

## PIANC USA Organizational Action PLAN

### **Preamble:**

#### *What is PIANC?*

PIANC is an organization consisting of approximately 40 national members. From its headquarters in Brussels, Belgium, PIANC International acts as a clearinghouse of technology and experiences relating to ocean and inland navigation improvements which are exchanged among engineers, scientists, port operators, and marina and vessel owners. Its objective is to advance, on a worldwide basis, the sustainable development of all kinds of navigation through the exchange of technical information on port and waterway development. Special reports are published describing the results of international research teams, or working groups, composed of those national members interested in the particular subject under study. The organization also serves as an excellent source of identifying individual and corporate expertise throughout the world on navigation related subjects.

#### *Why does the U.S. Army Corps of Engineers Lead PIANC USA?*

PIANC International operates through its member sections, which are national commissions run by a navigation related government agency. (The United States Government has been a PIANC member since 1902.) Federal law dictates that the Department of the Army (Corps of Engineers) organize, run, and support the work of PIANC USA. PIANC USA's membership is not limited to federal employees, as membership draws from many disciplines, and consists of individual and corporate members who pay membership dues. It is from this membership that PIANC USA studies and reports on navigation topics and shares these findings with its members through publications and presentations. PIANC USA thus represents a public-private partnership of technical leaders sharing ideas and striving to promote and improve a sustainable navigation system.

#### *How does this Strategic Plan Provide Value to Its Members?*

Our vision should promote and reinforce the work of professionals who serve in PIANC USA in developing, enhancing, and sharing technical knowledge for the U.S. and the world. We will do this by identifying needs, researching technically sound solutions, disseminating findings and ensuring that recommendations are applied to enhance both domestic and international waterways. Participation in PIANC should improve not only the individual's knowledge of both domestic and international technical standards related to engineering, environmental and economic topics, but provide additional value to the broader navigation community within the U.S., the Western Hemisphere and the world.

**Vision:** *PAINC USA is the leading source of engineering, economic, and environmental knowledge and technical guidance for the sustainable development and management of waterways, ports, and navigation.*

**Mission:** *We will work as public and private sector leaders in promoting efficient, safe, environmentally sound, and sustainable navigation systems by identifying needs, developing sound solutions, disseminating findings and ensuring recommendations are applied to enhance both domestic and international waterways.*

**I. Membership Goal: By the Annual General Assembly (AGA) 2010, the PIANC USA will have increased memberships by five percent on an annual basis to ensure we remain a leader in identifying, researching and recommending activities to promote sustainable navigation systems.**

**A. Objective:** *Develop a multi-dimensional advertising campaign by December 2006 that focuses on the benefits of PIANC USA and the values of membership.*

**Actions:**

1. **Direct Mailings and Phone Solicitation for Membership.** Mail promotional material directly to potential members (including both Corporate and Individual) inviting them to join PIANC. Organize and manage a phone call campaign to urge joining. Complete by September 2006.
2. **Direct Mailings and Phone Solicitations For Conferences/Participation.** Advertise schedules for conferences/publications to help promote participation in PIANC working groups and conferences. Develop advertising plan by December 2006.
3. **Develop an ongoing calendar of events.** With assistance and coordination with associated partners, working groups and commissions, to identify opportunities for technical assistance and to add value to PIANC members. Develop initial Calendar by August 2006, and update every three months thereafter.

**B. Objective:** *Determine past and present losses/gains in membership from traditional organizations (USACE, ports, consulting firms)*

**Actions :**

1. **Membership Analysis/Evaluation Report.** Develop a list of current and former PIANC members over the past 10 years. Study membership data trends to identify where erosion of membership has occurred and target opportunities to regain members. Complete this report by June 2006. Do a second review in Summer 2008.

