



*AMERICAN SEGMENTAL BRIDGE INSTITUTE*

# STRATEGIC PLAN UPDATE

ASBI Executive Committee

NOVEMBER 4, 2019

# Strategic Plan Refresh

## American Segmental Bridge Institute (ASBI)

November 4, 2019

### Executive Summary:

The American Segmental Bridge Institute (ASBI) Strategic Plan was created in 2014 in order to guide its growth and development over the next 25 years. This plan was developed to help align the organization's resources and activities with the various goals and objectives.

To ensure ASBI continues to meet its stated mission, the Executive Committee (EC) embarked on an effort to review the current plan and to refresh the plan as required. On May 16, 2019 the EC participated in a facilitated workshop to identify key objectives and strategies that should be incorporated into a new Strategic Plan to guide ASBI for the next five years.

During the refresh process, the EC re-evaluated the current efforts, strategized on how to improve progress and developed actions that fit with the volunteer organization structure.

From the workshop the following key issues were identified, discussed and ultimately addressed and are reflected in the revised "Performance Measures" found later in this report:

- 1) Are the overall strategy and goals of the 2014 Strategic Plan are still valid?

*A key outcome of the refresh is that the overall strategy and goals of the 2014 Plan are still valid for ASBI.*

- 2) Should ASBI continue to only focus on concrete segmental bridges as the overall mission?

*Yes, ASBI should continue to focus on concrete segmental bridges. However, technologies and techniques found in other structure types that may have direct applicability to segmental bridges should be explored.*

- 3) Should ASBI expand its education, convention and membership to all bridge types and construction methods that provide benefit or whose technical aspects transfer to the segmental bridge community?

*Technologies and techniques found in other structure types that may have direct applicability to segmental bridges should be explored.*

*There is also a need to develop pre-construction and owner training to ensure successful segmental bridge projects.*

- 4) Does the current committee/subcommittees structure still work to achieve our mission or should it be modified to make them more efficient and productive? Should their missions be re-defined?

*Some realignment of committees should occur. Most notably, the Communications and Membership Committees should be merged to reduce overlap. The Information Management Committee should be reformed as a Work Group under the Communications & Membership Committee.*

- 5) Are there opportunities to enhance member involvement and benefits?

*Recommended strategies for enhancing member involvement, including the creation of a Convention Technical Program Committee as well as creating opportunities for newer/younger member involvement.*

- 6) Should the meetings of the Board of Directors be modified or restructured to increase participation by Board Members?

*Board meetings should be modified to be more interactive allowing for more input from board members.*

- 7) Are ASBI's staffing and resources adequate to meet the Goals of the Strategic Plan?

*A Business plan will be developed to prioritize the strategies in the Revised Strategic Plan and to identify staffing and resources needed to achieve these objectives.*

In order to make this a complete strategic document, the Mission, Vision and Goals from the previous plans are reiterated below:

**Mission:**

Advance, promote, and innovate segmental bridging technology; share the knowledge; educate stakeholders; build professional relationships; and increase the value of our infrastructure by providing sustainable solutions.

**Vision:**

Segmental bridges offer the best value bridging solution.

For further background, the 2014 Strategic Plan developed the following goals which will stay as the basis for ASBI's efforts:

Goals:

1. *Information Management:* Collect, organize, analyze, and present information relevant to segmental bridges for ASBI members.
2. *Education:* Educate the bridge community to fully convey technical knowledge and the value of segmental bridges to increase their application.
3. *Technology and Innovation:* Advance the technology of segmental bridges through innovation; supporting research and development; considering sustainability, durability, environmental and public impacts and asset management.
4. *Communications:* Promote increased awareness of ASBI and segmental bridges.
5. *Membership:* Broaden membership and partnerships to expand ASBI's reach.

## Performance Measures

An initial effort was made to identify potential performance measures for the various objectives identified in the Strategic Plan. The Executive Committee will need to adjust specific performance targets based on how the objectives are ultimately prioritized and resourced.

