes today's fast-changing environment, and (f) strengthen member understanding and commitment to AASHTO's goals,

Project Tasks

The project consisted of the following twelve tasks:

Task 1. Kick-Off Meeting

- Prepare briefing materials and conduct a web conference with NCHRP project panel and AASHTO representatives to discuss the work plan, approach, schedule and review procedures for developing the strategic planning products. Incorporate the meeting briefing materials and document the discussions and decisions made in a memorandum.

Task 2. AASHTO 2014-2019 Strategic Plan Review

- Conduct a critical review and assessment of AASHTO's 2014-2019 Strategic Plan, based on a survey of state transportation agency leadership, consultations and interviews with select AASHTO leaders, and a review of the strategic plans of selected peer organizations. Based on the review and assessment, develop a plan for interviews and other information-gathering activities to be conducted in Task 4. Prepare draft Task 2 Memorandum presenting (a) an assessment of the effectiveness of AASHTO's 2014-2019 Strategic Plan and principal factors contributing to its effectiveness or lack thereof; (b) a synthesis of the concerns, issues, and challenges AASHTO members and other government transportation agencies have encountered in implementing regulations associated with recent federal legislation, and (c) an interview plan for agencies and staff including estimated numbers of interviews and recruitment and selection criteria for interviewees to be contacted in Task 4. Solicit NCHRP review comments on the draft Task 2 Memorandum and make revisions as appropriate to produce a final Task 2 Memorandum.

Task 3. SWOT Analysis

- Conduct an analysis of AASHTO's strengths and weaknesses and the opportunities and threats facing the organization in the planning period, considering the organization's staff, services, and products. Prepare a preliminary presentation of the SWOT analysis based on the input gathered in preceding tasks and conduct a web-based workshop to review and refine the analysis. Identify workshop participants through consultation with AASHTO program staff and the NCHRP project panel, then plan the workshop, invite participants, conduct the workshop, and document the discussions. Prepare a draft SWOT Analysis Memorandum for review by the NCHRP project panel and revise the SWOT Analysis Memorandum to respond to comments received.

Task 4. Candidate Goal Areas

- Based on preceding tasks, propose a set of candidate goal areas for AASHTO's 2021-2026 strategic plan. Prepare a preliminary Goals Memorandum presenting these candidate goals and the reasoning underlying their proposal. Solicit NCHRP comments and revise the memorandum as appropriate to respond to comments. Use the revised final Goals Memorandum as a basis for Task 5.

Task 5. Work-to-Date Summary and Candidate Goals Webinar

- Conduct and facilitate a webinar of AASHTO leadership to review the results of preceding tasks and discuss proposed strategic plan candidate goals. Work with NCHRP to identify webinar invitees, prepare background and briefing materials, invite participants, conduct the webinar, and facilitate discussions. Document the webinar, prepare a summary of the discussions, and present findings to guide subsequent work. Incorporate background materials with the documentation and findings in a draft Goals Webinar Memorandum. Solicit NCHRP comments and revise

the memorandum as appropriate to respond to comments. Use the revised final Goals Webinar Memorandum as a basis for Task 6.

Task 6. Draft Strategic Plan Elements and Preliminary Implementation Plan

- Synthesize the results of preceding tasks to develop a draft Strategic Plan Elements and Preliminary Implementation Plan memorandum presenting the principal elements that will comprise AASHTO's 2021-2026 Strategic Plan, including goals, objectives, and a preliminary implementation plan. Present the draft in a manner to communicate clearly the plan and its bases, illustrating the format proposed for the final products of this research. Solicit NCHRP comments on the draft and make revisions as appropriate to respond to comments and prepare a revised final Draft Strategic Plan Elements and Preliminary Implementation Plan memorandum.

Task 7. Strategic Plan Advisory Committee Workshop

- Plan, organize, and conduct a workshop for AASHTO's Strategic Plan Committee to discuss and refine the results of preceding tasks. In consultation with AASHTO staff and NCHRP, select an appropriate mechanism and logistical arrangements for conducting the workshop. The workshop shall be designed to accommodate approximately 30 people (20 strategic plan advisory committee members, 6 AASHTO staff and NCHRP representatives, and research-team facilitators). Total expenses estimated for the workshop (exclusive of research-team labor) shall not exceed \$31,500 without explicit authorization of the NCHRP Responsible Staff Officer. Make travel and other arrangements as appropriate and provide travel and other logistical support for participants as needed. Prepare background and briefing materials, workshop agendas, and other materials as needed for the workshop. Facilitate all workshop sessions, document the discussions, and prepare a draft Strategic Plan Advisory Committee Workshop summary report. Solicit participants' review of the draft and make revisions as appropriate to prepare a final workshop summary report.

Task 8. Draft AASHTO Strategic Plan

- Prepare a complete draft of AASHTO's 2021-2026 Strategic Plan suitable for presentation to the AASHTO Board of Directors (BOD) at the 2020 AASHTO Annual Meeting or an alternate venue. The draft plan shall be produced as an attractive document that communicates clearly AASHTO's strategic direction and action plan for implementation. The plan document shall be accompanied by (a) a PowerPoint presentation of key elements of the Strategic Plan and implementation action plan, and (b) a summary brochure. Preliminary versions of the Draft Plan and BOD presentation materials shall be provided to NCHRP for comment and revised as appropriate to respond to comments prior to finalization and distribution to the AASHTO Board of Directors.

Task 9. Present Draft Strategic Plan to the AASHTO Board of Directors

- Use the products of Task 8 and make a presentation to the AASHTO Board of Directors. The full draft plan document and summary brochure shall be sent to all AASHTO Board members prior to the meeting and print versions shall be available for distribution at the meeting. Document discussions at the Board's meeting in a BOD Meeting Summary memorandum, including an analysis of adjustments or changes to be made in the preparing the final strategic plan documents and presentation materials.

Task 10. Final Draft AASHTO Strategic Plan

- Prepare the final draft of the AASHTO 2021- 2026 Strategic Plan in a form suitable for reproduction by AASHTO. Work with AASHTO staff to ensure that the final plan documents are provided in appropriate formats for use and reproduction. Solicit NCHRP comments and make revisions as appropriate prior to delivery of the final draft of the AASHTO 2021-2026 Strategic Plan to AASHTO.

Task 11. AASHTO Councils/Committees Support – Phase 1

- Work with AASHTO leadership to support dissemination and adoption of the AASHTO 2021-2026 Strategic Plan in committee activities, to assist AASHTO councils and committees to align and refine their strategic plans and focus on implementable actions and products. The assistance includes development of the approach, process, and templates for the committee implementation of the strategic plan. Communication products including a PowerPoint slide deck will be produced for the strategic plan. A webinar to communicate the research implementation process will be developed and delivered three times so that as many committee and council members could participate. A summary memorandum that includes the committee support guidance, communication products, and the webinar material will be produced.

Task 12. AASHTO Councils/Committees Support – Phase 2

- Work directly with councils and committees to implement the guidance developed in Task 11 and support the integration of current strategic and action plans to support the new strategic plan. The assistance includes review of existing council/committee strategic and action plans and mapping actions to the AASHTO strategic plan. Candidate actions to support the strategic plan will be developed and actions that involve multiple councils and committees will also be developed. Sessions will be held with councils and committees to develop council/committee support for the strategic plan. Webinars with councils/committees will be conducted to prioritize actions.

Task 13. AASHTO Strategic Management Committee (SMC) Report

- An AASHTO Strategic Plan Report that the Strategic Management Committee will use to monitor strategic plan actions will be developed. This will include combining action recommendations that are similar across committees, noting where common

themes across committees exist, and identifying those actions that are unique to a committee. This list will identify where possible the lead committee, the supporting committees, the committee members who will be leading the action, the AASHTO staff lead, if there is an AASHTO program that will be involved, and a timeframe for when the action will be taken. The research team will work with the research panel and AASHTO leadership to build consensus on the final draft of the report.

Task 14. Final Project Memorandum

- Prepare a draft memorandum summarizing all work conducted in the project, products delivered, and research team “lessons learned” to inform AASHTO’s future strategic planning activities and NCHRP’s support for such activities. Solicit NCHRP comments on the draft and make revisions as appropriate to produce a Final Project Memorandum.

Document Overview

This is the Final Memorandum for NCHRP Project 20-24(130)— “Support for the Development of AASHTO’s 2021-2026 Strategic Plan”. It summarizes the objectives, tasks, and deliverables of the project.

- **Section 2** presents a summary of the key products from the strategic plan development activities
- **Section 3** provides a summary of the key products from the committee action plan development activities.
- **Section 4** includes a description of the SMC Report that describes how the SMC will be able to monitor action progress and also the monitoring process for committee actions.

2. AASHTO 2021-2026 Strategic Plan Development

In the first part of the project a series of activities were conducted to lead to the final strategic plan that was adopted by the AASHTO Board of Directors at the AASHTO Annual Meeting on November 13, 2020. Key products of this effort included:

Summary of Input from Interviews and Survey

Please go to Appendix A for this product.

Review of Other Strategic Plans

Please go to Appendix B for this product.

Strengths, Weaknesses, Opportunities, and Threats (SWOT)

Please go to Appendix C for this product.

Candidate Goals Webinar and Strategic Plan Workshop

Please go to Appendix D for this product.

Final Strategic Plan

Please go to Appendix E for this product.

3. AASHTO Committee Action Plan Development

After the AASHTO 2021 – 2026 Strategic Plan was adopted and finalized, the work shifted to first communicating the content and intent of the strategic plan elements to the AASHTO council and committee leadership and staff liaison. After the communications was completed, the work shifted to developing candidate actions for each AASHTO council and committee. After the councils and committees completed their candidate actions, they developed their final action plans with the benefit of being able to review the candidate actions of other councils and committees. During this phase of work, councils and committees also had access to a AASHTO committees common interest product from another research effort that mapped the common interests of AASHTO committees. The following products are the result of these activities.

AASHTO Strategic Plan Webinars

Please go to Appendix F for this product.

Final Action Plans (for Councils and Committees)

Please go to Appendix G for this product.

4. SMC Report and Monitoring

Once the action plans were completed, work shifted to developing the Strategic Management Committee report for the council and committee actions that included a way for them to monitor progress of council and committee actions to support the AASHTO 2021 – 2025 Strategic Plan. As a part of the SMC report development, a tool to help councils and committees to maintain the action progress was developed. The following products are the result of these activities.

Strategic Management Committee Report

Please go to Appendix H for this product.

Committee Action Tracking Tool

Please go to Appendix I for this product.

Appendix A. Summary of Input from Interviews and Survey

AASHTO 2021 – 2026 Strategic Plan

NCHRP 20-24(130) - Support for Development of AASHTO'S 2021-2026 Strategic Plan

Task 2 Plan Review Technical Memorandum

July 23, 2020

Spy Pond Partners, LLC
Econolite Systems, Inc.
HNTB

As proposed for Task 2, this technical memorandum and its appendices provide a thorough review and analysis of AASHTO's 2014-2019 Strategic Plan, using a three-part approach to gather and synthesize information. The three-part approach includes 1) a survey of state DOT leadership and stakeholders; 2) consultations and interviews with select AASHTO leaders and staff, and 3) a review of the strategic plans of AASHTO peer organizations. In addition to this technical memorandum, the consultant team will provide a presentation for the panel summarizing the results of this review and analysis to complete Task 2.

Survey: The consultant team distributed an online survey to state DOT leadership, AASHTO staff, and other stakeholders for input on AASHTO and the current strategic plan. More than 95 of 175 stakeholders responded, generating a significant amount of information for review and analysis. The survey results are summarized as part of this memo, along with the interview results. The full compilation of survey results is not included here, but is available upon request.

Interviews: Members of the team conducted in-depth interviews with 33 state DOT leaders and AASHTO staff members to gain further input for development of the 2021-2026 AASHTO Strategic Plan. A list of interviewees and a summary of the interview responses are included in Appendix A.

Peer Organization Strategic Plans: The consultant team collected and reviewed strategic plans from 20 organizations similar to AASHTO. Not all organizations were transportation focused, and they ranged in size from specific and locally-focused organizations to statewide and national organizations. A complete list of those plans and a summary of the peer review are included in Appendix B.

Based upon the information collected through the above three activities, the consultant team will identify a structure and framework for conducting the SWOT analysis in Task 3.

Key Findings

The key findings from the surveys and interviews are highlighted in the following table.

Current Plan Goals	Member Perspectives	Ideas for New Strategic Plan
<p>Provide Value to Members</p>	<p>Engineering standards of excellence are most valued; being the unified voice in transportation issues is valued; opportunities to network are valued; restructuring strengthened the organization and made it more effective; some members want more multi-modal scope, others want more remote gathering and learning opportunities</p>	<p>Strengthen remote opportunities for gathering and learning, broaden multi-modal perspectives and other non transportation issues across AASHTO activities, focus on including more levels of staff from member organizations</p>
<p>Provide Innovative Technical and Professional Services and Products</p>	<p>AASHTO programs are highly valued; staff do an excellent job of serving members and could strengthen their leadership and broad knowledge of services; some updating of programs could modernize and better serve a broader array of members; need cross education (dashboard)</p>	<p>Increase attention on remote learning opportunities and refresh current products, strengthen staff leadership, consider broadening diversity of products and services, conduct formal review of products and services, broaden staff knowledge of other services</p>
<p>Be a Leader in National Transportation Policy Development</p>	<p>AASHTO is the voice of national policy connected to technical knowledge; focus on funding with Congress is good but may dominate at the cost of other needs; balance needs across country and individual needs of states, consider using regions and members more effectively</p>	<p>Identify emerging issues, be more nimble and agile, create a framework with AASHTO regions and individual engagements in policy activities, increase collaboration with non-traditional groups</p>
<p>Communicate the Value of Transportation</p>	<p>Overall AASHTO communication is good but more work is needed to effectively communicate the value of transportation; recognize the shift from large capital projects to maintenance and operations; focus on the link between transportation, community, land use, climate impacts, and the economy; need to consistently apply the AASHTO brand - look and feel</p>	<p>Create new, modernized transportation communication products, refresh AASHTO brand and infuse throughout all AASHTO activities, increase visibility of AASHTO, review and monitor for results and effectiveness, need a strategic approach to all communication plans</p>

Some additional high-level insights from the survey responses and interviews include:

- The need for the next strategic plan to drive decision making and organization priorities, to be future focused and to allow for measurable outcomes.

- The need to align all strategic plans, for products, services and committees, with the organization's overall strategic plan.
- The importance of ensuring the next strategic plan will sustain and improve the organization's relevance in the area of transportation.
- The need for the next strategic plan to articulate why transportation is important, demonstrating how transportation impacts the community, economy, land use and diversity.
- The importance of being able to identify and respond nimbly to emerging issues, such as technology, resilience, and future revenue options.
- The need to recognize the limits on staff resources and the need to focus the organization's priorities while also increasing member engagement.
- The possibilities of new products and services and revenue opportunities (training, digital publication, certifications).
- The need for a more focused effort on workforce development.

Survey and Stakeholder Interview Responses

To begin the conversation about the development of AASHTO's next Strategic Plan, surveys were sent to members and staff asking for their input. More than 90 responses were received, compiled and analyzed.

Consultant team members also conducted 33 in-depth interviews with state DOT leaders, AASHTO staff and other stakeholders. Team members used the same set of questions, organized around the existing AASHTO Strategic Plan goals, to elicit the views of each person interviewed. Among those interviewed were 12 AASHTO staff and executives, one staff member serving the Environment and Public Works Committee of the Senate, and 20 representatives from AASHTO member states, including 14 CEOs and six committee chairs or vice-chairs. The member state interviews were spread across the four AASHTO regional conferences, with five from NASTO, five from SASHTO, three from MAASTO, and seven from WASHTO. The list of those interviewed, the specific questions asked, and summary of interviewee responses are included in Appendix A.

The following are the rating summaries from the survey questions.

B2. How well does AASHTO serve its purpose?

Average: **4.3**

Responses: 90 [29 BOD, 23 Chairs, 38 Staff]



1 = lowest, 5 = highest

C1. Generating forward thinking policy ideas.

Average: **4.0**

Responses: 86 [29 BOD, 23 Chairs, 34 Staff]



1 = lowest, 5 = highest

C2. Developing realistic policies that will have impact.

Average: **4.1**

Responses: 84 [29 BOD, 23 Chairs, 32 Staff]



1 = lowest, 5 = highest

C3. Aligning AASHTO member interests in policy development.

Average: **4.2**

Responses: 85 [29 BOD, 23 Chairs, 33 Staff]



1 = lowest, 5 = highest

C4. Obtaining support needed (with AASHTO members) to make the policy a reality.

Average: **4.2**

Responses: 83 [29 BOD, 21 Chairs, 33 Staff]

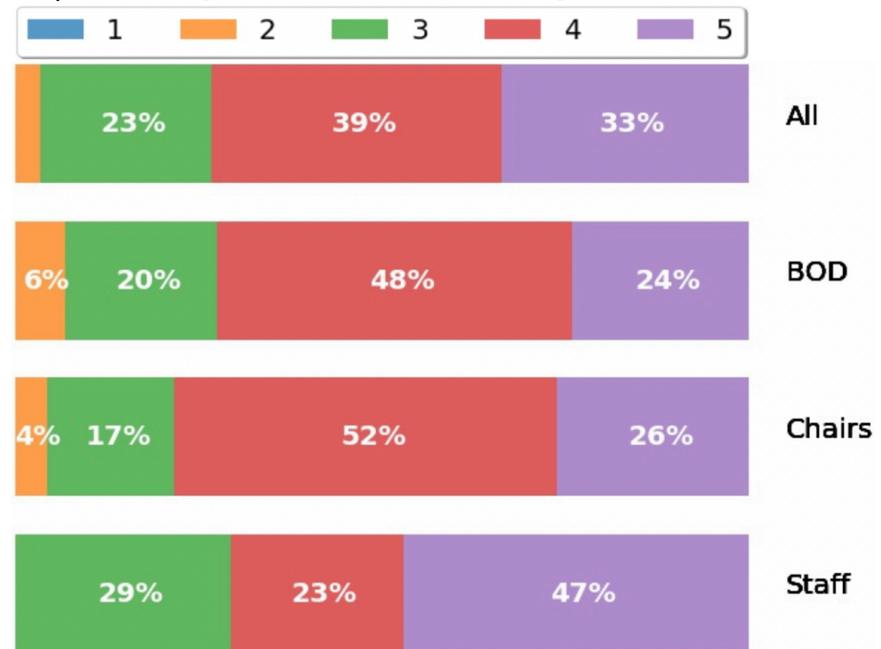


1 = lowest, 5 = highest

C5. Obtaining support needed from industry and other associations to make the policy a reality.

Average: **4.0**

Responses: 86 [29 BOD, 23 Chairs, 34 Staff]



1 = lowest, 5 = highest

C6. Working with USDOT effectively

Average: 4.2

Responses: 84 [29 BOD, 23 Chairs, 32 Staff]



1 = lowest, 5 = highest

C7. Working with Congressional bodies to advance policies.

Average: 4.2

Responses: 82 [29 BOD, 21 Chairs, 32 Staff]



1 = lowest, 5 = highest

C8. Adapting policies to accommodate changes.

Average: **4.0**

Responses: 83 [29 BOD, 21 Chairs, 33 Staff]



1 = lowest, 5 = highest

D1. How well is AASHTO doing at communicating the value of transportation?

Average: **4.1**

Responses: 85 [29 BOD, 22 Chairs, 34 Staff]



1 = lowest, 5 = highest

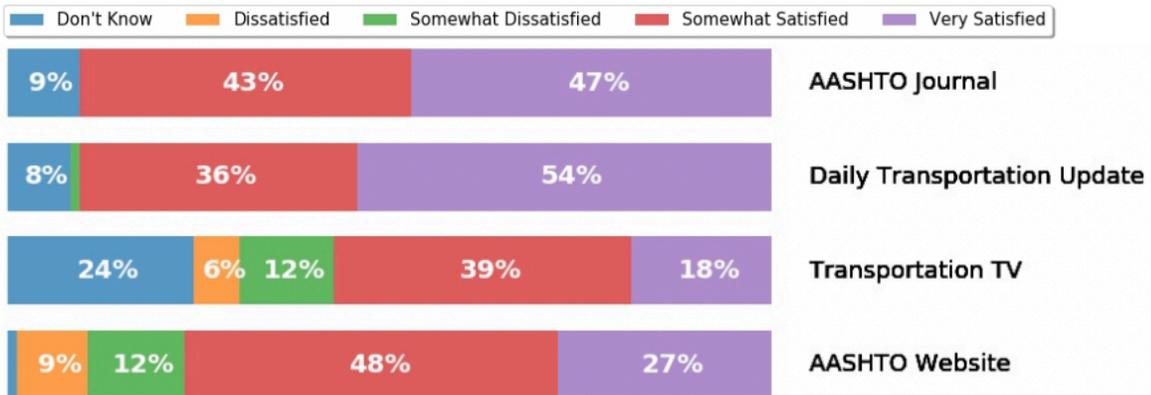
D2. Please indicate the IMPORTANCE of each of the following programs.

Responses: 89 [29 BOD, 23 Chairs, 35 Staff]

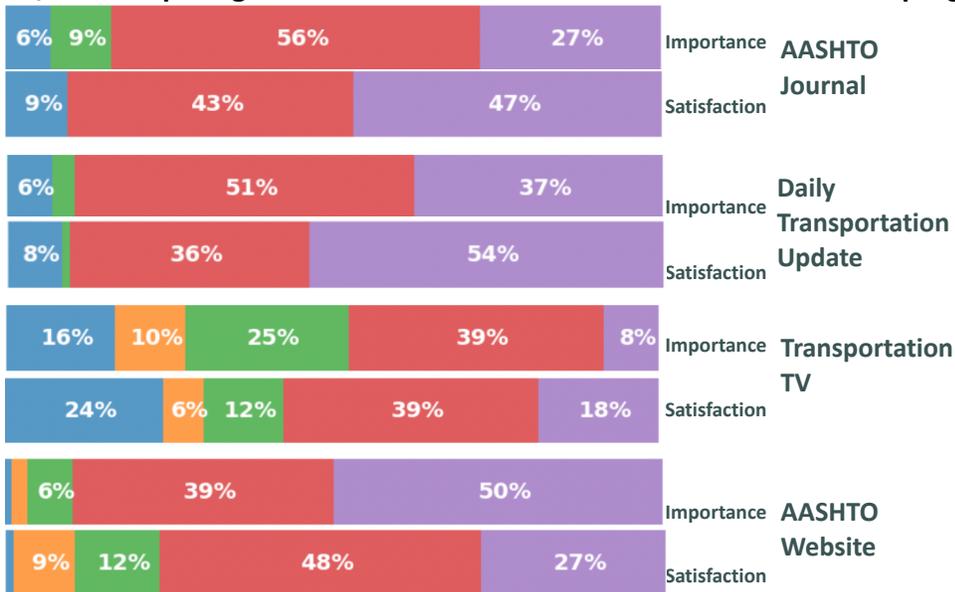


D3. Please indicate your SATISFACTION with each of the following programs.

Responses: 87 [29 BOD, 22 Chairs, 36 Staff]

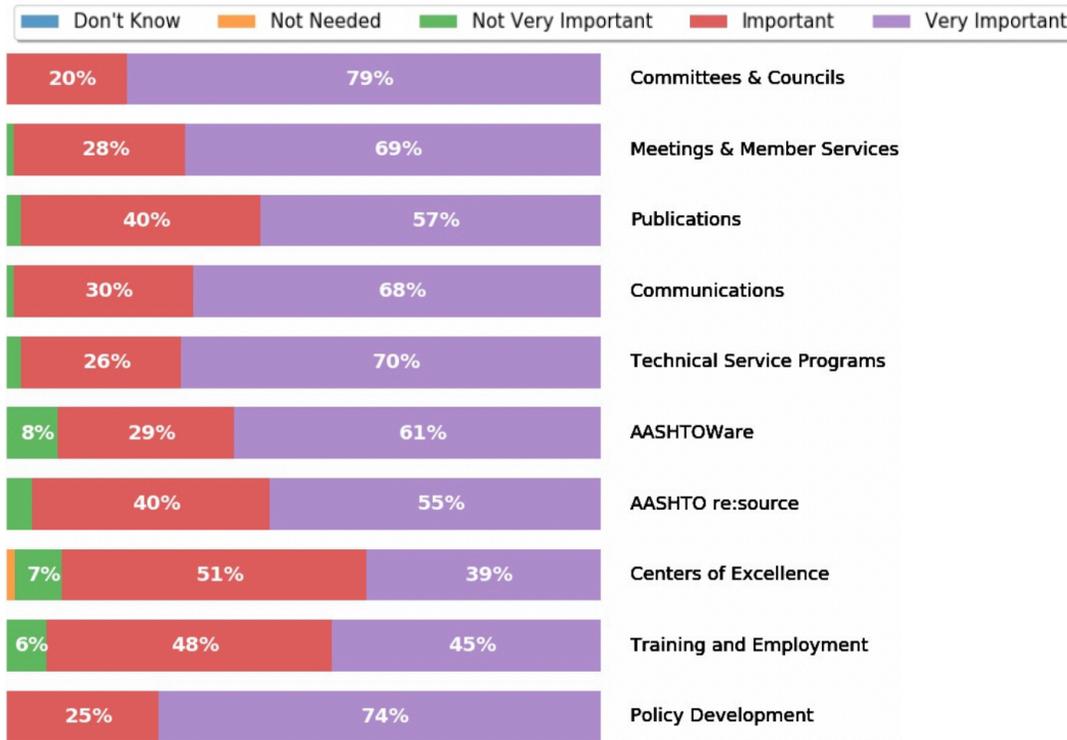


D2/D3. Comparing the IMPORTANCE of and SATISFACTION with the programs.



