



# STRATEGIC PLAN

## 2014 – 2018

**For the**

*United States Society on Dams*

## USSD Vision

A world class organization dedicated to advancing the role of dam and levee systems and building the community of practice.

## USSD Mission

*USSD, as the United States member of the International Commission on Large Dams, is dedicated to:*

**ADVOCATE:** *Champion the role of dam and levee systems in society.*

**EDUCATE:** *Be the premier source for technical information about dam and levee systems.*

**COLLABORATE:** *Build networks and relationships to strengthen the community of practice.*

**CULTIVATE:** *Nurture the growth of the community of practice.*

## 2014 Strategic Plan Executive Summary

Over the last 5 years, the U.S. Society on Dams (USSD) organizational focus has been tested in response to industry challenges and cultural influences on the dams industry. The fundamental relationship of USSD to the International Commission on Large Dams (ICOLD) as well as our commitment to dam safety has not changed and undergirds all aspects of the organization's Vision and Mission. Key issues such as public perceptions and influences on decision making, sustainability, multi-purpose objectives, regulatory actions, and the demands to prepare a new generation of the community of practices requires USSD's role to shift. Thus, the USSD Board of Directors (Board) has approved this Strategic Plan for 2014 - 2018 to replace the 2009 Strategic Plan.

The attached Strategic Plan includes an updated Vision Statement that broadens specific language in USSD's vision to include dam and levee systems as they relate to the focus of our profession. This acknowledges USSD's continued support to the levee systems community of practice and provides an opportunity to engage professionals who may not have previously considered USSD applicable to their fields of interest.

Cultural changes have occurred throughout our industry and this Strategic Plan also includes an updated Mission Statement to reflect those changes. The updated Mission Statement comprises four Strategic Imperatives which form the basis for all of our activities going forward: **Advocate**, **Educate**, **Collaborate**, and **Cultivate**. In the past, USSD has focused on issues related to **Educate** and **Cultivate**, and much good work has been accomplished. The need to also **Advocate** and **Collaborate** will engage a broader cross-section of industry professionals, including other organizations to remain a sustainable organization.

This Strategic Plan is a standalone document. The main body, the Strategic Imperatives and associated goals, is expected to remain unchanged through 2018 when the Board shall review the Plan and determine whether it should be updated. Attachment 1 includes Action Items associated with each goal which will be acted on in the next year. Attachment 2 lists the goals and specific Action Items for 2014 and 2015 and identifies responsibilities and milestone dates for these initiatives. The identified Imperative Champions for these initiatives will be responsible for providing updates on the progress at regular Board Meetings.

This Strategic Plan was the result of a deliberate, structured, and inclusive process that began with a brainstorming session where fundamental concepts related to the role of USSD and the organization's leadership responsibilities to its members were discussed. Following that theme, three Appreciative Inquiry sessions were conducted to solicit similar input from a broader cross-section of members as well as industry professionals from outside the organization. Questions posed in the Appreciative Inquiry were also asked of USSD members through an online survey. Information from these activities was used in a one-day workshop with the Board to refine the USSD's overall mission; this resulted in the four Strategic Imperatives of the Mission Statement. For each of the Strategic Imperatives, a summary statement was developed and specific goals identified that support each of these Strategic Imperatives.



**ADVOCATE:**  
**Champion the role of dam and levee systems in society.**



- Goal 1:** Develop industry-wide strategic messaging and be the industry voice.
- Goal 2:** Provide technical information and facts to legislators and policy makers to prepare them for making water resources and dam and levee safety decisions.
- Goal 3:** Assist members to understand the implications associated with legislative initiatives.

**EDUCATE:**  
**Be the premier source for technical information about dam  
and levee systems.**



- Goal 1:** Publish trusted and relevant technical papers and presentations.
  
- Goal 2:** Develop and implement conferences and workshops that attract broad industry participation.
  
- Goal 3:** Provide current, comprehensive, and accessible online resources.

**COLLABORATE:**  
**Build networks and relationships to strengthen the  
community of practice.**



- Goal 1:** Strategically collaborate with the International Committee on Large Dams (ICOLD) and targeted international professional organizations in the dam and levee industry.
  
- Goal 2:** Strategically collaborate with targeted U.S. professional organizations influencing the dam industry.
  
- Goal 3:** Facilitate effective communication and collaboration within USSD.

**CULTIVATE:**  
**Nurture the growth of the community of practice.**



- Goal 1:** Secure the health and sustainability of USSD.
- Goal 2:** Attract young professionals into the industry and USSD activities.
- Goal 3:** Foster career paths in engineering to increase talent pool for our industry.



## Glossary

*Dam and Levee Systems:* Artificial barriers constructed along waterways for the purpose of water storage, conveyance, or flood control, including all appurtenant works. This may include a series of dams and/or levees along a portion of a river or watershed that work together to provide water storage, conveyance, or flood control.

*Industry Voice:* Delivery of accurate, relevant, balanced, and effective messages and information concerning dams and levees in our society including benefits, impacts, and safety.

*SLT:* Strategic Leadership Team made up of USSD Board members, general members, and ASDSO members for the purpose of delivering an updated strategic plan to the general membership of USSD.

