
Support for Development of AASHTO'S 2021-2026 Strategic Plan

NCHRP Project 20-24(130)

Agenda

1. Introductions
2. Project Objectives
3. Strategic Plan Advisory Committee
4. Project Tasks
5. Next Steps

AASHTO's Benefits of Transportation Campaign

“The professionals working at state departments of transportation know these benefits first-hand because they’re responsible for planning, designing, and building the transportation projects that keep America moving by car, truck, rail, bus, and bicycle.”

— Jim Tymon,
AASHTO Executive Director



Panel Introductions

- **Your name, role, and organization**
- **Your two top objectives** for the new strategic plan
- **Your priorities** for the project

Research Team Introductions



Kirk Steudle
Econolite



**Susan
Martinovich**
HNTB



Hyun-A Park
SPP

Other Staff

- **Polly Kent, SPP**
- **Perry Lubin, SPP**
- **Lori Richter, SPP**
- **Andrew Poggione, SPP**

Project Objectives

Support the development of the 2021-2026 AASHTO Strategic Plan

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



Strategic Plan Oversight

Core Group

- Jim Tymon and Brandye Hendrickson
- Patrick McKenna, Victoria Sheehan, Carlos Bracerias

Project Panel

- Shawn Wilson, Patrick McKenna, Carlos Bracerias, Melinda McGrath, Diane Gutierrez-Scaccetti, Mike Tooley

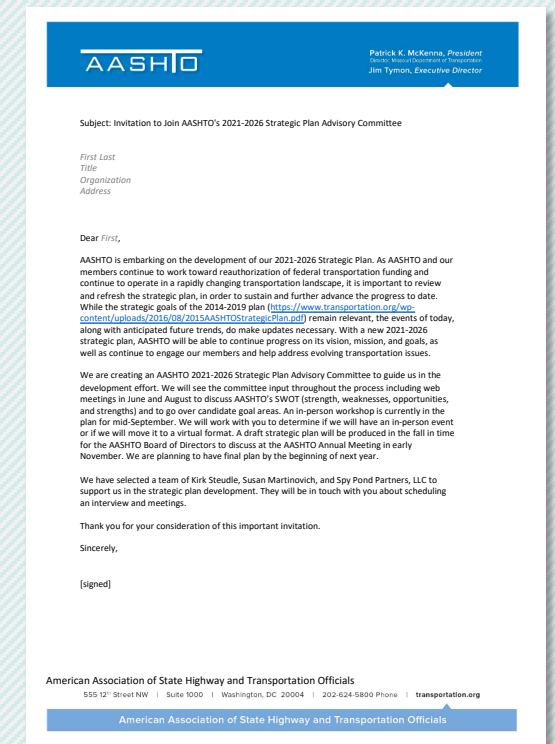
TRB Program Manager

- Andy Lemer

Strategic Plan Advisory Committee

Establishing the Strategic Plan Advisory Committee (SPAC)

- Identify candidate committee members
- Conduct member outreach/invitations
- Finalize membership
- Engage committee



Strategic Plan Advisory Committee

SPAC Role and Objectives

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

Project Tasks

	2020								2021	
Task	5	6	7	8	9	10	11	12	1	2
Start Up and Information Gathering										
Task 1. Kickoff Meeting										
Task 2. AASHTO 2014-2019 Strategic Plan Review										
Task 3. SWOT Analysis (& Webinar)										
Plan Development										
Task 4. Candidate Goal Areas										
Task 5. Work-to-Date Summary and Candidate Goals Webinar										
Task 6. Candidate Goals and Objectives and Prelim. Imp. Plan Development										
Task 7. AASHTO Strategic Plan Advisory Committee Retreat										
Task 8. Draft AASHTO Strategic Plan										
Plan Finalization and Distribution										
Task 9. Present Draft AASHTO Strategic Plan at AASHTO Annual Meeting										
Task 10. Final AASHTO Strategic Plan										
Task 11. AASHTO Committees Support										
Task 12. Final Report										
<i>Events</i>										

Important Dates to Remember and Schedule

- **Now – end of May** = one on one interviews
- **Mid-May – early June** = respond to survey
- **Mid- June** = Task 2 check-in with this group
- **July 6 – 10** = SWOT webinar
- **August 3 – 7** = Work to date summary and candidate goals webinar
- **September 14 – 18 or 21-25** = SPAC retreat
- **October 19 – 23** = Call to review draft strategic plan
- **November 6 -7** = Presentation at AASHTO Annual Meeting