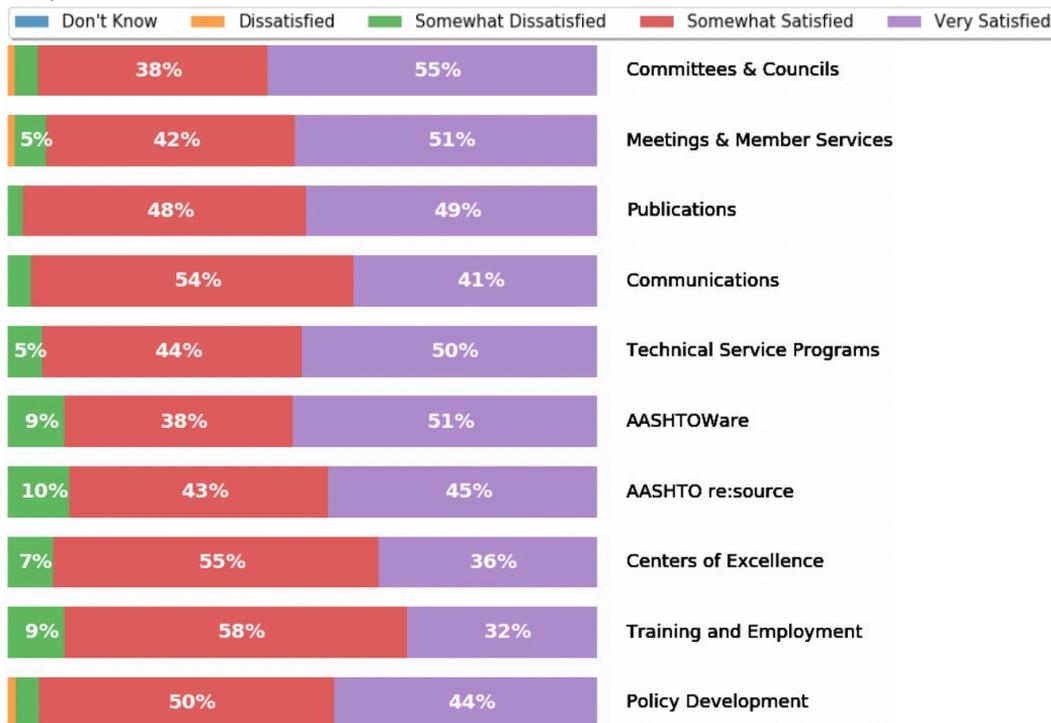
E1. Please indicate the IMPORTANCE of each of the following programs.

Responses: 85 [28 BOD, 21 Chairs, 36 Staff]

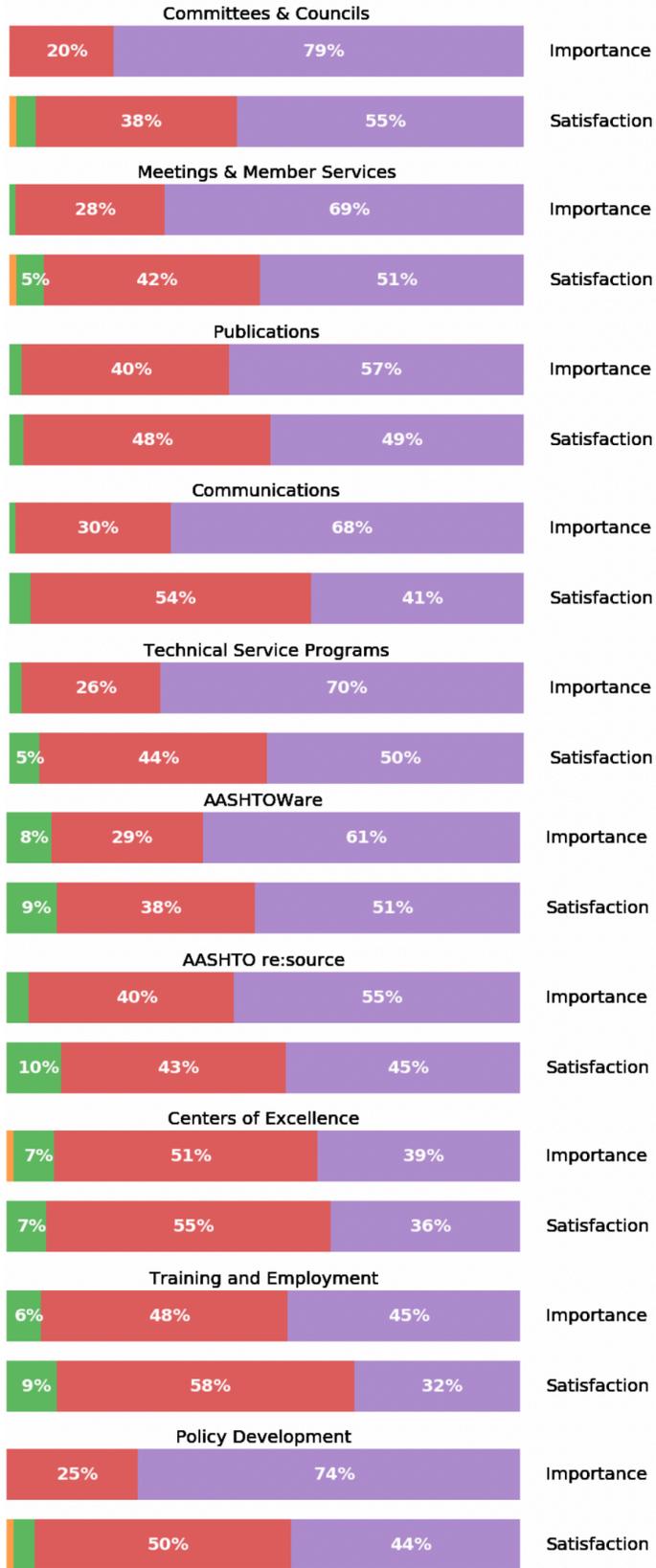


E2. Please indicate your SATISFACTION of the following programs

Responses: 82 [28 BOD, 21 Chairs, 33 Staff]

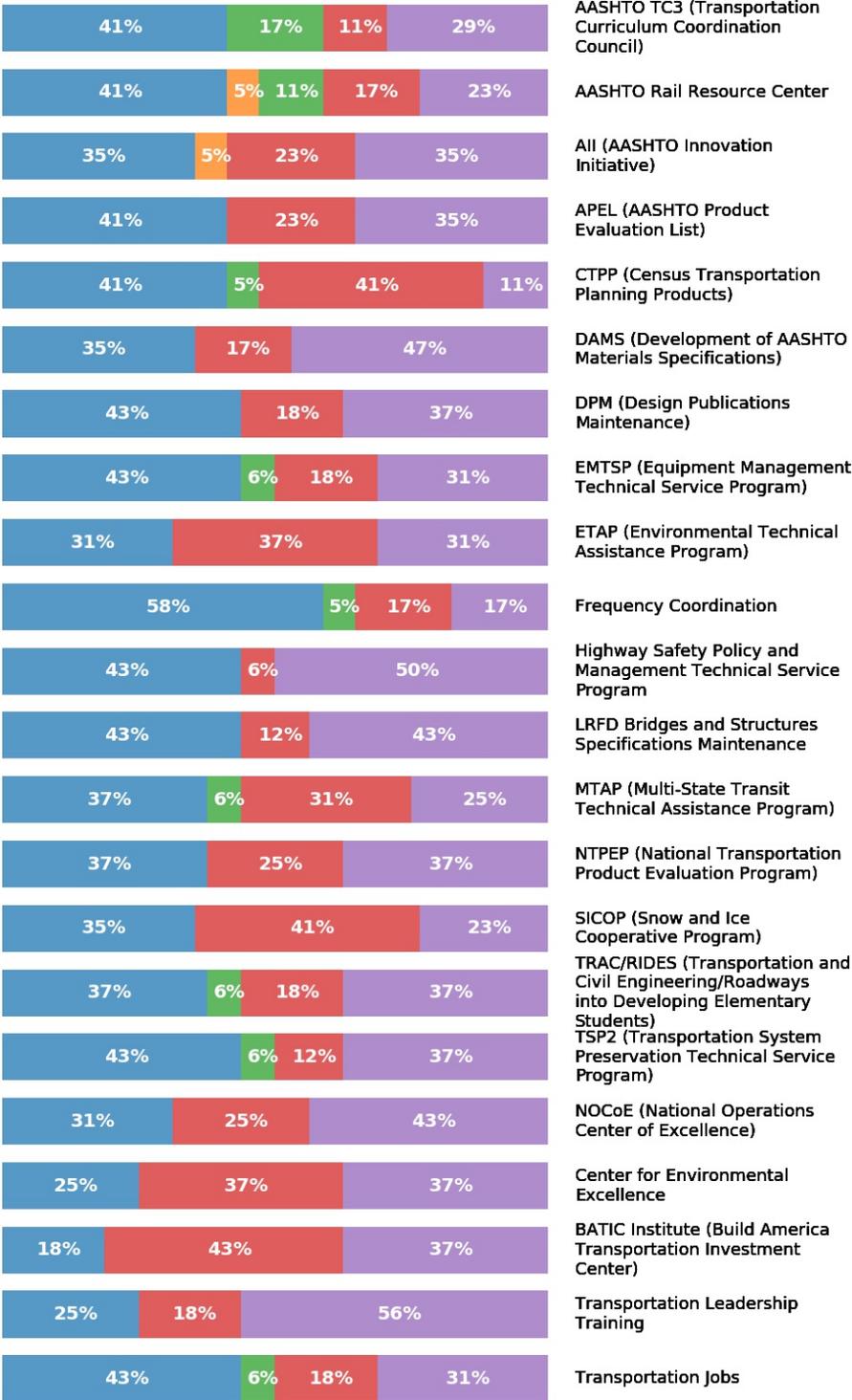


E1/E2. Comparing the IMPORTANCE of and SATISFACTION with the programs.



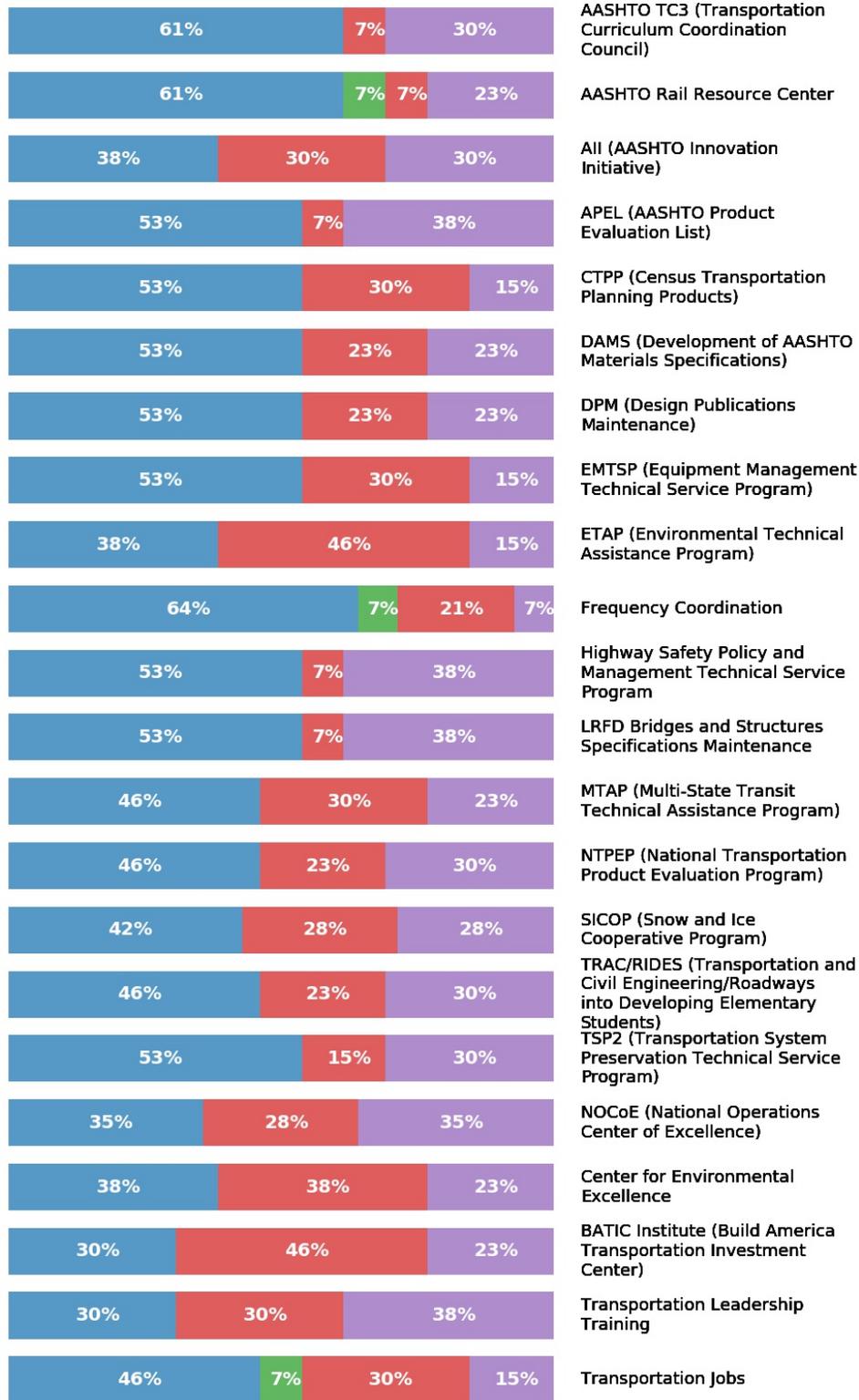
E-A1. Please indicate the IMPORTANCE of each of the following programs.

Responses: 19 [9 BOD, 3 Chairs, 7 Staff]



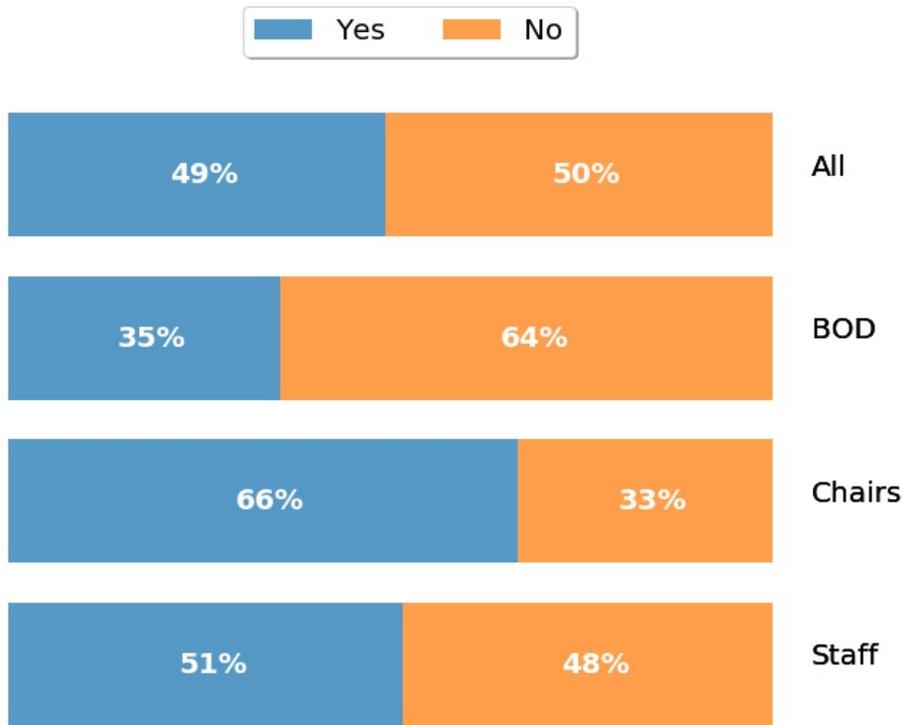
E-A2. Please indicate your SATISFACTION with each of the following programs.

Responses: 14 [6 BOD, 2 Chair, 6 Staff]



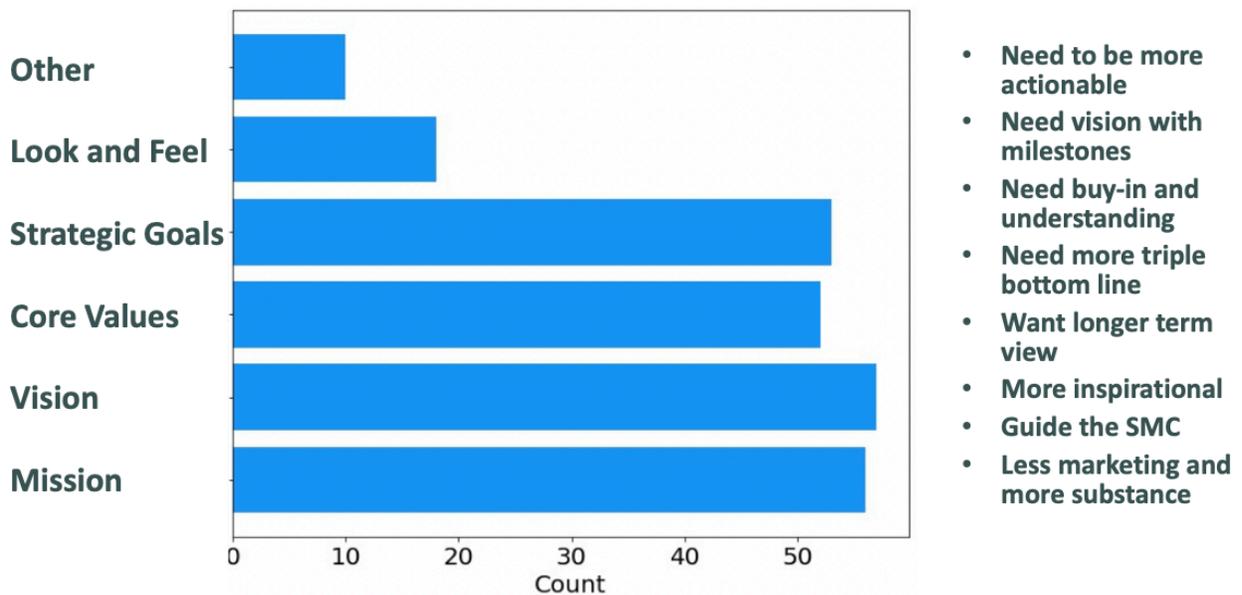
G1. Have you had a role in implementing the current strategic plan?

Responses: 77 [28 BOD, 18 Chairs, 31 Staff]



G2. What do you like about the current strategic plan? (Check all that apply)

Responses: 73 [28 BOD, 17 Chairs, 28 Staff]



The following are summaries of input from both the interview and comments in the survey.

Value to members

AASHTO provides value to its members, and the recent restructuring helped improve that value. First and foremost, members value the engineering standards of excellence that AASHTO provides. Those standards are very valuable to state Departments of Transportation (DOTs) and they speak to the core mission of transportation agencies. Some responses acknowledged their desire for the *Green Book* to allow more multi-modal flexibility.

Respondents also felt that AASHTO functions effectively as a clearinghouse for data and information, providing opportunities for state DOTs to learn about and transfer new technologies and best practices. Thanks to the restructuring, AASHTO is better able to respond to and provide information to help state DOTs address a broad spectrum of transportation issues, including emerging issues such as resilience, emergency management, and public-private partnerships.

AASHTO also provides a unified voice on transportation issues facing state DOTs, for both policy and technical issues. Respondents agreed that AASHTO works well as an advocate for transportation by providing a consistent message to Congress on behalf of state DOTs, and by helping state DOTs unify around the same message, even as they bring their own unique perspectives to the discussion. While transportation issues may be perceived as less urgent than other issues currently confronting Congress, AASHTO remains the “public face” of transportation in Washington, D.C., and has reliably sustained its focus in that regard.

Finally, a key aspect of the value AASHTO provides its members is the opportunity to network, collaborate with other state DOT members within all levels of an agency. AASHTO provides members with a sense of common purpose and helps bring unity and consistency to their efforts to build and operate a national transportation system. AASHTO provides a forum that balances the strong voices of state DOT representatives, and also allows for smaller or more isolated states to share their experiences and opinions.

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. AASHTO is perceived as the go-to resource for transportation policy development, and it is vital to retain and enhance that reputation. Unfortunately, where federal funding reauthorization was once a periodic event occurring every five to eight years, more recently it has become a perpetual concern. Transportation funding and financing issues, while critical, have become the predictable message and no longer gain increased attention. The constant focus on funding has also undermined efforts to develop policy positions on longer-term and emerging issues that also merit attention.

There is an important balance to be struck between addressing the issues of today and advancing policy for the issues of tomorrow. Respondents believe AASHTO has done a good job of both identifying cutting-edge issues and adapting to existing external policy constraints. The organization has also worked hard to recognize that the approach to many of the issues facing transportation are not unified across states. This requires that AASHTO's overall policy positions leave room for states to pursue their own policy priorities. While this approach respects and allows for the diversity among states, it tends to reinforce the status quo.

One board member's comment is worth quoting in this regard: "Change occurs when the pain of the status quo outpaces the pain of change." Given the difficulty over the past decade to garner adequate funding for transportation, that time may be at hand. A greater, more directed policy conversation may be needed to expose the diversity of opinions and identify policy changes are needed for the future.

In general, respondents believe that the structure of policy development conversations is effective, and management of the conversations is key to their productivity. All Board members need to be encouraged to participate in the conversation, and if they are not actively participating, AASHTO staff could help elicit their views to further and diversify the dialog.

Some responses suggested that a greater collaborative conversation, beyond just the issues of today, could better serve the organization moving forward. Some suggested making greater use of the regional associations to initiate and further policy discussions, as their smaller size allows for greater member participation and provide an opportunity to elicit and consider all viewpoints. In addition, some suggested greater openness to ideas from groups outside AASHTO should be considered and discussed. Continued collaboration on policy issues with traditional transportation partners, as well as collaboration with non-traditional partners outside of transportation, could advance the conversation and would ultimately strengthen AASHTO's policy positions going forward.

Finally, some responses suggested AASHTO could make better use of its members, working through them to meet with members of Congress from specific states. Some also suggested AASHTO document its contacts on The Hill – the number of contacts and the issues discussed – and share that information with members. This would allow members to follow up and reinforce AASHTO's message with their own delegations, and would also celebrate the work done by AASHTO staff to convey AASHTO's policy positions.

Communicate the Value of Transportation

Respondents value AASHTO communication overall, but suggest more work is needed to communicate the value of transportation. As the highway program shifts from the decades of large-scale building projects to a future with a greater focus on maintenance and operation of the system that has been built, it becomes extraordinarily difficult to communicate to elected

officials and the public the value transportation brings to society. Respondents suggest AASHTO needs to develop a crisp, clear message that leads with why transportation is important, and the value and benefits that it brings to society. Some responses suggested this could be accomplished by focusing on the links between transportation, the community, diversity, land use, resilience and the economy. They further suggested that the message must be broader than just highway transportation, and reflect the future, rather than the past.

The message must be consistent and communicated in a strategic way. Technology and social media provide new avenues of communication, but those efforts need to be coordinated and unified to ensure the message is properly conveyed. AASHTO's websites, in particular, were cited as needing greater consistency in the "look and feel" to more firmly establish AASHTO's brand and effectively communicate AASHTO's message. Making better use of expert opinions to elevate the message, and tracking the effectiveness of communications through appropriate metrics would help ensure the message is well-communicated. Educating members and AASHTO staff about the value of transportation, and ensuring everyone is prepared to explain that coordinated message, will also help further that focused communication.

AASHTO Programs

AASHTO's programs are highly valued by its members. Sharing information and best practices, engineering credibility, technology transfer and support, policy development, leadership training, and member services are among the programs cited as being key to the value that AASHTO provides. AASHTO staff do an excellent job serving members and providing needed information and action. Respondents noted AASHTO's publications provide good credible information, but could encompass a wider array of topics. Giving the publications a consistent look and publicizing them better could help promote AASHTO. Respondents also noted that AASHTO training is valuable, but may need some updating. Increasing peer exchange opportunities was cited as being of value to members. Respondents also suggested that some mechanism be developed to evaluate the effectiveness of all AASHTO programs now and in the future.

To improve AASHTO's programs, responses suggested providing more opportunities for remote learning to states that can't participate in person. Respondents suggested topics such as data management, knowledge management, workforce development, emerging technologies, resilience, and experimental pilot programs would be useful to expand on going forward.

Some responses also noted the need to develop measures of the effectiveness of committees and their work, to ensure that they continue to add value. Developing a larger, more consistent web presence for the committees would allow them to share information more effectively and help communicate their priorities to committee members and to other committees.

The current strategic plan is working.

AASHTO's restructuring and the focus provided by the current strategic plan have improved the organization's effectiveness. Respondents did not feel another restructuring was in order, but that more time for the structure to be implemented and stronger promotion of the next strategic plan to member states beyond the Board of Directors would build on the success of the existing plan thus far.

The next strategic plan should drive decision-making priorities.

The next strategic plan should provide clear, concise information about AASHTO's direction and drive decision-making for the future. It should provide a foundation that allows AASHTO to proactively identify and address emerging issues and opportunities. AASHTO can use the strategic plan to position itself as a thought-leader on new technology and other emerging issues and then drive the public conversation. One improvement suggested would be to increase AASHTO's ability to be nimble, and in response to emerging issues, perhaps by create a process within the plan to allow for those issues to be considered and high-quality information shared as rapidly as possible with members. The plan should focus on priorities to avoid deviating from core mission. AASHTO events could be organized around the goals of the plan to align states and educate member states' staff. Committees should likewise develop their own strategic plans or priorities to align with and support the next AASHTO strategic plan. Most critical to the plan's development will be the need to elicit the opinions of all members going forward.

