

2022 - 2027 Strategic Plan



Association of State
Dam Safety Officials

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Message from the President

The 2022-2027 ASDSO Strategic Plan will guide our association through another five years of progress and advancement in dam safety. In the last five years we have seen improvement on many fronts and new opportunities have opened for ASDSO and its members to advance dam safety goals. We have all experienced dramatic change since our last Strategic Plan was adopted. The new strategic plan provides direction to meet new challenges and to capitalize on the potential that is available to us as a community.

This plan is the result of many hours of work. I wish to personally thank the member volunteers who provided input, the members of the strategic planning task force, the Board of Directors, and the staff of the association for their work on this new plan.

Thank you for your interest and participation as we continue to work toward a future where all dams are safe.

Charles N. Thompson

ASDSO President

2021-2022

The Planning Process

The planning process began with a virtual kickoff meeting in July 2021 to introduce the members of the Strategic Planning Task Force (Task Force) and discuss the process of updating the Association of State Dam Safety Officials (ASDSO) Strategic Plan.

In August 2021, at the direction of ASDSO, Council Oak developed a survey to gauge feedback about ASDSO's vision, mission, and stated goals, as well as changes, challenges, and opportunities in the dam safety landscape. Following direction from the kickoff meeting, two surveys were developed: one was distributed to the ASDSO Advisory Board, Committee Members, and State Leads, and an abridged version of that survey was distributed to the full membership of the organization. The response collection period lasted two weeks, and 54 responses were gathered from the Advisory Board/Committee Member/State Lead distribution list and 185 responses were gathered from the Full Membership distribution list. Responses were collected anonymously.

Information gathered in the survey was presented to the Task Force at an in-person meeting in Nashville, TN in September 2021. The results were used to guide a discussion on the language of the seven goals that the Task Force thought continued to be relevant to ASDSO moving forward. There was also a discussion of several big-picture existential topics such as climate change, diversity, equity, and inclusion, and the realities of an aging industry demographic.

The discussion from the Nashville meeting informed the creation of a second survey designed to drill down into the objectives associated with each of the strategic goals and gauge the Task Force's opinion of their continued relevance. The survey aimed to gauge the opinions of the ASDSO Strategic Planning Task Force on which objectives were necessary to carry forward into the next version of the strategic plan and which were due for update or deletion. The response collection period lasted about two weeks, and 18 responses were collected. The results were presented during the second in-person meeting in Las Vegas, NV in January 2022. At the meeting, the Task Force discussed the objectives and actions associated with the strategic goals, and continued the discussion about larger, external forces that are influencing the dam safety landscape and ASDSO. These discussions were used to update the strategic Goals, Objectives, and table of Annual Action Planning for the 2022-2027 Strategic Plan.

ASDSO and Dam Safety

In 2020, the ASDSO leadership created a new narrative on the ASDSO website entitled, *Roadmap to Reducing Dam Safety Risks*. This describes the issues and current challenges for dam safety management in the U.S. It offers recommendations on how various agencies, lawmakers, organizations, and owners can improve and reduce the risks associated with dams. This narrative provides the backdrop for and drives the ASDSO strategic plan (<https://damsafety.org/Roadmap>).

ASDSO has made significant strides to accomplish the *Roadmap* goals and will continue to focus on these important mission areas while preparing a new plan that takes into account current external factors, trends, and resources. The existing vision and mission remain constant while the goals and objectives are updated and clarified. New projects and tasks have been added to carry out the objectives.

A summary of the external forces and challenges that the Strategic Planning Task Force identified as affecting the direction of this strategic plan for the coming 5-year period follows:

There is a body of evidence that suggests that assumptions about a stationary climate should be reevaluated. Anticipated and observed changes in climate mechanisms will have effects that can impact dam operations and dam safety professionals will need support to develop processes for adaptation. Climate change will manifest in different ways across the country and the world. Some areas can expect increased drought while others can expect increased rainfall. Wildfire is an increasingly more common problem in drought-prone areas that has serious effects for water quality, reservoir sedimentation, and increased post-fire runoff. Increased atmospheric moisture is an anticipated climate change effect and dam safety officials and engineers have a need for updated extreme precipitation estimating tools for design of safe spillways. Modern tools and methods need to consider the range of impacts due to a changing climate. Recently enacted legislation (Infrastructure Investment and Jobs Act, or IIJA) provided funding for the first step toward reengaging NOAA to again take up the study of Probable Maximum Precipitation. This will be a multi-year process, starting with a National Academy of Sciences, Engineering and Medicine (NASEM) study. A NASEM team will provide recommendations on methodologies and development of 21st century tools that use modern best practices and incorporate consideration of climate change.

Federal legislative and policy advocacy has become a much more significant priority and will need additional resources, staffing, and volunteer support by ASDSO. The Uncommon Dialogue Coalition had a significant effect on ASDSO's priorities, objectives and staffing resources after ASDSO joined this partnership in late 2020. This brought a heightened level of interest, commitment, funding, and expertise to advocating for not only dam safety but also dam removal and hydroelectric energy development. Due to the work of this coalition, including ASDSO staff, an unprecedented amount of federal funding was approved as part of the Infrastructure Investment and Jobs Act of 2021 (IIJA) for the National Dam Safety Program and High-Hazard Potential Dam Rehabilitation Program, dam removal, and retrofits for future clean energy generation through hydropower. Federal legislation has also been introduced that could, if passed, improve the National

THE HIGH-HAZARD POTENTIAL DAM REHABILITATION PROGRAM
was passed and funded since the last strategic plan was adopted. It is critical that ASDSO contribute to and provide its expert advice on the proper and effective implementation of this program, along with the National Dam Safety Program in total. It is critical that ASDSO continue to see that federal funding continues at the levels provided in the Infrastructure Investment and Jobs Act of 2021.