1. Project Kickoff Call

Overview

- Review work plan
- Discuss Strategic Plan Advisory Committee formation
- Review options for planned September event:
Strategic Plan Advisory Committee Retreat
- Review state DOT leadership survey

Deliverables (May 2020)

- Kickoff Call (May 5, 2020)
- Amplified Work Plan
- Online Project Site
- Kickoff Meeting Minutes

2. AASHTO 2014-2019 Strategic Plan Review

Overview

- Online survey of DOT leadership (sent mid-May)
- Consultation with select AASHTO leaders (now to end of May)
- Peer review of exemplary strategic plans (now to beginning June)

Deliverables (Now – mid-June)

- Strategic Plan Review Presentation for Web Call with Panel (mid-June)
- AASHTO 2014-2019 Strategic Plan Review Technical Memorandum

Survey Content

- Responder Information (roles with/at AASHTO)
- AASHTO Programs Importance and Satisfaction
 - 2nd tier of more detailed program details
- SWOT (Strength, Weaknesses, Opportunities, and Threats)
 - Ask responders to share their thoughts on each dimension
- Current Strategic Plan Evaluation
- Additional Comments and Input

Interviews

- Approximately 20 – 25 people will be interviewed
- Core Team
- Panel Members
- AASHTO Leaders
- Key Staff Managers

Example Materials to Be Addressed in the Review

Current Strategic Plan Goal	Member Perspectives	Ideas for New Strategic Plan
Provide Value to Members	Opportunities to gather are most valuable, want stronger knowledge sharing platform to share practices	Strengthen technology resources, create knowledge hub for all of AASHTO committees, become to "go to" place for information needs
Provide Innovative Technical and Professional Services and Products	Standard setting is most important to many, want to know what we are not addressing that needs attention	Prioritize research needs and funded research, build data standards that work for all members
Be a Leader in National Transportation Policy Development	Focus on funding with Congress is most important, need more collaboration and alignment across states on national priorities	Increase collaboration across AASHTO members, standardize policy development process across topics
Communicate the Value of Transportation	NCHRP products are valuable help in various areas of transportation, need to have a go to place for resources	Make good communication resources available to all members, create improved messages and visuals

3. SWOT Analysis

Overview

- Develop initial SWOT
- Working web session to finalize SWOT
- Create draft SWOT analysis document

Deliverables (June – July)

- SWOT Analysis Webinar (week of July 6 – 10)
- AASHTO SWOT Analysis Document



4. Candidate Goal Areas

Overview

- Assess peer organization goal areas
- Identify candidate goal areas

Deliverables (late June – mid-July)

- Candidate Goal Areas Document



APTA

Relevance,
Stewardship,
Quality, and
Value



U.S. Department of Transportation
Federal Highway Administration

FHWA

Safety,
Infrastructure,
Innovation,
Accountability



TRB

Information Exchange,
Research,
Advice,
Collaboration,
Workforce Development,
Communications



ASCE

Engagement,
Innovation,
Infrastructure,
Education,
Value,
Excellence

5. Project Summary and Candidate Goals Webinar

Overview

- Organize and facilitate a webinar for AASHTO leadership (week of August 3 – 7)
- Review accomplishments and findings to-date
- Determine candidate goal areas

Deliverables (July – August)

- Webinar Agenda
- Webinar Presentation
- Webinar Summary



6. Candidate Goals and Objectives and Preliminary Implementation Plan Development

Overview

- Synthesize findings
- Develop candidate goals and objectives and preliminary implementation plan document
- Develop elements of draft AASHTO Strategic Plan

Deliverables (August – September)