*STEM:* Referring to the science, technology, engineering, and mathematics fields of study; typically applied in education policy and curriculum choices in schools from kindergarten through college to improve competitiveness in technology development.

*Young Professional:* USSD members 35 years of age and under.

## Acronyms

ASCE	American Society of Civil Engineers
ANCOLD	Australian National Committee on Large Dams
ASDSO	Association of State Dam Safety Officials
Board	USSD Board of Directors
CDA	Canadian Dam Association
ChinCOLD	Chinese National Committee on Large Dams
DFI	Deep Foundations Institute
ETCOLD	Ethiopian Committee on Large Dams
ICODS	Interagency Committee on Dam Safety
ICOLD	International Commission on Large Dams
NDSRB	National Dam Safety Review Board
NZSOLD	New Zealand Society on Large Dams
SAME	Society of American Military Engineers
SLT	Strategic Leadership Team
STEM	science, technology, engineering, and mathematics
USSD	U.S. Society on Dams





# **STRATEGIC PLAN 2014 – 2018**

## **ATTACHMENTS**

### **Attachment 1: 2014 - 2015 Action Items**

Includes those items identified for action in 2014 and 2015, either because they rose to the highest level of importance or because they would not require significant effort to accomplish.

### **Attachment 2: Implementation Plan**

Includes 2014 - 2015 action items, Imperative Champions, Teams, and milestones for advancing or completing the activity.

### **Attachment 3: Action Items for Future Considerations**

Includes all action items identified from the force field assessment for each Strategic Imperative Goal. This information should be reviewed annually to determine additional action items for the following years. It is a USSD commitment to continue advancing activities under each of the 12 identified goals every year.

### **Attachment 4: Force Field Assessment**

Includes the force field assessments for each of the Strategic Imperative Goals. This is provided as background information for developing and implementing future action items for USSD.





**STRATEGIC PLAN  
2014 - 2018**

**ATTACHMENT 1:  
2014 - 2015  
ACTION ITEMS**



## 2014 - 2015 Action Items

Attachment 1 summarizes the Action Items for each strategic imperative identified for 2014 - 2015.

### **ADVOCATE: Champion the role of dam and levee systems in society.**

#### **Goal 1: Develop industry-wide strategic messaging and be the industry voice.**

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Hold an Advocacy Workshop.

Address benchmarking with speaker(s) such as Nicole Carter.

Preview USSD as a strong advocate.

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Create an Advocacy Plan.

Develop steps to become a strong advocate organization.

Create advocacy materials.

Rollout advocacy plan.

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Socialize "Advocacy."

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Note: Actions to achieve future advocacy goals will be based on the advocacy plan.

## **EDUCATE: Be the premier source for technical information about dam and levee systems**

### **Goal 1: Publish trusted and relevant technical papers and presentations.**

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Develop a technical writing and presentation training program.

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### **Goal 2: Develop and implement conferences and workshops that attract broad industry participation.**

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Produce a Conference Planning Guide and a 5-year conference plan:

Involve the committees in planning and paper reviews.

Bring accountability to planning and peer review processes.

Ensure a longer lead time for keynote speakers.

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### **Goal 3: Provide current, comprehensive, and accessible online resources.**

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Develop a vision and implementation plan for updating the website following this strategic plan:

Website architecture and procedures for posting information.

Phasing of website upgrades.

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## **COLLABORATE: Build networks and relationships to strengthen the community of practice.**

### **Goal 1: Strategically collaborate with ICOLD and targeted international professional organizations in the dam and levee industry.**

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**International:**

Develop and present proposals to renew USSD's relationship to ICOLD following ICOLD 2013.

Promote international collaboration under existing cooperative agreements with ICOLD member countries.

Chinese National Committee on Large Dams (ChinCOLD) — Implement this agreement, including awards at 2015 USSD Meeting and Conference.

Canadian Dam Association (CDA) — Implement agreement, including CDA Conference in 2014.

Ethiopian Committee on Large Dams (ETCOLD) — Develop strategic actions under this agreement.

Promote international collaboration under new cooperative agreements with ICOLD member countries and other international industry organizations.

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### **Goal 2: Strategically collaborate with targeted U.S. professional organizations influencing the dam industry.**

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**ASDSO:**

Understand the current programs, committees, and initiatives of ASDSO.

Identify and help eliminate duplicative efforts.

Develop joint initiatives related to training/education, outreach, research, and other mutually beneficial topics.

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### **Goal 3: Facilitate effective communication and collaboration within USSD.**

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Committees identify driving issues and opportunities for collaboration around those issues as part of the rechartering exercise.

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## CULTIVATE: Nurture the growth of the community of practice.

### Goal 1: Secure the health and sustainability of USSD.

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#### Executive Director Transition:

Increase staffing and leadership resources:

Provide a full time Executive Director.

Add two new volunteer coordinators (committee and communications).

Reactivate the Executive Director Ad-hoc Committee.

Develop and implement leadership transition plan and schedule for the current Executive Director's retirement.

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#### Improve operations:

Improve internal operations.

Expand Board to up to 4 meetings per year (2 in-person meetings and 2 teleconference).

Delegate operation decisions to the Executive Operations Committee (comprised of the Executive Director, President, Vice President, and Treasurer).

Produce an Annual Report to Members and Stakeholders.

