



# Strategic Plan

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**Table of Contents**

**1.0 INTRODUCTION..... 3**

**2.0 VISION: ..... 3**

**3.0 MISSION: ..... 3**

**4.0 GUIDING PRINCIPLES ..... 4**

**5.0 GOALS AND KEY INTENTS..... 5**

**6.0 STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS (SWOT) ANALYSIS ..... 5**

**7.0 LONG-TERM GOALS/INITIATIVES ..... 7**

**8.0 NEAR-TERM GOALS/INITIATIVES ..... 7**

**9.0 PLANS AND ACTIONS..... 8**

**10.0 PERFORMANCE METRIC ..... 9**

**11.0 CONTRIBUTION ASSESSMENT ..... 9**

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## 1.0 INTRODUCTION

The Buried Asset Management Institute-International (BAMI-I) is an industry leader in advancing the field of asset management for underground infrastructure. This success has been driven by the dedication and contributions of our members, partners, and supporters.

As BAMI-I moves into the future, it has become clear that a more strategic, long-term approach is essential for continuing growth, achieving a self-sustaining status and educating the industry on “Best Practices” for managing our assets. In response, BAMI-I recently established a Strategic Planning Initiative to foster the development of BAMI-I’s Strategic Plan. This plan will provide a comprehensive framework for guiding the organization’s direction, ensuring that we remain responsive to industry needs while advancing our mission.

The Strategic Planning Committee, composed of a diverse cross-section of BAMI-I’s stakeholders, has been tasked with crafting this foundational plan setting the stage for annual reviews and updates to adapt to changing conditions and emerging opportunities. Our aim is to establish a clear and actionable strategy that will drive BAMI-I’s continued growth and success.

## 2.0 VISION:

To be the global leader in buried asset management, empowering infrastructure owners, industry, and researchers to collaborate, apply innovative, science-based practices that:

- Protect public health (Social)
- Optimize asset value (Economic)
- Enhance the environment (Environmental)

## 3.0 MISSION:

BAMI-I’s mission is to serve as a global center of excellence for buried asset management.

While BAMI-I has primarily focused on water and wastewater systems, the principles of asset management are relevant to all types of buried and vertical infrastructure.

BAMI-I will use sound science to evaluate and develop best practices for buried asset management, delivering benefits to ratepayers and stakeholders that will:

- Protect public health
- Maximize asset life-cycle value
- Optimize the use of underground space
- Improve the environment
- Sustain economic development
- Enhance the quality of life

## 4.0 GUIDING PRINCIPLES

### **Excellence in Education and Training**

We deliver high-quality education and professional development to empower asset management practitioners with the skills needed to succeed.

### **Collaboration and Partnership**

We believe in fostering partnerships across geographies, industries, academia, and government to drive innovation and promote shared growth in buried asset management practices.

### **Sustainability and Resilience**

We promote long-term, sustainable infrastructure stewardship that protects communities, environments, and future generations

### **Innovation and Technological Advancement**

We encourage the informed adoption of emerging technologies—such as AI, IoT, GIS, and proven engineering methods—to improve the effectiveness and efficiency of asset management.

### **Leadership and Standardization**

We support the development and alignment of standards, policies, and practices that advance excellence in buried asset management globally.

### **People-Centric Approach**

We cultivate an inclusive, supportive community that recognizes contributions and enables professional growth and collective success.

## Decision-Driven Approach

We view all technologies and engineering methods as tools—not ends.

Our priority is to equip organizations with transparent, data-informed, and value-based decision frameworks that sustain long-term infrastructure performance.

## 5.0 GOALS AND KEY INTENTS

### 1. **Expand Leadership in Asset Management**

*Key Intent:* Establish BAMI-I as the recognized leader in buried asset management by driving the development of asset management standards, best practices, and collaborative projects with all stakeholders.

### 2. **Enhance Educational Offerings and Professional Development**

*Key Intent:* Expand BAMI-I's educational programs by offering new courses, certification programs, and workshops to meet the evolving needs of professionals and entice new interest in the buried asset management industry.

### 3. **Promote Technological Innovation**

*Key Intent:* Foster and accelerate the adoption of emerging technologies, such as AI, IoT, GIS, and predictive analytics, to enhance the efficiency and effectiveness of buried asset management practices.