Key: **Completed items** *Items that are underway or ongoing* Underlined text indicates new items

Goals, Objectives and Strategies		How Success is Measured	Performance Targets		
			1-2 Years	3-5 Years	5+ Years
<b>1.0 Collect, organize, analyze and present information relevant to segmental bridges for ASBI members.</b>					
<b>1.1</b>	<b><i>Develop a segmental bridge database.</i></b>	<i>Operational database system. Success measured by web-based utilization statistics.</i>	<i>Completion of data structure and initial data collection.</i>	<i>Fully operational database with user support.</i>	
	<i>1.1.1 Develop a data structure and management process.</i>				
	<i>1.1.2 Develop and maintain database system.</i>				
	<i>1.1.3 Develop user support, interface and reporting.</i>				
<b>1.2</b>	<b><i>Develop tools to support decision making for bridge owners.</i></b>	<i>Functional decision support tools available to owners. Success measured by web-based utilization statistics.</i>	<i>Development of decision criteria and metrics. Rudimentary tool developed (MS Excel based).</i>	<i>Enhancement of tool(s) and deployment online.</i>	
	<i>1.2.1 Develop criteria for "best value" decision making.</i>				
	<i>1.2.2 Develop tools to frame decision criteria and compare structure types.</i>				
	<i>1.2.3 Develop user support, interface, and reporting.</i>				
<b>1.3</b>	<b><i>Provide an annual survey and report of proposed or potential segmental bridge projects.</i></b>	<i>Survey is taken and distributed each year.</i>	<i>Annual production of survey.</i>		
<b>2.0 Educate the bridge community to fully convey technical knowledge and the value of segmental bridges to increase their application.</b>					
<b>2.1</b>	<b><i>Develop a portfolio of educational materials for a variety of audiences.</i></b>	<i>Completion of updates and/or new practices guidelines. Success measured by level of completion.</i>	<i>Update of Construction Practices Handbook Completion of Durability Survey.</i>	<i>Completion of guidelines for planning, design and maintenance.  Completion of guidelines for rails.</i>	<i>Regular updates made as required.</i>
	<i>2.1.1 Update Construction Practices Handbook.</i>				
	<i>2.1.2 Develop Planning, Design, and Operations/Maintenance resources.</i>				
	<i>2.1.2a Planning &amp; Design Manual 2.1.2b Operations &amp; Maintenance Guidebook 2.1.2c Guidelines for Design and Construction of Segmental Bridges for Rails</i>				
	<i>2.1.3 Revise Durability Survey</i>				

Goals, Objectives and Strategies		How Success is Measured	Performance Targets		
			1-2 Years	3-5 Years	5+ Years
<b>2.2</b>	<b>Develop curriculum that supports educational materials.</b>	Development of various training courses that support the materials identified in 2.1 above. Success measured by annual numbers of participants.	Update of grouting certification training. Development of web-based training infrastructure.	Completion of training programs for planning, design, and O&M.	
	<u>2.2.1 Update and enhance Grouting Certification Training.</u>				
	<u>2.2.2 Develop training for Planning and Design.</u>				
	<u>2.2.3 Develop training for owner Operations and Maintenance.</u>				
	<u>2.2.4 Develop courses for delivery through recognized industry organizations.</u>				
	<u>2.2.5 Develop a training infrastructure that incorporates web-based technology.</u>				
	<u>2.2.6 Develop Pre-construction workshops</u>				
	<u>2.2.6.1 Develop standard contract language an owner can use that requires pre-construction workshops lead by a "neutral" provider.</u>	Success measured by use by owners.	Development of contract language		
	<u>2.2.7 Develop training for Owners on what to expect during a segmental bridge project.</u>	Development of training complete. Success measured by annual numbers of participants.	Development of owner training.		
<b>2.3</b>	<b>Expand areas/topics of coverage at the annual convention.</b>				
	<u>2.3.1 Allow presentations outside segmental bridges provided the presentation can benefit concrete segmental bridges</u>	Convention includes expanded content.			
	<u>2.3.2 Accept presentation submissions and presenters from non-ASBI members provided the presentation can benefit concrete segmental bridges.</u>	Convention includes expanded content.			

Goals, Objectives and Strategies		How Success is Measured	Performance Targets		
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<b>2.4</b>	<b><u>Restructure Annual Convention Technical Program selection process</u></b>				
	<u>2.4.1 Create committee to develop technical program to include choosing presentations and identifying keynote speakers.</u>	<u>Committee assists in developing technical program.</u>			
	<u>2.4.2 Include ASBI Committees for input on possible session topics and formats.</u>	<u>Input sought from Committees.</u>			
	<u>2.4.3 Solicit session topics and presentations from outside ASBI membership.</u>	<u>Input sought from non-members.</u>			
	<u>2.4.4 Continue to expand session formats to include, case studies, panel sessions, lessons learned, etc.</u>	<u>Convention program includes expanded formats.</u>			
	<u>2.4.5 Include content on leadership, contractor/designer arbitration, procurement issues and other issues that impact segmental bridges but may not be directly technical presentations.</u>	<u>Convention program includes more diverse technical material.</u>			
<b>3.0 Advance the technology of segmental bridges through innovation; supporting research and development; considering sustainability, durability, environmental and public impacts, and asset management.</b>					
<b>3.1</b>	<b>Support innovation, research and development.</b>	<i>R&amp;D activities are actively supported. Specification and code improvements are ongoing. ASBI is active in supporting innovation with TRB and FHWA. Success measured by number of R&amp;D projects and publication of technical papers and volume of spec/code improvements.</i>			
	<i>3.1.1 Develop an ASBI committee to focus on technology and innovation.</i>				
	<i>3.1.2 Increase ASBI working group efforts on code and specifications changes.</i>				
	<i>3.1.3 Become more proactive with post-tensioning protection systems (with PTI).</i>				
	<i>3.1.4 Collaborate with Transportation Research Board.</i>				
	<i>3.1.5 Advance segmental bridge construction through FHWA.</i>				
<b>4.0 Promote increased awareness of ASBI and segmental bridges.</b>					
<b>4.1</b>	<b>Develop and implement a formal marketing plan.</b>	<i>A detailed marketing plan is developed,</i>	<i>Develop marketing plan.</i>		
	<i>4.1.1 Leverage internet-based marketing and social media efforts.</i>				

