

National Association of County Engineers Strategic Plan

(Adopted April, 1995, revised April 1998, April 2001 & April 2006)

Background:

The NACE Executive Advisory Committee first initiated a comprehensive strategic planning and goal setting process with input from the membership whereby clear direction is provided for the staff and Board of Directors. The planning process, itself, took place over 12 months and produced a draft product for review and discussion. Input for this exercise was obtained from a comprehensive survey to the voting membership in early 1994. The Board of Directors reviewed the first draft on July 31, 1994 at the 1994 NACo conference in Las Vegas, Nevada. The final plan was approved at the 1995 Davenport, Iowa conference. On July 11, 1997, the Executive Committee conducted a detailed review of this plan and has proposed several modifications. These were approved on April 30, 1998 by the Board of Directors.

In the fall of 2000 NACE prepared and sent to the voting membership a new comprehensive membership survey. Input and feedback from NACE members was vital to the success of this effort to review and revise the strategic plan. The ultimate product in the strategic planning process is not the plan itself but in the actual delivery of useful products and services, the identification of new or the reemphasis of existing programs, and the re focusing of the Association's efforts on issues identified by NACE members as most important to them or their profession. As a result of this survey the strategic plan was further modified and approved in April 2001.

In the fall of 2005 NACE again reviewed the plan and at the NACE 2006 annual conference the Board of Directors approved the latest change. The produced document will be a continuing five-year plan with annual reviews.

Process:

Long range planning or strategic planning is interwoven into the entire process of management. Since there is no such thing as a single planning model, which fits all organizations a comprehensive planning system, must fit the characteristics of the organizations for which it is designed. In establishing a vision for NACE it is important to realize that it must be;

1. Leader initiated
2. Shared and supported by the membership
3. Comprehensive and detailed
4. Positive and inspiring

Established goals and objectives must be:

1. Achievable
2. Measurable
3. Agreed to by all
4. Written with milestones
5. Flexible

Specific stages in the strategic management process are:

1. Identify the mission of the organization.
2. Establish a set of goals and priorities to be achieved.
3. Assess the organization's environment, including those individuals and groups whose support is crucial.
4. Develop a set of measurable objectives for goal attainment.
5. Devise various strategies or action plans for achieving the objectives.
6. Agree on a timetable for implementation.
7. Create an information system to monitor and evaluate progress.

Environment: In assessing the NACE environment the below areas were identified as opportunities or constraints to the accomplishment of our mission or in some cases both.

Opportunities

Membership (talent, experience)

Visibility

State Affiliates

Legislation

NACo Relations

FHWA

Industry (profession)

Other Federal agencies *

Partnering

LTAP (T2 Centers)

* Includes DoA (Forest Service), EPA, FEMA, Army Corps of Engineers, etc.

Constraints

Membership (lack of involvement, limited base)

Financial Stability

State Affiliates

Legislation (urban vs rural)

NACo Relations

FHWA

Other Association Competition

Other federal agencies *

Strengths and Weaknesses:

Strengths

Membership

Staff

Location

Diversity of Interests/Experience

Talent

Organizational Structure

Product Delivery

Weaknesses

Apathy

Lack of Participation

Visibility (lack of)

Financial (travel budget, base)

Time (lack of)

Tools (Services, pubs, videos)

Communications/public relations

Mission Statement:

The mission of the National Association of County Engineers is to promote the use of recognized engineering standards for the design, construction, and maintenance of public works; to promote the spirit of cooperation between local, state and federal agencies; and, by the exchange of ideas, to give all counties, in each state, the advantage of qualified professional engineering services in all phases of public works.

Goals and Objectives: Four goals have been identified along with the below objectives and action/task items.

Goal # 1

Advancing county engineering and management by providing a forum for the exchange of ideas and information aimed at improving service to the public.

Objective A: Provide better services to members.

Action/Task Items:

1. Development of Educational Materials
 - a. Review action and training guides every 5 years and update accordingly (use supplements)
 - b. Research materials for new guides
 - c. Develop and maintain database for NACE training materials. (See Goal #2, Objective D.4.c)
 - d. Use new materials and other guides/manuals developed by others through partnerships with those organizations.
2. Hold annual technical conference (See Goal #2, Objective D.2.c)
 - a. Provide professional development/continuous education units
 - b. Annual review of lessons learned (technical sessions, etc.)
 - c. The host state affiliate should consider partnering with state LTAP or T2 centers or other agencies in the host state to assist with the conference technical program.
 - d. Encourage a balance of conference locations by regions.
3. Encourage/Participation at regional & state conferences
 - a. Organize by region or area with NACE regional Vice President taking lead to facilitate partnerships with FHWA Local Road Coordinators, state LTAP or T2 Centers, NACE state affiliates, and FHWA Division offices and/or FHWA Resource Center technology deployment specialists/engineers.
 - b. NACE officers and regional Vice Presidents should attend state affiliate meetings when invited and outreach to targeted non-affiliate states for visits.
4. Produce timely and informative newsletter and bi-weekly e-newsletter/update.