**C. Objective:** *Increase organization corporate membership) by 10 new corporate members and 20 individual members by AGA 2010.*

**Actions:**

1. **Evaluate current demographics of navigation related professionals.** By working within PIANC and with related navigation groups, to understand the demographics of professionals (age, educational levels, professional associations, and professional interests). Complete this task by September 2006.
2. **Setup Corporate Membership Protocol.** Develop the costs, benefits and procedures for gaining Corporate Subscriptions to assist in increasing Corporate member participation. Complete this by August 2006.
3. **Reevaluate membership profile.** Surveying membership interests will be conducted again by August 2008.

**D. Objective:** *Promote the proactive involvement and leadership of PIANC members in trade publications, international activities, and technical conferences.*

**Actions:**

1. **Develop Benefits of Membership Brochure.** Promote membership based on PIANC strengths. The brochure will emphasize strong/useful publications, exposure to international practices and conference attendance. Develop brochure by July 2006.
2. **Promote the PIANC brand with well-organized technical conferences on a yearly or bi-yearly basis.** These conferences will target existing and potential new members. Conferences may be independent of, or in conjunction with, the American Society of Civil Engineers: Coastal, Ocean, Port and River Institute (ASCE: COPRI.) Develop 5-year schedule of conferences by June 2006.
3. **Invigorate Current Member Involvement.** Encourage existing members to participate in at least one PIANC working group and acknowledge members who present papers on PIANC related-topics at conferences and/or trade events. Need to develop methods of encouraging or supporting participation for both Corps and Non-Corps offices, and to ensure members are accountable once approved on a working group. These working groups may consist not only of working groups related to International PIANC Activities, but related working groups specific to the **PIANC USA**, U.S. Working Groups, or as technical advisors to the various committees in PIANC. Ongoing, but develop material by August 2006.
4. **Work with Trade Publications to highlight relevant PIANC activities.** Working with other publications may provide a mechanism to promote related activities of the PIANC, including working group reports, etc. Initially, working with the OAS-CIP Inter-American Committee on Ports Publication. Develop framework by December 2006.

**II. Young Professionals Goal: The PIANC USA will spearhead an effort to establish a U.S. Young Professionals Program (USYP), with fifty active members, before the AGA 2010 to develop the future leadership capable of promoting an efficient, sustainable navigation system.**

Definition

Young professionals are defined as any member of PIANC (student, individual or corporate) under 40 years of age.

**A. Objective:** *Recruit existing PIANC USA members and new members (under the age of 40) from the U.S. (and Latin America) for USYP*

**Actions:**

1. **Survey Existing Members.** Survey existing membership for interest in either participating or sponsoring a YP. Determine methods or ability to assist in providing mechanisms for mentoring and developing future members. Design and complete survey by July 2006. (Survey in conjunction with membership advertisements.)
2. **Solicit management support.** Send letter to appropriate federal, state and local agency leadership and CEOs of corporate members to understand the benefits of a Young Professional Program and explore ways of encouraging and sustaining value to their respective organization. Letter to go out by August 2006.
3. **Engage strong regional universities in maritime and coastal engineering:** Invite universities or educational/training centers to join PIANC as honorary members and establish PIANC YP Chapters. Use these groups to encourage De Paepe Willems participation. January 2007
4. **Add YP-focused activities.** Incorporate ice-breakers and meet and greet social activities and innovative seminars geared for YPs at PIANC sponsored conferences and seminars. (Ongoing, but with coordination with PIANC International and other institutional partners.)

**B. Objective:** *Diversify methods of information transfer to ensure that YPs are receiving current information and updates in a timely matter.*

**Actions:**

1. **Identify YP Representatives.** Establish regional and corporate YP representatives responsible for passing information along to YPs in their region/corporation. The use of three YP representatives, structured with the same East, Central and West regional Commissioners, would provide a mechanism to identify and communicate with current and potential YPs. Initial three YP liaisons

will be developed after the survey work is completed. These unofficial appointments will be rotated on a three year cycle.