Dam Safety Program, increase the federal involvement and funding for dam removal, and develop incentives for energy producers to develop hydropower and rehabilitate dams to improve safety. Working with the coalition on the implementation of the IJIA and continued advocacy and future implementation of new federal legislation will significantly affect this coming strategic planning cycle, affecting the types and number of tasks, staff, and funding resources needed. ASDSO will commit to carrying out this task and to raising funding to carry out this task, including exploring the idea of restructuring the dues system and finding additional organizational funding sources.

The **National Levee Safety Program**, although in place for more than a decade, has, in the last year, received more funding for and attention from the US Army Corps of Engineers and FEMA, and is beginning to request feedback and communication/coordination assistance from organizations such as ASDSO as they roll out many new policies and programs. There is also a commitment by the federal administration to align the National Dam Safety Program and National Levee Safety Program. ASDSO must include expertise, staffing, and resources to address this heightened level of coordination.

Diversity, Equity, and Inclusion (DEI) came up frequently during strategic planning meetings. The Task Force recommends that the ASDSO leadership strive to consider DEI in every aspect of its strategic direction and planning.

ASDSO COMMITS TO DEVELOPING OBJECTIVES THAT FOCUS ON:

- 1) growing a more diverse dam engineering community through K-12 and college student outreach and awareness,*
- 2) advocating for more research to understand how dams affect disadvantaged communities and promoting changes in laws, funding, and policies that might reduce those effects, and*
- 3) considering ways that diverse opinions from members other than state representatives can be included to enhance the mission.*

OTHER EXTERNAL FACTORS CONSIDERED WHEN DEVELOPING THIS STRATEGIC PLAN CONTINUE FROM PREVIOUS PLANS AND INCLUDE THE FOLLOWING:

- The increasing number of aging and deficient dams.*
- The increasing number of high-hazard potential dams.*
- The demand for funding for dam rehabilitation and gaps in funding programs.*
- The increasing retirement of dam safety professionals, creating a knowledge gap and a need for additional training and education.*
- The lack of understanding by some dam owners regarding their liability and the public safety issues that may accompany ownership of a dam.*
- Lack of awareness by state lawmakers about the importance of strong dam safety regulations and the threat that state lawmakers may reduce the efficacy of dam safety regulations by amending or repealing state dam safety laws.*
- Support from federal and state appropriators for dam safety programs.*
- The lack of a national dam failure investigation program.*

This strategic plan is constructed with the understanding that ASDSO is considered a national leader in dam safety and, therefore, it partners with national programs including the FEMA National Dam Safety Program (NDSP), the National Levee Safety Program, and the Dams Sector Coordinating Council, part of the DHS, CISA National Infrastructure Protection Program. ASDSO also coordinates with specific federal programs such as the USDA, Natural Resources Conservation Service Small Watershed Rehabilitation Program, and the US Army Corps of Engineers Corps Water Financing Infrastructure Program. ASDSO supports these programs by advancing common objectives such as providing dam safety training, coordinating research, developing a model state dam safety program, coordinating between dam safety and security goals, promoting dam safety awareness, supporting outreach programs set up through the National Levee Safety Program, and other important objectives. It will be important that ASDSO continues to work on ensuring that these national and federal programs continue, so ASDSO will remain committed to providing strong legislative advocacy objectives, which includes advocacy for reauthorization of the National Dam Safety Program Act, full funding for the National Dam Rehabilitation Program, and full funding for the National Levee Safety Program provisions.

This leadership model further promotes the need for partnerships to fulfill the mission. ASDSO plans on continuing to recognize and build on the importance of partnerships such as those established by the Uncommon Dialogue Coalition, the Public Safety at Dams Coalition, and the U.S. Levee Safety Coalition. An issue to note that will drive this strategic plan in this area is ASDSO's intersection with the United States Society on Dams (USSD). The missions of the two organizations have become more and more similar in the years since the last strategic plan update. ASDSO will commit time and resources during this strategic cycle to support a joint task group, which will bring recommendations to both organizations on mitigating unnecessary overlap.

ASDSO will continue to strategically target projects/tasks that will carry out the goals and objectives but will also provide revenues that are required for future success.

ASDSO submits this 2022-2027 strategic plan to help guide our program of work to ensure our recent successes continue and are strengthened while identifying new areas of opportunity to improve the safety of and lower the risks associated with dams throughout the United States.



Vision, Mission, and Goals

VISION

A future where all dams are safe.

MISSION

Improve the condition and safety of dams and lower the risk of dam failures through education, support for state dam safety programs, and fostering a unified dam safety community.

ASDSO'S STRATEGIC PLANNING GOALS

1. Improve state dam safety programs.
2. Develop a cohesive and collaborative dam and levee safety community committed to the ASDSO mission.
3. Advance and expand the technical expertise of dam owners and dam and levee safety practitioners
4. Increase public awareness of the role of dams in society, the risks they present and the importance of both dam safety and preparedness for dam failures.
5. Increase the interest and awareness by federal and state lawmakers and administrators so that laws, policies, funding, and programs that serve to improve the safety of dams and levees and reduce the risk to the public are carried out.

Goal 1 - Improve State Dam Safety Programs

Narrative

Improving and supporting state dam safety programs is an essential function of ASDSO. It is the foundation upon which the association was formed 40 years ago. Recognizing that state dam safety programs are varied in terms of the challenges that they face, the objectives were designed keeping in mind that there cannot be a one-size-fits-all action or solution. Objectives designed to achieve this goal are intended to provide valuable resources such as guidance, best practices, training, and expertise to assist state programs with any variety of their needs. The objectives over the next five years highlight ASDSO's plan to assist states and partner with FEMA and other federal agencies as they implement funding made available by the Infrastructure Investment and Jobs Act and potential updates to the National Dam Safety Program Act.