- a. Mail using first class mail
 - b. Incorporate guest articles (corporate, LTAP, other)
5. Develop NACE as a resource center of information
 - a. Maintain Internet capabilities. Explore methods to expand the NACE web site.
 - b. Establish and maintain a NACE list service for members to exchange information, lessons learned, and best practices.
 6. Improve technology transfer/best practices information
 - a. Use newsletter for NACE member articles
 - b. Program to encourage NACE members to share information such as presentations at conferences.
 - c. Encourage NACE members to interface other organizations for information sharing.
 - d. Publish in NACo County News and other technical publications.

Objective B. Increase participation of membership

Action/Task Items

1. Encourage member participation in regional meetings with potential NACE sponsorship with other agencies and organizations.
2. Establish viable and active committees
3. Promote individual involvement through lessons learned and best practices articles for newsletter, etc.
4. Use members on FHWA/AASHTO SCANS, TRB Panels, and Liaison organizations.

Objective C. Improve the visibility of the National Association of County Engineers

Action/Task Items

1. Exhibiting & booth exchange with industry events (CONEXPO, World of Asphalt, ATSSA, ARTBA, etc.) and NACo.
2. Expand visibility within NACo
 - a. Expand participation at conference, host programs (co host with NACS)
 - b. Frequent articles in County News
 - c. Executive Committee identifies current topics for NACo meetings & encourages NACo Steering Committee membership.

3. Expand visibility within industry
 - a. Write articles or submit news releases for other publications (Better Roads, ARTBA, American City & County, etc).
 - b. Prepare Promotional PowerPoint Presentation on NACE
 - c. Officer and staff use at special conferences.
 - d. Pursue sponsorship opportunities at industry events.

Objective D. Promote and Enhance the Professional Development of County Engineering

Task/Action Item

1. Offer professional development/continuing education through NACE activities (See Goal 1, Objective 2.a.) and partner activities
 - a. technical workshops
 - b. annual conferences
 - c. association with universities/colleges including liaisons and representation on university transportation center advisory boards.
 - o monitor/contact (locally)
2. Support T2 activities (e. g. Road Scholar programs)

Objective E. Promote the professionalism of County engineering

Task/Action Items

1. Promote state qualifications
2. Program to publish articles in publications
3. Programs to increase public exposure nationally, state wide or locally
 - a. Participation in National County Government week
 - b. Participation in National Public Works week (locally)
 - c. Participation in National Engineers Week (locally)
 - d. Participation in National Transportation Week (nationally and locally)
 - e. Participation in “Put the Brakes on Fatalities Day (nationally and locally)”
 - f. Participation in National Workzone Awareness Week (nationally and locally)
 - g. Utilize and update as needed NACE PowerPoint presentation.
4. Promote profession at school career days
5. Make presentations at NACo conferences

6. Make presentations at state and local level events.
7. Develop strategies to make county engineering profession more visible to public and to agencies.

Goal #2

Stimulating the development and growth of individual state organizations of county engineers and county road officials.

Objective A. Retain Existing & Expand Membership(See Goal #2, Objective D.2.a & b.)

Action/Task Items

1. Identify what we do best and provide it.
2. Program to help develop State associations.
 - a. target non members in non 100% state associations
 - b. target states with no state organization & program to form them
 - c. develop incentives package for above as well as affiliate guidelines on dues structure and requirements for membership (i.e. incentives for 100% state affiliate membership).
3. Identify target corporations as sponsors.
4. Encourage states to combine state and NACE dues.
5. Regional Vice Presidents and State Directors should target both new NACE members and newly appointed non-NACE members for introduction, mentoring, conference attendance, and involvement in state affiliate and national programs and issues. This would involve working closely with the state affiliate director or other state affiliate membership personnel.

