

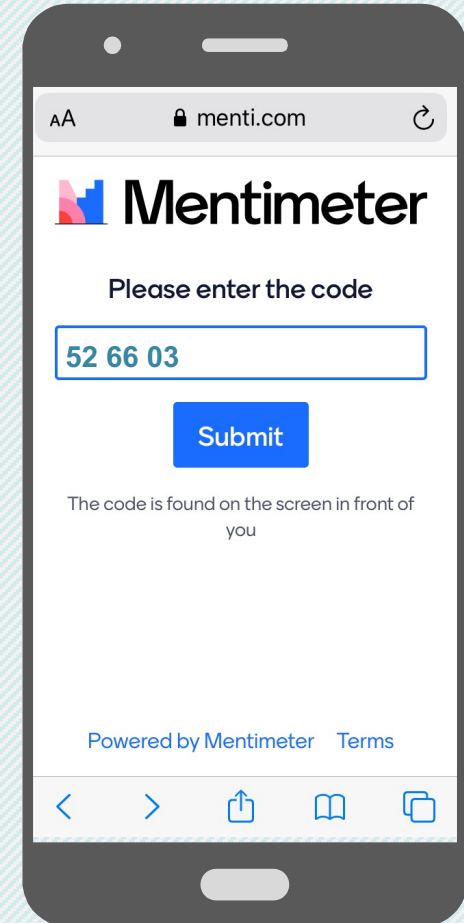
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AASHTO'S 2021-2026 Strategic Plan Candidate Goals Webinar

NCHRP Project 20-24(130)
August 6, 2020

Back to the Office - Poll

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Workshop Purpose

- **Develop a strong foundation for the AASHTO Strategic Plan by getting your input on candidate goal areas**
 - Discuss goal considerations and options
 - Draft candidate goals will be produced for the strategic planning retreat/workshop
- **Present, discuss, and refine observations, insights, and guidance drawn from work-to-date**

Agenda









1. Introduction and Work-to-Date Summary
2. Strawman Strategic Plan Structure
3. Goals Development Considerations
4. Strawman Goal Areas Options
5. Priorities
6. Next Steps



Introduction & Work-to-Date Summary

1

Project Tasks and Schedule

	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) 7/7/20										
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Candidate Goals Development

- Review work to date to determine insights for developing the candidate goal areas,
- Developed strawman structure for the strategic plan
- Developed candidate goal options to obtain SPAC input
- Conduct Candidate Goals Webinar
- Draft candidate goals for consideration at the Strategic Planning Retreat/Workshop

Products:

- Candidate goals document
- Candidate Goals Webinar
- Draft candidate goals

Project Tasks and Schedule

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Strategic Planning Retreat/Workshop

- Develop retreat/workshop agenda focused on getting input for the full strategic plan
- Develop pre-read material and content for the retreat/workshop
- Conduct retreat/workshop
- Document retreat/workshop results

Products:

- Retreat Primer
- Retreat/workshop delivery
- Retreat/workshop documentation

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Draft Strategic Plan Development

- Develop draft strategic plan using all of the input to date,
- Get feedback on draft strategic plan from Core Team, panel, and SPAC

Products:

- Draft strategic plan

Project Tasks and Schedule

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Present Draft Strategic Plan to AASHTO Leadership

- socialize the plan with AASHTO member and staff leadership,
- present at the AASHTO Annual Meeting

Products:

- communication material for the draft strategic plan (presentation, flyer, website, etc.)
- Summary of input

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. Limited engagement with equity and social justice issues
5. Diversity of state DOTs makes strong policy message challenging on some issues
6. Limited multimodal and active transportation focus

