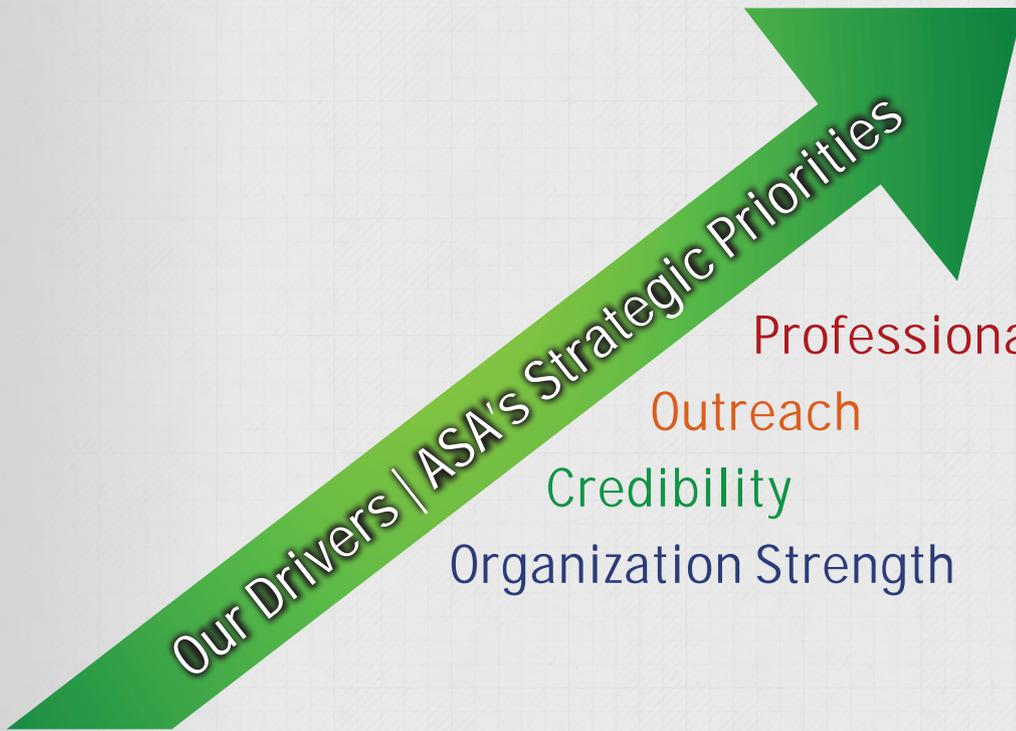


Strategic Plan

Our Impact | ASA's Vision

Structures built or repaired with the shotcrete process are accepted as equal or superior to cast concrete.



Professional Development

Outreach

Credibility

Organization Strength

Our Business | ASA's Mission

ASA provides training, qualification, certification, education, networks, and leadership to increase the acceptance, quality, and safe practices of the shotcrete process.

Our Success | Key Performance Indicators

Member Satisfaction



Financial Health



Membership Growth



Professional Development

Strategic Driver	Goals	Objectives
ASA will develop and deliver programs, products, and services that provide knowledge, skills, and validate credibility.	Enhance resources for students	Develop a training and technical support relationship with three universities with strong concrete research programs
	Enhance resources for craftsman	Develop a mobile/web app to log shotcreting hours as a new nozzleman benefit and enroll 100 nozzlemen in the first year
		Develop a safety presentation to accompany safety guide and present at WOC and two other times/year
	Enhance resources for contractors	Develop two short-courses for education of employees of ASA member companies within two years (one targeted towards education of shotcrete crews, another towards education of superintendents and project managers) to enhance safety and quality
	Enhance support for specifiers and designers	Develop an AIA continuing education session for engineers/specifiers/architects and conduct three sessions with 20 participants
	Enhance resources for inspectors	Acceptance of inspector training program in 2 years
		Develop a test for certification of inspector credentials in 1 year
Compile a list of ASA educated inspectors within 3 years		

Outreach

Strategic Driver	Goals	Objectives
ASA will positively influence the shotcrete industry through mutually beneficial alliances.	Maximize member exposure	Hold two education programs at WOC and two at other venues
	Build and leverage relationships in higher education	Cultivate relationship through information programs to university-level engineering, architecture, and construction management students and professors
		Develop a module for members to present to undergraduate-level students. Make three to five presentations at universities each year
		Develop 1-hour course module (lecture notes, homework, testing, resources) for university professors to cover shotcrete within 3 years
		Further develop or retain scholarship applicants with shotcrete presentation at their learning institution
	Strengthen connections with specifiers, DOTs, and owners (railroads, facility managers, etc.)	Get shotcrete specified in state/DOT design manuals —one a year
		Cultivate relationships through informational programs through six DOT, specifiers, or owners each year
Leverage relationship with concrete-related groups	Develop alliances with the ACPA, AASHTO, NRC, NTPEP, Sprayed Concrete Association (UK), EFNARC	

Credibility

Strategic Driver	Goals	Objectives
ASA will be a well-respected organization representing an industry that is understood, credible, and used.	Strengthen role of shotcrete in ACI, AASHTO, and other codes and standards used in concrete design and construction	Shotcrete in next version of ACI 318
		Shotcrete in next version of ACI 301
		Investigate involvement with ACI 562 and AASHTO within 6 months (NTEPP)
	Enhance ethics, quality, and code of conduct across the industry	Develop and approve a Contractor Qualification program within 1 year for implementation in year 2
		15 contractors processed through the Contractor Qualification program in 3 years
	Support R&D in shotcrete and active distribution of shotcrete knowledge	Website has updated shotcrete bibliography in 2 years
		Complete and publish one research project within 3 years
		Identify and prioritize three research needs for shotcrete
		Identify funding sources for research within 6 months of developing short list of three research needs

Organization Strength

Strategic Driver	Goals	Objectives
ASA will have the resources and structures to fully support its strategic priorities.	Maximize member participation	12 new active committee members (four per year)
	Grow membership	Greater than or equal to 10% member growth per year
		Retain 85% of corporate members from certification activity every year
	Maximize net income to fund strategic priorities	Allocate funds to increase staff for support of new programs
	Increase professional staff support (such as technical director)	Employ full-time technical director within 3 years—or as soon as funding is identified
	Partner with ACI and groups for additional resources	Get shotcrete more broadly recognized in closely affiliated concrete groups like ACI, ICRI, and ASCC. Make one presentation/year at these group's annual meetings, webinar or appropriate committee meetings
		Investigate potential funding and support for research and programs from partner groups
	Strengthen ASA presence across all of the Americas	Target and recruit one member per year from Latin America
		Present ASA education session at Hanley Wood India
	Enhance communications—internal and external	Executive committee actions reported to the Board of Direction within 2 weeks of meetings.
		Investigate enhancement of ASA e-mail “newsletter” and website communication within 1 year