GOAL 1: IMPROVE STATE DAM SAFETY PROGRAMS		
OBJECTIVE SUMMARY	OBJECTIVE DETAIL	ACTION
IMPROVE INTERSTATE AND INTERGOVERNMENTAL COMMUNICATION AND COLLABORATION.	1.1 Hold forums for information exchange among the states.	1.1.1 Maintain the Collaborate platform. Develop educational communications and incentive campaigns to improve use among states.
		1.1.2 Hold 3 webinars per year for state programs.
		1.1.3 Hold regional meetings at least once a year.
		1.1.4 Hold annual leadership day and meeting with all state reps.
	1.2 Disseminate written news focused on state issues and for state dam safety program personnel.	1.2.1 Provide written news updates as needed focused on the states' needs.
		1.2.2 Post news stories, announcements, etc. to the states rep Collaborate page.
DEFINE, PROMOTE AND SHARE BEST PRACTICES AND TOOLS IN DAM SAFETY REGULATION/OVERSIGHT TO MOVE TOWARD HIGH QUALITY, MORE CONSISTENT APPROACHES ACROSS STATES.	1.3 Encourage state dam safety programs to move toward Risk Informed Decision Making.	1.3.1 Raise awareness in state dam safety programs of the Risk Management Framework and its uses at the state level.
		1.3.2 Develop a position statement on Risk Management practices.
		1.3.3 Add training on these topics geared to state dam safety programs to the ASDSO Training Program of Study.
	1.4 Develop and disseminate best practices to move states toward more comprehensive risk assessment and management	1.4.1 Work with industry partners, including but not limited to the FEMA National Dam Safety Program, to identify and improve best practices for comprehensive reviews for dams. (This can be a stand-alone or a precursor to PFMA development.)
		1.4.2 Support the improvement and continuation and expand the use of DSS-WISE.
		1.4.3 Work with industry partners to identify and improve best practices for risk analysis (screening level, qualitative or semi-quantitative) methods that can reasonably be applied at the state level. This can include guidance for interpretation of results.
		1.4.4 Develop tools and protocols to assist states in understanding the proper use of qualitative or semi-quantitative methods of risk analysis.
		1.4.5 Educate state programs on methodologies for calculation of population at risk and consequence evaluation. Share best practices.
		1.4.6 Participate in NOAA's National Academy of Sciences, Engineering and Medicine study and tools to ensure outcomes are practical for dam owners and work to involve the dam safety community in the study
	1.5 Provide more detailed clarification on consistent definitions/way of conducting condition assessments to seek eventual consistency	1.5.1 Develop and hold a webinar and/or training documents. Include tools and best practices from states.
		1.5.2 Develop and hold a webinar and/or training documents on the NID Condition Assessment Field. Include best practices from states with high percentages of assessments completed and including benefits of providing the NID with good data.

GOAL 1: IMPROVE STATE DAM SAFETY PROGRAMS

OBJECTIVE SUMMARY	OBJECTIVE DETAIL	ACTION
COLLECT, ANALYZE AND DISSEMINATE REPORTS ON STATE PROGRAM PERFORMANCE AND DAM INVENTORY DATA. (OR: PERFORM ANNUAL BENCHMARKING OF STATE DAM SAFETY PROGRAMS.)	among states and with relevant federal programs.	
	1.6 Perform annual benchmarking of state dam safety programs by supporting the annual national state dam safety program performance data call, which collects available data about the performance of state regulatory programs including number of inspections, EAPs, dam repairs, enforcement actions, staffing and budgets, etc.	1.6.1 Complete a project in coordination with the National Dam Safety Program to ensure that the national performance data questions are mirroring all elements of the updated Model State Dam Safety Program while still collecting the same information in the same format as prior surveys (to keep consistency). This includes refining the data for more accurate reporting. Use a task group to evaluate current data collection efforts and propose improvements to FEMA and the USACE.
		1.6.2 Maintain a system and staffing (or contracted staff) to receive, house and analyze the state data.
		1.6.3 Annually analyze, create reports and distribute available data from ASDSO and NID about the performance of state regulatory programs as compared to the model program and other performance metrics. Identify common areas of weakness.
		1.6.4 Establish a task group to identify new data needs and reporting methods/processes including ways to collect and report data that makes more accurate comparisons among programs.
		1.6.5 Poll states to determine common areas of weakness and/or struggles.
	1.7 Use state dam safety performance data to help "tell the story" of the dam safety outlook.	1.7.1 Work with state reps on how to use and interpret the data to craft a compelling narrative. Share these performance reports with other levels of state government such as state administration and legislators.
		1.7.2 Hire a firm to create and distribute an annual report of data collection and analysis activities.
		1.7.3 Hire a firm to evaluate other helpful ways to "tell the story" using all available data, different or building upon what has already been done.
IDENTIFY AND WORK TO FILL GAPS OR WEAKNESSES IN STATE PROGRAMS. ASSIST THE STATES IN IDENTIFYING IMPROVEMENTS NEEDED.	1.8 Complete research projects to identify/rank state program gaps and weaknesses.	1.8.1 Conduct a broad annual examination of the state program performance data to identify weaknesses within state programs. Or encourage the NDSP to take on this research.
		1.8.2 Create a 5-Year report on weaknesses/gaps in state programs (once during the strategic plan cycle). Or encourage the NDSP to take on this research.
	1.9 Provide peer reviews for state programs annually and upon request.	1.9.1 Annually put out a request to determine interest among states.
		1.9.2 Maintain a pool of reviewers.
		1.9.3 Update the peer review manual as needed.
		1.9.4 Study prior peer review to gain insight on effectiveness of program. Develop a Peer Reviewed States Survey - to track success of the program.
		1.9.5 Identify funding sources for states to be able to participate in this program.
	1.10 Provide forums for discussion, training and delivery of best practices to mirror each chapter/appendix of the updated Model State Dam Safety Program.	1.10.1 Maintain a Collaborate community in each area to share best practices and other information.
		1.10.2 Upload best practices examples as a link to the Model Program on the website (as part of the list of best practices attached to the Model).
		1.10.3 Feature these topics on one or more quarterly state webinars and within training program. Provide best practices. Where statutes can't or don't provide for certain model law/reg provisions, highlight ways successful programs utilize education, collaboration, cooperation and other best practices to accomplish the need.