#### Invalidate Committees and Committee activities:

Implement new ICOLD committee guidelines.

Recharter all committees.

Expand committee leadership to include two vice chairs, with one dedicated to a young professional.

Increase opportunities for participation by young professionals.

Evaluate and add new committees as appropriate and consistent with new ICOLD committees.

#### Revenue Diversification:

Increase conference and workshop attendance and revenue to cover incremental costs of strategic plan.

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Dam and levee systems branding.

Recognize that USSD's mission and programs include dam and levee systems (including other hydraulic impoundments and related structure systems).

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**Goal 2: Attract young professionals into the industry and USSD activities.**

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Tell the USSD story so that it appeals to young professionals.

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**Goal 3: Foster career paths in engineering to increase talent pool for our industry.**

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Identify and participate in existing STEM programs

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Develop a dam and levee-specific STEM program outline to reach various educational programs to grow awareness and encourage engineering careers and interest in the dam and levee industry.

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**STRATEGIC PLAN**

**2014 - 2018**

**ATTACHMENT 2:  
IMPLEMENTATION  
PLAN**



## Implementation Plan 2014 - 2015

The following table contains a summary of the Action Items and assignments for each Strategic Imperative and the Specific Action Items summarized in Attachment 1. In general, the following issues were considered in developing the implementation activities and assignments:

- Team/champion
- Schedule
- Communication (internal and external)
- Marketing (awareness, understanding, preferences)
- Prerequisites
- Boundary Conditions (approvals, chartering, etc.)
- Resource Requirements
- Measurement of outcomes (includes schedule parameters)





## USSD Strategic Plan 2014 - 2018

### Action Items for 2014-2015

Track #	Action Item	Champion/ Team Members	Completion Dates	Measures	Budget	Comments
<b>Advocate: Champion the role of dam and levee systems in society.</b> <b>Champion: Halpin</b>						
<b>Goal 1: Develop industry-wide strategic messaging and be the industry voice.</b>						
1.1	1. Advocacy Workshop	<b>Halpin</b> Bingham Lund Sutter	8/1/2014			
1.2	2. Advocacy Plan	<b>Halpin</b> Bingham Lund Sutter	11/1/2014			
1.2a	2a. Materials					
1.2b	2b. Rollout					
1.3	3. Socialize "Advocacy"	<b>Halpin</b> Bingham Lund Sutter	4/1/2015			

## USSD Strategic Plan 2014-2018

Track #	Action Item	Champion/ Team Members	Completion Dates	Measures	Budget	Comments
<b>Educate: Be the premier source for technical information about dam and levee systems.</b> <b>Champion: Sundaram</b>						
<b>Goal 1: Publish trusted and relevant technical papers and presentations.</b>						
2.1	1. Technical Writing and Presentation Training	Shannon	9/1/2014			
<b>Goal 2: Develop and implement conferences and workshops that attract broad industry participation.</b>						
2.2	2. Conference Planning Guide and 5-Year Plan	Knight Lindell Grenoble Boulanger	11/1/2014			
2.2a	2a. Committee involvement					
2.2b	2b. Accountability					
2.2c	2c. Lead time for keynote speakers					
<b>Goal 3: Provide current, comprehensive, and accessible online resources.</b>						
2.3	3. Retool Website	C. Hill R. Bisnett				
2.3a	3a. Website architecture and procedures for posting information		11/1/2014			

## USSD Strategic Plan 2014 - 2018

Track #	Action Item	Champion/ Team Members	Completion Dates	Measures	Budget	Comments
2.3b	3b. Phasing of website					
<b>Collaborate: Build networks and relationships to strengthen the community of practice.</b> <b>Champion: Rogers</b>						
<b>Goal 1: Strategically collaborate with ICOLD and targeted international professional organizations in the dam and levee industry.</b>						
3.1a	1a. Renew ICOLD relationships for new opportunities following up on ICOLD 2013	<b>Mike Rogers</b> K.Ferguson Robin Charlwood Harry Blohm	7/1/2014	Check in with Harry and others who commented on ICOLD involvement with new Strategic Plan  Committee to review and present to Board in November 2014		
3.1b.i	1b.i. Mike to plan joint USSD-ChinCOLD Milestone Awards at USSD 2015	Mike Rogers		Committee to review and present to Board in November 2014	\$500	Budget for awards
3.1b.ii	1b.ii. Implementation of CDA agreement (trip to CDA conference in 2014)		10/31/2014	Committee to review and present to Board in November 2014		
3.1b.iii	1b.iii. Develop action for ETCOLD agreement	Robin Charlwood	10/31/2014	Committee to review and present to Board in November 2014		
3.1c.i	1c.i Develop plan to identify additional ICOLD member countries for collaboration.					