AASHTO can build on past success.

Interviewees, in particular, had a number of suggestions for how AASHTO can continue to build on its long history of success, sustaining its focus and mission while adjusting to future trends.

Diversity: Given recent events, the topic of diversity came up frequently in conversation with interviewees. With the restructuring, AASHTO broadened its support for the diverse array of transportation trends that state DOTs face. As a next step, AASHTO may want to increase its focus on diversity, not just of transportation issues, but of its members, their staff, the communities they serve, and the diversity of thought and ideas surrounding transportation outside the organization. There are important opportunities to increase AASHTO's focus on diversity and thereby demonstrate the influence the organization and transportation can have on social issues beyond highway construction and operation.

Flexibility: AASHTO may want to consider ways to be nimbler and more flexible in the future, by providing more timely information on emerging topics. As noted, AASHTO's restructuring has helped to improve support for multi-modal transportation and for emerging issues as they arise. Among other emerging issues, AASHTO may also want to consider ways to improve its focus on the link between transportation and land use and continue discussions on workforce, resilience, diversity, and emerging technologies.

Metrics: In particular, AASHTO might consider developing metrics that demonstrate its accomplishments and allow CEOs to articulate to their own leadership why membership in the organization is so valuable. It's important to keep in mind that every AASHTO member CEO has a Governor to answer to, which must inevitably take priority over the member's work with AASHTO. A specific set of metrics would also help AASHTO stay focused on its core mission and overall goals, without becoming overly focused on lesser priorities.

Communication: While AASHTO's efforts to communicate effectively with members remain strong, one area that respondents felt merited improvement was AASHTO's digital presence, particularly the websites it maintains for the organization and for the various committees. An improved and unified "look and feel" for AASHTO websites would make it easier for stakeholders to navigate them, and improve AASHTO's brand.

Board of Directors: AASHTO may want to consider building on efforts to engage new CEOs and state DOTs that have trouble participating in AASHTO meetings and events. The twice-yearly Board of Directors meetings are valuable, but are sometimes sparsely attended because of travel concerns and time constraints. Technology may offer opportunities to increase the Board's involvement, with more frequent meetings or with greater member participation in the semi-annual meetings. It is also important to recognize the diversity among state DOTs and CEOs and cultivate the involvement of every member. Some respondents noted the importance of engaging new CEOs, particularly considering the high rate of turnover among Board members, perhaps through a mentoring relationship. Some also noted the importance of ensuring all state DOTs take advantage of the information and assistance that AASHTO can provide. Finally, some of those interviewed had concerns about the limiting effect of the voting protocols at the Board of Directors meetings; potentially a change to the by-laws may be needed to allow electronic voting so that all members can participate.

Committees: The new AASHTO committee structure has added value, particularly the Transportation Policy Forum and the Strategic Management Committee, but some adjustment to the very structured nature of the committees may be called for. Improved communication about committee membership and committee actions could help minimize redundant efforts, reduce silos and provide cross training opportunities for committee members. New tools, such as digital committee dashboards, could improve communication and increase the value of committee efforts for all state DOTs. Greater use of the private sector, through the involvement of consultants in research, or by leveraging private sector sponsor involvement, could accelerate committee results. There may also be a need for periodic review of the continued value or need for each committee.

Regions: The AASHTO regional conferences continue to provide significant value at a regional level, and AASHTO could use those forums to strengthen the organization overall. AASHTO may want to use those associations to promote AASHTO's overall efforts, particularly to those states that are less involved on the national level. Increasing AASHTO staff involvement in the various regional associations, and introducing AASHTO staff and their areas of expertise to members at the regional level will improve the ability of state DOTs to connect with AASHTO on a broader array of issues. It is also easier for state DOTs to justify staff involvement at the regional level than at the national level, because of limitations on travel expenses. For state DOT staff new to AASHTO's efforts, it is less intimidating to become involved on a regional level before increasing involvement in national meetings or committees.

DOT Staff: To provide continuity in the future, it is important to figure out how to encourage greater involvement of mid-level DOT staff in AASHTO committees and events. AASHTO may want to consider creating a task force to develop ideas for how to promote AASHTO involvement to mid-level staff, or establish a mentoring program to encourage their participation in committees. Again, involving staff at the regional level first may be more practical from a financial perspective, which reinforces the importance of AASHTO staff involvement in the efforts of regional associations. Greater involvement of mid-level staff will help improve their understanding of how they can serve AASHTO and also provide invaluable training for their future in their organizations.

Strategic Plan Review

The consultant team collected and reviewed strategic plans from 20 organizations that provide value to AASHTO's strategic plan effort. Not all organizations were transportation focused, and they ranged in size from specific and locally-focused organizations to statewide and national organizations. A complete list of those plans and a summary of the peer review are included in Appendix B. Additional information from the strategic plan review is also included. Each strategic plan is available using the following link: <https://www.aashtoplan.com/library/>

There is a great deal of variation among plans. Some of the differences are a matter of organizational preference, but other items are substantive. Across all the strategic plans reviewed, common elements included vision and mission statements, goals, objectives, strategies, actions. The most effective vision and mission statements were clear and forward-thinking. Elements such as goals, objectives, strategies and actions were frequently combined or muddled, which may impair the effectiveness of the plans.

Some plans focus more heavily on the strategic vision, mission, and goals, while other plans are more action-oriented. Some plans quite effectively show the reader how the pieces of the plan fit together, some offer effective high-level summaries, some rely on key performance indicators to demonstrate progress. At least one plan is used as a living document and updated over time. Another plan links to its partner agencies, which may be something for AASHTO to consider.

Appendix A – Methodology, Interview Participants, and Interview Questions and Summary Responses

Methodology

To begin the conversation about the development of AASHTO’s next Strategic Plan, some 175 surveys were sent to members and staff asking for their input. 90 responses were received, compiled and analyzed.

Consultant team members conducted 33 in-depth interviews with state DOT leaders, AASHTO staff and other stakeholders. Team members used the same set of questions, organized around the existing AASHTO Strategic Plan goals, to elicit the views of each person interviewed.

Among those interviewed were 12 AASHTO staff and executives, one staff member serving the Environment and Public Works Committee of the Senate, and 20 representatives from AASHTO member states, including 14 CEOs and six committee chairs or vice-chairs. The member state interviews were spread across the four AASHTO regional conferences, with five from NASTO, six from SASHTO, three from MAASTO, and seven from WASHTO. The list of those interviewed follows.

BOD	Chairs (not BOD)	Staff	Other
<ul style="list-style-type: none"> ▪ Carlos Braceras ▪ Joseph Giulietti ▪ Diane Gutierrez-Scaccetti ▪ Julie Lorenz ▪ Melinda McGrath ▪ Patrick McKenna ▪ Russell McMurry ▪ Roger Millar ▪ Kyle Schneweis ▪ Victoria Sheehan ▪ Greg Slater ▪ Kevin Thibault ▪ Mike Tooley ▪ Shawn Wilson 	<ul style="list-style-type: none"> ▪ Paul Deggs ▪ Tim Henkel ▪ Jamshidi Moe ▪ Ed Sniffen ▪ Joyce Taylor ▪ Marc Williams 	<ul style="list-style-type: none"> ▪ Jenet Adem ▪ Lloyd Brown ▪ Bernardes Clarisse ▪ Jan Edwards ▪ King Gee ▪ Erin Grady ▪ Brandye Hendrickson ▪ Kevin Kaneshige ▪ Joung Lee ▪ Jim McDonnell ▪ Monica Russell ▪ Jim Tymon 	<ul style="list-style-type: none"> ▪ Rebecca Higgins (Congressional Staff)

Interview Questions and Summary of Interview Responses

Value to Members

- B1. In your own words, what is the purpose of AASHTO?
 - a. Clearinghouse for data and information on issues and policy
 - b. An advocate for states on transportation
 - c. A unified voice for transportation information
 - d. Technology transfer
 - e. Engineering standards and technical policy
 - f. Opportunity for connections and professional relationships
- B2. How well does AASHTO serve this purpose currently?
 - a. Excellent – Stays true to core function
 - b. Members first
 - c. Restructuring has helped
 - d. Green book – what DOTs design to
 - e. AASHTO is research-based, data-driven spec, based on sound engineering
- B3. What can AASHTO do to improve how it serves its membership?
 - a. Be nimbler on hot topics
 - b. Provide more information on WHY there is an AASHTO and its purpose
 - c. Showcase value of member engagement for their benefit
 - d. Recognize diversity
 - e. Broaden its focus to other modes
 - f. Expand on links between transportation and community (land use, economy, environment)
 - g. Provide information on programs and deliverables AASHTO produces
 - h. Share best practices and be a facilitator of organic conversations between members
 - i. Uniformity of the look of deliverables and programs – aashtoware and other websites do not have the same look and feel. Consistency.
- B4. What are your suggestions for new ways that AASHTO can serve its members in the future?
 - a. Create committee dashboards to share information between committees (with the same look and feel) – who is on the committee so states know who is doing what within the state – get out of siloes

- b. Tools – create more user-friendly platforms, tools for committees to do their business, electronic voting; transcom put all their info in one program, another uses a different platform; common technology that everyone uses
- c. More staff presence with regions; coordinate with regions, more interaction with regions
- d. Create a task force (Chief Engineers and below) to evaluate how to support promoting AASHTO
- e. Promote AASHTO to new CEOs quickly
- f. Leverage expertise of members and private sector partners
- g. Leverage AASHTO staff expertise to facilitate and guide conversations and issues

National Transportation Policy Development

- C. How well is AASHTO doing at supporting the following policy development elements?
 - C1. Generating forward thinking policy ideas
 - a. Look longer term – not just issues of the day
 - b. Too focused on funding and financing
 - C2. Developing realistic policies that will have impact
 - a. Recognize diversity of all states
 - C3. Aligning AASHTO member interests in policy development
 - a. Tend to follow status quo
 - b. Structure of conversation is good – management of conversation is key – need more conversation about this
 - i. Quorum or view of all members?
 - ii. Majority vs. consensus? Majority of members or majority of people there?
 - iii. Electronic voting? ARTBA is changing some by-laws to support the plan moving forward. Does AASHTO want to do that?
 - C4. Obtaining support needed (with AASHTO members) to make the policy a reality

- a. States need to be willing (or feel comfortable) to express views
 - b. Secretaries speak/ testify next to staff
 - c. Use secretaries more effectively to access congress members
- C5. Obtaining support needed (outside of AASHTO) to make the policy a reality
- a. Growing coordination with like-minded transportation groups
 - b. Expand outreach to other *non*-like-minded transportation groups
 - c. Expand to other industries effected by transportation for overlapping opportunities
 - d. Need more alignment with locals
 - e. Have a measured outcome – provide a brief on who was talked to, doing what and what happened
- C6. Working with Congressional bodies to advance policies
- a. Long-term members value AASHTO opinion
 - b. Leverage the state’s relationship to meet with members
 - c. Need to be able to respond quickly
 - d. Build partnerships or consensus with others for strength of message
 - e. Provide opinions – not all or nothing – need to be able to give input or opinion, but need to represent everybody, unofficial advice?
- C7. Adapting policies to accommodate changes
- a. “Change occurs when the pain of the status quo outpaces the pain of change.”
- C8. What can AASHTO do to improve how it supports national policy development? Do you have any thoughts on innovations that AASHTO can implement?
- a. Provide format for ability to debate – forums
 - b. Staff speak up a bit more to draw in opinions
 - c. Bring the diversity of thought into discussions – not just transportation but other industries
 - d. Speakers bureau
 - e. Identify region liaisons
 - f. Expand focus beyond HTF and established funding – technology, workforce, performance
 - g. Need an overall policy discussion on priorities and state’s needs

- h. Needs to be streamlined
- i. Celebrate successes and staff and members to tell the story better
- j. Individual councils and committees – need some form of round robin reporting to see what’s going on
- k. Staff need to know the “elevator speech” and follow up – educate staff on what AASHTO has to offer

Communicating Value of Transportation

- D1. How well is AASHTO doing at communicating the value of transportation?
 - a. Too highway focused. Broaden the issues and discussions
 - b. Message hasn’t changed in the past decade – need to be more effective in helping people understand value of transportation to them

- D2. What can AASHTO do to improve how it communicates the value of transportation? Do you have any thoughts on innovations that AASHTO can implement?
 - a. Be consistent and strategic in messaging
 - b. Use staff more to carry the messages and information
 - c. Be crisp and clear on the mission and message and reinforce
 - d. Need updated website
 - e. Lead with the Why – uniformity of message

- D3. How is Social Media being used and should it be expanded and how?
 - a. Build on key messages and align with states messages
 - b. Too broad and not consistent
 - c. Leverage experts on messaging
 - d. Make transportation a higher-level need – value/benefit
 - e. Develop measures to track effectiveness

AASHTO Programs

- E1. Which AASHTO programs are most important to you?
 - Committees & Councils
 - Meetings & Member Services
 - Publications
 - Communications

- Technical Service Programs
 - AASHTOWare
 - AASHTO resources
 - Centers of Excellence
 - Training and Employment
 - Policy Development
- E2. Which AASHTO programs are most effective at delivering value to AASHTO members and the transportation community in general?
- a. Publications are solid
 - b. Excellent Value
 - c. Training has value but needs updating
- E3. What can be improved for AASHTO programs?
- a. Provide information regarding what is available
 - b. Increase peer exchange opportunities in smaller groups
- E4. What should be stopped or eliminated?
- a. Review of all the programs
 - b. Mechanism to ensure committees are bringing value
 - i. Periodic (triennial) review of all programs to justify value and continuation
- E5. What new programs and services should be considered to meet changing needs?
- a. How do committees develop priorities? Measure and provide accountability
 - b. Continue to provide opportunity for knowledge even if a state cannot participate in person
 - c. Publications and technical documents provide credibility
 - d. Workforce is a growing need to discuss and provide focus
 - e. Data and knowledge management
 - f. Improve software and technology for committee to do business
 - g. Mentor/mentee program
 - h. Method of tracking and evaluation if programs are providing value to members

- i. Community/members platforms
- j. Experimentation and pilots

AASHTO Strength, Weaknesses, Opportunities, and Strengths

F1. What are AASHTO's Strengths?

- a. Leadership training
- b. Technical conversations and go to for information.
- c. Engineering credibility
- d. Strong financial position
- e. Members produce the products they need
- f. Diversity of opinions
- g. Building relationships across country – comradery and network
- h. Professional staff
- i. Need metrics to demonstrate why it's worthwhile
- j. Networking in person – building

F2. What are AASHTO's Weaknesses?

- a. Not focused on diversity of members
- b. Unable to bring new people into the fold
- c. Lack of global diversity
- d. Not enough discussions with non-highway proponents
- e. Don't leverage private sector partners
- f. Silos within the organization – committees and staffing
- g. Dependency on volunteers
- h. Must consistently remind members of the value
- i. Duplication of efforts across committees
- j. Need more focus on workforce issues

F3. What are AASHTO's Opportunities?

- a. Learning lessons from recent events
- b. Embracing technology for internal use and customer facing
- c. Growth in partnering in technology
- d. Broaden perspectives to include land use, regional impacts, and value of transportation to the economy

- e. Grow partnerships with other organizations to amplify message and voice
- f. Bring in private sector partners for expertise and information sharing
- g. Future of transportation will change – can be a leader
- h. More SaaS delivery, cloud based, less bureaucracy
- i. Be forward thinking – influence national policy

F4. What are AASHTO's Threats?

- a. Perception of being resistant to change
- b. Turnover of members and continued engagement of members
- c. Financial conditions of states for participation
- d. Relationship with industry sponsors
- e. Losing relevance
- f. Stuck in same discussions and messages through the years
- g. Hard to be nimble
- h. Acceleration of technology changes

Current Strategic Plan (AASHTO 2015 – 2019 Strategic Plan)

G1. What do you think of the current strategic plan?

- a. The current structure completed under the plan is working. Give it more time
- b. Some councils/committees still struggling but getting more understanding of their role

G2. What could be improved in the current strategic plan approach as we develop the new strategic plan?

- a. Don't restructure
- b. Be a change agent
- c. Promote to more than just CEO's
- d. Be strategic in identifying goals and actions of committees/councils to know how they are part of the plan implementation
- e. Create a process within the plan to allow for big or emerging issues to be addressed.
- f. Have some flexibility
- g. Strategic Plan should drive decision making
- h. Business card with 3 bullets

- i. Deliver
- ii. Accountability
- iii. Communications

Other Input

- H1. What additional input do you want to make for this strategic planning effort?
 - a. Be forward thinking
 - b. Remain flexible and nimble
 - c. Increase opportunities to share – best practices, information
 - d. Embrace changing technology in doing business
 - e. Organize events around strategic plan – agendas, business plans
 - f. Committees individual strategic plans should support overall plan
 - g. Create a foundation for the future
 - h. Make sure to draw out all voices and have a debate/discussion on direction.

Appendix B. Review of Other Strategic Plans

NCHRP 20-24(130) Support for Development of AASHTO'S 2021-2026 Strategic Plan

Appendix B: Peer Review of Exemplary Strategic Plans

This document supplements the Task 2 Technical Memorandum. It provides a summary of the peer review of other exemplary strategic plans that AASHTO can examine to support building its strategic plan.

Format

- There is quite a variety of approaches for the look and feel of the plan. These can be used to determine what AASHTO's preferences are.
- There are several appealing examples of high-level summaries, including:
 - APWA
 - NICE - this one has a simple, horizontal layout that is very easy to track across the plan elements
 - National Association of State Emergency Medical Services Officials – NASEMSO - this one-pager is particularly appealing in terms of layout and color scheme
 - ITE
 - APTA also provides a visual representation, clearly for a more technical audience

Strategic Plan Elements

- Vision and Mission
 - APTA, ARTBA, ASQ, and PMI are good examples of clear, forward-thinking mission and vision statements
- Goals and Objectives
 - Goals are often quite generic. There are many example plans with goals and objectives that could be helpful for AASHTO's plan:
 - All of the library association examples – PNC/MLA, PLA, WLA, MLA
 - APWA
 - ARTBA
 - NICE
 - ITE
 - NCA
 - EDUCAUSE
 - IPMA-HR
 - NASEMSO
- Strategies
 - Objectives, strategies, and action often become challenging to tease apart in the strategic plans examples.
 - Interesting examples are:
 - PNC/MLA
 - APWA

- ASCE
- Actions
 - Interesting examples are:
 - ITE
 - MLA
 - IPMA-HR
 - Creative Commons has an intriguing way to connect actions to multiple goals.

Vision Examples

Vision Definition

An aspirational description of what AASHTO would like to achieve or accomplish in the future. It will serve as a clear guide for choosing current and future courses of action. The best visions are inspirational, clear, memorable, and concise.

Organization	Vision Statement
American Physical Therapy Association (APTA)	Transforming society by optimizing movement to improve the human experience.
American Public Transportation Association (APTA)	Leading change that maximizes the power of public transportation.
American Public Works Association (APWA)	Advancing quality of life for all.
American Society of Civil Engineers (ASCE)	Civil engineers are global leaders, building a better quality of life.
American Society for Quality (ASQ)	By making quality a global priority, an organizational imperative and personal ethic, ASQ will become the community of choice for everyone who seeks quality concepts, technology, and tools to improve themselves and their world.
American Road & Transportation Builders Association (ARTBA)	A dynamic transportation network that enriches American life.
Dallas Fort Worth (DFW) Airport	Travel. Transformed.
International Public Management Association for	Be the leading organization for public sector human resources.

Human Resources (IPMA-HR)	
Massachusetts Library Association	The Massachusetts Library Association will be the recognized leader of the library profession in Massachusetts.
National Association of State Emergency Medical Services Officials (NASEMSO)	State, territorial, and tribal EMS officials advancing and providing access to optimal healthcare for all through the improvement and expansion of emergency and other medical response systems and roles.
National Agricultural Statistics Service	NASS is recognized as a modern, innovative, customer-focused organization that readily adopts cutting-edge technologies and engages its world-class workforce to produce the most trusted, useful statistics on all aspects of U.S. agriculture.
National Initiative for Cybersecurity Education (NICE)	A digital economy enabled by a knowledgeable and skilled cybersecurity workforce.
Pacific Northwest Chapter/Medical Library Association	The Pacific Northwest Chapter/Medical Library Association will be a dynamic force in the professional development of health science librarians and information professionals in the region by providing outstanding conferences, learning opportunities, and communication among members resulting in librarians who provide superior library services.
Project Management Institute (PMI)	Empowering people to make ideas a reality.
Public Library Association (PLA)	A dynamic public library is the heart of every community.

Mission Examples

Mission Definition

Mission statements describe *what* the organization is going to do, and *why* it's going to do that. Mission statements are similar to vision statements, but they're more concrete, and they are definitely more "action-oriented" than vision statements. Some general guiding principles about mission statements are that they are:

- *Concise*. Although not as short a phrase as a vision statement, a mission statement should still get its point across in one sentence.
- *Outcome-oriented*. Mission statements explain the overarching outcomes your organization is working to achieve.
- *Inclusive*. While mission statements do make statements about your group's overarching goals, it's very important that they do so very broadly.

Organization	Mission Statement
American Physical Therapy Association (APTA)	Building a community that advances the profession of physical therapy to improve the health of society.
American Public Transportation Association (APTA)	APTA leads public transportation in a new mobility era, advocating to connect and build thriving communities.
American Public Works Association (APWA)	Support those who operate, improve and maintain public works and infrastructure through advocacy, education & member engagement.
American Society of Civil Engineers (ASCE)	Deliver value to our members, advance civil engineering, and protect the public health, safety, and welfare.
American Society for Quality (ASQ)	To increase the use and impact of quality in response to the diverse needs of the world.
Creative Commons	Creative Commons will, within 35 years, foster a vibrant, usable, and collaborative global commons, powered by an engaged community of creators, curators, and users of content, knowledge, and data. We will do so by focusing on three intermediate outcomes: discovery, collaboration, and advocacy.
Dallas Fort Worth (DFW) Airport	We provide an exceptional airport experience for our customers and connect our community to the world.
EDUCAUSE	Our mission is to advance higher education through the use of information technology.
The Institute of Transportation Engineers (ITE)	To provide the global community of transportation professionals with the knowledge, practices, skills, and connections to serve the needs of their communities and help shape the future of the profession and transportation in the societal context.
International Public Management Association for Human Resources (IPMA-HR)	Enhance public sector performance by providing human resource leadership, advocacy, professional development, and a community of HR professionals for the sharing of resources and ideas.
Massachusetts Library Association	The Massachusetts Library Association advocates for and empowers the Massachusetts library community by providing leadership, legislative advocacy, professional development, networking opportunities, and by defending intellectual freedom.
National Association of State Emergency Medical Services Officials (NASEMSO)	NASEMSO is the permanent national leadership organization that supports, equips, and advocates for state, territorial, and tribal EMS officials in their work to improve systems of care and the professionals operating in them.

National Council of State Legislatures (NCSL)	<ul style="list-style-type: none"> – To improve the quality and effectiveness of state legislatures – To promote policy innovation and communication among state legislatures – To ensure state legislatures a strong, cohesive voice in the federal system
National Association of State Departments of Agriculture (NASDA)	NASDA grows and enhances agriculture by forging partnerships and creating consensus to achieve sound policy outcomes between state departments of agriculture, the federal government, and stakeholders.
National Agricultural Statistics Service	We provide timely, accurate and useful statistics in service to United States agriculture.
National Communication Association (NCA)	The National Communication Association advances communication as the discipline that studies all forms, modes, media, and consequences of communication through humanistic, social scientific, and aesthetic inquiry.
National Initiative for Cybersecurity Education (NICE)	To energize and promote a robust network and an ecosystem of cybersecurity education, training, and workforce development.
Pacific Northwest Chapter/Medical Library Association	<p>The Pacific Northwest Chapter/Medical Library Association promotes excellence and leadership in its members and supports their interests by:</p> <ul style="list-style-type: none"> • Supporting educational, research, and publication opportunities • Fostering rapid and accurate information delivery in support of healthcare decision making and biomedical research • Promoting the expertise of members • Continually improving the operations, services and governance of PNC/MLA.
Project Management Institute (PMI)	<ul style="list-style-type: none"> – Collaborate closely with organizations to understand their pain points – Provide products, services, and experiences to support individuals along their career journey – Ensure customers are so satisfied that they become PMI champions in their own organizations – Support champions as they influence leadership and the back office to push PMI offerings down to staff
Public Library Association (PLA)	To strengthen public libraries and their contribution to communities.

Goals and Objectives Examples

Goals and Objectives Definition

The goals and objectives should align with your mission and vision statements. They indicate how your organization is going to deliver the vision and mission in the future. The goals should be measurable and include a time frame.