GOAL 1: IMPROVE STATE DAM SAFETY PROGRAMS

OBJECTIVE SUMMARY	OBJECTIVE DETAIL	ACTION
		1.10.4 Promote the use of state assistance grants to increase resources in these areas.
		1.10.5 Develop one or more articles for the technical journal on best practices in these areas.
	1.11 Improve the Model State Dam Safety Program	1.11.1 Annually update and maintain the Model State Program 'Appendices' (best practices posted to website) as a method to define, promote and share best practices in dam safety regulation and provide tools to assist state programs in meeting Model Program provisions.
HELP STATES ACCESS AND EFFECTIVELY SPEND EXISTING FEDERAL FUNDS.	1.12 Provide tools, guidance and forums to assist states with FEMA grant applications, collaboration, and reporting.	1.12.1 Provide application templates for peer reviews, owner training etc. (for ASDSO products).
		1.12.2 Develop a FEMA applications collaborate group for states.
		1.12.3 Collect information that states use in their grant applications and upload to Collaborate to provide ideas for other states
		1.12.4 Look into procurement obstacles and develop ideas for overcoming.
		1.12.5 Monitor and collect information on state grant activities to aid in collaboration between states and efficient use of state grants.
		1.12.6 Collect and disseminate information on activities states are doing with their grants; track projects, fund allocation and usage.
		1.12.7 Notify state(s) when another state's grant project may serve as a model or provide other benefits.
		1.12.8 Participate in national dam safety program performance measures work group activities when possible.
		1.12.9 Send State performance reports to FEMA HQ and region staff annually or as updated,
	1.13 Educate states about all federal funding sources for dam rehab.	1.13.1 Disseminate news about other federal funding sources routinely.
		1.13.2 Add topics about each federal dam rehab funding source to the quarterly state webinar agendas.
		1.13.3 Encourage agencies to write journal articles about the funding source.
		1.13.4 Allow federal agencies to make presentations on federal funding sources at conferences and webinars.
NATIONAL LEVEE SAFETY PROGRAM IMPLEMENTATION SUPPORT	1.14 Support state programs with the implementation of the National Levee Safety Program.	1.14.1 Develop training to assist states, tribes and regional groups in understanding technical, legal and administrative implications of the National Levee Safety Program.
		1.14.2 Develop training for states, tribes and regional groups to implement requirements or incentives of National Levee Safety Program at the state level.
		1.14.3 Serve as a conduit to the states to implement the National Levee Database (NLD) collection of information. This includes: existing information survey to states, non-federal levee inventory, etc.
ASDSO LEADERSHIP	1.15 Maintain a leadership program to ensure effective governance of ASDSO over the next 5 years.	1.15.1 Annually recruit state dam safety members to serve on committees.
		1.15.2 Annually review the committee rosters to ensure at least one state rep serves on every committee (except the AdCom).
		1.15.3 Update as needed the "Resources for State Dam Safety Program" webpages.
		1.15.4 Set up a mentoring program between veteran and new state reps.
		1.15.5 Conduct new state rep orientation at least once per year.

It should be noted that the objectives in other goals may also serve to improve state dam safety programs.

Goal 2 - Develop a Cohesive and Collaborative Dam and Levee Safety Community Committed to the ASDSO Mission.

Narrative

An important method for reaching more stakeholders is through increasing ASDSO membership and offering interaction and benefits that improve the feeling of community and professionalism among dam safety stakeholders. ASDSO also recognizes that it is increasingly imperative to increase outreach to demographics that are underrepresented in the field of engineering. The updated objectives and actions in this strategic plan demonstrate a commitment to putting energy behind growing the diversity of the membership.

The philosophy behind these objectives is increasing the perceived value of organization offerings as a way of increasing membership. Knowing that ASDSO members become informed advocates for dam safety and help to reach a wider audience, one of the new strategic objectives under this action is creating an ASDSO Ambassador program to further direct and specialize this advocacy. Ambassadors can help work towards this goal by serving as an ASDSO marketing team at all levels of interaction (youth outreach, media outreach, and state programs).

ASDSO seeks to broaden its scope of influence by implementing membership benefits, recognition of efforts, and recruitment programs designed to increase both the size and commitment of its membership base. The challenge of the next five years will be increasing the membership to better represent the diversity of the nation and the next generation of dam safety engineers.

ASDSO will further strive to ensure the professional development of new dam and levee safety practitioners and work hard to engage students of all ages with targeted programs and activities designed to spark an interest in dam safety as a professional career. Engaging early and often with young students will help introduce them to the field of engineering, which to many is not an obvious career choice, and help direct them towards civil engineering and its subsequent specialties.