O Opportunities

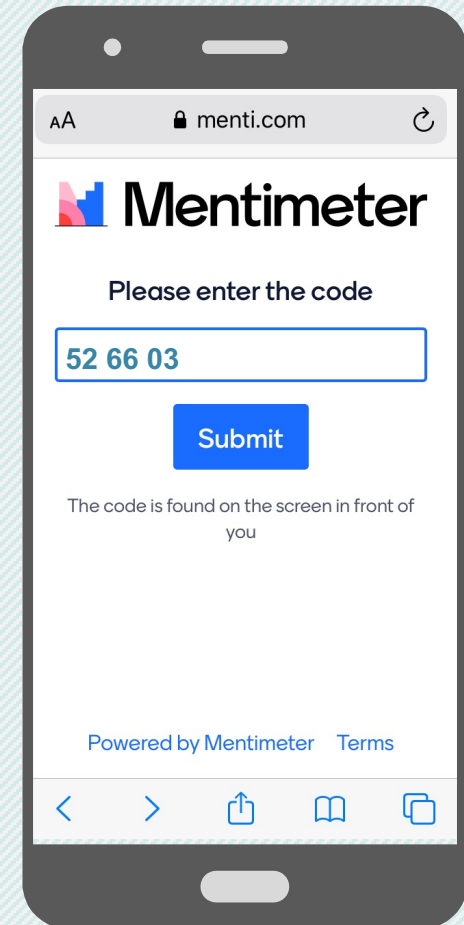
1. Cultivate future generation of transportation professionals
2. Increase engagement with equity and social justice issues
3. Build skills and develop a platform for broad, long-term thinking via scenario planning
4. Work together with partners to share information and efforts
5. Foster increased institutional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

SWOT - Poll

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Example Strategic Plans

■ APTA

Goal 1: Championing investment and supportive policies

Goal 2: Leveraging new mobility services and technologies

Goal 3: Developing leaders and the future-ready workforce

Goal 4: Enhancing safety, security and system resilience

■ APWA

Goal 1. VALUE: Promote the value of public works and enhance its visibility and awareness

Goal 2. VOICE: Be the voice of public works to government leaders, the public, and media

Goal 3. EDUCATION & CREDENTIALING: Provide excellence in education and credentialing

Goal 4. MEMBERSHIP & CHAPTERS: Deliver an outstanding and valuable membership experience in collaboration with Chapters

Example Strategic Plans

■ ASCE

Goal 1: An ever-growing number of people in the civil engineering realm are members of, and engage in, ASCE

Goal 2: Civil Engineers develop and apply innovative, state-of-the-art practices and technologies

Goal 3: All infrastructure is safe, resilient, and sustainable

Goal 4: ASCE advances the educational and professional standards for civil engineers

Goal 5: The public values civil engineers' essential role in society

Goal 6: ASCE excels in strategic and operational effectiveness

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■ ARTBA

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. 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.

Example Strategic Plans - DFW Airport

Goal 1. Delivering the ultimate customer experience

- 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

Goal 2. Maximizing business performance

- Maintain financial strength and remain cost competitive

Goal 3. Employee engagement

- 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

Goal 4. Achieving operational excellence

- Improve airport operational efficiency
- Innovate through technology and best practices

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Example Strategic Plans - ITE

■ Membership

Diversity and inclusion

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

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

STRATEGIC GOAL 4: Identify and evaluate opportunities to strengthen ITE’s ties to Industry

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■ Technical knowledge

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

■ Institutional sustainability

STRATEGIC GOAL 1: Consistency: Maximize and provide consistent ITE membership experience regardless of geographic location through successful program delivery by Districts, Sections, and Chapters

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

Example Strategic Plans – International Public Management Association for Human Resources (IPMA-HR)

■ **Strategic Goal 1: Membership**

- 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

■ **Strategic Goal 2: Research/Advocacy**

- 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

■ **Strategic Goal 3: Professional Development/Certification**

- 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

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Example Strategic Plans – National Association of State Departments of Agriculture (NASDA)

Goal 1. Enhance personnel

- Supervisor and enumerator pay
- Evaluations
- Promotions

Goal 2. Improve administration

- Federal/State and laws affecting personnel administration

Goal 3. Leverage technology

- Technological challenges
- Data collection

Goal 4. Build excellence on the job

- Supervisor/enumerator training

Goal 5. Assess opportunities for improved financial management

- Modernization and Restructuring

Goal 6. Engage Federal and State partnerships at increased levels

- Respondent relations
- NASDA members and partnerships

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Group Discussion

**What elements of the example plans do
you like and dislike?**

(structure, tone, style, operational focus, etc.)