- Preliminary AASHTO Strategic Plan Elements

CPBM TAM Subcommittee		DRAFT 01.04.2020	The Transportation Asset Management (TAM) Strategic Action Plan defines a common agenda for achieving TAM objectives and aligns the AASHTO Committee on Performance-Based Management (CPBM) Subcommittee on Asset Management, in coordination with the Subcommittee's partners and stakeholders.	
TAM Strategic Action Plan				
<< Near Term (1-3 Years)		Long Term (5-10 Years) >>		
Committee Activities				
Develop Enhanced TAM Research Roadmap Develop enhanced research roadmap to facilitate coordination and management of TAM research. Implement tools and resources to allow TAM subcommittee to more closely monitor research progress. Include an implementation roadmap that identifies and tracks research of research products. Share greater value from AASHTO CPBM sponsored research through more intensive monitoring and implementation activities.	Integrate the Research Process into Committee Structures Align research with subcommittee and committee (TAM, AASHTO, APFA, AASHTO) business process with the TAM roadmap to ensure focused results, sharing ideas and research topics for exploration on strategic. Conduct coordination meetings with related committees. Establish mechanism to coordinate monthly knowledge transfer on research progress and accomplishments.	Explore Development of AASHTO Recommended Practice for TAM Provide guidance and examples on how to incorporate other asset classes into a TAMAP.	Connect with IAM Standards and Bodies Align TAM with ISO/International practice (ISO/IEC and APRA).	
		Develop Methods and Measurements to Assess TAM Research Impact Develop standard metrics to assess impact of TAM research.	Internal TAM Workforce Development Workshop Conduct a workshop to provide agencies with tools to enhance staff understanding and buy-in for TAM.	
Implementation Activities				
Align Data with Federal Reporting Requirements Align disparate data needs for federal planning and reporting.	Provide Training on TAM Data Visualization Address challenges that TAM practitioners face in conducting TAM data analysis and understanding plans for different audiences.	Establish TPM Technical Service Program Establish AASHTO technical service program to provide cost-effective services and timely responses to state and DOTs in delivering a performance-based transportation program within their agency.	Develop Asset Management Student Exercises Integrate Asset Management into college-level courses to motivate/engage engineering professionals in TAM.	
Identify Noteworthy TAMP Practices Provide a framework where states can learn from peers and noteworthy references, incorporating elements of the structure, description, and approach as desired.	Identify Strategies to Adjust Between TAMPs Identify strategies for making adjustments based on performance between TAMP investments. Ensure direct linkage between condition assessment, performance management, and project/program prioritization.	Develop National Database of TAM Experts Develop and maintain web-based index of TAM experts.	Develop TAM Onboarding Procedure Educate agency employees regarding systems, metrics, opportunities for involvement, and inspire leaders to encourage participation by employees of the majority of US states and other agencies.	
Research Activities				
Evaluate Federal Measures and Metrics for Pavements Identify metrics that better reflect pavement failure mechanisms.	Incorporate Risk at Project and Network Levels Develop methods to allow agencies to incorporate quantitative risk assessment at project and network level. Allow risk and reference to fit in per with traditional performance measures.	Improve Asset Performance by Bundling Capital Projects Develop effective financial planning strategies that promote sustainable capital asset performance and other performance areas.	Create Catalog of Condition Assessment Protocols Develop and provide examples of condition assessment for all types of assets.	
Assess Benefits Realized from TAM Conduct research on the quantifiable value and benefits of TAM to inform the future of TAM and future Asset Management practice.	Develop Approaches for Corridor Planning and Allocation Develop a framework for corridor plans that can be used for better asset management and resource allocation.	Develop Data Governance Guidebook Create knowledge throughout the TAM community on data governance.	Engage Stakeholders in TAM Develop communication tools designed to engage stakeholders in developing TAM strategies for various asset categories.	
Support Data Governance Implementation Develop a framework for the practices and processes to be implemented through AASHTO TRB, Guidelines for Data and Information Systems for TAM.	Incorporate Change Management in TAM Implementation Develop a framework, recommended action, and workflow of noteworthy practice for agencies to use in incorporating change management strategies in TAM practice.	Synthesize Best Practices for Internal Staff Development Synthesize best practices for workforce development and training in order to enhance the capabilities of a TAM team/ staff for internal staff to become involved in TAM program implementation.	TAM Framework Key TAM Strategy and Planning Organization and People Asset Performance Resource Allocation Monitoring and Adjustment Information and Systems Cross-Cutting Topics	
Develop Detailed TAM Implementation Case Studies Identify and develop detailed case studies that describe, in great detail, how a transportation agency implemented a TAM program.	Conduct Regional and National Peer Exchanges Continue to deliver TAM peer exchanges at the regional and national levels.	Develop TAM Big Data Case Studies Create case studies addressing noteworthy applications of big data analysis to TAM.		
*More details on each of the activities will soon be available on the TAM Research Roadmap at [URL to be added]				

