

STRATEGIC PLAN INTRO

Our Three-Year Strategic Plan is our dynamic blueprint for advancing the utility construction and excavation industry, as well as our association through December, 2018. It is the product of a membership-wide survey and SWOT analysis, follow by intense study and evaluation by the Board of Directors. Each of the five core strategic goals or objectives below is accompanied by corresponding programs and initiatives necessary to accomplish each goal on time. These core objectives are also prioritized in our annual budget, including staff resources. Our aim is to create a high-performing, customer-driven association that measurably advances the industry and the bottom line of our members. This strategic plan supplements NUCA's continuing member services with our current top priorities.

STRATEGIC GOALS

STRATEGIC PROGRAMS AND INITIATIVES

<p>ADVOCACY</p> <p>NUCA will be recognized as the authoritative voice of the utility construction and excavation industry at the federal and state level.</p>	<ul style="list-style-type: none"> • Expand the scope of federal legislative and regulatory issues that NUCA manages. • Strengthen NUCA's grassroots lobbying program to build name recognition and credibility on Capitol Hill and among federal agencies and to drive legislative and regulatory success. • Increase NUCA/PAC donations and expenditures to improve access to lawmakers, and help elect lawmakers more likely to side with our industry. • Encourage NUCA chapters to build robust advocacy programs within their jurisdictions.
<p>EDUCATION</p> <p>NUCA will provide members with educational resources that are relevant, up-to-date, of high quality, easy to use, accessible, and affordable.</p>	<ul style="list-style-type: none"> • Consolidate education and training content and delivery mechanisms into a comprehensive NUCA University. • Bring educational delivery methods up to date. • Expand educational programs based on member needs and preferences. • Increase public awareness of the value of core utility infrastructure.
<p>MEMBER AND CHAPTER ENGAGEMENT</p> <p>NUCA will build a strong collaborative relationship with members and chapters.</p>	<ul style="list-style-type: none"> • Contact every member, every year. • Update and expand NUCA's chapter affiliation agreement. • Visit every chapter, every year. • Recruit chapter and independent members to serve on NUCA committees. • Jointly develop member service programs in partnership with chapters. • Build a strong Chapter Presidents Council. • Create a "Blue Ribbon" chapter designation that encourages and recognizes exceptional national involvement.



STRATEGIC GOALS

ORGANIZATIONAL GROWTH AND PRODUCTIVITY

NUCA will increase organizational strength and efficiency to generate the resources and processes necessary to bring added value to members.

WORKFORCE DEVELOPMENT

NUCA will attract and develop new entrants to the industry by improving the image of the industry and providing educational opportunities

STRATEGIC PROGRAMS AND INITIATIVES

- Enhance recruitment and retention policies, strategies and tactics to gain real growth in contractor membership, with a stretch goal of 5% real growth in contractor membership in both 2017 and 2018.
- Enhance governance and administration functions to improve the efficiency (quality) and productivity (quantity) of member services.

- Establish a Workforce Development Committee to work on the objective.
- Launch a NUCA-branded, online “one-stop” utility construction and excavation career opportunity center.
- Attend scholastic and industry events, meetings, and trade shows to spread the word about industry career opportunities.
- Work with public and private schools (K through 12), community colleges, apprenticeship programs, and continuing adult education programs to develop and distribute utility construction and excavation curriculum.
- Partner with private and public entities to share workforce development programs.
- Provide industry-focused scholarships for vocational, college undergraduate, and graduate students.