### 4. **Cultivate a Thriving Asset Management Community**

*Key Intent:* Foster member growth and engagement by providing valuable benefits, including exclusive content, networking opportunities, and professional development resources. Recognize and celebrate members' achievements and contributions to build an active, connected community that values and supports its professionals.

### 5. **Advance Sustainability and Resilience in Infrastructure**

*Key Intent:* Champion sustainable and resilient infrastructure practices that support environmental protection, optimize economic value, and support long-term asset life-cycle management.

## 6.0 STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS (SWOT) ANALYSIS

### Strengths:

#### 1. **Renowned Industry Expertise**

B BAMI-I benefits from a strong network of professional expertise, represented through its Board of Directors, technical committees, and broad membership community. This collective knowledge base—supported by the leadership and industry influence of Dr. Tom Iseley—strengthens BAMI-I's credibility and impact across utilities, academia, consulting firms, and technology partners.

#### 2. **Established Network**

With a broad, global network of professionals across various sectors (water, gas,

electricity, telecommunications, and transportation), BAMI-I has significant potential for collaboration and knowledge sharing.

3. **Commitment to Education**

The organization is focused on education and training, offering comprehensive certification programs, courses, and professional development opportunities that are critical for industry professionals. Current Courses include CTAM, UIS, and UNITRACC.

**Weaknesses:**

1. **Limited Financial Resources**

BAMI-I relies heavily on course revenue, with fluctuating participation leading to financial instability and limited funding for expansion.

2. **Aging Certification Programs**

Some of BAMI-I's certification programs are outdated and do not align with modern industry standards, reducing their appeal to potential participants.

3. **Low Member Engagement**

Despite its broad network, member engagement and renewals have been low, indicating a need for stronger retention strategies and more valuable member benefits.

**Opportunities:**

1. **Expansion to Broader Asset Management and New Sector**

BAMI-I can broaden its focus beyond underground assets to include vertical assets, managerial, and financial aspects of asset management. This would attract a wider audience and enhance the organization's relevance.

There is also an opportunity to expand beyond water and wastewater to include other sectors such as gas, electricity, industrial and telecommunications, thereby broadening BAMI-I's scope and influence to address all needs associated with asset management practices.

2. **Create Unique Content:** Developing and offering unique, high-value content (like exclusive research, cutting-edge insights, or innovative tools) can attract new members, retain existing ones, and increase the organization's influence and impact.

3. **Partnerships and Strategic Collaboration**

Strengthening partnerships is essential to amplifying BAMI-I's impact. Expanding collaboration with utilities, consulting firms, technology providers, universities, industry associations, and regulatory bodies will enhance knowledge exchange, increase participation in BAMI-I programs, and support collective advancement of asset management best practices.

4. **Digital Marketing and Event-Based Strategies:** As part of your expertise, leveraging digital marketing strategies and focusing on event-based initiatives (like webinars, workshops, and conferences) will enhance visibility and engagement.

5. **Leveraging Rising AI Technology**

The new wave of Artificial Intelligence (AI) presents a significant opportunity for BAMI-I. By harnessing this transformative technology, BAMI-I can enhance member capabilities

in predictive maintenance, resource optimization, and data-driven decision-making, positioning the organization at the cutting edge of asset management innovation.

6. **Global Reach:** Through strategic partnerships and alliances, BAMI-I can expand its presence across geographic boundaries, attract new members, diversify approaches and technologies in buried asset management.

#### Threats:

1. **Rising Competition**  
Other organizations offering more up-to-date certifications, education, and business-focused services pose a threat to BAMI-I's market position.
2. **Technological Disruption**  
Rapid advancements in technology could render some of BAMI-I's current methodologies or programs obsolete if they are not updated to reflect industry trends.
3. **Changing Regulatory Environment**  
Shifts in industry regulations and standards could challenge BAMI-I's ability to adapt quickly, particularly if policies or certifications become irrelevant without timely updates.