Organization	Goals and Objectives
American Physical Therapy Association (APTA)	<p>Goal 1: Relevance: Increase member value and engagement</p> <ul style="list-style-type: none"> – Translate the latest research into tools and resources for practice – Create clear and consistent value propositions for key member segments <p>Goal 2. Stewardship: Foster long-term sustainability of the physical therapy profession</p> <ul style="list-style-type: none"> – Champion student and early-career issues including debt burden and career-earning potential – Make APTA an inclusive organization that reflects the diversity of the society the profession serves
American Public Transportation Association (APTA)	<p>Goal 1: Championing investment and supportive policies</p> <p>Goal 2: Leveraging new mobility services and technologies</p> <p>Goal 3: Developing leaders and the future-ready workforce</p> <p>Goal 4: Enhancing safety, security and system resilience</p>
American Public Works Association (APWA)	<p>Goal 1. VALUE: Promote the value of public works and enhance its visibility and awareness</p> <p>Goal 2. VOICE: Be the voice of public works to government leaders, the public, and media</p> <p>Goal 3. EDUCATION & CREDENTIALING: Provide excellence in education and credentialing</p> <p>Goal 4. MEMBERSHIP & CHAPTERS: Deliver an outstanding and valuable membership experience in collaboration with Chapters</p>
American Society of Civil Engineers (ASCE)	<p>Goal 1: An ever-growing number of people in the civil engineering realm are members of, and engage in, ASCE</p> <p>Goal 2: Civil Engineers develop and apply innovative, state-of-the-art practices and technologies</p> <p>Goal 3: All infrastructure is safe, resilient, and sustainable</p> <p>Goal 4: ASCE advances the educational and professional standards for civil engineers</p> <p>Goal 5: The public values civil engineers’ essential role in society</p> <p>Goal 6: ASCE excels in strategic and operational effectiveness</p>
American Society for Quality (ASQ)	<p>Goal 1. Customer engagement: providing value to our members and enabling their success</p>

	<ul style="list-style-type: none"> – Objective 1. Increase impact: Increase ASQ’s impact, as measured by the Impact Focus monitoring system, by December 31, 2015 <p>Goal 2. Aligned, empowered leadership throughout</p> <ul style="list-style-type: none"> – Objective 2. Grow Members of Community (MoC): Grow individual/organizational members and increase loyalty, as measured by the Customer Focus monitoring system, by December 31, 2015
<p>American Road & Transportation Builders Association (ARTBA)</p>	<ol style="list-style-type: none"> 1. TRANSPORTATION FUNDING <ul style="list-style-type: none"> – Objective: Achieve long-term, sustainable and secure funding for transportation infrastructure. 2. REGULATORY ADVOCACY <ul style="list-style-type: none"> – Objective: Increase resources and expand direction for ARTBA’s regulatory advocacy. 3. MEMBERSHIP GROWTH <ul style="list-style-type: none"> – Objective: Grow dues-paying entities from current 255 to 300 by Dec. 31, 2022. Increase dues revenue from existing members and new members by 15 percent between Jan. 2020 and Dec. 31, 2022. 4. POLICY & ISSUES FORUMS <ul style="list-style-type: none"> – Objective: Develop cross-divisional discussion forums and policies addressing risk allocation, project delivery, safety and technology. 5. VALUE-ADDED MEMBER SERVICES <ul style="list-style-type: none"> – Objective: Focus rigorously on programs and services that are mission critical.
<p>Dallas Fort Worth (DFW) Airport</p>	<p>Goal 1. Delivering the ultimate customer experience</p> <ul style="list-style-type: none"> – Elegantly efficient: runs like clockwork/clean, working, friendly – Personally tailored: targeted services/delight and wonder – Seamlessly linked: data driven personalization/integrated and intelligent infrastructure – Globally connected: destination of choice/modern Texan hospitality <p>Goal 2. Maximizing business performance</p> <ul style="list-style-type: none"> – Maintain financial strength and remain cost competitive <p>Goal 3. Employee engagement</p> <ul style="list-style-type: none"> – Ensure that the workforce is engaged, productive, healthy, inclusive, and diverse – Enhance a continuous learning environment – Develop sustainable leadership capabilities – Create an organizational culture consistent with DFW beliefs <p>Goal 4. Achieving operational excellence</p> <ul style="list-style-type: none"> – Improve airport operational efficiency – Innovate through technology and best practices

	<ul style="list-style-type: none"> – Develop and implement the new capital program – Sustainability and social responsibility <p>Goal 5. Expanding community engagement</p> <ul style="list-style-type: none"> – Drive economic growth – Broaden advocacy – Employee community involvement <p>Goal 6. Ensuring a safe and secure environment</p> <ul style="list-style-type: none"> – Safe and secure culture – Organizational resiliency framework
EDUCAUSE	<p>Goal 1. Personalized member experience</p> <ul style="list-style-type: none"> – 1.1. Members will have comprehensive access to services previously requiring separate subscription (ELI and ECAR), enhancing the value of membership and enabling a new focus on personalization for all members – 1.2. Members will easily be able to personalize their EDUCAUSE experience, allowing them to discover, share, and build on resources individually and in communities – 1.3. Members will have access to cost- effective, trusted, on-demand support services to help them plan, deploy, and manage initiatives and services – 1.4. Members will see IT’s broad contribution to the institutional mission reflected in EDUCAUSE domain-area content, programs, and services <p>Goal 2. Reimagined professional learning</p> <ul style="list-style-type: none"> – 2.1. Members will be able to plan for and strategically address the leadership development needs of their teams through EDUCAUSE support and services – 2.2. Members will rely on EDUCAUSE learning resources to acquire the skills they need to meet the demands of their roles today and into the future – 2.3. Members will be able to design and manage their professional development over time through learning pathways customized to their experiences and career aspirations – 2.4. Professional development programming will strengthen the leadership pipeline, including a deliberate focus on diversity and inclusion <p>Goal 3. Expanded partnerships & collaboration</p> <ul style="list-style-type: none"> – 3.1. EDUCAUSE will vigorously and comprehensively promote stronger, more collaborative relationships between IT leaders and their institutions’ senior academic leaders and other C-suite executives – 3.2. Senior institutional leaders will have access to customized resources to help them realize efficiencies through technology,

	<p>discover better practices, make strategic sourcing decisions, and demonstrate IT's institutional value</p> <ul style="list-style-type: none"> – 3.3. EDUCAUSE institutional members and solution providers will collaborate to ensure a broad array of relevant higher education technologies – 3.4. Together with our community, EDUCAUSE will promote collective action among domestic and international members, partner associations, and other organizations to address the challenges and opportunities that span institutions and higher education, including diversity and inclusiveness
<p>The Institute of Transportation Engineers (ITE)</p>	<p><u>Membership</u></p> <ul style="list-style-type: none"> – Diversity and inclusion <ul style="list-style-type: none"> ○ STRATEGIC GOAL 1: Clearly define what ITE means by diversity in its membership, specifically identifying its multiple dimensions across gender, race, ethnicity, global geography, experience, and discipline – Recruitment and retention <ul style="list-style-type: none"> ○ STRATEGIC GOAL 2: ITE will be the “professional home” for a diverse membership of practicing transportation professionals (not just engineers) from all disciplines and at all stages of their careers ○ STRATEGIC GOAL 3: Along with diversity and inclusion throughout the membership, ITE will define how our members make a difference in society at large and differentiate how ITE stands out from others – Industry engagement <ul style="list-style-type: none"> ○ STRATEGIC GOAL 4: Identify and evaluate opportunities to strengthen ITE's ties to Industry <p><u>Technical knowledge</u></p> <ul style="list-style-type: none"> ○ STRATEGIC GOAL 1: Achieve a high level of success producing and disseminating information that is value-added, timely, and relevant to practice across disciplines and global geography ○ STRATEGIC GOAL 2: Create a well-defined methodology that places ITE in the forefront of production and dissemination of technical knowledge supporting both core practice and emerging disciplines <p><u>Institutional sustainability</u></p> <ul style="list-style-type: none"> ○ STRATEGIC GOAL 1: Consistency: Maximize and provide consistent ITE membership experience regardless of geographic location through successful program delivery by Districts, Sections, and Chapters

	<ul style="list-style-type: none"> ○ STRATEGIC GOAL 2: Collaboration: Create partnerships that enhance ITE’s value to its members and the community of transportation professionals ○ STRATEGIC GOAL 3: Advocacy: Establish ITE as a leading voice in the development and implementation of transportation policy at all levels of government
<p>International Public Management Association for Human Resources (IPMA-HR)</p>	<p>Strategic Goal 1: Membership</p> <ul style="list-style-type: none"> – Increase membership by 1% annually and increase member involvement in IPMA-HR – Enhance the partnership between the Association and the chapters and regions. o Establish strategies for developing and revitalizing chapters <p>Strategic Goal 2: Research/Advocacy</p> <ul style="list-style-type: none"> – Conduct research, benchmarking, and surveys to identify best practices, successful projects/programs, and HR critical issues and utilize various strategies, including technology to communicate that information – Reinforce the association’s position as the leading voice advocating for public HR professionals on federal public policy issues through enhanced communications <p>Strategic Goal 3: Professional Development/Certification</p> <ul style="list-style-type: none"> – Provide professional development opportunities for HR professionals at all stages of their careers including leadership development at all levels – Broaden the marketing of the certification program so that it is valued by the HR community – Encourage public agencies to identify certification as a highly desirable credential in their job announcements – Identify, develop, and foster strategic international opportunities where the Association can partner for the delivery of professional development programs and certification
<p>Massachusetts Library Association</p>	<p>Goal 2. MLA successfully advocates for funding that benefits the Massachusetts library community</p> <ul style="list-style-type: none"> – Annually, develop a plan in cooperation with other members of the library community – By June 2015, participation of member in legislative events and other advocacy efforts will increase by 10% – By January 2011, evaluate lobbyist position and establish guidelines for effective communication with lobbyist <p>Goal 3. MLA strengthens the inclusiveness and vitality of the organization to add value to the membership</p> <ul style="list-style-type: none"> – By June 2012, develop a communication plan to promote members’ awareness of the Association’s positive impact

	<ul style="list-style-type: none"> – Increase membership by 25% during the next five years – Annually, identify and support organizations that provide leadership opportunities for members and provide support for members to pursue those leadership opportunities – Hold an annual conference and support the efforts of sections and committees to have additional stand-alone programs as they wish – Annually, involve membership in evaluation of the organization <p>Goal 5. MLA has a strong infrastructure to strengthen its effectiveness and to accomplish its goals</p> <ul style="list-style-type: none"> – Annually, identify and develop future leaders of MLA – Establish an annual orientation process for the Board – All MLA standing committees and sections will review their charges annually in light of this plan, and create goals and objectives that fit into the concepts set forth herein – By February 2011, review bylaws and recommend any changes to the Executive Board
<p>National Agricultural Statistics Service</p>	<p>Goal 1. Workforce Transformation – Foster a diverse workforce to meet current and emerging needs</p> <ul style="list-style-type: none"> – Increase employee professional growth and development, satisfaction, engagement, innovative thoughts, as well as diversity and inclusion – Appropriately size, recruit, and train the workforce – Develop strategic workforce planning capabilities to support transition from traditional survey data collection to in-depth integration of survey data with alternative sources and methods <p>Goal 2. Exceptional Customer Service – Proactively strengthen relationships with data users, providers, and partners</p> <ul style="list-style-type: none"> – Increase effectiveness of stakeholder engagement – Raise the awareness of and use of NASS products and services – Incorporate new data sources and data collection techniques to reduce respondent burden and increase sample representation, while maintaining confidentiality and privacy <p>Goal 3. Organizational Excellence – Operate as a strategic, integrated, efficient organization built on sound management practices and methodological principals</p> <ul style="list-style-type: none"> – Create new, modern business processes to produce quality data and products at a faster rate – Mature, expand and enforce enterprise-level strategic and program management processes and tools to guide data-driven decision-making – Mature ability to manage risk and ensure that proven effective internal controls are built into every process and system

<p>National Association of State Departments of Agriculture (NASDA)</p>	<p>Goal 1. Enhance personnel</p> <ul style="list-style-type: none"> – Supervisor and enumerator pay – Evaluations – Promotions <p>Goal 2. Improve administration</p> <ul style="list-style-type: none"> – Federal/State and laws affecting personnel administration <p>Goal 3. Leverage technology</p> <ul style="list-style-type: none"> – Technological challenges – Data collection <p>Goal 4. Build excellence on the job</p> <ul style="list-style-type: none"> – Supervisor/enumerator training <p>Goal 5. Assess opportunities for improved financial management</p> <ul style="list-style-type: none"> – Modernization and Restructuring <p>Goal 6. Engage Federal and State partnerships at increased levels</p> <ul style="list-style-type: none"> – Respondent relations – NASDA members and partnerships
<p>National Association of State Emergency Medical Services Officials</p>	<p>Goal 1. Communications: Ensure effective external communications to reinforce stakeholder understanding of the role of state, territorial, and tribal EMS offices as system leaders and enablers, as well as regulators, and of the national leadership role of NASEMSO in supporting them</p> <p>Goal 2: Information and Resources: Continue and improve methodologies used in information and resource sharing with and among NASEMSO membership and staff</p> <p>Goal 3: Emerging Specialties: Develop and enable policy deliberation, documentation and external communications about member consensus on emerging specialties</p>
<p>National Communication Association (NCA)</p>	<p>Goal 1: Cultivate Communication Research</p> <ul style="list-style-type: none"> – Objective 1.1: Foster collaboration among researchers – Objective 1.2: Advocate for disciplinary research to policymakers, campus administrators, and the public <p>Goal 2: Enhance Communication teaching and learning</p> <ul style="list-style-type: none"> – Objective 2.1: Support curricular development – Objective 2.2: Advocate for Communication education to policymakers, campus administrators, and the public <p>Goal 3: Disseminate knowledge about Communication</p> <ul style="list-style-type: none"> – Objective 3.1: Maintain appropriate outlets for sharing Communication research within the discipline – Objective 3.2: Translate Communication research for public engagement <p>Goal 4: Facilitate professional development for Communication scholars and educators</p> <ul style="list-style-type: none"> – Objective 4.1: Foster career advancement – Objective 4.2: Foster professional success in teaching, research, service, and administration

	<ul style="list-style-type: none"> – Objective 4.3: Advocate for inclusive, positive, just, and safe academic workplaces to policymakers, campus administrators, and the public <p>Goal 5: Manage the association effectively and efficiently</p> <ul style="list-style-type: none"> – Objective 5.1: Maintain financial health and stability – Objective 5.2: Maintain appropriate member and staff human resources – Objective 5.3: Maintain appropriate risk management strategies – Objective 5.4: Modernize technological capabilities – Objective 5.5: Improve governance processes
National Initiative for Cybersecurity Education (NICE)	<p>Goal 1: Accelerate Learning and Skills Development: Inspire a sense of urgency in both the public and private sectors to address the shortage of skilled cybersecurity workers</p> <ul style="list-style-type: none"> – 1.1. Stimulate the development of approaches and techniques that can more rapidly increase the supply of qualified cybersecurity workers – 1.2. Advance programs that reduce the time and cost for obtaining knowledge, skills, and abilities for in-demand work roles – 1.3. Engage displaced workers or underemployed individuals who are available and motivated to assume cybersecurity work roles – 1.4. Experiment with the use of apprenticeships and cooperative education programs to provide an immediate workforce that can earn a salary while they learn the necessary skills – 1.5. Explore methods to identify gaps in cybersecurity skills and raise awareness of training that addresses identified workforce needs <p>Goal 2: Nurture a Diverse Learning Community: Strengthen education and training across the ecosystem to emphasize learning, measure outcomes, and diversify the cybersecurity workforce</p> <ul style="list-style-type: none"> – 2.1. Improve education programs, co-curricular experiences, and training and certifications – 2.2. Encourage tools and techniques that effectively measure and validate individual aptitude, knowledge, skills, and abilities – 2.3. Inspire cybersecurity career awareness with students in elementary school, stimulate cybersecurity career exploration in middle school, and enable cybersecurity career preparedness in high school – 2.4. Grow creative and effective efforts to increase the number of women, minorities, veterans, persons with disabilities, and other underrepresented populations in the cybersecurity workforce

	<ul style="list-style-type: none"> – 2.5. Facilitate the development and dissemination of academic pathways for cybersecurity careers <p>Goal 3: Guide Career Development and Workforce Planning: Support employers to address market demands and enhance recruitment, hiring, development, and retention of cybersecurity talent</p> <ul style="list-style-type: none"> – 3.1. Identify and analyze data sources that support projecting present and future demand and supply of qualified cybersecurity workers – 3.2. Publish and raise awareness of the NICE Cybersecurity Workforce Framework and encourage adoption – 3.3. Facilitate state and regional consortia to identify cybersecurity pathways addressing local workforce needs – 3.4. Promote tools that assist human resource professionals and hiring managers with recruitment, hiring, development, and retention of cybersecurity professionals – 3.5. Collaborate internationally to share best practices in cybersecurity career development and workforce planning
Pacific Northwest Chapter/Medical Library Association	<p>Goal 1: Support educational, research, and publication opportunities</p> <ul style="list-style-type: none"> – Provide quality continuing education courses and programs to the membership – Collaborate with other associations or organizations for professional development – Share new ideas, research, and practical applications in health sciences librarianship <p>Goal 2: Foster rapid and accurate information delivery in support of healthcare decision making and biomedical research</p> <ul style="list-style-type: none"> – Promote technological innovation in libraries – Encourage the advancement of scholarly communication <p>Goal 3: Promote the professional role and expertise of members</p> <ul style="list-style-type: none"> – Advocate for the Health Sciences Librarian profession – Provide information on legislative issues and support lobbying efforts where appropriate – Promote and increase membership <p>Goal 4: Continually improve the operations, services and governance of PNC/MLA</p> <ul style="list-style-type: none"> – Ensure the continuity of governance of PNC/MLA – Facilitate chapter meeting planning – Foster excellence and leadership through communication <p>Goal 5: Improve member benefits</p> <ul style="list-style-type: none"> – Serve as an intermediary for special pricing offers to chapter members – Promote professional development and networking

<p>Wisconsin Library Association</p>	<p>Goal 2: SUPPORT MEMBERSHIP GROWTH</p> <ul style="list-style-type: none"> – Objective 1: By the end of 2016, increase membership by 3% over 2015 year-end levels (net increase of approximately 38 members) – Objective 2: In 2016, implement a comprehensive marketing and communications plan that enables WLA to communicate and promote its programs and services effectively to target audiences, using traditional and social media <p>Goal 5: ENHANCE THE VOLUNTEER EXPERIENCE</p> <ul style="list-style-type: none"> – Objective 1: Continue to provide the President’s Volunteer Award for recognition of individuals who have served in multiple WLA leadership roles over the years – Objective 2: Revise and streamline policy manuals, unit structure and procedure manuals to help provide useful information to volunteers – Objective 3: Seek sponsorship support for the Volunteer Orientation in order to maintain zero expense for attendees <p>Goal 6: REFOCUS WLA LEGISLATIVE STRATEGY</p> <ul style="list-style-type: none"> – Objective 1: Work with WLA Lobbyist to develop a pre-budget strategy that emphasizes consistent messaging and relationship building with key legislators – Objective 2: Engage public library systems in relationship building efforts – Objective 3: Provide advocacy training through the WLA spring and annual conference venues
<p>Public Library Association (PLA)</p>	<p>Goal 1. Transformation: To strengthen public libraries and their contribution to communities.</p> <ul style="list-style-type: none"> – Define and support the transition of public libraries to become more responsive to—and reflective of—community needs – Increase opportunities to explore and share effective emerging best practices that are addressing community priorities – Increase awareness of and access to the types of literacy necessary for skills development and success in the 21st century – Increase the number of libraries using meaningful and actionable measurements to understand and expand their community impact <p>Goal 2. Leadership: PLA builds and supports leadership for public libraries that is reflective of the needs of each community and the profession.</p> <ul style="list-style-type: none"> – Increase leadership and personal development training opportunities for all levels of public library staff reflective of the PLA leadership model

	<ul style="list-style-type: none"> – Support public library staff in the shift from a library-centered to a community-centered approach, through PLA trainings and resources – Encourage learning opportunities for all library staff through collaboration with library schools and support access to other types of learning available to library staff including CE, online courses, certificate programs and conferences <p>Goal 3. Advocacy & awareness: PLA leads in public library advocacy and influencing perceptions of public libraries</p> <ul style="list-style-type: none"> – Increase awareness and strengthen perceptions of public libraries among key audiences and stakeholders – Increase awareness and the effectiveness of PLA/ALA’s advocacy resources and create new tools to support current and future advocacy efforts – Increase library staff participation in public library advocacy at all levels (i.e., federal, state, local) – Improve PLA’s capacity to serve as a resource to public libraries outside of the U.S. that are conducting library advocacy <p>Goal 4. Equity, diversity, inclusion and social justice: PLA advocates for equity, diversity, inclusion and social justice in order to enable every member, library, and community group to fully and equally participate in a society mutually shaped to meet their needs</p> <ul style="list-style-type: none"> – Reflect EDISJ principles in association leadership, staffing, values, mission/vision, strategies and operations – Equip members with tools, mentoring/coaching, learning opportunities, and other resources to advocate and apply EDISJ principles in their libraries and communities – Identify measurable impacts, including professional competencies, that demonstrate progress in key EDISJ areas <p>Goal 5. Organizational Excellence: PLA is entrepreneurial, resilient, and successful in the sustaining and growing of resources to advance its mission and work.</p> <ul style="list-style-type: none"> – Commit to and support ongoing, regular data-driven assessment of PLA impact on the library field – Increase the number of income-generating products and programs – Seek and adapt to new trends and models in association organization and membership – Maintain strong relationships with existing partners, both nationally and internationally, and explore new partnership opportunities outside of the library field – Invest in more professional development training for PLA staff to strengthen their capacity to meet member and library field needs
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Strategies Examples

Strategies Definition

Strategies are how the organization will get to where it wants to go and deliver on its goals and objectives. Strategies should map to goals and objectives but do not have to map to only one goal area.

Organization	Strategies
<p>American Public Transportation Association (APTA)</p>	<p>(Referred to as “areas of action;” appear to be strategies rather than concrete actions)</p> <ul style="list-style-type: none"> – Be the national voice for the industry and advocate for increased federal funding to better serve communities, grow the economy and address environmental challenges – Build diverse, high-value partnerships that broaden public transportation’s support and influence – Support state and local transit initiatives of strategic significance – Collaborate with transit agencies, municipalities, MPOs, technology companies and micro- and shared-mobility providers to ensure that public transportation can efficiently operate and grow its customer base in the increasingly congested urban landscape – Set new industry standards and performance metrics and share best practices, lessons learned, technical expertise and innovative ideas for incorporating new service models and technologies that enhance operations and the customer experience – Expand initiative with influential public and private partners to promote the piloting of new models and technologies, including alternative propulsion systems and automation, and support a culture of innovation and industry leadership – Serve as the industry resource for programs and best practices to attract, train and retain employees at all levels and enhance workforce diversity and an inclusive workforce culture – Develop future professionals and leaders through best-in-class leadership programs – Assist public transportation agencies to anticipate and secure the changing skillsets required for the future – Bring the industry’s best solutions to the forefront and provide the standards, research, data, training and thought leadership needed to enhance safety, security, emergency and asset management practices and policies

	<ul style="list-style-type: none"> – Support agency efforts to make data-driven decisions enhancing public transportation system resilience and performance and mitigating risks – Work with practitioners, policy makers and researchers to explore and promote best practices in addressing the impact of homelessness in public transit through outreach and partnerships, infrastructure design and maintenance, and enforcement and monitoring
<p>American Public Works Association (APWA)</p>	<ul style="list-style-type: none"> – Promote asset management for existing infrastructure and the value of future investment in creating, operating and maintaining infrastructure that improves the quality of life for all – Increase public understanding and appreciation of the positive impact public works has on quality of life, public health and safety through the development and expansion of initiatives such as National Public Works Week – Create a public policy agenda to coincide with each new session of the Canadian Parliament and U.S. Congress encouraging members to provide feedback and input through the legislative, regulatory, and judicial processes – Develop meaningful APWA policy statements that focus on issues impacting public works & infrastructure in Canada and the U.S. – Work with Chapters to assist individual members in developing and using their advocacy and storytelling skills to influence positive infrastructure public policy outcomes at the federal, state and local levels of government – Serve as the resource for subject matter experts in public works and infrastructure to governments and media within Canada and the U.S. – Conduct and provide research to assist the governments of Canada and the U.S. in their development of infrastructure policy – Participate in the development of the Canadian and U.S. infrastructure report cards – Continue to build upon APWA’s partnership with the U.S. House of Representatives’ Caucus on Public Works and Infrastructure – Develop a proactive media strategy to increase APWA’s presence in both print and electronic and social media – Create innovative educational offerings using a variety of delivery methods and techniques to create an exceptional learning experience for all levels of public works professionals – Collaborate with and support Chapters’ current educational programming by providing resources that complement their existing programs

	<ul style="list-style-type: none"> – Promote the importance and value of APWA’s certification and certificate programs to public works professionals, public agencies, regulatory agencies and other appropriate entities – Serve as the best credentialing (certification and accreditation) resource for the public works community throughout the world – Develop strategic and global alliances with other organizations to promote APWA’s education and credentialing programs – Develop comprehensive employment, professional development and career lifecycle roadmap for members – Increase member engagement by continuously improving the member experience – Create and implement recruitment and retention membership strategies for the association – Provide best in class association services to Chapters – Enhance public agency and corporate member experience – Provide a nimble and flexible membership structure to meet changing needs of APWA’s stakeholders – Develop mutually beneficial partnerships with complementary associations
<p>American Society of Civil Engineers (ASCE)</p>	<ul style="list-style-type: none"> – Focus Strategy 1.A.1: Improve member satisfaction among key member segments – Ongoing Strategy 1.B.1. Improve student to member transition and younger member retention – Ongoing Strategy 1.B.2. Encourage and provide greater opportunities for younger member engagement and leadership in ASCE – Ongoing Strategy 1.B.3. Optimize local units (sections, branches, chapters, groups, forums, Institutes) to help deliver the value of ASCE locally and enhance opportunities for professional networking – Ongoing Strategy 1.B.4. Deliver, improve and communicate member value included in membership dues, and benchmark against competitive associations – Ongoing Strategy 1.B.5. Enhance leadership skills development opportunities, identify and operationalize mentoring opportunities, and optimize employment and career-related services – Ongoing Strategy 1.B.6. Improve the information, guidance, activities, and opportunities for student chapter involvement – Ongoing Strategy 1.B.7. Continue to build international membership and benefits – Ongoing Strategy 1.B.8. Develop new products and services for domestic and global members that specifically appeal to younger members, delivered through the Society level, Institute level and local regions, sections, and branches