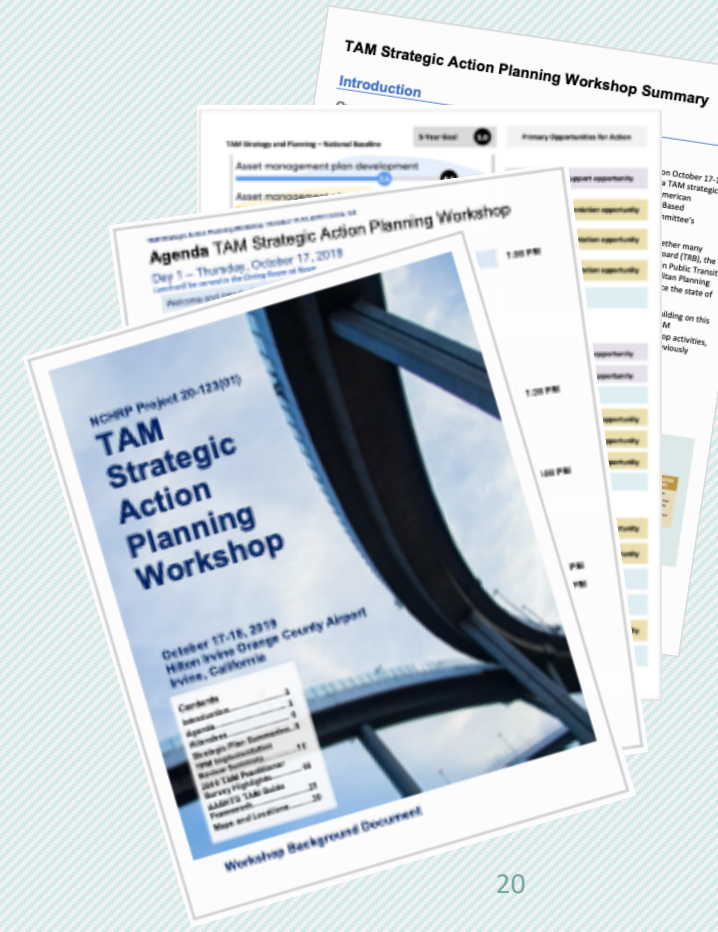
7. AASHTO Strategic Plan Advisory Committee Retreat

Overview

- Determine event format
- Plan and deliver AASHTO SPAC event
- Review options for strategic plan outline and components
- Develop interactive sessions designed to gain alignment

Deliverables (September)

- Retreat (September 14-18 or 21-25)
- Event Primer
- Event Materials (agenda, interactive exercises, presentations, etc.)
- Event Summary Report



8. Draft AASHTO Strategic Plan

Overview

- Draft a complete strategic action plan
- Web-based panel meeting to review draft plan, PowerPoint summary presentation, summary brochure (October 19-23)

Deliverables (September - October)

- Draft Strategic Plan
- Draft Strategic Plan Summary
- Draft Strategic Plan Presentation
- Web Call Minutes



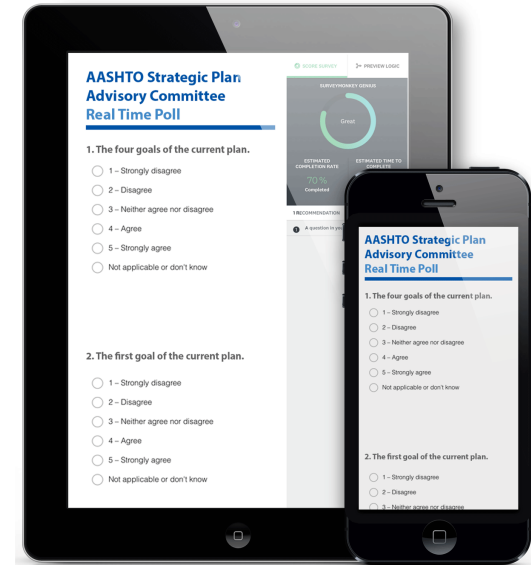
9. Present Draft Plan at AASHTO Annual Meeting

Overview

- Present draft plan at AASHTO Board of Directors meeting for review and comment (November 6-7)
- Prepare real-time polling and interactive discussion session to obtain input on the plan

Deliverables (November)

- Updated Draft Strategic Plan
- Updated Draft Strategic Plan Summary
- Updated Draft Strategic Plan Presentation
- BOD Input Summary



10. Final AASHTO Strategic Plan

Overview

- Produce final draft with input from the AASHTO Board members
- Revise per panel review and comment

Deliverables (December)

- Draft Final Strategic Plan
- Final Strategic Plan



11. AASHTO Committee Support

Overview

- Work with committee leadership to support maximizing the use of the Plan for committee activities
- Develop action templates, communications materials, facilitate outreach events

Deliverables (November – December) (could be extended to early 2021)

- AASHTO Committee Support



12. Final Report

Overview

- Produce project final report
- Include links to all project products

Deliverables (December)

- Draft and Final Report in Memorandum Style



Next Steps

1. Finalize and distribute survey
2. Conduct interviews
3. Identify exemplary peer strategic plans
4. Establish Strategic Plan Advisory Committee (SPAC)



Thank you