## 7.0 LONG-TERM GOALS/INITIATIVES

- **Global Leadership in Asset Management**
- **Comprehensive Educational and Research Hub**
- **Sustainability and Technological Innovation Leadership**
- **Influence on Global Infrastructure Policy and Standards**

## 8.0 NEAR-TERM GOALS/INITIATIVES

To turn BAMI-I's strategic objectives into actionable targets within the next two to five years, the following goals and initiatives have been identified:

1. **Achieve financial sustainability** by diversifying revenue streams and targeting a \$500,000 annual operating budget.
2. **Hire 2–3 full-time professional staff** to support the expansion and execution of BAMI-I programs.
3. **Grow membership to 300+ active members**, with meaningful engagement through committees, events, and professional forums.
4. **Enhance and diversify educational programs**, including upgrading CTAM, expanding course offerings to emerging topics, and improving virtual delivery and accessibility.
5. **Increase visibility and credibility among federal, state, and local agencies**, becoming a trusted resource for asset management best practices and resilience-focused initiatives.
6. **Strengthen industry thought leadership and knowledge exchange** by:
  - Publishing case studies, reports, and best practices through the BAMI-I Journal and

website

— Designing and leading the GBAMC to advance dialogue on sustainability and innovation

7. **Expand digital and global engagement**, including stronger online outreach, international collaboration, and cross-sector partnerships.

## 9.0 PLANS AND ACTIONS

The following actions are designed to translate these goals into operational steps. Each action will be executed within a two-year timeframe:

1. **Enhance and Diversify Educational Courses**

Upgrade the CTAM program by updating course materials and developing a virtual instruction platform to improve accessibility and delivery.

Expand BAMI-I's educational offerings to include emerging asset management topics—such as new technologies, sustainability, and data-informed decision-making—while continuously refreshing existing courses to align with evolving industry standards and member needs.

2. **Advance Asset Management Projects**

Utilize asset management projects as a showcase for BAMI-I's expertise, developing it into a model project that demonstrates best practices and innovative approaches to asset management.

3. **Expand Project Offerings with Technology/Product Review Services**

Launch the third-party technology Review Services Program, providing cities and utilities with objective insights into new market technologies to support informed decision-making and establish BAMI-I as a trusted technical reference.

4. **Strengthen Industry Knowledge and Thought Leadership**

Leverage GBAMC, webinars, and workshops to expand knowledge exchange across sectors. Implement a structured publishing process to produce consistent, high-quality case studies, research reports, and best practices, and broaden outreach through the BAMI-I social media, Journal, and website.

5. **Expand Sponsorships and Contributions**

Develop a targeted strategy to attract more sponsorships and contributions from industry partners and stakeholders, increasing financial resources and supporting long-term growth. Utilizing GBAMC as a significant draw for sponsorship opportunities.

6. **Empowering Engagement and Strengthening Committee Leadership**

To boost member engagement and optimize committee management, BAMI-I will establish clear committee roles, recognize contributions, and provide leadership development. Quarterly goal-setting meetings, cross-committee collaboration, and a structured onboarding process will foster active participation, while regular feedback ensures committees remain aligned with member needs and organizational growth.

7. **Implement an Integrated Marketing Strategy**

Implement a comprehensive marketing approach that combines a strong social media

presence, an optimized website, and engaging newsletters to reach and interact with members, industry professionals, and stakeholders.

**8. Government Outreach and Visibility**

Establish connections with federal and local governments by participating in government-funded projects and offering expertise as a trusted resource on asset management best practices and resilience.

**9. Staffing and Capacity Building**

Hire and onboard two to three full-time professional staff to support BAMI-I's growth, ensuring clear role definitions and responsibilities aligned with organizational objectives.

## **10.0 PERFORMANCE METRIC**

To measure progress and success, the following performance metrics will be used:

**1. Progress Toward Goals**

Regularly assess progress toward each goal, ensuring that BAMI-I's initiatives are advancing in line with the timelines established in the strategic plan.

**2. Annual Updates**

Review and update the strategic plan annually, incorporating new insights and adjusting targets as needed to remain aligned with industry trends and organizational growth.

## **11.0 CONTRIBUTION ASSESSMENT**

Both qualitative and quantitative methods will be used to assess BAMI-I's contributions and impact:

**1. Industry Impact**

Evaluate whether BAMI-I's initiatives have led to positive changes in asset management practices, with a specific focus on underground infrastructure.

**2. Visibility in Publications**

Monitor mentions of BAMI-I projects, publications, and activities across journals, conferences, and professional channels to assess visibility and authority in the field.

**3. Community Engagement**

Track participation in courses, committees, webinars, and events to understand member engagement and strengthen the professional community.