	<ul style="list-style-type: none"> – Ongoing Strategy 1.B.9. Explore different membership models to broaden outreach to non-members and to capture additional members of the project team – Ongoing Strategy 2.B.1. Promote the benefits of transformational innovation and state-of-the-art practices for the design, construction and maintenance of civil infrastructure – Ongoing Strategy 2.B.2. Improve the practice of civil engineering, advance best practices, and share technical knowledge through collaborative committee activities, events, forums, publications, standards, and educational offerings – Ongoing Strategy 2.B.3. Facilitate the global exchange of civil engineering knowledge and educate members on professional practice in the global environment – Ongoing Strategy 2.B.4. Expand the opportunities for volunteers to engage in the technical activities of the ASCE Institutes and Divisions – Ongoing Strategy 2.B.5. Improve the profession’s access to a wide array of civil engineering technical and professional literature – Ongoing Strategy 2.B.6. Recognize the achievements of civil engineers and challenge the biases against the implementation of innovation and advancing the state-of-the-art – Focus Strategy 3.A.1. Implement & promote the ASCE Grand Challenge within the civil engineering profession, encouraging the use of life-cycle cost analysis, innovation, performance-based design, best practices for sustainable engineering, and resiliency standards in planning and design of all infrastructure projects – Focus Strategy 3.A.2. Effectively execute the agreed upon Sustainability Road Map so that all civil engineering is “sustainable” – Ongoing Strategy 3.B.1. Advocate so that public and private-sector decision-makers and the public at large take action to improve and modernize the nation’s infrastructure through national and state public policy efforts and increased member engagement in programs such as the Fly-Ins and Drive-Ins – Ongoing Strategy 3.B.2. Raise awareness among decision-makers and the public on the need for infrastructure investment at the state and local levels by providing information and resources such as the national and state Infrastructure Report Cards – Ongoing Strategy 3.B.3. Promote successes in innovative project delivery and funding solutions as models of effective infrastructure development – Ongoing Strategy 3.B.4. Develop and advocate for sound positions on civil engineering-public policy issues (such as policies related to infrastructure, sustainability, risk, professional licensure, STEM education, procurement, etc.)
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	<ul style="list-style-type: none"> – Ongoing Strategy 3.B.5. Promote best practices and model policies to ensure that infrastructure is more resilient to extreme events – Ongoing Strategy 3.B.6. Develop a new project/program development process that ensures engineers are directly involved at the earliest stage of project/program planning – Ongoing Strategy 4.B.1. Plan and execute the “Raise the Bar” initiative for civil engineering, or its successor, to protect the public health, safety, and welfare – Ongoing Strategy 4.B.2. Lead and engage CE academic programs, CE department chairs and heads, CE faculty, CE practitioners, and ABET Inc. to continuously improve the formal education of civil engineers – Ongoing Strategy 4.B.3. Educate, train, and equip civil engineers to increase their technical competency and develop their interpersonal and organizational leader skills with online, in-person, and webinar continuing professional development – Ongoing Strategy 4.B.4. Maintain and enforce ASCE’s Code of Ethics and educate members and the public on professionalism and the ethical practice of civil engineering. – Ongoing Strategy 4.B.5. Equip civil engineers to practice sustainable civil engineering by offering an ASCE Sustainability Certificate program and promoting sustainability standards and tools – Ongoing Strategy 4.B.6. Lead and participate with others in the professional engineer licensure processes, procurement, and business practices in all U.S. jurisdictions to protect the public health, safety, and welfare – Ongoing Strategy 4.B.7. Integrate civil engineering technologists into the family of civil engineering – Ongoing Strategy 4.B.8. Promote diversity, equity, and inclusion as essential to the advancement of the civil engineering profession – Focus Strategy 5.A.1. Promote greater public awareness and recognition of the positive achievements of civil engineers to society throughout history through a campaign or program reaching audiences in the popular and social media – Ongoing Strategy 5.B.1. Develop a messaging platform that positions civil engineers as valued leaders, emphasizing the attributes needed to achieve Vision 2025, in language that resonates with the public – Ongoing Strategy 5.B.2. Leverage the Dream Big movie and outreach materials to promote civil engineering careers to youth and raise the stature of civil engineers among families and community leaders – Ongoing Strategy 5.B.3. Encourage civil engineers to engage in public policy activities and leadership at the local, state, and
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	<p>national level. Train and equip civil engineers with the skills and messages necessary to interact with the public and decision-makers on important community and national issues</p> <ul style="list-style-type: none"> – Ongoing Strategy 5.B.4. Offer pre-college outreach programs and participate in partnerships to help foster a sufficient and diverse supply of quality civil engineers to meet the future needs of society – Focus Strategy 6.A.1. Ensure the Society’s business model(s) respond to changes in the nonprofit professional society environment, characteristics of current and potential members, and outlook for available resources. Evaluate all aspects of the Society’s operations and structure – Ongoing Strategy 6.B.1. Continue to develop an ASCE staff culture based on core values to provide a rewarding environment for staff to work in that will lead to increased member value – Ongoing Strategy 6.B.2. Evaluate the level of effort and spending for major program areas, e.g., geographic entities, government affairs, educational activities. Looking to the future, determine where to best allocate available resources (volunteer, staff, and other expenses) to accomplish ASCE’s goals and build membership and revenue streams – Ongoing Strategy 6.B.3. Enhance the member experience with ASCE through a more robust e-commerce platform, better database integrity, and improved interfaces for interactions and communications with members – Ongoing Strategy 6.B.4. Use available technology to enhance the learning experience and adapt education delivery methods to correspond to the changing educational needs and environment – Ongoing Strategy 6.B.5. Strengthen ASCE’s global culture by maintaining existing foreign relationships and building new ones, collaborating to foster sustainable practices, sharing technical knowledge, and working to improve global engineering practices
American Society for Quality (ASQ)	<ul style="list-style-type: none"> – Increase the Value of Being a Member of the ASQ Community – Support ASQ Leadership in Their Efforts to Serve Members of the Community and ASQ’s Mission – Leverage Technology to Deliver an Ever Higher Level of Value to the Global Quality Community – Grow Ability to Serve the Needs of Organizations to Increase Their Use/Impact of Quality
Dallas Fort Worth (DFW) Airport	<ul style="list-style-type: none"> – Develop and implement enhanced processes to consistently provide an exceptional customer experience – Create a suite of personalized products and services delivering moments of wow

	<ul style="list-style-type: none"> – Create the desired mix of ambiance, technology, and integration to deliver a consistent experience in line with the changing nature of customer needs – Maintain a minimum “A” bond rating – Grow DFW cost center and PFIC net revenues to \$195M in FY20 – Maintain our number one position among U.S. gateways for connecting passenger traffic between Asia and Latin America through FY2020 – Increase Asia-Latin America international cargo traffic transiting through DFW at a rate of 50% greater than the growth rate of the overall trade lane by FY2020 – Implement processes to improve airport operational efficiency – Leverage technology, innovation, and best practices to develop the tools to measure, forecast, and execute enterprise operational efficiencies – Develop and implement a 10-year Capital Improvement Plan – Incorporate sustainability best practices – Develop and implement DFW’s community engagement strategy to drive positive perception across all DFW communities – Broaden stakeholder advocacy and support for the Airport – Drive positive community impact through employee involvement – Further strengthen the DFW-wide (employees and business partners) culture that proactively protects people, systems, and infrastructure by FY2018 – Establish an Organizational Resiliency Framework to strengthen DFW’s capacity to react, respond and recover from threats by FY 2018
<p>Pacific Northwest Chapter/Medical Library Association</p>	<ul style="list-style-type: none"> – 1.A.1. Focus the Annual Meeting on timely and relevant topics – 1.A.2. Alert membership to upcoming educational opportunities – 1.A.3. Assess the educational needs of members – 1.A.4. Develop educational courses – 1.A.5. Promote individual learning – 1.B.1. Maintain the relationship with the MLA Continuing Education program – 1.B.2. Co-sponsor educational programs with other groups – 1.B.3. Facilitate early exchange of information for educational programming among local, state, provincial and other organizations – 1.C.1. Encourage avenues of communications among members – 1.C.2. Develop support for projects and research – 1.C.3. Provide opportunities for sharing the results of projects, educational opportunities and research – 2.A.1. Encourage formal or informal sessions on technological topics at the Annual Meeting

	<ul style="list-style-type: none">– 2.A.2. Identify and quickly disseminate ways members can access new methods of health information delivery– 2.C.3. Increase member and researcher awareness regarding e-science publication and data issues– 3.A.1. Provide tools for members to be effective advocates for their services and their profession– 3.B.1. Maintain formal link with MLA Governmental Relations committee and other library organizations– 3.B.2. Alert membership to relevant legislative issues– 3.B.3. When appropriate, support lobbying efforts for critical issues– 4.A.1. Continue to develop an organized process for transferring responsibility and documents from past to incoming officers and committee chairs– 4.A.2. Publish all core documentation, including minutes, the Bylaws, Responsibility Manual, Procedure Manual, Chapter MAP, and Conference Planning Manual, on the PNC/MLA website– 4.A.3. Improve exchange of information between Board and Committee Chairs
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Action Examples

Action Definition

Actions are how you’re going to make your strategy or strategies a reality. They are the tangible steps that the organization is going to take in a specific timeframe to successfully deliver on the strategic plan.

Organization	Actions
Dallas Fort Worth (DFW) Airport	<ul style="list-style-type: none"> – Create an Experience Delivery Plan, including standard operating procedures and service recovery plans, for all customer touchpoints – Create a culture of customer centricity through training and customer engagement activities – Utilize a comprehensive customer segmentation and research matrix – Develop end-to-end Customer Experience journey process maps that identify the customers’ needs and wants for each key customer segment – Implement a Customer Engagement Management (CEM) technology platform and develop processes to establish a personal relationship with the customer. – Complete study of consumers’ use of digital products and expectations and implement a Digital Products Strategy. – Implement a strategic plan for Diversity and Inclusion – Design and implement a DFW-wide employee engagement strategy – Educate employees on new strategic plan and to understand their role in implementation – Implement a project lifecycle management system and new processes that integrate the planning, design, construction, and maintenance functions of facilities and systems – Establish an enterprise level data warehousing capability with analytical tools to allow employees to make data-driven decisions – Implement business partner process management systems and processes – Create a process to identify, assess and select organizations and programs with which DFW should partner and support – Monitor public perception and increase community positive perception and awareness utilizing social and traditional media – Evolve current annual reports to Environmental, Social and Governance (ESG) model

	<ul style="list-style-type: none"> – Institute Leadership DFW to educate current and emerging leaders about the impact and importance of the airport on the region, thereby creating advocacy for the Airport and the region – Develop effective partnerships with business organizations such as Chambers and advocacy groups to ensure all segments of the community benefit from economic opportunities – Develop training to ensure selected employees who serve on the community Boards of Directors effectively advocate on the Airport’s behalf and carry a consistent message – Establish a structured educational and awareness program and delivery mechanisms – Implement a “Risk Council” to provide oversight for safety initiatives – Establish metrics to measure behavior changes through accountability and incentives – Implement enterprise risk management best practices – Update and test DFW’s emergency management and pandemic preparedness programs – Conduct an Airport-wide vulnerability assessment for critical assets and develop resiliency metrics – Complete disaster recovery assessment for critical systems and begin testing – Complete business continuity plans for all critical processes and begin testing – Implement cyber security systems and processes to protect critical information and systems
<p>The Institute of Transportation Engineers (ITE)</p>	<ul style="list-style-type: none"> – Create a Diversity and Inclusion Taskforce, charged with developing diversity and inclusiveness definitions and policies – Define what a diverse membership of professionals from all disciplines includes – Develop a strategy to engage partner organizations to encourage this wide range of professionals to engage in both membership and leadership at ITE – Develop a strategy, beginning at the college level and acting through the Student Chapters, to encourage more awareness and participation in ITE from outside of transportation engineering – Develop ITE’s “noble purpose”, to define how members of ITE belong to something bigger than oneself, that makes a significant positive impact on society – Incorporate strategies to tell the story of the positive impact ITE members have on their communities

	<ul style="list-style-type: none"> – Define what makes ITE different from other associations and create a strategy from that definition to determine a pathway to successful recruitment of members – Hold industry engagement session(s) to obtain direct input from selected senior leaders of ITE-related consulting firms and product vendors. – Benchmark areas of current strength with regard to ITE’s relationship with the private sector as a whole and with individual companies, and identify opportunities for improvement – Identify opportunities for creating greater personal engagement in ITE by senior industry leaders – Evaluate avenues to enhance industry engagement including modifying existing structures (Board, Coordinating Council) and/or creating new structures (e.g. President’s Circle) – Work with the Executive Committee and IBOD to determine what, if any, changes should be made – Define the relationship between Councils and Working Groups (Smart Communities, Vision Zero, etc.) – Develop a process with defined roles for the Coordinating Council and ITE Staff for identifying emerging and future trends in transportation and society in which ITE should play a role. – Define the roles of the Coordinating Council and ITE Staff in identifying key partner organizations with whom ITE will collaborate on technical issues and materials; and the roles of ITE and its partners (where ITE will lead and where partner organization(s) will lead) – Identify areas of strategic importance to ITE where partnerships with others will be critical – Review existing partnerships against these areas and identify opportunities for new partnerships – Develop a plan for initiating, establishing, and fostering partnerships – Review, update, and develop relevant ITE policies – Identify institutional channels and opportunities for ITE involvement in the evolution of transportation policies and standards – Review and enhance as necessary the ITE Advocacy Strategy to reflect ITE's mission and: current relevant initiatives, review of peer professional association policies, and assessment of available staff and volunteer resources
Massachusetts Library Association	<p>G2.O1</p> <ul style="list-style-type: none"> – Conduct research to determine targeted elements of plan

	<ul style="list-style-type: none"> – Draft, finalize, and implement a plan in cooperation with representatives of targeted organization(s) – Identify means to ensure that messages are clear, concise, consistent, and that all members are contacted, including emerging automated methods – Evaluate plan success <p>G2.02</p> <ul style="list-style-type: none"> – Orient and train a group of advocacy experts to serve as mentors to other librarians/trustees/friends, focusing on the current legislative agenda – Evaluate success – Provide orientation and training to a second group of mentors who pass on their skills to others, also focusing training on the current legislative agenda – Create a toolkit for members to use for self-education about the legislative process and advocacy opportunities – Evaluate success and plan next steps <p>G2.03</p> <ul style="list-style-type: none"> – Evaluate effectiveness of lobbyist position – Appoint committee to develop guidelines – Prepare recommendation to the MLA Executive Board – Implement recommendations – Evaluate success <p>G3.01</p> <ul style="list-style-type: none"> – Evaluate existing communications media, such as the newsletter, membership application, and web site as formats for conveying positive images and make recommendations for improvements – Assess new technology that may improve communication effectiveness or speed <p>G3.02</p> <ul style="list-style-type: none"> – Look at innovative methods for attracting new members and retaining current members – Develop methods to engage new members in the association <p>G3.03</p> <ul style="list-style-type: none"> – Identify existing and new venues for leadership training, including financial and other types of sponsorship – Promote ways MLA members can access this support – Publicize MLA’s willingness to support leadership opportunities for its members – Evaluate need for a Leadership Mentor Executive Board position or appointment and recommend duties for this position or appointment if needed <p>G3.04</p>
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	<ul style="list-style-type: none"> – Evaluate MLA’s current program and conference offerings to determine their effectiveness in attracting members to attend – Offer incentives to libraries, librarians, and library staff to attend the annual conference <p>G3.05</p> <ul style="list-style-type: none"> – Determine evaluation mechanism – survey, focus group or other – Complete evaluation process in the fall – Report results to Board by February meeting <p>G3.06</p> <ul style="list-style-type: none"> – Identify possible partners – Explorer liaisons and official relationships with identified groups <p>G5.01</p> <ul style="list-style-type: none"> – Develop reporting and evaluation tools <p>G5.03</p> <ul style="list-style-type: none"> – Establish a Board succession plan – Develop a mentoring program – Institute organizational development training for committee and section leadership – Offer internship opportunities within the Association and its committees <p>G5.04</p> <ul style="list-style-type: none"> – Update Board Handbook annually – Create an orientation agenda – Implement orientation – Explore external training that would support members of the Executive Board <p>G5.05</p> <ul style="list-style-type: none"> – All committees produce an annual report which will be posted on the MLA website and added to the organization archives <p>G5.06</p> <ul style="list-style-type: none"> – Assess existing archives – Explore resources and methodologies – Define needs – Create plan for meeting needs <p>G5.07</p> <ul style="list-style-type: none"> – Form task force – Review bylaws – Make recommendations to the Executive Board – Establish a plan for biannual review of both bylaws and policies and procedures
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Strategic Plan Summaries

This section includes a summary of each of the following strategic plans.

American Physical Therapy Association
American Public Transportation Association
American Public Works Association
American Road & Transportation Builders Association (ARTBA)
American Society for Quality
American Society of Civil Engineers
Creative Commons
Dallas Fort Worth Airport
EDUCAUSE
International Public Management Association for HR
Massachusetts Library Association
National Association of State Departments of Agriculture
National Association of State Emergency Medical Services Officials
National Communication Association
National Conference of State Legislatures
National Initiative for Cybersecurity
Pacific Northwest Chapter/Medical Library Association
Public Library Association
The Institute of Transportation Engineers
Wisconsin Library Association

American Public Transportation Association FY 2021-2023 Strategic Plan

- Highlights from the plan**
- Modern mission and vision statements
 - Plain language descriptions of strategic plan elements
 - The plan considers organizational strengths and resources for implementation

Elements to consider for AASHTO's Strategic Plan

- A progressive mission and vision
- A visual representation of what the plan represents and how the elements support each other



American Road & Transportation Builders Association 2020-2022 Strategic Plan

Highlights from the plan

- Acknowledges both role of the member network and mission to serve the American life in the vision statement
- Goal areas that is titled Objectives are similar in content to AASHTO but slightly different
- Addresses the need for breaking down silos through policy forums
- Etc.

Elements to consider for AASHTO's strategic plan

- Look at goal area titles for developing AASHTO's goal areas
- Consider a one page version of the strategic plan for communication purposes



2020-2022 STRATEGIC PLAN

Purpose of the Association

The American Road & Transportation Builders Association (ARTBA) brings together all facets of the transportation construction industry to responsibly advocate for infrastructure investment and policy that meet the nation's need for safe and efficient travel. ARTBA also offers value-added programs and services providing its members with a competitive edge.

Vision

A dynamic transportation network that enriches American life.

Objectives

These are the five strategic objectives that will guide ARTBA's comprehensive program of work from 2020 through the end of December 2022.

1. TRANSPORTATION FUNDING

Objective: Achieve long-term, sustainable and secure funding for transportation infrastructure.

2. REGULATORY ADVOCACY

Objective: Increase resources and expand direction for ARTBA's regulatory advocacy.

3. MEMBERSHIP GROWTH

Objective: Grow dues-paying entities from current 255 to 300 by Dec. 31, 2022. Increase dues revenue from existing members and new members by 15 percent between Jan. 2020 and Dec. 31, 2022.

4. POLICY & ISSUES FORUMS

Objective: Develop cross-divisional discussion forums and policies addressing risk allocation, project delivery, safety and technology.

5. VALUE-ADDED MEMBER SERVICES

Objective: Focus rigorously on programs and services that are mission critical.

Approved by ARTBA's Executive Committee & Board of Directors June 2020.

Pacific Northwest Chapter/Medical Library Association Strategic Plan (2015)

Highlights from the plan

- A basic, utilitarian layout
- Several goals, and their objectives and strategies that may be of interest to AASHTO:
 - Support educational, research, and publication opportunities
 - Foster rapid and accurate information delivery in support of [healthcare] decision making and [biomedical] research
 - Promote the professional role and expertise of members

Elements to consider for AASHTO's Strategic Plan

- Several PNC/MLA goals, objectives and strategies may translate to AASHTO's Strategic Plan

VISION

The Pacific Northwest Chapter/Medical Library Association will be a dynamic force in the professional development of health science librarians and information professionals in the region by providing outstanding conferences, learning opportunities, and communication among members resulting in librarians who provide superior library services.

MISSION

The Pacific Northwest Chapter/Medical Library Association promotes excellence and leadership in its members and supports their interests by:

- Supporting educational, research, and publication opportunities
- Fostering rapid and accurate information delivery in support of healthcare decision making and biomedical research
- Promoting the expertise of members
- Continually improving the operations, services and governance of PNC/MLA--

GOAL 1

Support educational, research, and publication opportunities

Objective 1.A: Provide quality continuing education courses and programs to the membership.

Strategies

- 1.A.1 Focus the Annual Meeting on timely and relevant topics.
- 1.A.2 Alert membership to upcoming educational opportunities.
- 1.A.3 Assess the educational needs of members.

American Public Works Association 2020-2023 Strategic Plan

Highlights from the plan

- The mission clearly describes the role of the organization in advocating for, engaging with, and providing capacity-building for its members
- Several goals and associated objectives and strategies that may be of interest to AASHTO:
 - Voice
 - Education and credentialing
 - Membership

Elements to consider for AASHTO's Strategic Plan

- A mission statement that provides a broad description of what AASHTO does and why they do it
- Several APWA goals, objectives and strategies may translate to AASHTO's Strategic Plan



American Society for Quality Strategic Plan (2015)

Highlights from the plan

- It is clear from the mission and vision what is important to the organization
- Quantitative metrics are monitored for each objective

Elements to consider for AASHTO's Strategic Plan

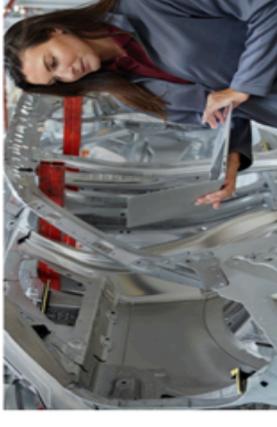
- A mission statement that provides a broad description of what AASHTO does and why they do it
- An inspiring and concise vision statement that provides a high-level aspiration for the organization

Our Mission

ASQ empowers people, communities, and organizations of the world to achieve excellence through quality.

Our Vision

ASQ Will be the thought leader and community of choice for individuals and organizations seeking excellence through quality.



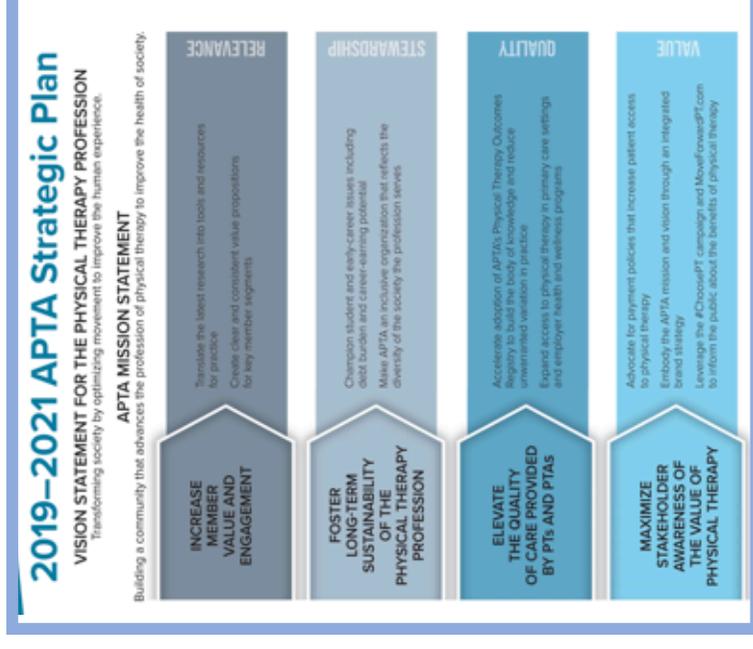
American Physical Therapy Association 2019-2021 Strategic Plan

Highlights from the plan

- A one-page summary that can be used for communicating the plan
- The goal themes align with the organization's mission and vision
 - Relevance
 - Stewardship
 - Quality
 - Value

Elements to consider for AASHTO's Strategic Plan

- A strategic plan one-pager
- A clear and visual association between the vision and mission and the related goals and objectives



National Initiative for Cybersecurity Education Strategic Plan (2016)

Highlights from the plan

- Limits focus to three action-oriented goals:
 - Accelerate learning and skills development
 - Nurture a diverse learning community
 - Guide career development and workforce planning
- Multiple objectives contribute to the goals:
 - Capacity-building, consortium, tools, best practices, etc.