## USSD Strategic Plan 2014-2018

Track #	Action Item	Champion/ Team Members	Completion Dates	Measures	Budget	Comments
3.1c.ii	1c.ii Develop plan to identify additional international industry organizations for collaboration.		11/1/2014			
<b>Goal 2: Strategically collaborate with targeted U.S. professional organizations influencing the dam industry.</b>						
3.2	2. Using existing Cooperation Agreement, work with ASDSO to: Understand programs, committees and initiatives Eliminate duplicative efforts. Develop collaboration opportunities	<b>Dave Gutierrez</b> K. Ferguson Gus Tjoumas	9/30/2014	a. Mike to start process by arranging a conference call mid-summer with group b. Meet at ASDSO Annual conference (San Diego, 9/2014) c. Review existing Agreement and, if needed, update to reflect Strategic Plan goals d. Committee to review and present to Board in November 2014		
<b>Goal 3: Facilitate effective communication and collaboration within USSD.</b>						
3.3	3. USSD Technical Committees to develop collaboration opportunities between committees as part of rechartering.	<b>John Wolfhope</b> Shiela Tripp Dean Durkee	12/31/2014	a. John to contact all Technical Committees to receive rechartering b. Group to review and comment on the Technical Committee Terms of References in light of Strategic Plan c. Bring to board by e-mail d. Discussion at November Board meeting		

## USSD Strategic Plan 2014 - 2018

Track #	Action Item	Champion/ Team Members	Completion Dates	Measures	Budget	Comments
<b>Cultivate: Nurture the growth of the community of practice.</b> <b>Champion: Durkee</b>						
<b>Goal 1: Secure the health and sustainability of USSD.</b>						
4.1	1. Executive Director Transition	<b>Durkee</b> Knight Ferguson	5/22/2014	Review need for additional members and input from others		
4.1.a	1a. Staffing and Leadership Resources					
4.1.b	1b. Ad-hoc Committee		4/6/2014	Establish a schedule for regular committee meetings		
4.1.c	1c. Leadership Transition Plan		9/1/2014	a. Schedule interviews with current Executive Director's Office (Stephens, Borden, Anderson) b. Schedule a meeting with ASDSO Executive Director for input		
4.1.d	1d. Plan Implementation		4/1/2015	a. Advertise position b. Shortlist candidates (3) c. Interview candidates and make selection	Interview travel (\$6,000)	Desire to select candidate by 11/1/2014
4.2	2. Operational Improvements	<b>Durkee</b>				Added Sheila Tripp as a Program Committee Activity and Membership Volunteer, as a pilot program

## USSD Strategic Plan 2014-2018

Track #	Action Item	Champion/ Team Members	Completion Dates	Measures	Budget	Comments
4.2.a	2a.Board/Operational Changes	Knight	9/1/2014			
4.2.b	2b. Rechartering Committees	Wade Wolfhope	4/6/2014			
4.2.c	2c. Revenue Diversification	Finance Committee	7/1/2014		\$2,000 for new Coordinator	Charter Template
4.3	3. Dam and Levee Systems Branding	Sossenkina Empson				
<b>Goal 2: Attract young professionals into the industry and USSD activities.</b>						
4.4	4. USSD Story for Young Professionals	Wiltshire Kramer B. Vavrick T. Stanard				
<b>Goal 3: Foster career paths in engineering to increase talent pool for our industry.</b>						
4.5	5. Existing STEM Program	D. Johnson	11/1/2014			
4.6	6. Create dam and levee-specific STEM Program	Shannon				



**STRATEGIC PLAN**

**2014 - 2018**

**ATTACHMENT 3:  
ACTION ITEMS FOR  
FUTURE  
CONSIDERATIONS**





## Action Items for Future Consideration

During the process of developing this strategic plan, various teams working on the plan identified a number of possible action items. This section contains a summary of those possible action items that were not included for implementation during 2014 and 2015. They are recorded here for consideration by the Board during updates to the plan in 2015 - 2018.

### **ADVOCATE:** **Champion the role of dam and levee systems in society.**

**Goal 1:** *Develop industry-wide strategic messaging and be the industry voice.*

Future actions to come from Advocacy Plan.

**Goal 2:** *Provide technical information and facts to legislators and policy makers to prepare them for making water resources and dam and levee safety decisions.*

Future actions to come from Advocacy Plan.

**Goal 3:** *Assist members to understand the implications associated with legislative initiatives.*

Future actions to come from Advocacy Plan.

### **EDUCATE:** **Be the premier source for technical information about dam and levee systems.**

**Goal 1:** *Publish trusted and relevant technical papers and presentations.*

Firm up internal technical paper processes by creating and adhering to stricter schedules for submission, review, and presentation.

Improve peer review process to provide more interaction between authors and peer reviews, with the ultimate goal of improving the overall quality of technical papers.

Encourage development of technical guidance documents, white papers, position statements, etc., supporting USSD's role as the premier organization for dams and levees.

## USSD Strategic Plan 2014-2018

**Goal 2:** *Develop and implement conferences and workshops that attract broad industry participation.*

Evaluate conference organization and update annually to address evolving issues surrounding dam and levee systems.

Explore ways to make the Workshop/Second Half of Annual Conference more attractive to members.

Evaluate purposefully structuring Annual Conference as segments with their own separate cost structures.

Consider smaller, mid-year regional conferences (similar to Association of State Dam Safety Official [ASDSO] regional conferences) focused on specific areas of dam and levee systems. These conferences could be technical or non-technical.

Structure/offer workshops focused on specific areas of dams and hydraulic structures designed to attract professionals/individuals outside of our core membership.