GOAL 2: DEVELOP A COHESIVE AND COLLABORATIVE DAM AND LEVEE SAFETY COMMUNITY COMMITTED TO THE ASDSO MISSION.		
OBJECTIVE SUMMARY	OBJECTIVE DETAIL	ACTION
MEMBERSHIP GROWTH	2.1 Grow and Retain Membership	2.1.1 Increase ASDSO brand awareness throughout the dam safety community to drive engagement.
		2.1.2 Review and refine data collection of members and non-members to better align marketing and communications with their interest.
		2.1.3 Annual membership survey/environmental scan to determine if new member benefits/categories are incentivizing people to renew.
		2.1.4 Drive better engagement with members and prospective members outside of events.
		2.1.5 Collect member feedback to improve overall experience.
		2.1.6 Conduct an annual member drive.

GOAL 2: DEVELOP A COHESIVE AND COLLABORATIVE DAM AND LEVEE SAFETY COMMUNITY COMMITTED TO THE ASDSO MISSION.

OBJECTIVE SUMMARY	OBJECTIVE DETAIL	ACTION
	2.2 Develop a communication and membership involvement plan that describes intent and rationale for a progressive approach to addressing ASDSO role in levee issues.	2.2.1 Create messaging. Create membership and media campaigns.
MEMBER SERVICES	2.3 Provide benefits to members enabling them to increase their professional careers and interest in volunteering and maintaining membership.	2.3.1 Create an ASDSO Ambassador program.
		2.3.2 Increase Young Professionals engagement in ASDSO programs and services.
		2.3.3 Create a Mentor program
		2.3.4 Create and disseminate communication products/welcome materials to emphasize member benefits to new members.
		2.3.5 Annually develop benefits packages such as training or product discounts, member appreciation events and give-aways, collaboration tools, news and journal access.
		2.3.6 Create and implement a member-focused news delivery plan.
		2.3.7 Provide a quarterly technical journal to the membership.
CAREER SUPPORT	2.4 Promote dam and levee safety engineering as a career choice to students.	2.4.1 Collegiate - Increase Awareness of Dam Safety as a career choice for engineering students.
		2.4.2 Collegiate - Work with YPIG to develop a HBCU outreach program for DEI goals.
		2.4.3 High school - Increase Awareness of Engineering and Dam Safety as programs/careers for students to consider.
		2.4.4 Middle school - Promote Dam Safety and Engineering to students as a fun and exciting career opportunity. Focus on STEM.
LEADERSHIP	2.5 Ensure the continuity (growth and development) of the organizational leadership (active participants, not always the same people, succession of staff within states)	2.5.1 State Representatives - Continue to refine State Representatives onboarding and training plan. Build State Representatives into Mentoring plan. Onboard should include a plan to require service in other volunteer roles prior to board service.
		2.5.2 Board Members - Provide resources and training for board members on effective board operations.
		2.5.3 Board Members - Develop a board service document for Regions as they select future board representatives (ex. active on committees/task forces, etc.).
		2.5.4 Committees and Chairs - Train Committee Chairs on best practices of how to run a meeting, structure committees and sub-committees, and plan for future committee leadership. Develop better committee standard operating procedures.
		2.5.5 Committee Members - Create a committee member expectations and responsibilities overview document.
		2.5.6 Staff - Review and update Succession Plan as needed annually.
	2.6 Recognize individuals and organizations contributing to the advancement of ASDSO or improving dam safety in the U.S.	2.6.1 Revamp awards: review current lineup and add / remove awards from traditional award recognition platform
		2.6.2 Create new avenues for member recognition outside of traditional award program (eg: online, regional conference, journal, smaller awards)
		2.6.3 Revamp awards luncheon concept

Goal 3 – Advance and Expand the Technical Expertise of Dam Owners and Dam and Levee Safety Practitioners

Narrative

ASDSO believes that creating and fostering a community of qualified and effective dam and levee safety practitioners will directly and positively impact the number of safe dams and levees in our communities. To support current practitioners and advance the development of the next generation of dam and levee safety professionals, ASDSO will deliver high-quality dam and levee safety and security technical training and networking opportunities that seek to address the changing needs of the dam safety community. Live events, such as conferences and seminars, will serve both to educate and provide critical peer-to-peer interaction among the participants. Web-based and other distance learning events will allow a broad, international audience to take advantage of technical training opportunities.

ASDSO believes that the education of dam owners and operators, floodplain and emergency managers, first responders, and local planning and zoning officials is critical to reducing the risk associated with dams. ASDSO seeks to put further emphasis on creating and providing effective educational and technical training resources to these valuable stakeholders in partnership with other partners including the National Dam Safety Program.

Crucial to achieving this goal is the ASDSO Program of Study. Originally created by the National Dam Safety Program, the Program of Study was adapted for ASDSO's use and is a guide to help dam safety practitioners identify and prioritize which areas of expertise to focus on for training and professional development. It contains both classroom and web-based courses offered by universities and dam safety-related professional organizations, as well as publications in each area. ASDSO will continue to use this guide and will set a priority to encourage other providers to use it as a guide.

Creating and distributing quality dam and levee safety training materials will also mean working closely with other organizational partners such as the USSD. There is a great opportunity to bring together organizations in and around the field of dam safety to share knowledge and fill in gaps in available training content (including the Program of Study). ASDSO will also coordinate with federal and state programs to carry out national strategies dedicated to improving the knowledge and expertise on dam and levee safety and security. By collaborating with partners, ASDSO hopes to become the primary collective resource for dam and levee safety information.

GOAL 3: ADVANCE AND EXPAND THE TECHNICAL EXPERTISE OF DAM OWNERS AND DAM AND LEVEE SAFETY PRACTITIONERS

OBJECTIVE SUMMARY	OBJECTIVE DETAIL	ACTION
TRAINING	3.1 Manage an effective technical training program designed to meet the changing needs of dam owners and dam and levee safety professionals.	3.1.1 Conduct survey of members (formal or informal) to determine if training needs are changing with time.
		3.1.2 Organize annual national and regional conferences for technical training and networking.
		3.1.3 Deliver a series of classroom seminars addressing technical topics identified as high priority in the Program of Study.
		3.1.4 Establish guidelines to ensure the quality of the training content and professional expertise of the instructors.
		3.1.5 Deliver electronic training and distance learning opportunities.