Elements to consider for AASHTO's Strategic Plan

- All three NICE goals and related objectives could possibly be adapted to fit within AASHTO's Strategic Plan
- Goal and objective numbering provides ease of tracking
- Horizontal arrangement of goals to objectives may facilitate the reader's experience

Goal 1
ACCELERATE LEARNING AND SKILLS DEVELOPMENT
 Inspire a sense of urgency in both the public and private sectors to address the shortage of skilled cybersecurity workers

OBJECTIVES

- 1.1 Stimulate the development of approaches and techniques that can more rapidly increase the supply of qualified cybersecurity workers
- 1.2 Advance programs that reduce the time and cost for obtaining knowledge, skills, and abilities for in-demand work roles
- 1.3 Engage displaced workers or underemployed individuals who are available and motivated to assume cybersecurity work roles
- 1.4 Experiment with the use of apprenticeships and cooperative education programs to provide an immediate workforce that can earn a salary while they learn the necessary skills
- 1.5 Promote efforts to identify gaps in cybersecurity skills and raise awareness of training that addresses identified workforce needs

Goal 2
NURTURE A DIVERSE LEARNING COMMUNITY
 Strengthen education and training across the ecosystem to emphasize learning, innovation, and diversity in the cybersecurity workforce

OBJECTIVES

- 2.1 Improve education programs, co-curricular experiences, and certifications
- 2.2 Promote tools and techniques that effectively measure and validate individual aptitude, knowledge, skills, and abilities
- 2.3 Inspire cybersecurity career awareness with students in elementary school, stimulate cybersecurity career exploration in middle school, and enable cybersecurity career preparedness in high school
- 2.4 Expand creative and effective efforts to increase the number of underrepresented populations in the cybersecurity workforce
- 2.5 Support the development and dissemination of academic pathways for cybersecurity careers

Goal 3
GUIDE CAREER DEVELOPMENT AND WORKFORCE PLANNING
 Support employers to address market demands and enhance cybersecurity hiring and retention of cybersecurity talent

OBJECTIVES

- 3.1 Identify and analyze data sources that support projecting present and future demand and supply of qualified cybersecurity workers
- 3.2 Publish and raise awareness of the NICE Cybersecurity Workforce Framework and encourage adoption
- 3.3 Facilitate state and regional consortia to identify cybersecurity pathways addressing local workforce needs
- 3.4 Promote tools that assist human resource professionals and hiring managers with recruitment, hiring, development, and retention of cybersecurity professionals
- 3.5 Collaborate internationally to share best practices in cybersecurity career development and workforce planning

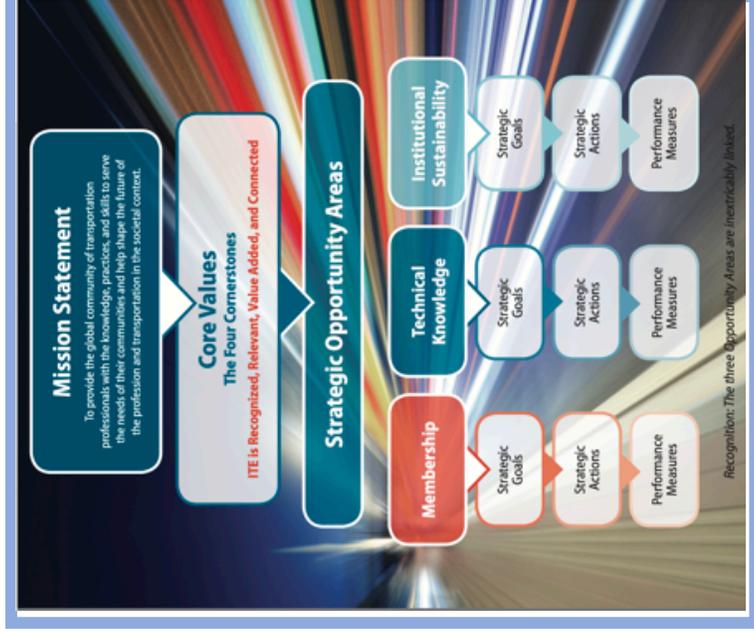
The Institute of Transportation Engineers 2018-2020 Strategic Plan

Highlights from the plan

- A one-page summary that can be used for communicating the plan
- Goals that may be of interest to AASHTO:
 - Membership
 - Technical knowledge
 - Institutional sustainability
- Plan includes specific actions related to each goal area

Elements to consider for AASHTO's Strategic Plan

- A strategic plan one-pager
- The ITE mission statement, its membership, technical knowledge, institutional sustainability goals, and many associated actions could be adapted to fit within AASHTO's Strategic Plan



Dallas Fort Worth Airport 2016-2020 Strategic Plan

Highlights from the plan

- There is no question “what good looks like” in terms of goals and objectives:
 - Minimum “A” bond rating
 - Grow DFW cost center and net revenues to \$195M in FY2020
- Strategies/initiatives clearly show “how they will get there:”
 - Structure future debt to achieve faster principal repayment
 - Increase leased acreage by 250

Elements to consider for AASHTO’s Strategic Plan

- Goals/objectives that are SMART – specific, measurable, achievable, realistic, timebound
- Strategies that make it clear how to achieve goals

Maximizing Business Performance

DFW’s primary business objectives for this Key Result are to keep DFW to generate significantly higher profits (called “net revenues”) from concessions and concessions, and to grow passenger and air cargo service.



STRATEGIC OBJECTIVES AND INITIATIVES:

Maintain a minimum “A” bond rating.

- Complete negotiation of a new Use Agreement with business terms that finance the new Capital Improvement Program and ensure sufficient cash liquidity and debt service coverage.
- Structure future debt issuances to achieve faster amortization of principal.
- Ensure DFW remains cost competitive with its peer group of large hub airports through FY 2020.

Grow DFW cost center and PFIC net revenues to \$195M in FY 2020.

- Implement a parking yield management and online booking system.
- Complete concessions redevelopment program.
- Increase leased commercial development acres by 250.

Public Library Association 2018-2022 Strategic Plan

- **Highlights from the plan**
- “Planning horizon” goals and objectives make progress toward PLA’s long-term vision “to strengthen public libraries and their contribution to communities”
- Several goals and associated objectives and strategies that may be of interest to AASHTO, including: leadership, equity, awareness, and organizational excellence

Elements to consider for AASHTO’s Strategic Plan

- A short- to mid-term goal time horizon
- PLA’s leadership, equity, awareness, and organizational excellence goals, and some of its associated objectives may translate to AASHTO’s Strategic Plan
- A simple look and feel and vertical layout



Wisconsin Library Association Strategic Plan (2016)

Highlights from the plan

- A basic, utilitarian layout, with several goals and objectives that may be relevant to AASHTO:
- Support membership growth
- Enhance volunteer experience
- Refocus legislative strategy

Elements to consider for AASHTO's Strategic Plan

- Some WLA goals and associated objectives may translate to AASHTO's Strategic Plan

STRATEGIC PLAN | 2016

Goal 1: SUSTAIN PROGRESS FROM 2014-15

Objective 1: Make a conscious effort to establish systems and processes that ensure progress made over the last two years is maintained
Objective 2: Support processes that enhance the transfer of knowledge from one WLA leader to another

Goal 2: SUPPORT MEMBERSHIP GROWTH

Objective 1: By the end of 2016, increase membership by 3% over 2015 year-end levels (net increase of approximately 36 members).
Objective 2: In 2016, implement a comprehensive marketing and communications plan that enables WLA to communicate and promote its programs and services effectively to target audiences, using traditional and social media.
Objective 3: Create a "Make a Case for WLA" Toolkit to garner library Board support for membership.

Goal 3: HIGHLIGHT 125th ANNIVERSARY OF WLA

Objective 1: Support the recommendations of the 125th Anniversary Task Force charged with planning activities that reflect both the past and the future of WLA.
Objective 2: Create a marketing and communication plan that celebrates the importance of Wisconsin libraries and the communities they serve.

Goal 4: INCREASE CONFERENCE ATTENDANCE

Objective 1: Create a "Make a Case for WLA" Toolkit to garner library Board support for conference attendance.
Objective 2: Increase emphasis on marketing to non-members in order to use the conference as a showcase for membership in WLA.
Objective 3: Create a market strategy to the millennial target audiences.

Goal 5: ENHANCE THE VOLUNTEER EXPERIENCE

Objective 1: Continue to provide the President's Volunteer Award for recognition of individuals who have served in multiple WLA leadership roles over the years.
Objective 2: Revise and streamline policy manuals, unit structure and procedure manuals to help provide useful information to volunteers.

Objective 3: Seek sponsorship support for the Volunteer Orientation in order to maintain zero expenses for attendees.

Goal 6: REFOCUS WLA LEGISLATIVE STRATEGY

Objective 1: Work with WLA Lobbyist to develop a pre-budget strategy that emphasizes consistent messaging and relationship building with key legislators
Objective 2: Engage public library systems in relationship building efforts.
Objective 3: Provide advocacy training through the WLA spring and annual conference venue.

Goal 7: INCREASE FINANCIAL STABILITY

Objective 1: Continue to explore and test alternative revenue streams.

National Communication Association Strategic Plan (2009, revised 2015)

Highlights from the plan

- A basic, utilitarian layout, with several goals and objectives that may be relevant to AASHTO:
 - Cultivate communication research
 - Enhance communication teaching and learning
 - Disseminate knowledge about communication
 - Facilitate professional development
 - Manage the association effectively and efficiently

Elements to consider for AASHTO's Strategic Plan

- Several NCA goals and objectives may translate to AASHTO's Strategic Plan



EDUCAUSE 2017-2021 Strategic Priorities

Highlights from the plan

- A one-page summary that can be used for communicating the plan
- Goals and objectives that may be of interest to AASHTO:
 - Personalized member experience
 - Reimagined professional learning
 - Expanded partnerships & collaboration

Elements to consider for AASHTO's Strategic Plan

- A strategic plan one-pager
- EDUCAUSE's goals and a number of its objectives may translate to AASHTO's Strategic Plan

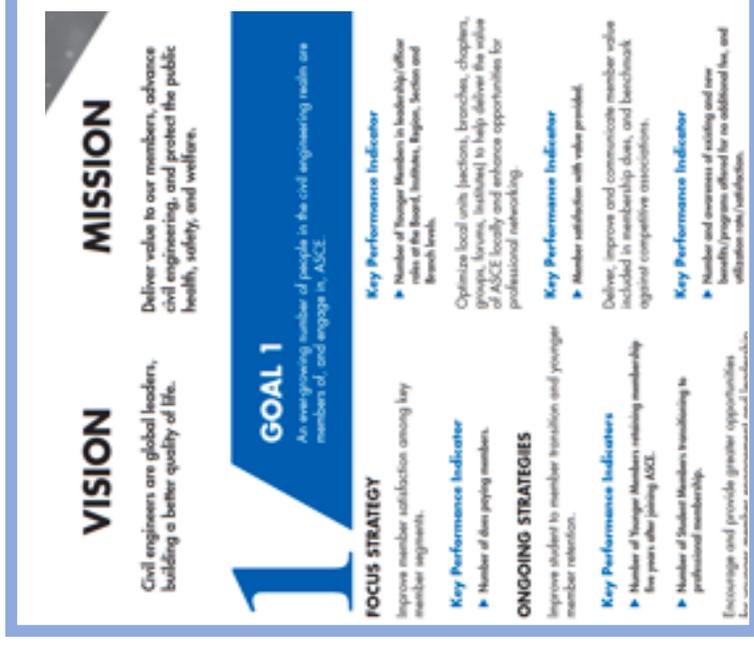
Personalized Member Experience	Reimagined Professional Learning	Expanded Partnerships & Collaboration
<p>Members will experience a rich, interactive interface containing tools to reach other and to research, explore, and learn related to their interests and needs. They will be able to connect with other members, share their experiences, and face challenges they are trying to address in any given area.</p> <p>Goals:</p> <ul style="list-style-type: none"> 1.1 Members will have comprehensive access to content and tools that support their interests and needs through a rich, interactive interface and enable a rich, personalized experience for all members. 1.2 Members will easily be able to participate in relevant, timely, and high-quality content, including virtual, on-demand, and asynchronous content. 1.3 Members will have access to rich, interactive, on-demand content and services to help them plan, deploy, and manage initiatives and services. 1.4 Members will use a broad contribution to the continued mission of EDUCAUSE through content, programs, and services. 	<p>Members will have access to an expanded, integrated portfolio of professional development options for individuals and individuals.</p> <p>Goals:</p> <ul style="list-style-type: none"> 2.1 Members will be able to plan for and effectively address the learning and development needs of their members through a rich, interactive interface. 2.2 Members will use an integrated learning ecosystem to address the skills and knowledge needs of their members and the future of their industry and the future of their profession. 2.3 Members will be able to design and manage their professional development and learning ecosystem to address their specific needs and career aspirations. 2.4 Professional development programs will be designed to address the needs of individuals, teams, and organizations. 	<p>Members will be better able to strengthen higher education institutions through a rich, interactive interface across a range of areas, including research, professional development, and strategic planning. Institutional partnerships will be strengthened and expanded.</p> <p>Goals:</p> <ul style="list-style-type: none"> 3.1 EDUCAUSE will expand and strengthen its relationships with higher education institutions, including research, professional development, and strategic planning. 3.2 Higher education institutions will have access to a rich, interactive interface through which they can strengthen their research, professional development, and strategic planning efforts. 3.3 EDUCAUSE will continue to expand and strengthen its relationships with higher education institutions and other C&I organizations. 3.4 Together with our community, EDUCAUSE will promote a rich, interactive interface across a range of areas, including research, professional development, and strategic planning.

American Society of Civil Engineers Strategic Plan (2018)

- Highlights from the plan
 - Includes "focus" and "ongoing" strategies, e.g.:
 - Focus on segmented member satisfaction strategy
 - On an ongoing basis, reach out to new member groups and benchmark against competitors
 - Key performance indicators (KPI) for each strategy

Elements to consider for AASHTO's Strategic Plan

- "Focus" and "ongoing" strategies to make progress toward goals
- KPIs to measure success of strategies
- Some ASCE strategies may translate to AASHTO's Strategic Plan



Massachusetts Library Association 2010-2015 Strategic Plan

Highlights from the plan

- Goals and objectives that may be of interest to AASHTO related to:
 - Advocacy for funding
 - Inclusiveness and vitality
 - Organizational infrastructure
- The plan includes specific actions related to each goal area

Elements to consider for AASHTO's Strategic Plan

- Several MLA goals, objectives and, in particular, actions may translate to AASHTO's Strategic Plan

Goal 2: **MLA SUCCESSFULLY ADVOCATES FOR FUNDING THAT BENEFITS THE MASSACHUSETTS LIBRARY COMMUNITY**

Objective 1: Annually, develop a plan in cooperation with other members of the library community e.g., MRLC, MCOL, MLTA, MSLA

- /Action 1: Conduct research to determine targeted elements of plan
- /Action 2: Draft, finalize, and implement a plan in cooperation with representatives of library organization(s)
- /Action 3: Identify means to ensure that messages are clear, concise, consistent, and that all members are contacted, including emerging automated methods
- /Action 4: Evaluate plan
- /Action 5: Invite other organization(s) to participate in revising the plan

Lead: Legislative Committee, Executive Board

Objective 2: By June 2015, participation of members in legislative events and other advocacy efforts will increase by 10%.

- /Action 1: Orient and train a group of advocacy experts to serve as mentors to other librarians/trustees/friends, focusing on the current legislative agenda
- /Action 2: Evaluate success
- /Action 3: Provide orientation and training to a second group of mentors who pass on their skills to others, also focusing training on the current legislative agenda
- /Action 4: Create a toolkit for members to use for self-education about the legislative process and advocacy opportunities
- /Action 5: Evaluate success and plan next steps

Lead: Legislative Committee

Objective 3: By January 2011, evaluate lobbyist position and establish guidelines for effective communication with lobbyist

- /Action 1: Evaluate effectiveness of lobbyist position
- /Action 2: Appoint committee to develop guidelines
- /Action 3: Prepare recommendations to the MLA Executive Board
- /Action 4: Implement recommendations
- /Action 5: Evaluate success

Lead: Administrative Board, Legislative Committee

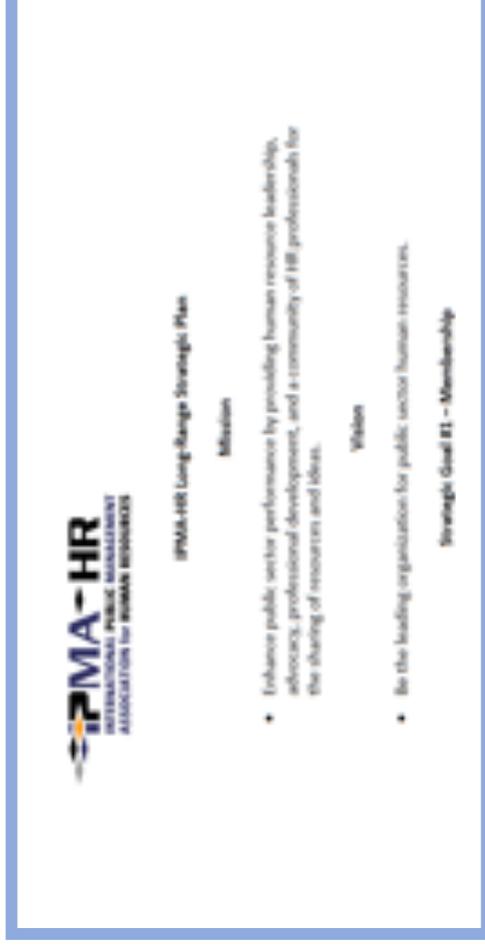
International Public Management Association for HR Long Range Strategic Plan (2016)

Highlights from the plan

- The mission clearly describes the role of the organization in providing leadership, advocacy, professional development and community for sharing resources and ideas.
- Goals and objectives that may be of interest to AASHTO related to:
 - Membership
 - Research and advocacy
 - Professional development
 - Organizational sustainability

Elements to consider for AASHTO's Strategic Plan

- IPMA-HR's vision and mission, as well as several goals and actions, may translate to AASHTO's Strategic Plan



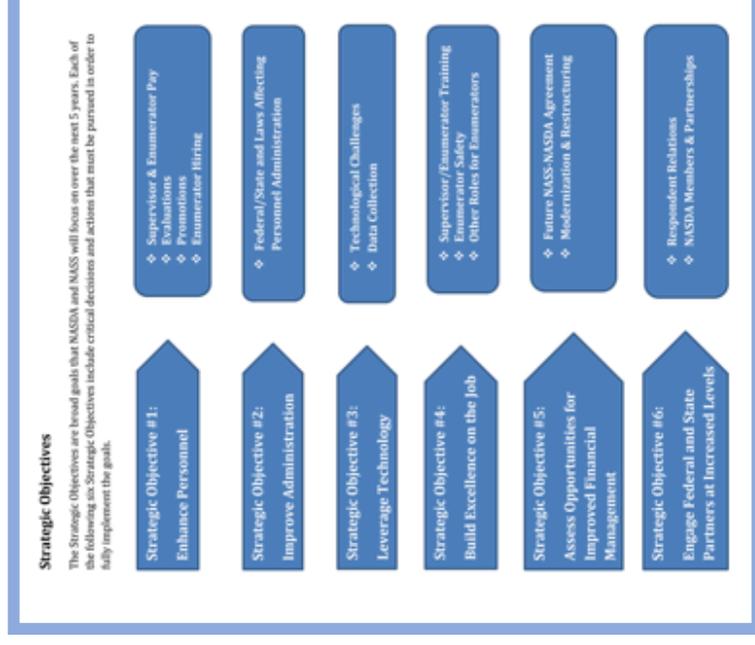
National Association of State Departments of Agriculture 2019-2023 Strategic Plan

Highlights from the plan

- The section on strategic objectives includes a visual representation of critical decisions and associated actions to make progress toward the plan's goals

Elements to consider for AASHTO's Strategic Plan

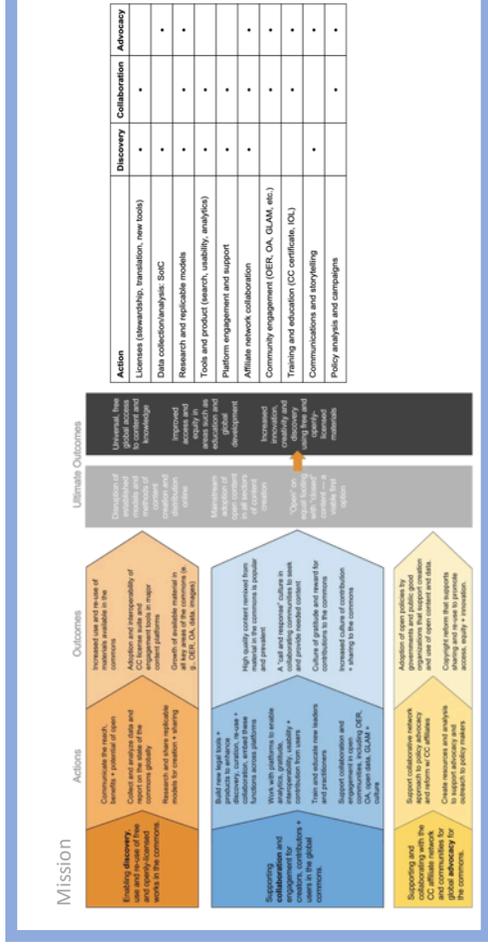
- Create a visual linkage among strategic plan elements, including strategies and actions



Creative Commons 2016-2020 Strategic Plan

Highlights from the plan

- A graphical display of the relationship between mission and three goals, related actions, and outcomes
- Actions support more than one goal category



Elements to consider for AASHTO's Strategic Plan

- An explicit road map of plan elements
- Visual mapping of actions that contribute to multiple goals

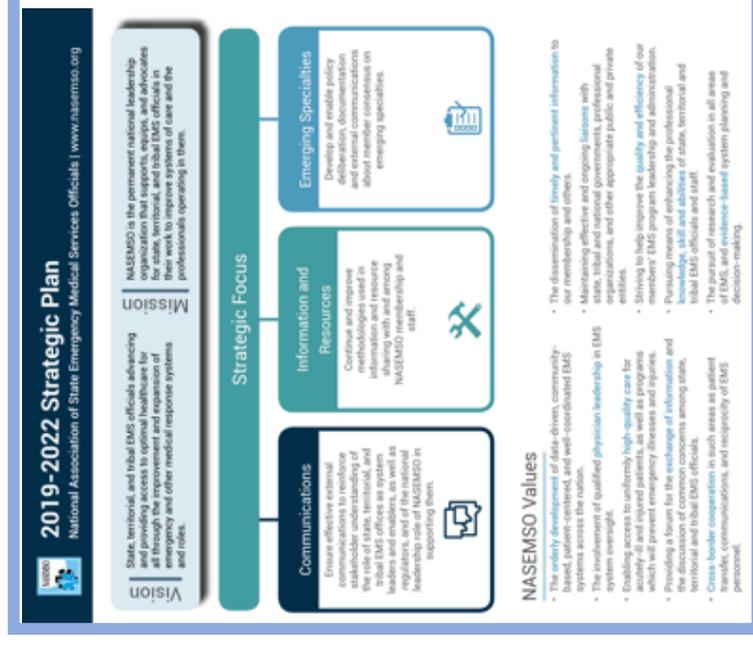
National Association of State Emergency Medical Services Officials 2019-2022 Strategic Plan

Highlights from the plan

- An appealing format and color scheme
- A nicely organized, one-page summary that can be used for communicating the plan
- Goals and objectives that may be of interest to AASHTO related to:
 - Communications
 - Information and Resources
 - Emerging Specialties

Elements to consider for AASHTO's Strategic Plan

- A general look and feel, color scheme and organization that enhance the reader's experience
- All three NASEMSO goals may translate to AASHTO's Strategic Plan



National Conference of State Legislatures Strategic Plan (2005)

Highlights from the plan

- Includes a revised mission statement, organizational description and objectives
- Incorporates progress and accomplishments throughout the life of the plan

Elements to consider for AASHTO's Strategic Plan

- A strategic plan is a living document, and may incorporate revisions, including progress and accomplishments



**NATIONAL CONFERENCE
of STATE LEGISLATURES**
The Forum for America's Ideas

(Adopted by the NCSL Executive Committee, May 14, 2005)
Update of Accomplishments, October 1, 2009

Strategic Plan

Progress and Accomplishments

OBJECTIVE I. Energize and sustain legislator and staff participation in NCSL and project the organization as an extension of legislatures.

A. Encourage legislator and staff participation in NCSL activities	Accomplishments
<p>I. Strengthen personal services for legislative leaders</p> <ul style="list-style-type: none"> • Target information to areas of interest • Re-examine new leader training • Use the Web and other publications. • Create special activities within NCSL events for leaders 	<p>Held two focus groups with legislative leaders to assess need and curriculum for program.</p> <p>Held three leaders roundtables that have been feature articles in <i>State Legislators Magazine</i>: January 04, July 04 and March 05. Individual leaders continue to be profiled in <i>State Legislators</i> magazine articles.</p> <p>The three exclusive roundtables, the bench for legislative leaders at the State Finance Forum in 2004, the roundtable on the State of the State in 2005, and the roundtable on the State of the State in 2006 were designed as special activities for leaders. Executive events and roundtables were held at Seattle, Boston and New Orleans Annual Meetings. A special program was held in collaboration with Kentucky School of Government at the Boston Annual Meeting.</p> <p>Developed international exchange program for legislative leaders. Delegations traveled China in 2005 and 2008.</p>

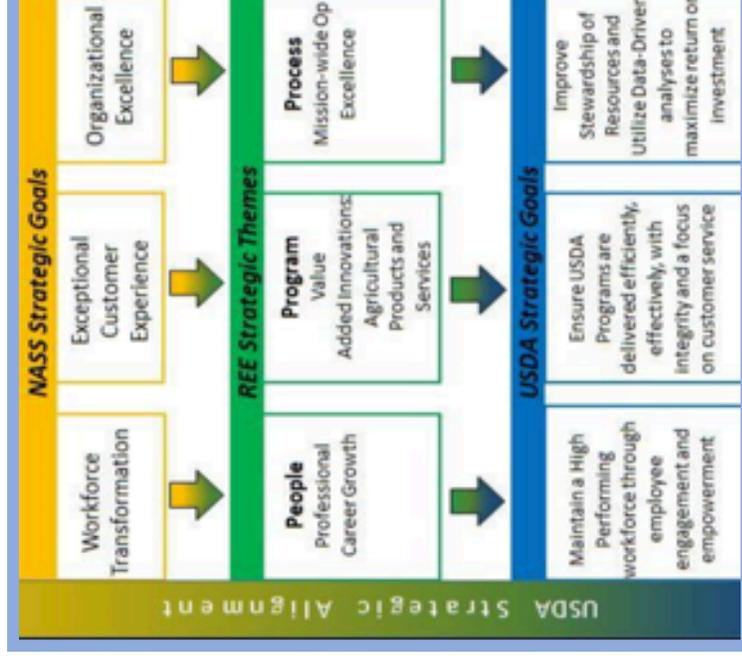
National Agricultural Statistics Service FY2020-2025 Strategic Plan

Highlights from the plan

- Strategic goals for NASS are aligned with strategic goals within other related organizations

Elements to consider for AASHTO's Strategic Plan

- Strategic plans within the community AASHTO serves could inform AASHTO's Strategic Plan



Appendix C. Strengths, Weaknesses, Opportunities, and Threats (SWOT)



S 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**

W 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. Lack of 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**

O Opportunities

- 1. Cultivate future generation of transportation professionals**
- 2. Engage 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. Crisis response and preparedness** (includes engagement on pandemic response and post-pandemic planning)

T 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.

