



SETTING A STRATEGIC DIRECTION

ACPA Mission

ACPA develops and protects concrete pavement markets through education, advocacy, marketing and industry technical leadership.

ACPA Vision

Concrete is the pavement material of choice benefitting communities and society within US, state, and local economies.

Goals of the Strategic Plan

I.

The federation is collaborating with a common purpose for the good of the industry.

II.

ACPA is anticipating and building the knowledge to solve future paving challenges.

III.

Policy and decision makers understand the positive impact concrete pavement can have on our environment.

GOALS (5-year outcomes) and OBJECTIVES (2-3-year changes necessary to achieve the goals)

Top level items are Goals, second-level items are Objectives and the lowest level items are Tactics. Bolded items are New Initiatives.

I. THE FEDERATION IS COLLABORATING WITH A COMMON PURPOSE FOR THE GOOD OF THE INDUSTRY.

- A. **Identify the most effective way to prioritize high impact issues / programs**
 - 1. Provide a common place for industry to identify and focus on issues that cross states lines
 - a. Chapter/State committee meetings and monthly calls
 - b. Mid-Year and Annual Meetings
 - 2. **Annual environmental scan to identify trends and issues**
 - 3. **Align resources to address issues of highest urgency**
- B. Increase chapter strength, participation, and engagement with ACPA.
 - 1. Deliver national presentations at Chapter/State workshops
 - a. Focus on long-term high impact issues such as sustainability, equity, and competition
 - 2. Deliver national strategic support in Chapter/DOT and local FAA meetings
 - 3. **Develop website portal to share resources and connect with Chapter/State promoters**
 - 4. **Develop a formal onboarding program for new Chapter/State executive directors, incorporating Chapter Best Practices Guide**
- C. Improve coordination of consistent messaging for greater impact
 - 1. **Develop quality marketing collateral that is timely and customizable for local use**
 - 2. **Grow effectiveness** of tradeshow engagement and exhibiting support (ACEC, ASCE, NACE, NASAO, World of Concrete, APWA)
 - 3. **Grow opportunities** to deliver industry messages at national conferences (TRB, AASHTO, SWIFT, FAA, ISCP, NCC)
 - 4. **Build-up healthy competition campaign** (MarCom FC)
- D. Improve the coordinated delivery of quality technical expertise
 - 1. Federation liaison to key federal agencies and national organizations (FHWA, FAA, Tri-Services, AASHTO, APWA, ACC)
 - 2. Federation liaison to key groups focused on pavement design (Pavement ME Users Group, ACI 325, TRB, AASHTO Materials/Pavements, FHWA Pavement Design)
 - 3. Federation liaison to key groups focused on airfields (FAA REDAC, FAA Extended Life, FAA Pavement Working Group, ASCE, ACC, AFIT, NASAO)
 - 4. Federation liaison to key groups focused on materials and construction (CP Tech, TRB, AAASHTO Construction)
 - 5. Federation liaison to key groups focused on customer and research issues (CP Tech, ISCP, FHWA)
 - 6. Technical support to members
 - 7. Provide federation access to and design support for AASHTO Pavement ME software
 - 8. **Address succession planning, grow resources to support technical, and develop talent pool through emerging leaders**
- E. Advocate ACPA positions at the federal level
 - 1. Pursue opportunities to increase funding
 - 2. **Deepen engagement** with government affairs consultants
 - 3. Advocate with industry groups (HMG, NACA, AHUA, TRIP, TCC)
 - 4. **Deepen engagement** with ACEC, ASCE, NACE, and AGC
 - 5. **Grow PAC contributions**
 - 6. **Identify congressional champions for concrete paving**
- F. Celebrate success and increase recognition in the industry (awards)
 - 1. Excellence in Concrete Pavement Awards
 - 2. Distinguished Service Awards
 - 3. **Utilize Past Chairman's Committee to review and adjust awards for greater impact**
- G. Increase membership development, retention, and engagement
 - 1. Participate in Chapter/State Board meetings
 - 2. Grow participation at Mid-Year and Annual Meeting events
 - 3. Produce membership directory
 - 4. **Maintain membership database with current information**
 - 5. **Grow** and provide sponsorship opportunities
 - 6. **Develop prospective member list and membership drive**
- H. Increase revenue to support the organization(s)
 - 1. Recruit members **with focus on mega contractors**
 - 2. Support and retain existing chapters
 - 3. Secure new chapter affiliations
 - 4. **Clarity in dues campaign**
 - 5. **Grow non-dues revenue from training, meetings, and sponsorships**