GOAL 3: ADVANCE AND EXPAND THE TECHNICAL EXPERTISE OF DAM OWNERS AND DAM AND LEVEE SAFETY PRACTITIONERS

OBJECTIVE SUMMARY	OBJECTIVE DETAIL	ACTION
		3.1.6 Continually improve the learner experience and the efficiency of the webinar process. Explore transitioning to an integrated learning management system.
		3.1.7 In line with NDSP agreements on training, coordinate training program with the FEMA regions and headquarters, coordinating state participation in training and managing the Dam Failure Lessons Learned resource center.
		3.1.8 Track the state-by-state continuing education requirements for licensed professional engineers. Assist and simplify process for training participants to secure credits for attending ASDSO's educational events
	3.2 Maintain and update the program of study as a collective resource for dam and levee safety education in the U.S.	3.2.1 Refine and promote the Program of Study so that it can be used by dam safety practitioners as a guide for technical training and professional development.
		3.2.2 Improve the ways in which training and Program of Study information is shared to potential users: Training Catalog, Training Calendar, TKB
COORDINATION	3.3 Coordinate with other organizations that provide training in dam safety, security, and emergency management and promote the Program of Study as a collective resource.	3.3.1 Long-term: Look for opportunities to start re-branding the P of S as a national curriculum for dam and levee safety.
		3.3.2 Collaborate with the FEMA National Dam Safety Program, and the NRCS on training via the ongoing agreements.
		3.3.3 Collaborate with DHS Infrastructure Protection and other agency and partner organizations to provide safety and security related educational opportunities and materials.
INFORMATION EXCHANGE	3.4 Serve as the primary collective resource (one-stop shop) for dam and levee safety information.	3.4.1 Build the Technical Knowledge Base (TKB).
		3.4.2 Maintain Resource Center that includes guidelines, tools and searchable databases; including internal products developed by committees or at conferences, workshops and seminars; and external products developed by agencies and organizations relevant to dam safety.
		3.4.3 Share educational resources, (manuals, and guidelines) developed by ASDSO and other sources through the Association website, newsletter, the Journal of Dam Safety, and other channels
OUTREACH TO DAM OWNERS	3.5. Manage an effective education program for dam and levee owners/operators to educate them in reducing the risk associated with their dams/levees.	3.5.1 Develop timely and effective workshop program, maintain up- to-date content, and maintain a roster of qualified trainers.
		3.5.2 Contract with states to provide customizable workshop materials and trainers as requested.
		3.5.3 Develop and distribute materials targeted to dam and levee owners that describe why it is important to maintain safe dams and how to manage the risks and responsibilities of dam ownership.
		3.5.4 Provide on-demand webinars for dam and levee owners.
OUTREACH TO AGENCIES AND ORGANIZATIONS	3.6 Manage an effective education program to provide guidance to emergency managers/floodplain managers and first responders on how dams fit into their risk mitigation plans.	3.6.1 Create series of short, self-paced webinars.
		3.6.2 Develop presentation (s) on this topic for regional and national conferences.
	3.7 Manage an effective peer review program.	3.7.1 Promote and Implement a Peer Review Program to dam owning or regulating entities.

Goal 4 - Increase Public Awareness of the Role of Dams in Society, the Risks They Present, and the Importance of Both Dam Safety and Preparedness for Dam Failures

Narrative

Almost everyone is impacted by dams in some way. Increasing awareness of the risks associated with dams will encourage policymakers to allocate resources for oversight and upkeep of dams. Better communication and education about dams will allow the media to report accurately and objectively on dam safety issues. Accurate and accessible data provided to the public allows them to engage elected officials, state and federal regulators, and dam owners on the importance of safe dams and preparedness for the downstream public living within dam failure inundation zones.

ASDSO will increase awareness at the above levels through creation and dissemination of awareness messaging and educational materials for these stakeholders, create tools and best practices for media engagement and direct outreach, and will develop tools for raising awareness of safety at dams to reduce and/or prevent injury and loss of life of those who recreate at and around dams.

GOAL 4: INCREASE PUBLIC AWARENESS OF THE ROLE OF DAMS IN SOCIETY, THE RISKS THAT THEY PRESENT, AND THE IMPORTANCE OF BOTH DAM SAFETY AND PREPAREDNESS FOR DAM FAILURES.

OBJECTIVE SUMMARY	OBJECTIVE DETAIL	ACTION
PUBLIC AWARENESS	4.1 Improve public awareness of the risks associated with dams.	4.1.1 Create messaging plan for large public outreach initiatives (EG: National Dam Safety Awareness Day, Public Safety At Low Head Dams Month) including a new scope of work that would be provided to a PR/Communications firm to carry out the plan.
		4.1.2 Create and maintain public awareness materials (videos, brochures, fact sheets, etc.)
		4.1.3 Provide awareness materials and messages to members, public and partners (social media, newsletters, articles)
		4.1.4 Share relevant news/media interest in issues related to dam and levee safety and inform stakeholders of issues that may impact them
MEDIA ENGAGEMENT	4.2 Engage the media to create a proactive and effective partnership to communicate relevant facts about dams and levees and dam and levee risk management policies.	4.2.1 Maintain, update, and review the ASDSO Communications Plan & Rapid Response Plan. Create and maintain talking points as outlined in plan.
		4.2.2 Respond in a timely and knowledgeable fashion to media inquiries about dams and levees, dam and levee safety, federal and state policies regarding dam/levee safety, and dam/levee risk management as appropriate.
		4.2.3 Proactively issue information to the media in the event of specified "trigger events," as specified in the ASDSO Communications Plan and Rapid Response Plan.
		4.2.4 As part of proactive communication, identify "knowledge gaps" in media/reporting and any lack of understanding with respect to dam safety.
		4.2.5 Recognize positive reporting of dam safety to increase awareness and policy updates.
		4.2.6 Track stories with ASDSO involvement
		4.2.7 Maintain ongoing relationships with media - contact list, resources / press kit
		4.2.8 Recruit and train subject matter experts
PARTNERING	4.3 Maintain strong partnerships with owners and organizations to increase awareness and to	4.3.1 Coordinate with interested parties to promote dam safety (this includes partner organizations, government agencies, owners, general public, etc.)
		4.3.2 Promote and help coordinate national awareness events