Develop basic curriculum in geotechnical, hydrology and hydraulics, structural, mechanical, environmental, risk assessment, and other technical areas and then offer workshops directed at these subjects.

**Goal 3:** *Provide current, comprehensive, and accessible online resources.*

These actions should be thorough.

Revamp all online resources and its conveyance to members. This includes access, organization, ease of use, process or generation, internal review, and so on.

Evaluate the entire White Paper process to improve the process (timeliness) of White Paper generation, submission, review, and publication, etc.

Overhaul the education element of website to:

Provide information to members that will help them in their careers.

Offer a portal to provide relevant dam-and levee-related information in a single location.

Provide information to non-members that will help them understand the value of dam and levee systems to society and offer relevant dam-and levee-related information in a single location.

## **COLLABORATE:** **Build networks and relationships to strengthen the community of practice.**

**Goal 1:** *Strategically collaborate with ICOLD and targeted international professional organizations in the dam and levee industry.*

Support USSD's continued collaboration with ICOLD.

Identify and execute specific technology exchange, training, or technology development initiatives using existing cooperative agreements such as CDA, ChinCOLD, ETCOLD, or other targeted organizations such as Australian National Committee on Large Dams (ANCOLD) / New Zealand Society on Large Dams (NZSOLD)

**Goal 2:** *Strategically collaborate with targeted U.S. professional organizations influencing the dam industry.*

**National Dam Safety Review Board (NDSRB)/Interagency Committee on Dam Safety (ICODS).** Expand the role of USSD in supporting activities and initiatives of the NDSRB/ICODS.

**American Society of Civil Engineers (ASCE) /GeoInstitute.** Develop up to three initiatives related to outreach, communication, and other mutually beneficial topics.

**Academic institutions.** Develop outreach and collaborative initiatives to increase ties to universities and dam safety-related curriculum.

**Society of American Military Engineers (SAME).** Develop up to three cooperative training and/or workshops at SAME sponsored events.

**Nature Conservancy.** Collaborate with the Nature Conservancy to develop an advocacy initiative.

**Deep Foundations Institute (DFI).** Develop up to three cooperative training and/or workshops with DFI.

Develop cooperative agreements with other professional societies in the interest of USSD.

## USSD Strategic Plan 2014-2018

**Goal 3:** *Facilitate effective communication and collaboration within USSD.*

USSD Inter-Committee

Develop and implement up to three joint committee training and workshop activities.

Assist with developing a publication and a related multi-media presentation summarizing the:

Dam engineering profession.

Importance of dams for the future of the U.S.

Challenges we face.

Note: This publication and presentation could be used as part of a variety of collaboration and education initiatives under the strategic plan.

## **CULTIVATE:** **Nurture the growth of the community of practice.**

**Goal 1:** *Secure the health and sustainability of USSD.*

Future actions to come from organizational changes.

**Goal 2:** *Attract young professionals into the industry and USSD activities.*

Incorporate young professionals into technical committees and mentor their growth in USSD committees and activities.

Include young professionals in the networking aspects of USSD conferences and functions.

Include a young professional as a Committee Vice-Chair.

**Goal 3:** *Foster career paths in engineering to increase talent pool for our industry.*

Establish a speaker's bureau of USSD members so that organizations can contact them to speak about dam and levee systems at local schools.

Connect USSD members to university and faculty as expert lecturers on specific dam-related topics.

## USSD Strategic Plan 2014 - 2018

Participate in Engineer's Week and Dam Safety Awareness Day events at such locations as science museums or your dam projects.

Develop a message to demonstrate the need for universities to devote resources to dam engineering. Potential topics include:

The benefits of dams.

Water shortages in the American West, etc.

Work with universities and faculty to develop undergraduate and graduate level curriculum focused on dam design.

Develop a dam design course [undergraduate (senior-level) or a graduate-level, semester-long] where a dam is designed.