Insights Table

Current Strategic Plan Goals	Member Perspectives	Ideas for New Strategic Plan
Provide Value to Members	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	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
Provide Innovative Technical and Professional Services and Products	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)	Increase attention on remote learning opportunities and refresh current products, strengthen staff leadership, consider broadening diversity of products and services, incorporate a formal review of products and services, broaden staff knowledge of other services
Be a Leader in National Transportation Policy Development	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	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
Communicate the Value of Transportation	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	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

Ideas for the New Strategic Plan

Organized by Current Goals

Provide Value to Members

- 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

Provide Innovative Technical and Professional Services and Products

- Increase attention on remote learning opportunities and refresh current products
- Strengthen staff leadership
- Consider broadening diversity of products and services
- Incorporate a formal review of products and services
- Broaden staff knowledge of other services

Be a Leader in National Transportation Policy Development

- 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

Communicate the Value of Transportation

- 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

Additional Insights from Interviews and Survey

- **Next plan should drive decision making priorities**
 - Measurable outcomes
 - Future focused/ be proactive vs reactive
- **Alignment of strategic plans across the organization**
- **Remain relevant**
- **Consider the Community, Economy and Land Use**
 - Lead with the WHY
 - Diversity discussion
- **Focused effort on workforce development**
- **Emerging issues**
 - Technology
 - Resilience
 - Future revenue stream, (road user charge...)
- **Staffing resources**
 - Engage regions/ consultant assistance
 - State visits
 - Focus of priorities
- **New products and services and revenue opportunities**
 - Training
 - Digital publication
 - Certifications

Strawman Strategic Plan Structure

2

Strawman Strategic Plan Structure

VISION
MISSION
VALUES

ACTIONS TACTICS STRATEGIES GOALS	Goal A			Goal B			Goal C			Goal D			Goal E			
	Strategy 1		Strategy 2		Strategy 3		Strategy 4		Strategy 5		Strategy 6		Strategy 7		Strategy 8	
	Tactic a	Tactic b	Tactic c	Tactic d	Tactic e	Tactic f	Tactic g	Tactic h	Tactic i	Tactic j	Tactic k					
	Action Area 1		Action Area 2		Action Area 3		Action Area 4		Action Area 5		Action Area 6					

Current Strategic Plan Structure – *Example*

VISION: The American Association of State Highway and Transportation Officials supports members in the development of transportation solutions that create economic prosperity, enhance quality of life, and improve transportation safety in our communities, states, and the nation as a whole.

MISSION: The American Association of State Highway and Transportation Officials supports its members through policy development, advocacy, technical services, and leadership development and through advancing partnerships and promoting innovation.

VALUES: AASHTO has several core values that govern its day-to-day decision-making. AASHTO is:

- Safety-Focused (in operations and through relentless pursuit of safer transportation)
- Innovative and Adaptable (forward-looking and willing to explore new solutions and adapt to evolving member needs)
- Collaborative (active in partnership and inclusive to those with shared vision and values)
- Accountable (open and transparent, responsive to stakeholder needs, operating with integrity)
- Service-Oriented (activities and initiatives are aimed at supporting member departments and their interests).

GOALS	Provide Value to Members	Provide Innovative Technical and Professional Services and Products			Be a Leader in National Transportation Policy Development			Communicate the Value of Transportation	
STRATEGIES	Regularly self-assess AASHTO value to members	Strategy 2	Strategy 3	Strategy 4	Strategy 5	Strategy 6	Strategy 7	Strategy 8	
TACTICS	Create a process to periodically review AASHTO value to members	Tactic b	Tactic c	Tactic d	Tactic e	Tactic f	Tactic g	Tactic h	Tactic i
ACTIONS	Performance Management	Action Area 2	Action Area 3	Action Area 4	Action Area 5	Action Area 6			

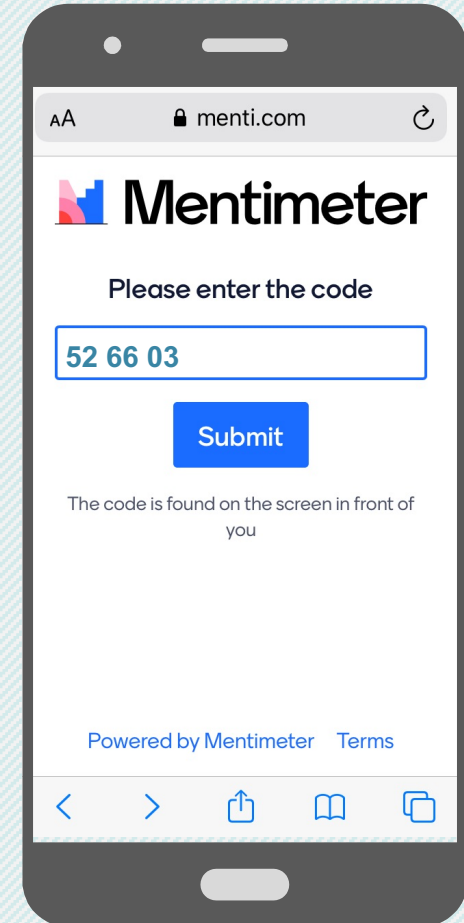
Group Discussion

What your reaction to the proposed structure?