Appendix D. Candidate Goals Webinar and Strategic Plan Workshop

Candidate Goal Options – Post Webinar Version

8/17/10

Option 1

Improve Transportation for Everyone

- Connect community, economy, and land use
- Strengthen equity and social justice
- Build resiliency
- Support active transportation
- Align members around AASHTO policies
- Strengthen partnership with AASHTO regions

Provide Innovative Technical and Professional Services and Products

- Communicate the value of transportation
- Create future revenue streams
- Promote diversity
- Strengthen transportation workforce
- Deliver proactive policies on emerging trends

Deliver National Policy Leadership

- Provide strong technical committees
- Provide standards and guidance
- Deliver proactive platform for the future

Strengthen Member Engagement

- Strengthen broad member engagement
- Build member capabilities
- Focus on next generation of leaders

Strengthen AASHTO Organization

- Strengthen communications
- Be more nimble & agile
- Be performance driven
- Strengthen staff capabilities
- Leverage technology
- Balance member interests
- Stay focused on most important issues
- Create new revenue opportunities

Option 2

Provide Value to Members

- Strengthen broad member engagement
- Build member capabilities
- Provide resources to members

Provide Innovative Technical and Professional Services and Products

- Align committees
- Deliver strong partnerships
- Apply scenario planning
- Support workforce development

Deliver National Policy Leadership

- Communicate Value of Transportation
- Connect community, economy, and land use
- Strengthen equity and social justice
- Build resiliency
- Support active transportation
- Strengthen transportation workforce
- Create future revenue streams
- Promote diversity
- Deliver proactive policies on emerging trends
- Strengthen partnership with AASHTO regions

Communicate Value of Transportation

- Apply modern communication delivery

Strengthen AASHTO Organization

- Be more nimble & agile
- Be performance driven
- Strengthen staff capabilities
- Leverage technology
- Stay focused on most important issues
- Build AASHTO Brand
- Increase revenue

Option 3

Improve Transportation for Everyone

- Connect community, economy, and land use
- Strengthen equity and social justice
- Build resiliency
- Support active transportation
- Align members around AASHTO policies
- Strengthen partnership with AASHTO regions

Provide Innovative Technical and Professional Services and Products

- Create future revenue streams
- Promote diversity
- Strengthen transportation workforce
- Deliver proactive policies on emerging trends

Deliver National Policy Leadership

- Provide strong technical committees
- Provide standards and guidance
- Deliver proactive platform for the future
- Balance member interests
- Stay focused on most important issues

Communicate Value of Transportation

- Be performance driven
- Strengthen communications capabilities
- Leverage technology

September 11 & 18, 2020

Strategic Plan Advisory Committee Retreat

Retreat Summary

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Note: All appendices are included in a separate PDF file.

Introduction

The Strategic Plan Advisory Committee Retreat brought together 21 current CEOs of State Departments of Transportation (DOTs) to develop AASHTO's strategic plan. The retreat took place over two sessions, the first on September 11th and the second on September 18th. The format of each session included group exercises, a breakout session, sharing of ideas, and interactive polls. The retreat results comprise draft statements of AASHTO's vision, mission, values, goals & objectives, and preliminary candidates for strategies.

Retreat purpose

The purpose of the retreat was to provide an opportunity to present, discuss, and refine observations, insights, and guidance drawn from the project activities and the experiences of the retreat participants in order to draft the elements of the strategic plan.

Organization of the document

Following the introduction, this document includes five sections corresponding to the five strategic plan elements. Each section contains the draft statement or list developed by the retreat participants and a summary of the discussions leading to the proposed statement or list. A final section covers additional input received at the retreat not directly related to an element of the strategic plan. There are four appendices that contain the participants list, the agendas for the retreat sessions, the pre-read documents, and the presentation used at the retreat.

Vision

Draft Vision Statement

Providing improved quality of life through leadership in transportation

Prior to the first retreat session, the project team compiled a list of example visions from peer-organizations and an initial list of potential elements; these are available in the Pre-Read Document in Appendix C and the September 11th Retreat PowerPoint in Appendix D. Throughout the retreat discussions, participants raised their own key considerations for inclusion in the AASHTO vision statement. They also highlighted possible elements for the vision and provided recommended draft statements incorporating some of these elements. The efforts of the first session culminated in a poll prioritizing the participants' preference of different elements. In the September 18th session, the participants gave their approval of the proposed draft vision statement based on the input made by the SPAC.

Key Considerations

- The vision should represent AASHTO's goal, and it should paint a picture of what AASHTO wants to be.
- It should be short and simple, practical, future-looking, and aspirational.
- AASHTO's name should be excluded from the vision because it is lengthy and distracts from the emphasis of the vision.
- The vision should refrain from being project-focused.
- Quality of life is an important element because it can encompass many other critical elements such as safety.

Prioritized Vision Elements

The participants provided the following priorities for the vision elements by allocating 100 points to the set of elements. The % of points is shown below.



Support for Proposed Vision

At the beginning of the September 18th session, the proposed vision statement was presented and the participants rated their satisfaction with the statement on a scale of 1 (needs work) to 10 (it's great). The following represents the group's results.



At the end of the retreat, the proposed vision statement was presented and the participants voted their approval of the statement (yes/no). The following represents the group's results.



Mission

Draft Mission Statement

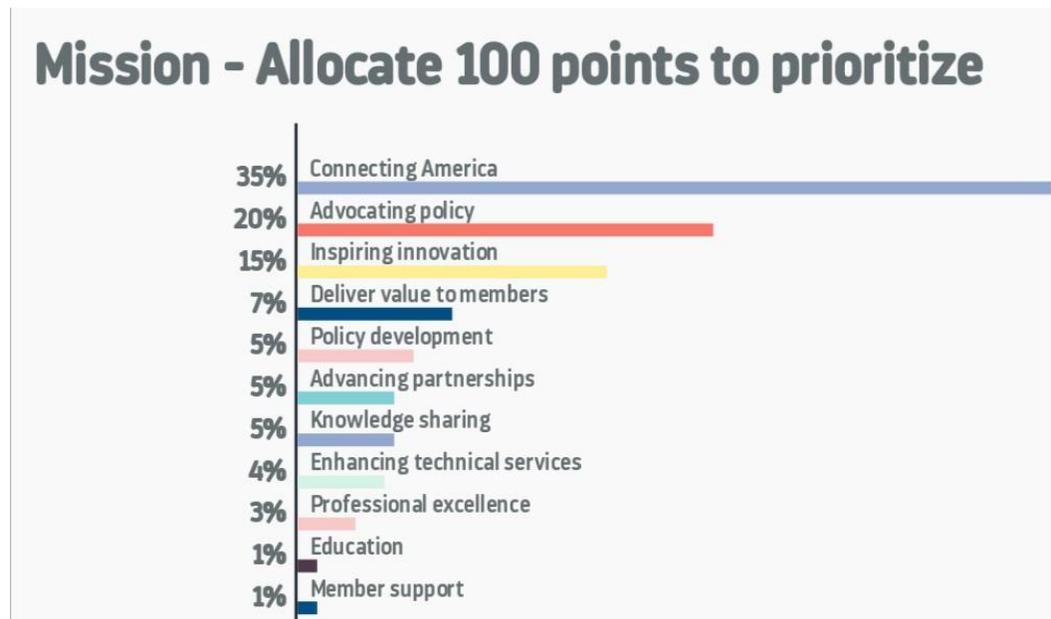
Supporting state DOTs to connect America with the transportation system of today and tomorrow

In the September 11th retreat session, participants generated lists of key considerations and candidate vision elements using the example mission statements and proposed elements developed by the project team. A prioritized list of elements and suggested mission statements, led to the two draft statements presented during the September 18th retreat session. The participants then drew on these two statements to further refine the draft mission statement. Participants voted in support of a statement with the word “empowering” state DOTs and expressed concern about the word. The mission statement presented above is the proposed mission statement based on the input.

Key Considerations

- Remove references to AASHTO from the mission, the repetition is unnecessary and cumbersome.
- The mission statement should describe AASHTO’s purpose for the present and the future. It should provide meaning to AASHTO’s members and staff and communicate plainly to AASHTO’s partners and friends.
- Several of the elements discussed may be considered by AASHTO by default. They do not necessitate inclusion in the mission statement.
- The mission statement could mimic the simplicity of ASCE’s statement: “Deliver value to our members, advance civil engineering, and protect the public health, safety, and welfare.”
- Or the mission statement could inspire a unified front: “Connecting America by advocating for needed policy, enhancing technical and professional capabilities, while promoting partnerships and inspiring innovation among its members.”
- Each of the mission elements discussed during the first retreat session is included in the prioritized list.

Prioritized Mission Elements



Two Draft Mission Statements

- **Option A:** Deliver value to members through policy, technical and professional excellence, partnerships, and innovation
- **Option B:** Connecting America by inspiring innovation, advocating for needed policy, enhancing technical and professional excellence while promoting partnerships and offering resources that provide value to members

Additional Considerations

- The final draft statement should incorporate the perspective and focus of Option B while remaining concise like Option A.
- It should provide future-focus without neglecting the importance of state of good repair and the current transportation system.

Support for Proposed Mission

At the end of the retreat, a proposed mission statement was presented and the participants voted their approval of the statement (yes/no). Based upon the results of the poll and the foregoing discussion, further revisions were undertaken to produce the draft mission statement presented in this document, as described above.



Mission – SPAC Approval



Values

Draft Values List

- Safety
- Diversity, Equity, and Inclusion
- Trust and Integrity
- Collaboration
- Transparency

Note: this list will primarily be presented in a circle, so that no hierarchy is implied.



(example diagram)

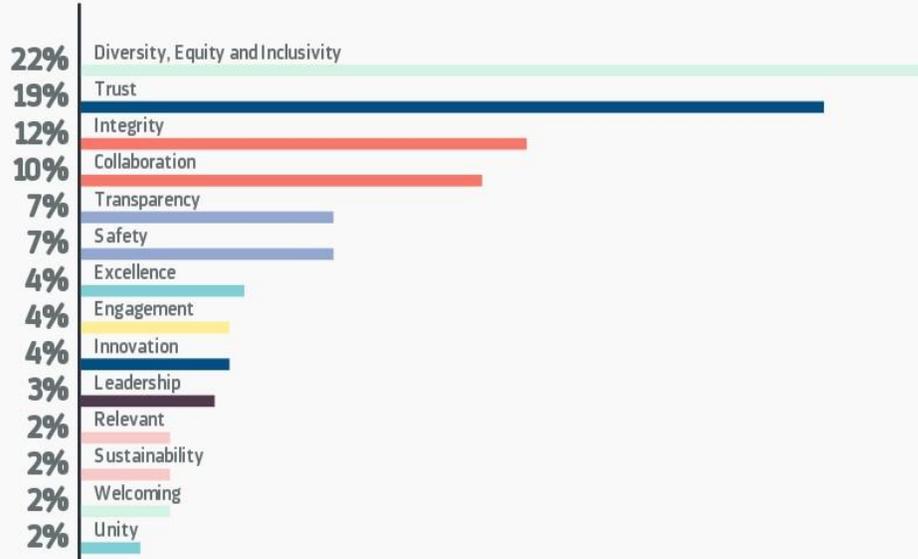
The September 11th retreat session focused on the development of a list of key considerations and candidate values for the draft values list. The final list was prioritized based on a poll conducted at the end of the first retreat session. The top five elements in the prioritized list were presented in the September 18th retreat session, and they received approval as the proposed values list.

Key Considerations

- The values explain how AASHTO operates and what it represents.
- The values should be a succinct list, without any descriptors added to the values.
- The values should be reiterated in the goals and objectives; they should apply to everything AASHTO does.
- All of the value elements discussed in the first retreat session are included in the prioritized list.
- A circular representation is best-suited for demonstrating the equal value applied to each of the five chosen values.
 - If the values are presented as a list, then safety should be first.

Prioritized Values

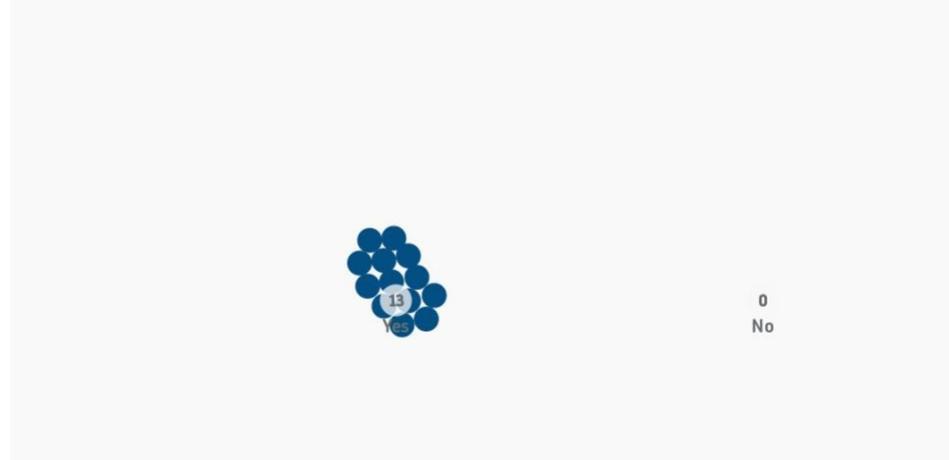
Values - Allocate 100 points to prioritize



Support for Proposed Values



Values – SPAC Approval



Goals and Objectives

Draft Goals and Objectives

Safety, Mobility, and Access for Everyone	National Transportation Policy Leadership	Organizational Excellence with World Class Services
<ul style="list-style-type: none"> • Advance a safe, multimodal transportation system • Connect community, economy, land use, and the environment • Advance equity and social justice • Improve asset performance • Strengthen resiliency • Align transportation interests across partners and regions 	<ul style="list-style-type: none"> • Delivery a proactive policy platform for the future • Evaluate emerging trends in technologies, policies, and practices • Communicate the value of transportation • Advocate for sustainable funding • Promote a broad range of thoughts and policies 	<ul style="list-style-type: none"> • Be the trusted developers and keepers of transportation standards and guidance • Keep AASHTO committees relevant and aligned • Build transportation workforce capabilities • Innovate and modernize products and services • Maintain focus on AASHTO’s fiscal sustainability

The Goals and Objectives webinar on August 8th 2020 resulted in a set of four goals with a list of objectives for each. This set was presented to the participants at the first retreat session. Participants provided detailed input on each of the goal areas, addressing perceived gaps and combining multiple ideas into single objectives. They narrowed the set of goals to three by combining the “Provide World Class Products and Services” and “Optimize AASHTO Organization” goal areas.

An updated set of goals and objectives with the three goal areas were reviewed in the September 18th retreat session. The participants concluded by expressing their support for the revised draft goals and objectives with the integration of safety and infrastructure as elements of the set. The proposed goals and objectives presented above are the results of the input from the retreat sessions.

Key Considerations from the September 11th Retreat Session

- Limit the number of objectives to reduce demands on committee members responsible for implementation.
- Include the following elements under the first goal area:
 - Environmental sustainability
 - Unity across partners and diverse regions
 - Reliability and safety
 - Accessibility, mobility, and access to opportunity
 - Equity and social justice
 - Improving the condition of the transportation system

- Under the goal for national transportation policy, include the following elements:
 - Address the varied policy concerns across the country
 - Give voice to underserved groups
 - Promote the value transportation industry to all members of society
- In the combined goal area, include:
 - Development of leaders and workforce
 - Support for technical and non-technical AASHTO committees

Key Considerations from the September 18th Retreat Session

- Refrain from including verbs in the goals. They should be something to strive for, saving the specific actions for the strategies.
- Use strong verbs, such as “evaluate,” to emphasize the intent of the objective without over-committing results.
- Combine objectives where they align, but make sure the wording incorporates the original meaning.
- Reflect a greater sense of urgency and criticality, especially in the third goal area but also in other parts of the strategic plan.
- Instead of addressing revenue specifically, set objectives for achieving fiscal sustainability

Support for Proposed Goals and Objectives



Goals and Objectives – SPAC Approval



0
No

Strategies

A set of preliminary candidate strategies was developed through multiple exercises, polls, and discussions during the retreat. This set of candidate strategies will be used to generate the specific proposed strategies for the SPAC to consider. The final set will be designed to directly support the meaningful change that AASHTO plans to undertake through the implementation of the strategic plan. This final set is expected to include fewer than the 24 strategies listed below.

Preliminary Candidate Strategies

1. Develop community-centric focus
2. Develop policies and provide resources that support ensuring access to transportation systems for everyone
3. Create and expand strategic partnerships with other organizations to advance goals and objectives
 - Engage with organizations to support social justice and equity objectives
4. Benefit from advancements by peer organizations
5. Increase activities that create a safe and sustainable multimodal transportation system
 - Include all modes of transportation in national transportation policies
6. Apply scenario planning to better weigh options in decision-making
7. Understand changing transportation providers and users—and what they value
8. Provide members the means to measure and achieve performance-based mobility goals
9. Be intentionally inclusive as transportation policies are formed
10. Champion transportation research
11. Strive to speak as one voice for transportation policies
12. Support delivery of policy goals to states and locals
13. Develop next generation of leaders and workforce and continue to focus on recruiting and talent
14. Engage new CEOs and members
15. Ensure diversity in all activities
 - Ensure all voices are at the table

16. Support, strengthen, and promote state DOTs' role, actions, and goals in transportation delivery
17. Create opportunities for members to network and share knowledge and catalogue and provide easy access to materials
18. Optimize the committees for member's value
19. Develop internal performance measures for success
20. Promote the use of AASHTO standards and guidance across all transportation organizations
21. Continuously review and improve strategic communications and brand
22. Understand and leverage current and future technologies for business-centered growth
23. Deliver thoughtful and timely processes and decision-making
24. Maintain and strengthen enterprise talent and financial stability

Prior to the September 11th retreat session, AASHTO's current strategies, example strategies from peer organizations, and candidate strategies were presented to the participants. In a fishbowl exercise, where each individual was able to speak freely for a few minutes, the participants built upon the examples and supplied additional candidate strategies as well as input about strategies, in general. The input from this exercise, combined with the input from previous activities (interviews, survey, SWOT, etc.) was used to generate a list of candidate strategies organized by the three goal areas.

During the September 18th retreat session, the participants select the best strategies for each goal area using a world café breakout session format where each participant was able to weigh in on each goal area. This included selecting, combining, and rewording the candidate strategies from the first session as well as adding new strategies. The list of strategies evolved through three rounds of reviews and input, the participants prioritized each strategies list from the world café exercise.

Key Considerations

- The strategies should be actionable because they will become the performance directions and inform the performance plan for the Executive Director and AASHTO committees.
- The engagement of the committees should be sought before finalizing the list.
- The strategies should be specific enough to measure success.
- Inward-facing, or AASHTO organization-focused strategies, should not be lost in all of the outward-facing strategies.
- Terms should be defined more closely in areas where terminology is broad.
- The strategic values apply across all of the strategies.

Fishbowl Candidate Strategies

Partnerships

- Partner and support the goals of other organizations
- Opportunities and strategies surrounding "Improve Transportation for Everyone" should be about increasing effectiveness for everyone, not just DOTs.
- Maintain strategic partnerships with the organizations that represent DOTs' key vendors, suppliers, and contractors, but also build out partnerships with other groups like the NCSL, governors, MPOs, RTPOs, cities, and counties.

- Address the changing providers and users, from TNCs to new freight delivery methods, to the entire technology landscape.

Policy

- Support solutions to challenges faced by DOTs, such as finding alternative funding options.
- Advocate all forms of transportation
- Work with Congress

Member Engagement

- To align across committees, address gaps between professionals, deputies, political appointments, and CEOs.
- Engage (new) CEOs and Members
 - Reach out to new CEOs through current members and AASHTO staff.
 - Onboard new committee members. E.g. buddy system.
 - Let states have more than one AASHTO committee-person.
 - Maximize the engagement of voting and non-voting members.
 - Limit term length on committees and encourage new members to join.
 - Incentivize top leaders to foster leadership beneath them
- Support the regional AASHTO groups. Leverage the regional partnerships.
- Build relationships and camaraderie between members.
- Support and communicate benefits of strategic coordination and collaboration between states/members, for example for resiliency and emergency response

Technical

- Give members the means to measure and assess their progress in multimodalism.

Communication and Outreach

- Rebuild the AASHTO brand to reflect the changes from the Strategic Plan.
- Consider how the brand should be rebuilt and evolve over time.
- AASHTO should strengthen the brand of DOTs as the role of state transportation experts.
- Communicate the services and practices developed in other countries or groups to its members.
- Understand technologies and apply them correctly.

AASHTO Operations

- Continue to focus on AASHTO recruiting and talent. Make AASHTO a competitive workplace.
- Engage with organizations to support social justice and equity objectives.

Strategy Development

- Some additional wordsmithing is required by the project team, especially for the strategies under the third goal area.
- The strategies should not be phrased like objectives. They should be more actionable and tangible and measurable.
- A strategy should be added to address environmental sustainability

Prioritized Strategies

The list of proposed strategies for each goal area are prioritized in the graphs.

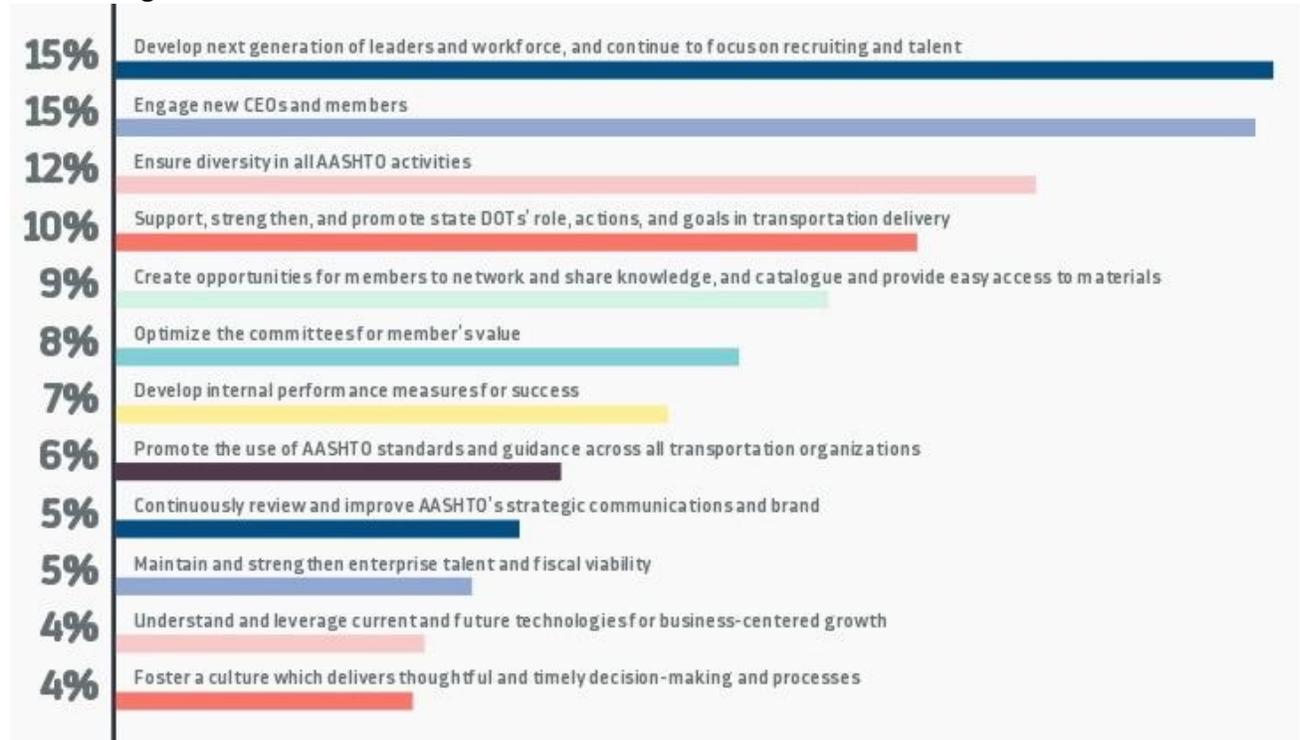
Goal 1: Safety, Mobility, and Access for Everyone



Goal 2: National Policy Leadership



Goal 3: Organizational Excellence with World Class Service



Other Input

Magic Wand Exercise

Participants were given a magic wand with three wishes. The prompts and responses for each of the wishes are listed below.