**STRATEGIC PLAN**

**2014 - 2018**

**ATTACHMENT 4:  
FORCE FIELD  
ASSESSMENT**





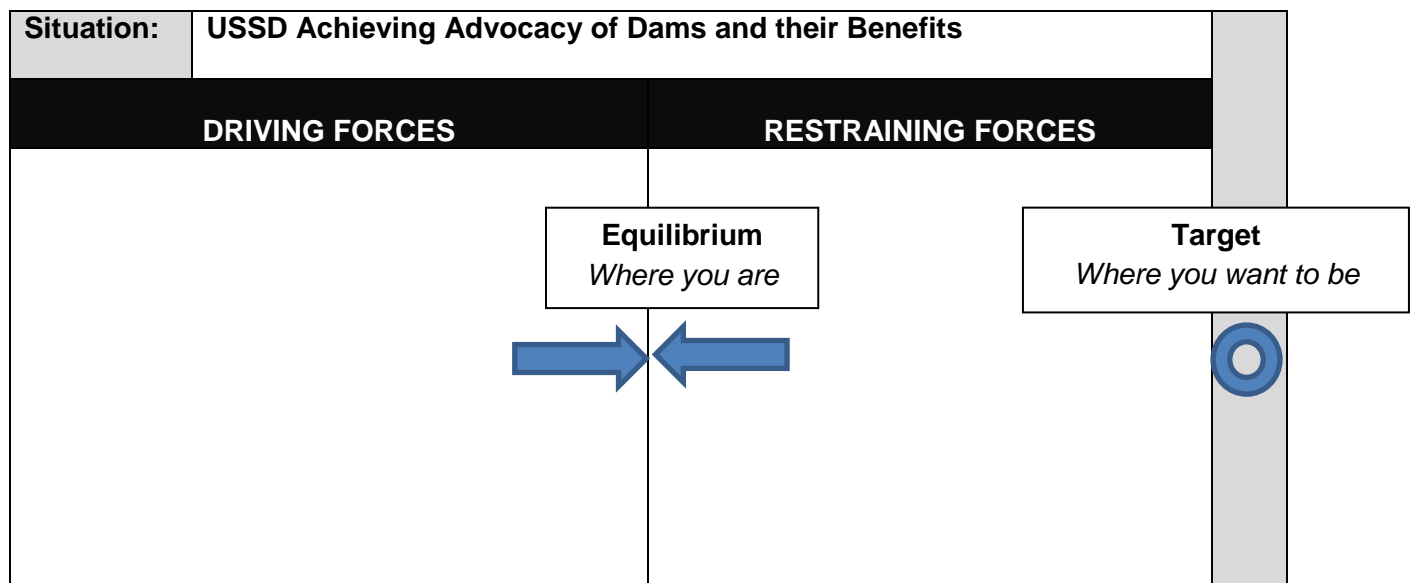
## Summary of Force Field Analysis Evaluations

The Force Field Analysis Tool is used to identify the positive (or driving) forces that support progress and the negative (or restraining) forces that serve as barriers to progress. This tool helps groups develop a list of candidate initiatives that will serve to move the organization, group, or individual in positive future directions. In addition, its structured method sets the stage for developing an action plan to reduce resistance to proposed changes.

The concept behind the Force Field Analysis Tool involves the notion that organizations, groups, and individuals have an equilibrium between driving and restraining forces—in other words, they have a “well-oiled” machine designed to deliver exactly the results they are getting. However, to move forward to pursue the “most preferred scenario” for the future, things need to change. It is possible to add fuel to driving forces and make them more powerful—just as it is possible to mitigate or eliminate the effects of a restraining force. Anecdotally-speaking, it takes about 10 times the energy to “fuel-up” a driving force to overcome restraining forces as compared to the energy needed to mitigate or eliminate the effects of a restraining force.

The teams used Force Field Analyses to identify the action items for 2014 - 2015 (Attachment 1) and for the future (Attachment 3).

## Force Field Analysis Template



**ADVOCATE:**  
**Champion the role of dam and levee systems in society.**

<b>Goal 1: Develop industry-wide strategic messaging and be the industry voice.</b>	
<b>Driving Forces</b>	<b>Restraining Forces</b>
<b>Considerations within the USSD purview</b>	
<p><b>ACTION: Plan to fill void of voice</b></p> <p style="text-align: center;">Due diligence</p> <p style="text-align: center;">Industry needs it</p> <p style="text-align: center;">Increased awareness of risk</p> <p style="text-align: center;">News stories</p> <p style="text-align: center;">Part of overall infrastructure discussion at the Federal level</p>	<p style="text-align: center;">Negative perception of dams</p> <p style="text-align: center;">Not in the nature for engineers</p> <p style="text-align: center;">Lack of training as advocates</p> <p style="text-align: center;">Set yourself up for attack</p> <p style="text-align: center;">Competition with other issues</p> <p style="text-align: center;">No framework plan</p>
<b>Other considerations/Factors outside of USSD's control</b>	
<p style="text-align: center;">Drought</p> <p style="text-align: center;">In USSD's best interest</p>	<p style="text-align: center;">Feds can't lobby</p>

**USSD Strategic Plan 2014 - 2018**

<b>Goal 2: Provide technical information and facts to legislators and policy makers to prepare them for making water resources and dam and levee safety decisions.</b>	
<b>Driving Forces</b>	<b>Restraining Forces</b>
<b>Considerations within the USSD purview</b>	
<p>Better decisions</p> <p>Better funding</p> <p>“We” have the data</p> <p>Better policy</p> <p>Balanced discussion</p> <p>Get ahead of the decisionmakers</p>	<p>Lack of appreciation and understanding about the issue</p> <p>Engineering speak</p> <p>No track record</p> <p>Limited pool of those (in USSD) who do this</p> <p>Uncomfortable doing it</p> <p>No “media” training</p> <p>Reactive (Not proactive)</p>
<b>Other considerations/Factors outside of USSD’s control</b>	
	Incorrect information

**USSD Strategic Plan 2014-2018**

<b>Goal 3: Assist members to understand the implications associated with legislative initiatives.</b>	
<b>Driving Forces</b>	<b>Restraining Forces</b>
<b>Considerations within the USSD purview</b>	
<p>Improved understanding of legislative process and pending legislation</p> <p><b>ACTION: Bring in people who do this and teach us why it is important</b></p> <p>Leverage latent knowledge</p> <p>Partnership with ASDSO</p> <p><b>ACTION: Other organizations doing it already—collaborate</b></p> <p>USSD integrating with initiatives in other organizations</p> <p>Top Appreciative Inquiry desire</p>	<p>Lack of communication professionals</p> <p>Don't read legislation</p> <p>Communication coordinator</p> <p>Not technical, therefore, not needed</p> <p>Without an advocate, facts get lost</p> <p>Hard to advance this</p>
<b>Other considerations/Factors outside of USSD's control</b>	