2. **Develop outreach materials related to the USYP.** Various items include advertising at PIANC sponsored conferences and seminars, maintaining a regular article in the **PIANC USA** quarterly newsletter, titled “YP corner” and developing and managing a USYP website, navigable from U.S. & International websites. Ongoing, first items completed by October 2006.
3. **Maintain active email roster** by subject matter and interests. This may provide one mechanism to support in mentoring activities with other PIANC members, but also in developing ongoing YP peers interested in similar topics. Could be added with corporate members who identify potential YPs to meet “electronically”. Initial roster will be developed by January 2007.
4. **Identify and distribute mailings, technical working group reports, World Congress Symposium literature, etc. to PIANC honorary faculty members of the Strong Regional Universities and at PIANC YP chapters.** Identify relevant research repositories to provide materials and assistance to support ongoing studies on navigation topics. Develop criteria to select both information to disperse and the appropriate universities or learning centers by February 2007.

**C. Objective: *Increase participation in PIANC Working Groups & De Paepe Willems Award with 1/3 of all new working groups with a USYP and with five submissions for the De Paepe Willems Award (PIANC USA) by AGA 2010***

**Actions:**

1. **Establish a Mentoring/Shadowing program.** Develop mentoring/shadowing program related to Working Groups where the U.S. representative of a commission or working group selects a YP for the group. This will not count against the **PIANC USA** count on working groups. Start first membership by August 2006 – ongoing afterwards.
2. **Promote De Paepe Willems to encourage more participation.** This may involve working through other groups, corporate members, or U.S. Community of Practice or Centers of Expertise, and/or universities engaged in maritime and coastal engineering. Ongoing, but related to other partnership opportunities.
3. **Identify opportunities to highlight U.S. De Paepe Willems Award Recipient.** Hold technical session (webinar) with U.S. winner of De Paepe Award, depending on number of submissions could have each submitter present in a series of webinars. Examine potential of this through other partnership groups such as ASCE at strong regional universities, beginning in October 2006.

**D. Objective: *Sponsor attendance for Young Professionals at PIANC sessions***

**Actions:**

1. **Develop contest for gaining event sponsorship.** Separate contest from **PIANC USA Scholarship & De Paepe Award** for sponsorship at **AGA, PIANC USA** meeting and/or World Congress, including moneys to facilitate travel and expenses, with the first such effort in place by February 2007 for the AGA.
2. **Identify eligible YPs for shadowing program.** Shadowing/mentoring program with U.S. commissioners – Commissioners would select YPs to start process, later would be based on some competitive process, such as a paper contest, interview, etc., Initial YP mentoring will begin September 2007, with annual review and selection occurring every September thereafter.
3. **Regional technical sessions & social activities** - Identify opportunities for young professionals to engage in both technical sessions, and in social activities at either related PIANC functions or through regional meetings. The next YP event will be at the AGA/Congress, but should be considered for other related PIANC events once a master calendar is developed.
4. **Encourage** appropriate federal, state and local **agency leadership and CEOs of the corporate members to support work of YP.** These leaders should be encouraged to establish employee recognition and training program budgets to allow attendance of YP at PIANC sessions.

**III. International Relations Goal: The PIANC USA will create a Latin American/Caribbean program that includes the dissemination of information to/from the region and the development of two national sections before the AGA 2010 to enhance and share our technical knowledge on sustainable navigation systems for the U.S. and the World.**

**A. Objective: *Seek out educational activities and technical exchange opportunities that encourage interaction with LA/C community.***

**Actions:**

1. Hold U. S. Section meetings in cities which are near-by to LA/C countries (e.g., Miami, New Orleans, San Juan, Virgin Islands) on a bi-annual basis to encourage Latin American participation. Once a calendar of **PIANC USA** meetings is developed by May 2006, this item will be reconsidered.
2. Represent **PIANC USA**, at the OAS Inter-American Committee on Ports (CIP) meetings (1 to 2 Commissioners and/or Secretariat per meeting). The **PIANC USA**, working with the CIP could identify potential areas of common research items, beginning with jointly developing an environmental conference on Navigation Spring 2007 in Panama.
3. Continue to participate as speakers at the annual Latin American Executive Conference by American Association of Port Authorities. Ongoing, next AAPA Latin American Conference will be in February 2007.
4. Identify related organizations, such as the UN or other international groups that may be interested in specific topics related to PIANC's various commissions. These will be developed with assistance from the heads of the various commissions and tied to PIANC calendar by September 2007.