Objective B: Develop State Affiliates

Action/Task Items

1. Use Technology Transfer T2 Centers
2. Identify key individuals in state as potential leaders & champions.
3. Use State Departments of Transportation
4. Use State Association of Counties/Supervisors

Objective C: Develop Role of Regional Vice Presidents

Action/Task Items

1. Define duties of Vice Presidents
2. Develop relationships with key individuals in each state

3. Act as coordinator for activities

Objective D. Improve administration and operations of NACE to better serve the membership and profession.

Task/Action Items

1. Annual review and update strategic plan. Development of annual action plan.
2. Develop Long Term Financial Strategies
 - a. Individual member retention & growth
 - b. Corporate member retention & growth
 - c. Annual conference (sponsorships and exhibit show profits)
 - d. Grants
 - e. Sales
 - f. Workshops/regional conferences
 - g. Explore funding of functions through advertising (NACE News, website and e-newsletter)
3. Monitor regional boundary designations
4. Committee Needs
 - a. Define roles and responsibilities
 - b. Define areas of need (See Goal #1, Objective A.5.b)
 - c. Develop data base of information and distribute
 - d. Determine optimal organization to best meet needs.
5. Organizational Needs
 - a. Develop a clear organizational chart for NACE
 - b. Maintain a policy book for all officers, the board, and committee chairs (constitution/bylaws, policies, budgets, duties).
 - c. Develop and Maintain a Succession Plan.

Goal # 3

Improving relations and cooperation among county engineers and other agencies.

Objective A. Establish closer and improved state affiliate relations

Task/Action Items:

1. Improve communications
2. Expand bi-weekly update to all that want to receive it.
3. Encourage attendance/participation in annual conference
 - a. Committee assignments
 - b. Activities

- c. Planning new functions.
- 4. Encourage membership in NACE
- 5. Increase NACE participation in State meetings.
- 6. Use regional Vice Presidents and state directors as coordinators.

Objective B. Establish and maintain partnerships which will benefit NACE members

- 1. Explore Potential partnerships with professional associations sharing common interests (e.g. ARTBA, ITE, NCPP) and government organizations (e.g. FEMA, EPA).
- 2. Actively participate in existing partnerships with the FHWA, National LTAP Association, U. S. Forest Service, ATSSA, AASHTO, and HITEC.
- 3. Encourage state affiliates to work closely with other local agency statewide organizations (i.e. cities, townships, etc.) through joint conferences and other training opportunities (i.e. APWA chapters, Town and Township organizations, municipal leagues, state associations of counties, etc.)

Objective C. Develop and Maintain effective communication strategies for NACE

Task/Action Items

- 1. Maintain Communications with Membership
 - a. Bi weekly update to Board and Committee Chairs
 - b. Monthly NACE News
 - c. Maintain direct communication contacts
 - d. Committee reports and publication of them
 - e. Expand e-newsletter for entire membership
- 2. Distribution of and access to:
 - a. Affiliate state newsletters
 - b. State Reports
 - c. Newsletters to non-affiliate state counties.

Objective D. Maintain an effective relationship and communication with federal agencies.

Task/Action Item:

- 1. Improve and expand interactions
 - a. co-sponsor workshops/conferences
 - b. periodic staff contacts
 - c. invitation and participation in NACE annual conf.
 - d. use Local Road Coordinators more effectively
- 2. Identify target federal agencies to maintain & expand relations
 - a. FHWA
 - b. FEMA

- c. EPA
- d. USDA (Forest Service)
- e. US Department of Interior (Bureau of Indian Affairs)
- f. US Fish and Wildlife Service
- g. Others

Goal # 4

Monitor national legislation and Rulemaking affecting County Transportation/Public Works Departments and, through NACo, provide NACE's legislative opinions.

Objective A. Develop and Sustain an effective legislative process.

Task/Action Items:

1. Improve NACo and NACE relations
 - a. Educate all on process and procedures
 - b. Provide/promote NACE as a professional technical/management resource.
2. Develop NACo/NACE information link regarding current issues
 - a. NACE/NACo staff meetings
 - b. NACo Director alerts.
 - c. Expand use of NACE website on NACo web page.
 - d. Establish and maintain a NACE specific legislative agenda with priorities.
3. Explore alignment with organizations that share positions (ARTBA, APWA, ATSSA, etc.)
4. Establish and maintain NACE legislative positions and develop and publish legislative priorities.
5. Continue NACE efforts to comment on national rulemaking.
6. Assist in interpreting and implementing rulemaking affecting county government.