

## 2021 STRATEGIC PLAN OVERVIEW

Our Strategic Plan is a dynamic, living blueprint for advancing the utility construction and excavation industry and our association. It is reviewed annually 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 during the calendar year.

These core objectives are also prioritized in our annual budget, including staff resources. Our aim is to create a high-performing, member-driven association that measurably advances the industry and the profitability of our members. This strategic plan supplements NUCA's ongoing member services with our most urgent priorities.

## 2021 STRATEGIC GOALS

## 2021 STRATEGIC PROGRAMS AND INITIATIVES

### ADVOCACY

NUCA will be recognized as the authoritative voice of the utility construction and excavation at the federal and state level.

- Coordinate federal lobbying with Chapters to drive legislative and regulatory success. Continue to use Muster to track and report ongoing communications.
- Increase and strengthen grassroots lobbying. Expand local members contacts/interactions with federal policymakers by calling members to action on relevant topics.
- Rebuild the Clean Water Council coalition. NUCA will be a key player to rebuild and reinvigorate the CWC to 15 key member organizations.
- Increase NUCA/PAC participation by NUCA members. Triple the PAC participation, with GR and PAC committees leading the effort, and increase recognition and rewards for PAC donors.

### EDUCATION, SAFETY, & TRAINING

NUCA will provide members with educational resources that are relevant, up-to-date, of high quality, easy to use, accessible, and affordable.

- Bring NUCA's education and training offerings into the Digital Age. Use technology to deliver NUCA's education and training resource at a member's convenience, on their schedule.
- Create awareness about existing NUCA education and training resources and plans to modernize delivery of education and training in the future. Communicate with Chapter executive directors regularly regarding availability and use of NUCA's education and training resources.
- Increase member use of NUCA education, safety, and training resources. Accessing digital training platforms and ordering traditional classroom or online training are measures of success.



## 2021 STRATEGIC GOALS

### WORKFORCE DEVELOPMENT

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

### MEMBER & CHAPTER ENGAGEMENT

NUCA will build and maintain a strong collaborative relationship with its Chapters and members, and work together with them to strengthen and grow NUCA membership.

### ORGANIZATIONAL GROWTH & PRODUCTIVITY

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

## 2021 STRATEGIC PROGRAMS AND INITIATIVES

- Develop a relationship with SkillsUSA at the national level. Support SkillsUSA TEChspo by having a NUCA exhibit at the 2021 event, and develop a relationship with Techspo presence in 2022.
  - Create a way to easily share workforce recruitment and development ideas and strategies across chapters and with national office. Collect workforce recruitment and development programs, and success stories, from NUCA Chapters and the industry using an awards program to encourage sharing of ideas.
  - Provide scholarships that reflect and support industry workforce needs. Evaluate and update criteria for two scholarship to include vocation and/or certificate programs. Implement Workforce Development Scholarship Award to Chapters.
  - Create messaging promoting the variety of career paths in the underground utility construction industries. Collect at least four examples of career pathways from members chapters and post them to the NUCA Workforce Development webpages.
- 
- Create and maintain positive relationship with Chapter Executive Directors (ED) and Chapter Presidents. NUCA senior staff will contact Chapter ED and President each month to identify chapter needs, member needs, and discuss membership growth and retention.
  - Create and deliver a consistent message regarding efforts and progress related to NUCA National efforts. Create a “NUCA Update” template and update monthly, and provide every chapter with a “NUCA Update.”
  - Increase member engagement through NUCA National Committee participation. Increase the number of member participants on NUCA committees by aligning national committee with chapter initiatives and needs.
  - Jointly develop and promote member services in partnership with chapters. Identify a NUCA point person and create evaluation framework through which Chapters and members can provide feedback on proposed National member services and also propose Chapter member service program ideas.
- 
- Increase existing chapter membership. Review and enhance recruitment and retention policies, strategies, and tactics to support membership growth.
  - Add new chapters annually. NUCA will charter two new Chapters in 2021, three Chapters in 2022 and 2023.
  - Continually strive to improve working relationship between National office and Chapter Executive Directors. Fully implement Chapter Development Committee to document challenging areas between National and Chapters, and develop a process-based solution/plan to provide resources with service-level agreements.