**B. Objective: *Identify technical, educational, and financial ways to support the development of LA/C navigation systems.***

**Actions:**

1. **Assist Latin American/Caribbean (LA/C) countries in establishing their Country Sections in PIANC.** Work with PIANC International on materials and information necessary to develop a new national section, including related rules and regulations, the formation of meetings, and promotional work within the region. Develop a manual by December 2006.
2. **Develop a relationship with CIP Magazine.** Provide articles to the CIP Magazine; encourage CIP to provide articles to **PIANC USA** newsletter, and



provide mechanism to develop PIANC's technical working groups in the region. Ongoing, first article developed in October 2005, with the next article being published Spring 2006.

3. **Translate technical papers into Spanish.** Working with PIANC International, OAS CIP and AAPA, poll Latin American executives to identify and prioritize which reports should be translated into Spanish and Portuguese. Once identified, the documents will be translated and pricing strategies will be determined for releasing these materials. Develop initial articles by September 2006, with the goal of the first translation occurring by the next AAPA Latin American Conference in 2007.
4. **Provide scholarships for LA/C to attend PIANC USA meetings held in the U.S.** Once a PIANC Calendar is developed, examine funding vehicles to provide scholarships to relevant technical practitioners from Latin America to attend specific meetings. Pending the identification of a source of scholarship funds, the first meeting maybe tied to as yet undetermined meeting in the U.S.

C. **Objective:** *Establish a working level rapport with LA/C navigation community through participating in each others events and committees.*

**Actions:**

1. **Partner w/ other organizations in the LA/C area.** Sponsor seminars/workshops on topics such as dredging, brownfields, greenfields, inland waterways, port development, etc. While the meetings will encourage membership, the meetings will also promote ways to provide additional technical exchanges in the region. Will examine more work based on meetings this summer with AAPA, OAS-CIP and related partners this summer.
2. **Encourage PIANC USA members to become members of the CIP Technical Advisory Groups (TAGs)** (i.e., Port Security, Operations, Navigation Safety, and/or Environmental Protection). Working with the U.S. State Department and the Maritime Administration at the U.S. Department of Transportation, identify technical experts able to serve as members on the U.S. Delegation. Identify names and positions before the next General OAS CIP Meeting.

**IV. Partnering Goal: Build PIANC Name Recognition in the Americas and Effective Partnerships with Relevant Navigation and Industry/Technical Groups by AGA 2010 to promote technical knowledge on navigation systems in both the U.S. and the world.**

- A. Objective: *Organize the joint development of pertinent documents/publications that will be relevant and applicable to the navigation community.***

**Actions:**

1. **Develop a PIANC Condition & Performance (C&P) Report for U.S. Inland Waterways and Coastal Ports.** The report should be fairly broad and cover the technical side of navigation related activities. There are other related reports, such as the American Society of Civil Engineers report, U.S. Department of Transportation, and related publications from the U.S. Army Corps of Engineers, that we may want to consider if a PIANC report is needed and the relevant scope of an ongoing research effort to determine its ability to be accepted by the community and industry. The process will involve selecting a single point-of-contact for C&P Report-associated activities and establishing an *ad hoc* committee to develop a concept document and report outline. The group should work with COPRI and get agreement on a C&P Report outline. A draft report for Congress and the Marine Transportation System National Advisory Committee should be made available pending the development of a final draft by March 2007.
2. **Develop new manual on Navigation Engineering with ASCE's COPRI Task Group, chaired by Dr. William McAnally.** This COPRI effort includes the development of requirements and a curriculum for establishing a new civil engineering specialty of "Navigation Engineering". We should assist with technical information or peer review as requested. Work efforts should include the formation of an *ad hoc* Committee to work with established COPRI subcommittee on new navigation engineering manual and technical paper, draft PIANC sections to manual/technical papers and submit to ASCE, and to co-sponsor workshops and presentations on technical findings for industry. Once done, evaluate program to see if other manuals or technical items should be recommended to PIANC International as points for additional working groups.
3. **Develop template for semiannual review and promotion of involvement of working groups.** With the far-ranging efforts of the various working groups, it is important to publish the status of these reports not only in the PIANC Bulletin but also on the PIANC Website. Develop this with U.S. Commissions to PIANC International, by December 2006.