(Is it a good structure to use to draft the strategic plan elements for the retreat/workshop?)

Strawman Structure - Poll

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Goals Development Considerations

3

Context

Last Strategic Plan

- New Executive Director Bud Wright
- Significant Sr staff retirement
- AASHTO had become driven by personalities in DC
- More hands-off BOD members
- Changing demands in a faster environment
- Perceived slow process

This Strategic Plan

- New Executive Director Jim Tymon
- Restructuring in place
- New energy from BOD members
- AASHTO driven by members
- Rapid technology advancement
- Challenging funding environment
- Resilience to emergencies
- Perceived slow process

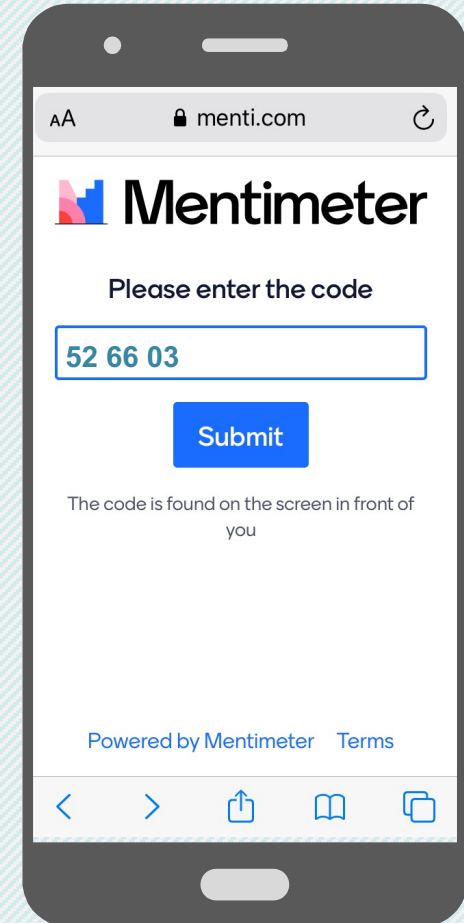
Strategic Plan Results

What do we want to achieve with the plan?

- Create a future vision beyond what we know today
- Serve broad transportation needs (improve transportation for the country)
- Respond to the changing transportation landscape
- Serve member needs (support what their agencies need)
- Drive decision-making
- Practical (achievable) – strategies are actionable
- Modernize AASHTO thinking and ways
- Other???

Plan Results - Poll

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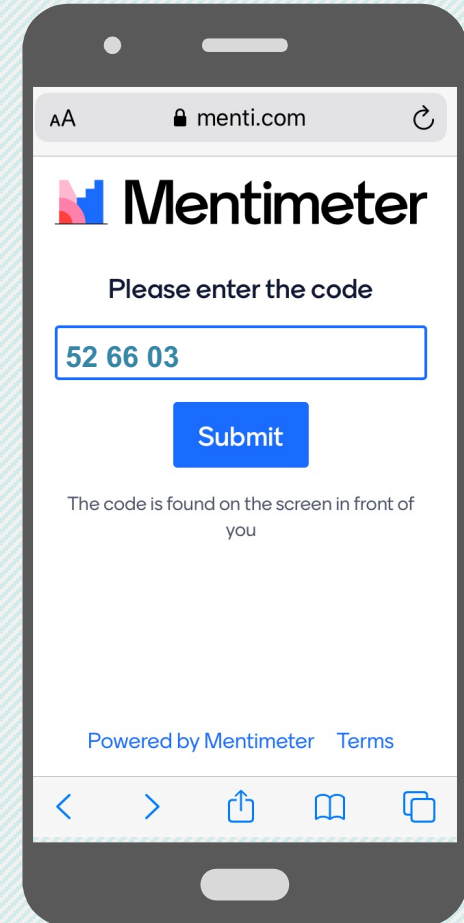


Outward versus Inward Facing

- **The plan should be more outward facing**
 - Broad transportation objectives
 - Policy focused
- **The plan should be more inward facing**
 - Improve how AASHTO conducts business
 - Improve operations
- **The plan should be a mix of both**
 - What is the right balance?