GOAL 4: INCREASE PUBLIC AWARENESS OF THE ROLE OF DAMS IN SOCIETY, THE RISKS THAT THEY PRESENT, AND THE IMPORTANCE OF BOTH DAM SAFETY AND PREPAREDNESS FOR DAM FAILURES.

OBJECTIVE SUMMARY	OBJECTIVE DETAIL	ACTION
	advocate for strong dam safety policies.	4.3.3 Go to trade shows and make presentations to focus groups (e.g., Sheriff's groups, lake management associations, city planner groups). Work with/assign to Speakers Bureau.
PUBLIC SAFETY AT DAMS	4.4 Create and implement a program to increase the awareness of the dangers of recreating around dams	4.4.1 Provide and promote resources to dam owners for increasing awareness of the dangers of recreating at dams.
		4.4.2 Provide and promote best practices materials for general public for reducing the risk of drownings or accidents at dams.
		4.4.3 Continue collecting data on public safety incidents at dams (for the purpose of giving it to media and explaining the importance of doing public safety activities)
		4.4.4 Partner with other organizations to raise public awareness and promote consistent messaging regarding public safety at dams
		4.4.5 Work with state dam safety programs to educate dam owners on ways to prevent drownings at dams.

Goal 5 - Increase the Interest and Awareness by Federal and State Lawmakers and Administrators so that Laws, Policies, Funding and Programs that Serve to Improve the Safety of Dams and Levees and Reduce the Risk to the Public are Carried Out

Narrative

Strong dam safety laws, policies and funding at the state and federal level will improve the safety of dams. ASDSO will continue to advocate for federal and state laws and policies that promote effective dam safety programs. State dam safety regulatory programs are operating under increasingly challenging budget constraints and threats by policymakers who want to decrease regulatory control over dams. Therefore, ASDSO will continue to educate policymakers about the importance of strong dam safety programs.

For over two decades, ASDSO has supported the implementation of the National Dam Safety Program and will continue to advocate for its reauthorization and full funding. This will include pushing Congress to increase funding similar to levels received in the Infrastructure Investment and Jobs Act of 2021 levels. Similarly, ASDSO will work to make sure that national dam security policies continue by advocating for the continuation of the Department of Homeland Security's Dams Sector Specific Agency. ASDSO will advocate for other, related national programs, such as the Small Watershed Dam Rehabilitation Program and the US Geological Survey's Streamgauge Program and will continue to lend support to the Infrastructure Report Card program established by the American Society of Civil Engineers. In addition, ASDSO will form partnerships with other like-minded organizations to increase advocacy outreach.

GOAL 5: INCREASE THE INTEREST AND AWARENESS BY FEDERAL AND STATE LAWMAKERS AND ADMINISTRATORS SO THAT LAWS, POLICIES, FUNDING AND PROGRAMS THAT SERVE TO IMPROVE THE SAFETY OF DAMS AND LEVEES AND REDUCE THE RISK TO THE PUBLIC ARE CARRIED OUT.

OBJECTIVE SUMMARY	OBJECTIVE DETAIL	ACTION
EDUCATE FEDERAL LAWMAKERS AND POLICYMAKERS ABOUT THE IMPORTANCE OF SUPPORTING FEDERAL LEADERSHIP AND COORDINATION OVER DAM SAFETY.	5.1 Increase federal funding, support, and leadership to advance dam safety and create effective federal programs by educating and lobbying key lawmakers and policymakers.	5.1.1 Hire a lobbyist to work on all federal and state legislative initiatives. Maintain existing coordination with the ASCE Government Relations staff, as well as government relations staffs at Uncommon Dialogue Coalition organizations, the National Watershed Coalition, the Association of State Floodplain Managers, the National Flood and Stormwater Management Association, the Interstate Conference on Water Policy, and others as needed.
		5.1.2 Maintain a cadre of subject matter experts/advocates within the membership to assist with educating lawmakers. Provide training in advocacy.
		5.1.3 Create and distribute educational materials (state performance reports, fact sheets, infographics, web-based information) to be used by advocates.
		5.1.4 Meet with federal lawmakers to educate them about the importance of fully funded federal dam safety programs and updated laws that create more effective federal programs.
		5.1.5 Meet with federal administrative branch leaders at appropriate federal agencies to educate them about the importance of funding federal dam safety or owning programs and to advocate for increasing coordination with and funding for state dam and levee safety programs.

GOAL 5: INCREASE THE INTEREST AND AWARENESS BY FEDERAL AND STATE LAWMAKERS AND ADMINISTRATORS SO THAT LAWS, POLICIES, FUNDING AND PROGRAMS THAT SERVE TO IMPROVE THE SAFETY OF DAMS AND LEVEES AND REDUCE THE RISK TO THE PUBLIC ARE CARRIED OUT.