AASHTO Improvements – Member Benefits

- Continue standards development
- Seek 100% member participation with all members feeling heard and understood
- Expand AASHTO’s impact and influence in D.C. through meetings with key Hill advocates
- More policy positions, especially implementable policy solutions
- A website or platform to support robust policy discussions
- New website with curated content to make committee work products and resources more accessible
- Capture and share critical knowledge on the practices in knowledge management
- Succession planning and young leader training with more leadership opportunities
- Outreach to share and promote resources
- Support for salary and recruiting efforts

AASHTO Improvements – AASHTO Operational Benefits

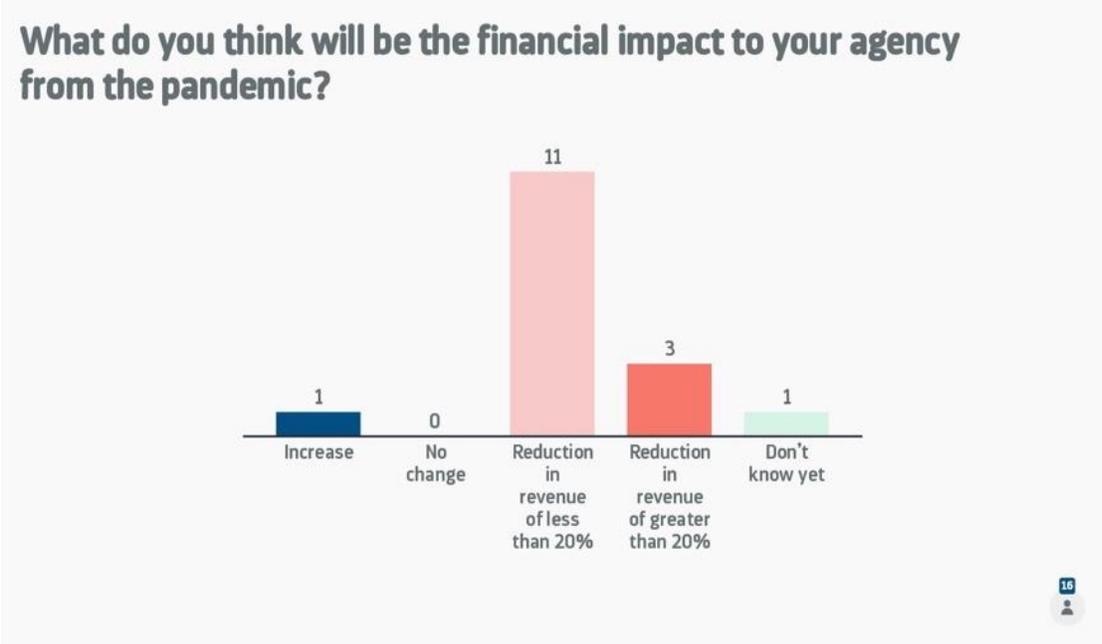
- Adopt new AASHTO mission and vision to guide future operations
- Increase speed and nimbleness
- Document AASHTO successes and associated benefits
- Communicate benefits to increase member engagement
- Greater engagement from more states
- Early, active outreach to new leaders
- More regular involvement with similarly aligned organizations
- Better connections to local government organizations

State DOT Improvements – AASHTO Support

- Fully launch CAVs and develop a national CAV platform
- Apply AI to improve safety
- Full spectrum safety
- Buy-in and completion of zero carbon emissions across state enterprise and statewide
- True multimodal focus
- Sustainable program of inclusion
- Increased leadership and technical training at all levels of the workforce

Financial Outlook Poll

The following poll was conducted at the start of the first retreat session to test the polling software.



Appendix E. Final Strategic Plan

The final strategic plan is best viewed at:
<https://www.aashtoplan.com/>

The graphic features a dark blue header with the AASHTO logo. Below this, a yellow section contains the title '2021-2026 AASHTO Strategic Plan' and an introductory paragraph. The main content is divided into two columns. The left column has two white boxes with yellow borders: 'Vision' (Providing improved quality of life through leadership in transportation) and 'Mission' (Supporting state DOTs to connect America with the transportation system of today and tomorrow). The right column features a 'Values' section with a circular diagram of five overlapping segments: Safety, Diversity, Equity and Inclusion, Collaboration, and Transparency, with 'Trust and Integrity' on the left. The bottom of the graphic is a dark blue footer with three white boxes containing the strategic pillars: 'Safety, Mobility and Access for Everyone', 'National Transportation Policy Leadership', and 'Organizational Excellence with World Class Services'.

AASHTO

**2021-2026
AASHTO
Strategic
Plan**

As we navigate an ever-changing world, AASHTO is prepared with this strategic plan to address the evolving needs of transportation in America, well-supported by its professional staff and its volunteer state department of transportation (DOT) membership.

Vision
Providing improved quality of life through leadership in transportation

Mission
Supporting state DOTs to connect America with the transportation system of today and tomorrow

Values

AASHTO Values

- Safety
- Diversity, Equity and Inclusion
- Collaboration
- Transparency
- Trust and Integrity

The 2021-2026 strategic plan expands on AASHTO's position as a transportation leader. It builds on the organization's past work by encouraging new and collaborative partnerships and inviting greater participation from members and stakeholders. The new strategic plan will strengthen AASHTO's efforts to improve quality of life by working toward a transportation system that serves the needs of every community safely, equitably, sustainably, and efficiently.

Safety, Mobility and Access for Everyone

National Transportation Policy Leadership

Organizational Excellence with World Class Services

Goals and Objectives

Safety, Mobility, and Access for Everyone

Advance a safe, multimodal transportation system

Connect community, economy, land use and the environment

Advance equity and social justice

Improve asset performance

Strengthen resiliency

Align transportation interests across partners and regions

National Transportation Policy Leadership

Deliver a proactive policy platform for the future

Evaluate emerging trends in technologies, policies and practices

Communicate the value of transportation

Advocate for sustainable funding

Promote a broad range of thoughts and policies

Organizational Excellence with World Class Services

Be the trusted developers and keepers of transportation standards and guidance

Keep committees relevant and aligned

Build transportation workforce capabilities

Innovate and modernize products and services

Maintain focus on AASHTO's financial sustainability

Strategies

Strategies describe how we will achieve our goals and objectives. Each strategy supports one or more specific goals or objectives.

Policy, Implementation, and Research



Establish framework and tools to enable impactful policy decisions, support implementation within member agencies and make priority research investments

Partnerships and Collaborations



Expand relationships and partnerships with traditional and non-traditional organizations to support our vision, mission, goals and objectives

Workforce Development



Proactively shape the future transportation workforce, providing resources to fill skills gaps, build capacity and plan for the future

Member Engagement



Expand ways to engage members and deliver an outstanding and valuable membership experience

Organizational Optimization



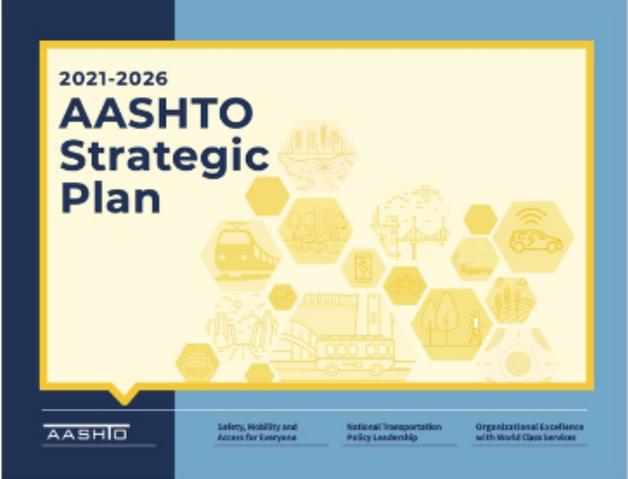
Foster an optimized organization that is strategic, integrated and efficient – built on sound management practices and best technologies

AASHTO and its member state DOTs have a long and respected history of leadership, working together to ensure a safe, sustainable, multi-modal transportation system that enables mobility, provides improved quality of life and promotes economic growth. We look forward to working together to face challenges, solve problems and celebrate successes as we build the future of transportation.

Appendix F. AASHTO Strategic Plan Webinars

Committee Support Planning

1. Quick review of the plan
2. Ideas for committee support
3. Your input
4. Upcoming webinars and resources
5. Schedule



The graphic features the AASHTO logo and the text '2021-2026 AASHTO Strategic Plan'. It is surrounded by various icons representing transportation modes and infrastructure. At the bottom, three key themes are listed: 'Safety, Mobility and Access for Everyone', 'National Transportation Policy Leadership', and 'Organizational Excellence with World-Class Services'.

1

Context

- **Build on the success of the last strategic plan**
 - Reorganized committee structure to be better aligned, embrace innovation and respond more fully to the needs of its members
- **Expand AASHTO's position as a transportation leader**
- **Respond to a changing world and look to the future**
- **Encourage new and collaborative partnerships**
- **Increase participation from members and stakeholders**
- **Improve quality of life by working toward a transportation system that serves the needs of every community safely, equitably, sustainably and efficiently**

2

Appendix G. Action Plans (for Councils and Committees)

The following link provides access to all candidate actions developed by the councils and committees:

<https://strategic-plan-actions.herokuapp.com/committees/all/>

The following link provides access to all final action plans developed by the councils and committees:

<https://www.dashboard.aashtoplan.com/>

click on the “View Actions By Committee” button on far right and select committee.

The AASHTO Action Tracker

The AASHTO Action Tracker provides a strategic-level view of the progress of AASHTO member agencies to complete their 2022 action plans and support the [2021-2026 AASHTO Strategic Plan](#) by summarizing and presenting their action accomplishments and progress to council and leadership.

Please [use this link to watch a brief video](#) explaining several of the site's key features and [video](#) explaining how to login and update your actions' status and accomplishments.

Action Summary List

Goals and Objectives	# of Actions	# of Committees
Safety, Mobility and Access for Everyone	222	30
Advance a safe, multimodal transportation system	117	20
Connect community, economy, land use and the environment	41	16
Advance equity and social justice	44	19
Improve asset performance	32	12
Strengthen resiliency	46	11
Align transportation interests across partners and regions	98	28
National Transportation Policy Leadership	221	30
Deliver a proactive policy platform for the future	78	23
Evaluate emerging trends in technologies, policies and practices	147	29

Appendix H. Strategic Management Committee Report

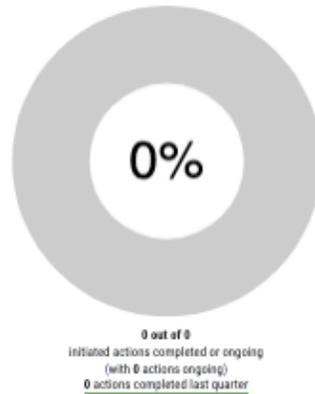
The AASHTO SMC Monitoring Report is hosted online at

<https://www.dashboard.aashtoplan.com/>

in the form of a flexible, adaptable web application. The website consists of five separate pages, each presenting a different aspect of the AASHTO Committees and Councils' 2021-022 Action Plans.

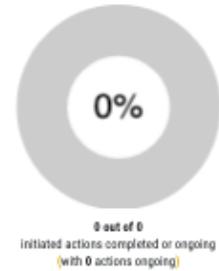
Summary of Action Progress

All Actions



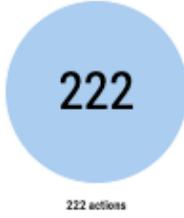
AASHTO Presidential Emphasis Areas

The Presidential Emphasis Areas for 2021-2022 are **Create Pathways to Equity** and **Partnering to Deliver**.

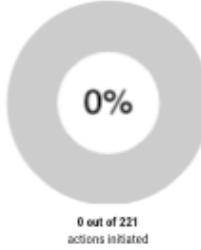
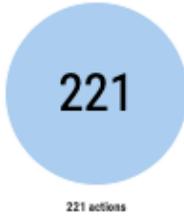


AASHTO Goals

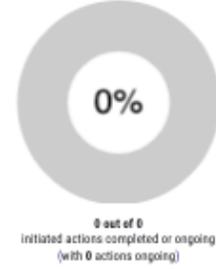
Safety, Mobility and Access for Everyone



National Transportation Policy Leadership



Organizational Excellence with World Class Services



AASHTO Strategies

Policy, Implementation and Research



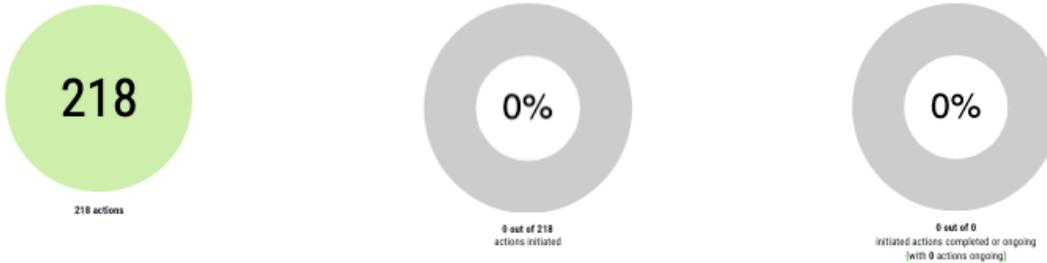
Partnership and Collaboration



Workforce Development



Member Engagement



Organizational Optimization



The AASHTO Action Tracker

The AASHTO Action Tracker provides a strategic-level view of the progress of AASHTO committees and councils, as they complete their 2022 action plans and support the 2021-2026 AASHTO Strategic Plan. It assists committees in summarizing and presenting their action accomplishments and progress to committee members and to AASHTO leadership.

Please see [this link](#) to watch a brief video explaining several of the table's key elements, and see [this link](#) to see an other video explaining how to login and update your actions' status and accomplishments.

Action Summary List

[See the Strategic Plan Action Headers](#)

Goals and Objectives

	# of Actions	# of Committees
Safety, Mobility and Access for Everyone	223	28
Advance a safe, multimodal transportation system	117	20
Connect communities, economy, land use and the environment	41	18
Advance equity and social justice	44	18
Improve asset performance	32	12
Strengthen resiliency	46	18
Align transportation interests across partners and regions	96	28
National Transportation Policy Leadership	273	28
Deliver a proactive policy platform for the future	74	22
Distill emerging trends in technologies, policies and practices	147	28
Communicate the value of transportation	78	22
Advocate for sustainable funding	21	18
Promote a broad range of thoughts and policies	53	28
Organizational Excellence with World-Class Services	253	28
Be the trusted developers and interpreters of transportation standards and guidance	117	28
Keep committees relevant and aligned	125	28
Build transportation workforce capabilities	47	22
Innovate and modernize products and services	96	28
Maintain focus on AASHTO's financial sustainability	4	8

Strategies and Catalysts

	# of Actions	# of Committees
Policy Implementation and Research	190	28
Maintain focus on the elimination of fatalities and serious injuries	46	18
Adopt policy priorities that create a safe and sustainable multimodal transportation system	98	22
Create methods to better connect transportation research to policies and implementation	46	22
Develop policies and provide resources that support ensuring access to transportation systems for everyone	44	18
Seek transportation funding innovations	23	8
Advocate to minimize the impacts of climate change	22	18
Apply scenario planning to better weigh options in decision-making	4	8
Be intentionally inclusive as transportation policies are formed	28	18
Partnership and Collaboration	208	28
Promote the use of AASHTO standards and guidance across all transportation organizations	46	22
Collaborate to support equity and social justice objectives	44	17
Seek private sector partners for innovation opportunities, expertise and information sharing	59	22
Work together with partners to share information and efforts	158	22
Collaborate with local agencies	48	26
Work with Congress and the administration to advance policies	48	22
Workforce Development	178	28
Develop next generation of leaders and workforce	52	24
Provide resources to meet evolving business needs	108	28
Create a workforce culture of innovation and continuous improvement	47	22
Support attracting and retaining talent	25	16
Expand capacity-building products and services	79	24
Provide knowledge management resources	44	18
Pursue funding for workforce development efforts	14	8
Increase diversity, equity and inclusion	25	18
Member Engagement	318	28
Engage more CEOs and members	46	22
Create opportunities for members to network and share knowledge	166	28
Engage more levels of staff from member organizations including non-voting members and friends	101	22
Support diversity and succession management in committee leadership	18	15
Improve the collaboration platforms used by committees and staff to facilitate engagement between members and staff	64	22
Better communicate policy goals to members and local partners	98	26
Organizational Optimization	180	28
Embrace a sense of urgency and be agile and nimble	24	12
Catalog and provide easy access to materials	51	24
Promote diversity in all activities	28	15
Deliver timely processes and decision-making	28	12
Encourage cross-discipline learning and information sharing among staff	58	22
Continuously review and improve strategic communications and brand	21	14
Utilize technology to better serve members	57	25
Improve AASHTO's digital presence	26	14
Review and refresh older products	58	22

Action Search

Use the text-based search to find actions that mention specific words or phrases.

Search actions

In brief, the first page, the Action Summary, presents the actions and how they relate to the 2021-2022 AASHTO Strategic Plan. The Progress Summary monitors the status of all of the actions through several donut charts. The Tree Diagram presents the connections between different actions via committee categories and strategic plan strategies. The Print Report allows AASHTO and committee leaders to download full action and accomplishment reports with additional filters and adjustments. Lastly, View Actions By Committee displays the complete set of actions for each committee, including their individual progress, action accomplishments, and additional supporting information. The individual committee pages are also where committee leadership may login to the site and provide accomplishment updates or status changes to their full set of actions. Together, each page of the report highlights common Strategic Plan elements across the actions and committees, and collectively they provide a method of monitoring the progress of these actions as they support the Strategic Plan. For each action, the leader, timeframe of implementation, and coordination with other committees are identified and presented where available. The AASHTO SMC Monitoring Report was shown to SMC members individually throughout November and again collectively to the SMC in early December. At both times, members were able to provide their comments and feedback, and ultimately the group came to a consensus on the look and feel of the final report.

The first page of the website presents all 320 of the committees' actions within the context of the 2021-2026 AASHTO Strategic Plan. It summarizes the actions and demonstrates how they collectively support the AASHTO Strategic Plan by presenting the count of actions and committees for each Goal, Objective, Strategy, and Catalyst. The view may be toggled between a list and a heatmap, each displaying the same information. Additionally on this page, the full set of actions may be searched for specific words or phrases, which offers another way for users to identify commonalities between different actions.

The Progress Summary page contains a series of donut charts which count the number of actions initiated, completed, and ongoing across all of the committees. The first two graphs on this page provide the highest level of overview, and they include a count of the progress made in the previous quarter (when applicable) to highlight the work being done by the committees. The remaining graphs show similar information for actions that meet the AASHTO Presidential Emphasis Areas, AASHTO Goals, and AASHTO Strategies. Actions were selected for supporting the Presidential Emphasis Areas by AASHTO's Director of Engineering and agreed to by members of the SMC.

The Tree Diagram consists of a series of nodes and links which draw interesting connections and parallels between committees and their action plans. The diagram allows users to see which other committees and actions support the same Strategic Plan Catalysts, and it encourages cooperation and collaboration between committees as they strive to accomplish their plans. By clicking and hovering on each node in the diagram, a complete picture of the Strategic Plan Strategies and actions is created.

The Print Report page provides a series of options for the elements and attributes included in the report. Users may include all of the committees in their report, or they may select any number of individual committees. The actions included in the reports may be filtered based on their current status, whether they are identified as Committee Priorities or AASHTO Presidential Emphasis Areas, and when they were last updated. Two report types are available. One presents all of the characteristics of an action including the accomplishments, the leader, collaborating committees, the due date or timeframe, the status and the priority (each of these attributes may be turned on or off using the filters as well). The other report type only presents the accomplishments attributed to each action in a simple, bulleted list. Once the report content and filters have been selected, and the report generated, users may download the file as a PDF for printing or saving to their computer.

Appendix I. Committee Action Tracking Tool

On the individual committee pages, the full information for each action is presented alongside the progress the committee has made toward completing their action plan.

<https://www.dashboard.aashtoplan.com/>

The AASHTO Action Tracker provides a strategic-level view of the progress of AASHTO and its member states to complete their 2022 action plans and support the [2021-2026 AASHTO Strategic Plan](#) by summarizing and presenting their action accomplishments and progress to committee leadership.

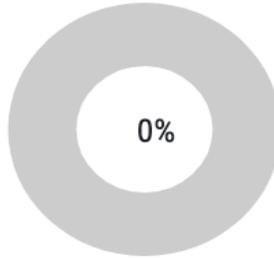
Please [use this link to watch a brief video](#) explaining several of the site's key features and [video](#) explaining how to login and update your actions' status and accomplishments.

Action Summary List

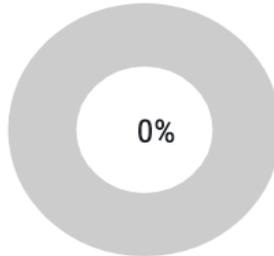
Goals and Objectives	# of Actions	# of Committees
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Strengthen resiliency	46	11
Align transportation interests across partners and regions	98	28
National Transportation Policy Leadership	221	30
Deliver a proactive policy platform for the future	78	23
Evaluate emerging trends in technologies, policies and practices	147	29

Here is an example of the Committee on Performance Based Management actions.

Committee on Performance-Based Management



0 out of 13
actions initiated



0 out of 0
initiated actions completed or ongoing
(with 0 actions ongoing)

Filters

Status



Priority



Status	Support and strengthen the committee and subcommittee knowledge portals to share knowledge with committee members and the industry.
---------------	---



Assigned To: Technical Subcommittees

Date: December 31, 2022

Status	Develop and advance agency capabilities by developing needed resources and guidance.
---------------	--



Assigned To: Technical Subcommittees

Date: December 31, 2022

Status	Develop and disseminate regular Transportation Performance Management communication products focused on the work of the committee.
---------------	--



Assigned To: Technical Subcommittees

Date: December 31, 2022

Status <input type="radio"/>	Broaden the understanding, application, and use of relevant AASHTO, FHWA, TRB, and other partner organization resources related to Transportation Performance Management.
Priority <input checked="" type="radio"/>	<u>Assigned To:</u> Policy and Rulemaking Work Group <u>Date:</u> December 31, 2022
Status <input type="radio"/>	Create a robust suite of Transportation Performance Management training resources to support the professional development of AASHTO members.
	<u>Assigned To:</u> Research Work Group <u>Date:</u> December 31, 2022
Status <input type="radio"/>	Review and update the Strategic Plan on a regular basis, soliciting the contributions of subcommittees for the development of action items
	<u>Assigned To:</u> Professional Development Work Group <u>Date:</u> December 31, 2022
Status <input type="radio"/>	Facilitate the sharing of common and best practices across member agencies.
	<u>Assigned To:</u> Professional Development Work Group <u>Date:</u> December 31, 2022
Status <input type="radio"/>	Serve as the AASHTO coordinating body to respond to, exchange information on, and develop federal Transportation Performance Management-related policies (laws, regulations, and guidance).
	<u>Assigned To:</u> Professional Development Work Group <u>Date:</u> Quarterly
Status <input type="radio"/>	Fully utilize the Transportation Asset Management research management system for the Subcommittee on Asset Management
	<u>Assigned To:</u> Policy and Rulemaking Work Group <u>Date:</u> December 31, 2022
Status <input type="radio"/>	Develop, support, and coordinate a research program in partnership with USDOT and TRB.
	<u>Assigned To:</u> Research Work Group <u>Date:</u> November 1, 2022
Status <input type="radio"/>	Establish, support and promote the AASHTO Transportation Performance Management technical service program.
	<u>Assigned To:</u> Leadership Group <u>Date:</u> Monthly
Status <input type="radio"/>	Collaborate and partner with USDOT, TRB, and other organizations to maximize Transportation Performance Management-related results for members and their customers
	<u>Assigned To:</u> Professional Development Work Group <u>Date:</u> December 31, 2022
Status <input type="radio"/>	Meet regularly with committee and subcommittee members to foster collaboration and maintain momentum on actions.
	<u>Assigned To:</u> Leadership Group <u>Date:</u> December 31, 2022

Also on this page, committee leadership may login and edit their actions. Once users are registered and logged in, they may adjust the status and priority level of their actions by selecting the correct icon, and they may add accomplishments by simply

typing and submitting a new bullet to the list in each action box. The site is fully integrated and continually updated, so once a change has been made on the individual committee pages it is visible across the site. At the bottom of each committee page, users can navigate to another summary page which identifies the Goals, Objectives, Strategies, and Catalysts for each of a committee’s actions.

Committee liaison can update progress of the committee actions through these steps.

1. Navigate to your committee action page.
2. Click the Login to Edit button that appears in the top menu bar.
3. Use the Create an Account button to submit a request for an account.
4. Once the request has been verified by the system managers, you can use your username and password to login through the same page.
5. When you login you'll be taken back to the homepage, so you'll have to navigate again to your committee page where you'll be able to adjust the status and add accomplishments to the actions. The logout button is also available only from the committee page.

There are additional resources for committees such as mapping of their actions to strategic plan elements

Committee on Performance-Based Management

Acronym: CPBM

Category: Enterprise/Cross Discipline

[Lists for Catalysts and Objectives](#)

[Color-Coded Goals and Objectives](#)

[Count of Actions for Each Objective and Catalyst](#)

Actions

Table Index	Action	Objectives	Catalysts
1	Support and strengthen the committee and subcommittee knowledge portals to share knowledge with committee members and the industry.	<ul style="list-style-type: none"> • Be the trusted developers and keepers of transportation standards and guidance • Build transportation workforce capabilities 	<ul style="list-style-type: none"> • Promote the use of AASHTO standards and guidance across all transportation organizations • Develop next generation of leaders and workforce • Provide resources to meet evolving business needs • Improve the collaboration platforms used by committees and staff to facilitate engagement between members and staff • Catalog and provide easy access to materials • Utilize technology to better serve members • Improve AASHTO's digital presence • Review and refresh older products
2	Develop and advance agency capabilities by developing needed resources and guidance.	<ul style="list-style-type: none"> • Be the trusted developers and keepers of transportation standards and guidance • Improve asset performance • Strengthen resiliency • Build transportation workforce capabilities • Innovate and modernize products and services 	<ul style="list-style-type: none"> • Advocate to minimize the impacts of climate change • Promote the use of AASHTO standards and guidance across all transportation organizations • Develop next generation of leaders and workforce • Provide resources to meet evolving business needs • Expand capacity-building products and services