Outward vs Inward Facing - Poll

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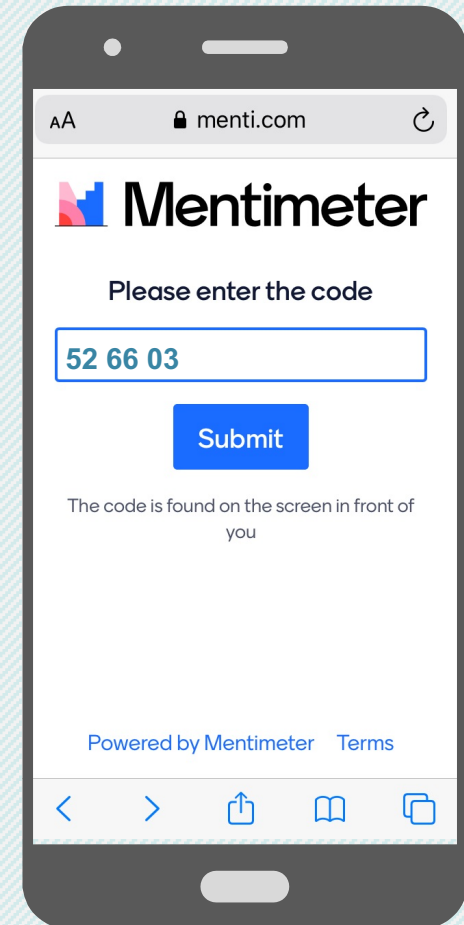


Other Considerations

- **How much change from current?**
 - What do the current goals not do?
- **What tone do you want the goals to communicate?**
 - Bold and inspirational (aspirational)
 - Practical and achievable (manageable)

Considerations - Poll

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Strawman Goal Areas Options

4

Current Goal Areas

- **Provide Value to Members**

- AASHTO provides the highest possible value to its members who provide the backbone of AASHTO's policy development, advocacy and strong technical services.

- **Provide Innovative Technical and Professional Services and Products**

- AASHTO provides state of the art technical services and products that are widely used by members and the larger domestic and international transportation community.

- **Be a Leader in National Transportation Policy Development**

- AASHTO advances the interests of members by playing a leadership role in transportation policy development.

- **Communicate the Value of Transportation**

- AASHTO communicates the value of transportation at the national level, working with members to develop the tools to communicate state and local transportation needs and priorities.

Strawman Goal Areas A (minor change)

- **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

- **Be a Leader in National Transportation Policy Development**

- Be proactive on emerging issues
- Strengthen equity and social justice
- Build resiliency
- Support active transportation
- Future revenue streams
- Promote diversity
- Strengthen transportation workforce

- Connect community, economy, and land use
- Build framework with AASHTO regions

- **Communicate the Value of Transportation**

- Apply modern communication delivery

- **Strengthen AASHTO Organization**

- Be more nimble and agile
- Be performance driven
- Strengthen staff capabilities
- Leverage technology
- Balance member interests
- Stay focused on most important issues
- Build the AASHTO brand
- Increase revenue

Strawman Goal Areas B (moderate change)

- **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

- **Be a National Transportation Leader**

- Communicate the 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 issues
- Strengthen partnership with AASHTO regions

- **Strengthen Communications**

- Apply modern communication delivery
- Build the AASHTO brand
- Align AASHTO activities
- Focus on target audience
- Be responsive to range of member needs and methods

- **Strengthen AASHTO Organization**

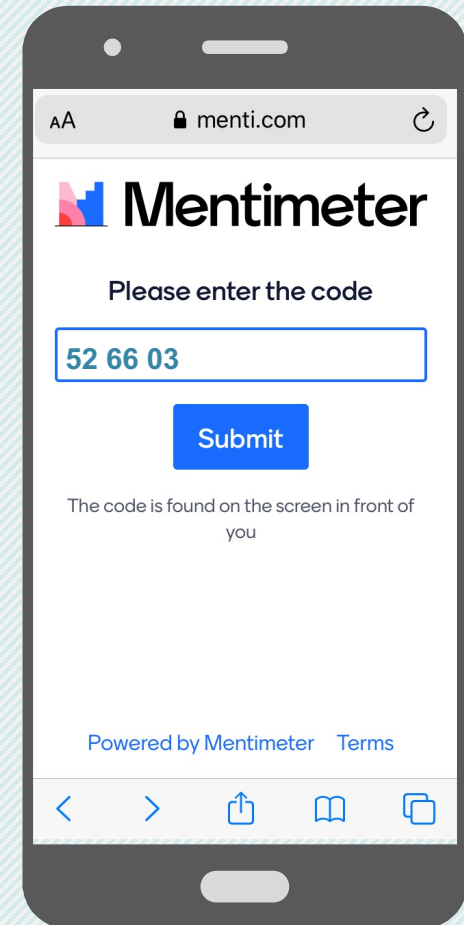
- Be more nimble and agile
- Be performance driven
- Strengthen staff capabilities
- Leverage technology
- Balance member interests
- Stay focused on most important issues
- Increase revenue