OBJECTIVE SUMMARY	OBJECTIVE DETAIL	ACTION
	5.2 Increase the successful implementation of the National Dam Safety Program including the High-Hazard Dam Rehabilitation Grant Program, the successful distribution/use of the Infrastructure Investment and Jobs Act (IIJA) funds and the successful implementation of other federal loan/grant programs that can be used for non-federal dam rehabilitation.	5.1.6 Continue to participate in strategy meetings and decision-making opportunities to carry out the goals of the Uncommon Dialogue Coalition at the federal level. Bring in more ASDSO leaders to work with and as part of the Coalition.
		5.2.1 Routinely meet with and establish a working relationship with FEMA National Dam Safety Program leadership on program development details associated with the National Dam Safety Program and specifically with the National Dam Rehabilitation Program in lieu of the funding made available in the IIJA.
		5.2.2 Provide a forum for the Corps to educate potential recipients and state dam safety leadership about the Corps Water Infrastructure Financing Program (CWIFP).
		5.2.3 Advocate for the use of other current federal loan or grant programs for dam rehabilitation (e.g. Safe Drinking Water Act) by monitoring and collecting success stories and providing testimony, issue briefs, position statements and letters of support to federal and state administrative leaders.
		5.2.4 Devote resources to developing/maintaining awareness information on the web, at events and in various news delivery mechanisms about dam rehab funding sources.
		5.2.5 Provide communication support to states to assist with their successful implementation of federal dam safety programs and funding.
	5.3 Promote innovative approaches to funding dam rehabilitation and removal at the state and federal level.	5.3.1 Research EPA's Superfund Program to develop recommendations on creating a similar federal program for dam rehab and removal.
		5.3.2 Create a Resource Center to identify and highlight existing funding programs that could be modeled by others.
	5.4 Assist with completion of the national ASCE Report Card on Dams.	5.4.1 Identify and support staff and volunteers to coordinate with ASCE, including providing data and editorial review assistance, on the development of the national ASCE Report Card on Dams.
		5.4.2 Implement a communications plan to promote use of the Report Card.
EDUCATE STATE LAWMAKERS AND POLICYMAKERS ABOUT THE IMPORTANCE OF SUPPORTING STATE LEADERSHIP AND COORDINATION OVER DAM SAFETY.	5.5 Educate and lobby state lawmakers and policymakers about the importance of supporting and strengthening state dam safety programs.	5.5.1 Routinely scan state legislative activities and communicate with state dam safety leaders to determine whether new bills may be forthcoming that could positively or adversely affect the dam safety program. Develop state-specific outreach as needed.
		5.5.2 Foster state-focused advocacy programs to maintain a network of organizations and individuals ready to communicate the importance of strong state dam safety programs.
		5.5.3 Create and Maintain an individual state-focused, Key Contact/Key Alert Program to encourage state specific grass roots advocacy.
		5.5.4 Create and provide model letters, talking points, state performance reports, and legislative contact information and provide to grassroots volunteers.
		5.5.5 Prepare state-specific media outreach initiatives to create awareness and affect legislative decision-making as needed.
		5.6.1 Identify and support staff and volunteers to coordinate with ASCE, including providing data and editorial review assistance,

GOAL 5: INCREASE THE INTEREST AND AWARENESS BY FEDERAL AND STATE LAWMAKERS AND ADMINISTRATORS SO THAT LAWS, POLICIES, FUNDING AND PROGRAMS THAT SERVE TO IMPROVE THE SAFETY OF DAMS AND LEVEES AND REDUCE THE RISK TO THE PUBLIC ARE CARRIED OUT.

OBJECTIVE SUMMARY	OBJECTIVE DETAIL	ACTION
ADVOCATE FOR NATIONAL AND STATE LEVEE SAFETY PROGRAMS.	5.6 Assist with completion of state-specific ASCE Chapter Report Cards on Dams.	on the development of state-specific ASCE Report Card on Dams.
		5.6.2 Implement a communications plan to promote use of the State Report Cards.
	5.7 Increase cooperation and maintain a leadership role on the U.S. Levee Safety Coalition to advance levee safety at state and national levels.	5.7.1 Maintain one or more representatives and a staff presence on the U.S. Levee Safety Coalition. Sponsor a coalition chair as needed on a rotating schedule with the other organizations.
		5.7.2 Identify and add relevant new strategic partners to the Coalition, develop and refine common messages, define roles and responsibilities, develop joint advocacy and position policies, manage, and increase efficiencies of resources.
	5.8 Support continued funding and implementation of the National Levee Safety Program	5.8.1 In conjunction with the Levee Safety Coalition, meet with federal lawmakers as needed to advocate for full funding of the National Levee Safety Program.
		5.8.2 Create advocacy materials (fact sheets, infographics, flyers, webpages) as educational tools when meeting with federal lawmakers.
		5.8.3 Promote ASDSO leadership representation on any advisory groups that are formed through USACE and/or FEMA to offer advice on the development of: a) National Levee Safety Guidelines b) Creation of State, Tribal, and regional levee safety programs c) A levee rehabilitation assistance program d) Floodplain management plans
		5.8.4 Participate in the DHS Dams Sector Levee Sub-Council GCC/SCC, which serves in an ad-hoc advisory role to the NLS program
	5.9 Promote the importance of strong state dam programs and coordinate inter-governmental coordination by maintaining lines of communication with the administrators of national/federal programs that affect dam risk and flood risk management.	5.9.1 Participate in national advisory groups as a way to engage senior policy makers within the Corps of Engineers, DHS Infrastructure Protection, FEMA, the Dept. of the Interior, the FERC and the USDA NRCS.
		5.9.2 Stay aware of Interagency Committee on Dam Safety (ICODS) leadership contacts, and objectives and projects that ICODS is working on. Coordinate participation by ASDSO reps on any advisory/work groups.