**B. Objective:** *Increase technical relationship with Marine Board, Transportation Research Board, Western Dredging Association, and related industry groups (technical/professional societies, universities, and government organizations)*

**Actions:**

1. **Identify significant research needs in the marine sector**, starting with Marine Board meeting this summer in San Diego. Develop ongoing assistance with committee on developing research items and information on common areas of interest. This will also include promotion of research findings and related news items, as appropriate. Select a TRB point of Contact for the **PIANC USA** by June 2006.
2. **Identify linkages to Western Dredging Association**, including working with all chapters in the Americas, on identifying common research and areas of technical exchange. This will also include promotion of research findings and related news items, as appropriate. Select a WEDA point of Contact for the **PIANC USA** by June 2006.
3. **Develop research transfer frameworks**. Utilizing the frameworks and partnerships identified above, try to assist in the Working Group product development and activities through additional peer review and support by the **PIANC USA** members at large. Also, determine mechanism to recommend research recommendations to both the **PIANC USA** and related groups for common study. Process should begin this fall after relationships with relevant groups.
4. **Develop framework for developing PIANC review teams**. These teams should be able to jointly travel to a region to discuss the application or investigation of technical issues related to navigation. These may be at the request of either the Chairman or the President of the **PIANC USA**. This item will be further explored over the next few months.
5. **Develop approach to increase visibility of PIANC Working Groups among related professional organizations**. The working groups are the core of the PIANC technical program, and should be a key in promoting coordination with various related groups. This effort would involve not only the **PIANC USA** Commissioners, but the U.S. Representatives on various Commissions, and working group members themselves. Develop a template on coordination, tied to perspective calendars, by December 2006.

**C. Objective:** *In coordination with Regional Vice-presidents, establishes PIANC scholarship (3, one for each region) and student programs at several schools in each national region. (In conjunction with USYP)*

**Actions:**

1. **Determine mechanism to select and award candidates.** The development of list of schools with navigation-related courses and students would be useful, and geographically tied to the three regions. Each regional commissioner will serve as a local point of contact but will be assisted in developing promotional materials and mailings to respective academic programs. The scholarship program should be completed before the next scholarships are awarded.

**D. Objective: *Conduct technical sessions & social activities for all members (By extension, this will also be duplicated for the YP program.)***

**Actions:**

1. **Survey members for topics.** Survey existing members for topics, and work with general membership to see if these topics are relevant for membership at large. Develop email survey, by October 2006, and poll annually every fall.
2. **Qualify to provide Professional Development Hours (PDHs) or Continuing Educational Units (CEUs) for technical sessions.** Most professionals require some certification, etc., to prove professional development. See what requirements are necessary to determine if PIANC meetings, working groups, or participation can earn credits for PIANC members. Approach the ASCE Continuing Ed Group to see what is necessary to qualify for providing CEUs or PDHs. Complete review by February 2007.
3. **Develop Webinars** – Initially, work with ASCE-COPRI but look at mechanism to promote PIANC Related working groups and activities. Some initial topics may include the winners of **PIANC USA & International De Paepe Award**, or the **PIANC USA Scholarship**. These may also be linked to recently completed PIANC Working Groups topics.

**E. Objective: Make organizational recommendations among commissioners and other officials on the composition of the board to promote partnership.**