II. ACPA IS ANTICIPATING AND BUILDING THE KNOWLEDGE TO SOLVE FUTURE PAVING CHALLENGES.

- A. Increase understanding or the role concrete pavement plays in sustainability and resiliency.
 - 1. Understand what exists by consolidating information from MIT, PCA, FHWA SPTWG **and identifying gaps**
 - 2. **Develop structured messaging and marketing plan to deliver collateral**
 - 3. **Identify technical role and generate industry action plan**
 - 4. Collaborate with industry partners on sustainability issues (PCA, NRMCA, CPTECH, CAMRA)
- B. Increase the utilization of actionable market intelligence
 - 1. **Develop dashboard to track markets and identify future opportunities (Oman, FirmoGraphs)**
- C. Continue to improve ACPA's role in convening expertise and collaborating with other organizations
 - 1. Collaborate with industry partners and groups (PCA, NRMCA, CPTECH, ISCP, CAMRA, and others)
 - 2. Manage coordinated development of PavementDesigner.org with PCA and NRMCA
 - 3. Subcontract with CPTECH to provide infrastructure R&T deployment support services
 - 4. Research Technology & Innovation Functional Committee
- D. Assimilate information that can cross state lines to benefit all (technical, training, marketing, etc.)
 - 1. Utilize web and social media to disseminate information
 - 2. Develop content for WikiPave
 - 3. Communication programming (Concrete Pavement Progress, ACPA Today newsletter, social media, Annual Report)
 - 4. Media relations (Press releases, press conference WOC, article placements in trade magazines)
 - 5. Deliver national workshops (Airport pavement design, WOC)
 - 6. Build on the work of the functional committees
- E. Focus ACPA efforts on Workforce and DEI challenges unique to the industry.
 - 1. **Identify the implications of the low-bid contract on workforce issues.**
 - 2. **Identify the most effective way to develop a new generation of leaders in the industry**

III. POLICY AND DECISION MAKERS UNDERSTAND THE POSITIVE IMPACT CONCRETE PAVEMENT CAN HAVE ON OUR ENVIRONMENT.

- A. Increase available funding for paving projects and research
 - 1. Pursue opportunities to increase funding
 - 2. **Deepen engagement** with policy and decision makers
 - 3. Advocate with industry groups (HMG, NACA, AHUA, TRIP, TCC, and other)
 - 4. **Deepen engagement** with ACEC, ASCE, NACE, AGC, APWA, and others
- B. Increase understanding that concrete pavement is a critical long-term solution to environmental needs
 - 1. **Contemplate tactics from Goal 2(a) customized to policy and decision makers**
- C. Increase the utilization of ACPA insights by key policy-makers
 - 1. Understand the decision-making processes impacting concrete pavement utilization
 - 2. Prioritize and focus on high-impact policy makers
- D. Increase targeted engagement with critical organizations
 - 1. Advocate with industry groups (HMG, NACA, AHUA, TRIP, TCC, and others)
 - 2. **Increase outreach** to federal agencies and national organizations (FHWA, FAA, Tri-Services, AASHTO, APWA, ACC, FEMA, EPA, and others)
- E. **Increase the understanding of the impact of low-bid contracts on sustainability and workforce**