Goals, Objectives and Strategies		How Success is Measured	Performance Targets		
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	4.1.2 Improve and standardize marketing tools and content.	implemented and sustained. Success is measured by web hits, e-mails sent, and news blasts through social media.	Deploy social media campaign and hire intern to maintain.		
	4.1.3 Develop a Relationship Task Force to enhance marketing.				
<b>5.0 Broaden membership and partnerships to expand ASBI's reach.</b>					
<b>5.1</b>	<b>Improve owner participation.</b>	Success is measured by number of owner members and/or by number of owners formally engaged with annually.			
	5.1.1 Enhance outreach to state transportation agencies.				
	5.1.2 Develop outreach to transit agencies and regional transportation authorities.				
<b>5.2</b>	<b>Increase membership and expand its composition.</b>	Success is measured by number of student and academic members; total number of members; and international members.			
	5.2.1 Revise ASBI membership structure.				
	5.2.2 Expand ASBI membership categories to include students and academia.				
	5.2.3 Increase international presence.				
	5.2.4 Develop a succession plan for ASBI.				
	5.2.5 <u>Expand opportunities for individuals to participate in ASBI leadership, committee and organizational activities.</u> 5.2.5.1 <u>Include newer/younger members on committees and work groups.</u> 5.2.5.2 <u>Challenge Board of Directors to nominate newer/younger members from their organization for roles in ASBI activities.</u>	Committee structure includes wider range of membership. Committee members are nominated by Board Directors.			
	5.2.6 <u>Ensure members have preferential access to educational and networking activities.</u> 5.2.6.1 <u>Continue to offer reduced convention registration and exhibitor fees as well as training fees.</u> 5.2.6.2 <u>Provide members only activities such as committee membership, workshop and training leaders.</u>				

Goals, Objectives and Strategies		How Success is Measured	Performance Targets		
			1-2 Years	3-5 Years	5+ Years
<b>5.3</b>	<b>Maintain current affiliations.</b>	<i>Success is measured by actively advancing joint agendas with existing allied organizations.</i>			
	<i>5.3.1 Preserve and enhance existing partnerships.</i>				
<b>5.4</b>	<b>Develop new partnerships.</b>	<i>Success is measured by the development of active partnerships.</i>			
	<i>5.4.1 Assess other organizations to determine opportunities for partnerships and develop as required.</i>				
	<i>5.4.2 Collaborate with the transportation sector within the Design Build Institute of America and/or Construction Management Association of America.</i>				
<b>5.5</b>	<b><u>Committee Alignment</u></b>				
	<i><u>5.5.1 Combine Communications and Membership committees to reduce overlap</u></i>				
	<i><u>5.5.2 Restructure the Information Management Committee as a Work Group under the Communications/Membership Committee.</u></i>				
	<i><u>5.5.3 Create and publish Committee Operating Guidelines</u></i>				
<b>5.6</b>	<b><u>Board of Directors</u></b>				
	<i><u>5.6.1 Consider consent agenda for board meetings (reports etc.) and use board meetings for more in-depth discussion.</u></i>	<i><u>Consent Agendas implemented. More discussions are occurring at Board Meetings.</u></i>			
	<i><u>5.6.2 Develop Board Expectations and Principles document.</u></i>	<i><u>Board Principals Document Developed and published.</u></i>	<i><u>Document Developed and published</u></i>		
<b>5.7</b>	<b><u>Develop Business Plan for ASBI Staffing and Resource needs now and into the future.</u></b>	<i><u>Plan Developed, reviewed by EC and updated regularly as conditions change.</u></i>	<i><u>First draft of Business Plan complete.</u></i>		