**EDUCATE: Be the premier source for technical information about dam and levee systems.**

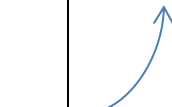
<b>Goal 1: Publish trusted and relevant technical papers and presentations.</b>	
<b>Driving Forces</b>	<b>Restraining Forces</b>
<b>Considerations within the USSD purview</b>	
<p>Improve technical quality</p> <p>Improve conference content</p> <p>Attract more technical experts</p> <p><b>ACTION: (Easy) Improve communication skills for USSD members</b></p> <p>Become "The Voice"</p> <p>Increasing trust in USSD</p>	<p><b>ACTION: (Hard): Status Quo established process—this needs committee involvement</b></p> <p><b>ACTION: Poor accountability</b></p> <p><b>ACTION: Conference planning</b></p> <p>Dates slip</p> <p>Papers—who says yes wins</p> <p>Moderator may not be expert</p> <p>Takes a lot of time</p> <p>Lack of editorial calendar</p> <p>Don't invite experts</p>
<b>Other considerations/Factors outside of USSD's control</b>	

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<b>Goal 2: Develop and implement conferences and workshops that attract broad industry participation.</b>	
<b>Driving Forces</b>	<b>Restraining Forces</b>
<b>Considerations within the USSD purview</b>	
<p align="center">Better decisions</p> <p><b>ACTION: Intentionality/time with keynote speakers</b></p> <p align="center">More regional focus</p> <p align="center">Collaborate with ASDSO, etc.</p> <p align="center">More “accessible/affordable” for members</p> <p align="center">Help increase efficiency for members</p> <p align="center">Drive Best Practice adoption</p>	<p><b>ACTION: Process needs to improve</b></p> <p align="center"><b>Better planning and leadership</b></p> <p align="center"><b>Not timely</b></p> <p align="center"><b>Develop a 5-year conference plan</b></p> <p align="center">Limited USSD resources for planning/execution</p> <p align="center">Historical bias—location, duration, etc.</p> <p align="center">Too long, too expensive, too disruptive</p> <p align="center">Missing curriculum</p> <p align="center">Missing successful financial model</p>
<b>Other considerations/Factors outside of USSD’s control</b>	

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<b>Goal 3: Provide current, comprehensive, and accessible online resources.</b>	
<b>Driving Forces</b>	<b>Restraining Forces</b>
<b>Considerations within the USSD purview</b>	
<p><b>ACTION: Follow the Strategic Plan but retool</b></p> <p>More timeliness of information</p> <p>Tracking effectiveness of messaging/training</p> <p>Higher Search Engine Optimization (SEO)</p> <p>Enhance collaboration with community</p> <p>Connection to experts</p> <p>Drives vision/mission of USSD</p> <p>Enhance education</p>	<p>Lack of resources</p> <p>Current website well out of date</p> <p>No champion/dedicated manager</p> <p>Bottleneck: Executive Director</p> <p>Not a high priority to date</p> <p>Poor integration with USSD leadership</p> <p>Not spending current funding</p> <p>No history of doing this well</p> <p>No Vision</p> <p>No Plan</p> <p>Reactionary</p>
<b>Other considerations/Factors outside of USSD's control</b>	



## COLLABORATE: Build networks and relationships to strengthen the community of practice.

<b>Goal 1: Strategically collaborate with ICOLD and targeted international professional organizations in the dam and levee industry.</b>	
Driving Forces	Restraining Forces
<b>Considerations within the USSD purview</b>	
<p>ICOLD allows USSD to bring back emerging technologies</p> <p style="text-align: center;">Good will</p> <p style="text-align: center;">Technical exchange</p> <p style="text-align: center;">Strengthen our knowledge</p> <p>New construction happening at a high rate internationally</p> <p style="text-align: center;">Share lessons learned</p> <p style="text-align: center;">Job exchanges</p> <p style="text-align: center;">Internet allows better access</p> <p style="text-align: center;">Attract Generation Y</p>	<p style="text-align: center;">Lack of time</p> <p style="text-align: center;">Lack of funding</p> <p style="text-align: center;">Travel/logistics</p> <p style="text-align: center;">Time zone issues</p> <p style="text-align: center;">International competition</p> <p style="text-align: center;">Cultural differences</p> <p style="text-align: center;">Hard to network</p> <p style="text-align: center;">Communication barrier/language issue</p> <p style="text-align: center;">Different definitions, translation problems</p> <p style="text-align: center;">Access issues</p>
<b>Other considerations/Factors outside of USSD's control</b>	