Strawman Goal Areas C (major change)

- **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
- **Be a National Transportation Leader**
 - Communicate the value of transportation
 - Create future revenue streams
 - Promote diversity
 - Strengthen transportation workforce
 - Deliver proactive policies on emerging trends
- **Deliver Value to Members**
 - Be performance driven
 - 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 and agile
 - Be performance driven
 - Strengthen staff capabilities
 - Leverage technology
 - Balance member interests
 - Stay focused on most important issues
 - Create new revenue opportunities

Goals Options Poll

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Priorities

5


Group Discussion

- **What are the biggest takeaways/priorities from what we have learned from today's candidate goals discussions and polls?**
- **What are the applications of the takeaways/priorities in the strategic plan?**

Next Steps

6

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Strategic Planning Retreat Purpose

- Set the AASHTO's strategic agenda for the next five years
- Shape the strategic plan
 - Review vision, mission, and values
 - Decide on overall structure
 - Finalize goals
 - Determine strategies and tactics
 - Begin action planning
- Get consensus on the most important elements
- Build excitement!

Virtual Format – Schedule

Mid-September – Week of 13th

- Original plan was to have a 1 ½ day retreat (*~10 - 12 hours of content time*)
- Suggest 8 hours of content time for virtual retreat
- Options
 - Two days of sessions (two 2 hour sessions with an hour break in between the sessions each day)
 - Three days of sessions (3 hour sessions w/short break in the middle on the first two days and a 2 hour session on third day)
 - Four days of sessions (2 hour sessions each day)

Virtual Format – Interactive Elements

- **Icebreaker exercise**

- Work in teams of two to generate outcome statements

- **Breakout groups**

- Generate strategies and tactics

- **Fishbowl format**

- Improvement ideas (moving from strategies and tactics to actions)

- **World café format**

- Action planning

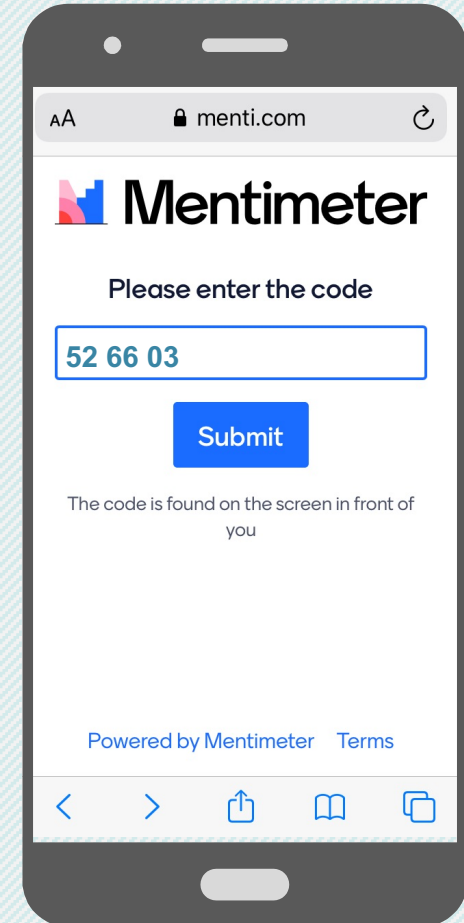
- **Polling**

- Use polling throughout the retreat/workshop to get input (poll results will be available as a resource for subsequent exercises)

- **Other???**

Retreat/Workshop Schedule - Poll

- From your computer, tablet, or phone, visit **www.menti.com**
- Enter code **41 99 71**



Next Tasks

- **Draft candidate goals**
- **Build draft strategic plan elements to be used at retreat/workshop**
 - Strategies
 - Tactics
 - Actions
- **Plan the retreat/workshop**
 - Schedule dates
 - Agenda
 - Interactive elements

Thank you