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<b>Goal 2: Strategically collaborate with targeted U.S. professional organizations influencing the dam industry.</b>	
<b>Driving Forces</b>	<b>Restraining Forces</b>
<b>Considerations within the USSD purview</b>	
<p>Encourages “get out of your office” behavior</p> <p>Reaching larger audience</p> <p>Enhances “The Voice”</p> <p>Drives awareness of USSD</p> <p>Integrated, synergistic (1 + 1 = 3)</p> <p>Improves understanding of the role of dams in society</p>	<p>Not achieving synergy</p> <p>Duplication of efforts</p> <p>Conflicting efforts</p> <p>Poor visibility of others’ priorities</p> <p>Competition</p> <p>Scarcity mentality</p>
<b>Other considerations/Factors outside of USSD’s control</b>	
<p>All societies are limited by funding</p> <p>More larger, multi-disciplinary projects</p> <p>Limited resources in all societies</p>	<p>Fiercely independent cultures</p>

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<b>Goal 3: Facilitate effective communication and collaboration within USSD.</b>	
<b>Driving Forces</b>	<b>Restraining Forces</b>
<b>Considerations within the USSD purview</b>	
<p>Discover more opportunities for USSD to push mission</p> <p>Broader, more appealing workshops</p> <p>More sponsorships</p> <p>Builds curriculum</p> <p>More relevant committee structure</p> <p>Builds improved messaging</p> <p>Committees “can” have big influence on the industry</p>	<p>No model, process</p> <p>Competing priorities</p> <p>Unfocused energy</p> <p>No databases of contacts</p> <p>Not actively involved in collaborative exercises</p> <p>Not soliciting feedback</p> <p>“Someone else” will respond</p> <p>Lack of USSD member understanding</p> <p>Misconceptions</p>
<b>Other considerations/Factors outside of USSD’s control</b>	
	Rugged individualism

## CULTIVATE: Nurture the growth of the community of practice

<b>Goal 1: Secure the health and sustainability of USSD.</b>	
Driving Forces	Restraining Forces
<b>Considerations within the USSD purview</b>	
<p>Ability to really be "The Voice"</p> <p>Partner with the environmental community</p> <p><b>Action: Able to deploy more resources</b></p> <p><b>Action: Include levees, canals, and dams</b></p> <p>Be Really Relevant</p> <p>Long-term view</p>	<p>Poor finances</p> <p>Reliance on Federal dollars</p> <p>Dams are viewed as anti-environment</p> <p>Poorly advocated</p> <p>Isolationist history</p> <p>Apathy</p> <p>Inconsistent commitment</p> <p>Unclear purpose of committees</p> <p>Unclear roles</p> <p>Not attracting young people</p> <p>Reactionary</p>
<b>Other considerations/Factors outside of USSD's control</b>	

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<b>Goal. 2: Attract young professionals into the industry and USSD activities.</b>	
<b>Driving Forces</b>	<b>Restraining Forces</b>
<b>Considerations within the USSD purview</b>	
<p>Diversity of work</p> <p><b>ACTION: Telling the story</b></p> <p>Cool projects</p> <p>“Greatest Generation” still here but not for long</p> <p>International collaboration</p> <p>Travel</p> <p>Awareness, understanding, and preference</p> <p>Career development</p> <p>Participate as part of “The Voice”</p> <p>Bigger purpose (role of dams in society)</p>	<p>Short attention span</p> <p>Decreased perception of dams</p> <p>Hypersensitivity?</p> <p>Not career motivated</p> <p>Lack of social media/relationship-based engagement</p> <p>Competing priorities.work/life balance?</p> <p>Misperception by baby boomers of younger generations</p>
<b>Other considerations/Factors outside of USSD’s control</b>	
	<p>Civil engineering doesn’t pay as well</p> <p>Not building a lot of new dams in the U.S.</p>

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<b>Goal 3: Foster career paths in engineering to increase talent pool for our industry.</b>	
<b>Driving Forces</b>	<b>Restraining Forces</b>
<b>Considerations within the USSD purview</b>	
<p>Increased talent pool helps us meet needs</p> <p><b>ACTION: Dam-related STEM Programs</b></p> <p align="center">Hazard awareness</p> <p align="center">News stories: failure, drought, extreme events</p> <p align="center">Climate change</p> <p align="center">Outcomes</p> <p align="center">Crumbling infrastructure</p>	<p align="center">Civil engineering is not sexy</p> <p align="center">Lack of awareness</p> <p align="center">Perception in academia that we are not building dams</p> <p align="center">Misperception of academia</p> <p align="center">Academia separation from practice (STEM)</p> <p align="center">Idea compartmentalization</p> <p align="center">Attention blindness</p> <p align="center"><b>ACTION: Lack of Generations' Y and Z perspectives and participation</b></p>
<b>Other considerations/Factors outside of USSD's control</b>	

## USSD Strategic Plan 2014-2018

<b>Goal: Operational Improvement</b>	
<b>Driving Forces</b>	<b>Restraining Forces</b>
<p>Protect the public</p> <p>Need for more staff and financial resources to achieve broader goals and objectives of strategic plan</p> <p>Maintain role in industry as driving force</p> <p>Inclusive governance structure for dam engineering community</p> <p>Need for collaborative initiatives across industry</p>	<p>Time constraints of part (3/4) time Executive Director</p> <p>Limited financial resources</p> <p>Limited existing support staff</p> <p>Dependency of Federal employee attendance for financial success of annual conference</p> <p>Volunteers not fully engaged</p> <p>Board only meets twice a year</p> <p>Historical committee operating structure and “lethargy” of many existing committees</p> <p>Established conference structure</p>