

# GHSA STRATEGIC BUSINESS PLAN

Adopted August 31, 2020



## **Executive Summary**

### **Mission**

Provide leadership and advocacy for the states and territories to improve traffic safety, influence national policy, enhance program management, and promote best practices.

### **Vision**

Lead states and territories in moving towards zero deaths on the nation's roadways through leadership, partnerships, and advocacy.

### **Values**

- **Integrity** by operating in an ethical and professional manner.
- **Respect** by valuing the diversity of our membership.
- **Effectiveness** by promoting evidence-based practices and approaches.
- **Transparency** by valuing open communication between our members, partners, and staff.
- **Trust** by building confidence by doing what is right.
- **Service** by collaborating with our members, partners, advocates, and stakeholders.
- **Innovation** by supporting new ideas and approaches through research and technology advancement.

### **Planning Process**

This planning process began prior to the COVID 19 pandemic and spanned six months from January 2020 through June 2020. Lora Hollingsworth, a long-time board member and SHSO Director from Florida, chaired this committee composed of 10 members (See [Appendix A](#) for complete list). Lori Rutter, President of Adviza Consulting, was the outside consultant who facilitated this process.

This process did not re-evaluate the Mission, Vision, or Values because they were carefully assessed during the last planning process. Instead, the process focused on developing strategic priorities to guide its work during the next three years.

This strategic planning process was conducted in the spirit of “optimistic realism.” After conducting an electronic member survey and facilitated sessions during the March board meeting, the Strategic Planning Committee (SPC) engaged in a thoughtful discussion about whether to persevere or pause its efforts to chart a three-year plan to guide GHSA during uncertain times. The SPC chose to recognize the challenges and forge ahead with the process.

Optimism is reflected in the strategic priorities that we hope will define the future of GHSA. Realism will dictate shifts as GHSA continues to pivot to meet the economic challenges that its membership may face in the next few years.

The strategic planning process consisted of:

- An electronic survey of GHSA's membership
- Individual phone interviews with members of the Executive Board and SPC
- Monthly phone meetings with the SPC
- Regular phone conferences with the SPC chair and ED
- In-person facilitated discussions and exercises during the March board meeting
- Phone interviews with 10 key stakeholders outside of GHSA
- Multiple phone interviews with GHSA senior team members and consultants

GHSA has a history of being nimble and member-focused which was reflected in the survey. The association has grown substantially from 2015-2020 when the last strategic plan was conducted. Over the last five months GHSA has successfully navigated the abrupt changes brought about by the pandemic. GHSA has capitalized on its professional workforce and dedicated volunteer leaders who have embraced innovation enabling the organization to adapt quickly to the changing times. During this pandemic period GHSA has worked closely with Congress and NHTSA to deliver services and value to its members while using remote technology and enacting more flexible reporting requirements.

It is likely that the coming 12-24 months will require additional shifts in how GHSA fulfills its mission. GHSA will remain attentive to the national discussions about highway safety in the context of the shifting political priorities and economic trends that define the needs of the states and territories.

Some of these challenges may offer opportunities to extend and deepen its outreach to its membership by:

- Restructuring and re-aligning GHSA's committees and Board bylaws and policies
- Offering new professional development opportunities for GHSA members
- Cataloguing and tapping the expertise of a broader group of members
- Testing and adopting new technologies to continue networking and education
- Creating imaginative new collaborations with partners and members.

## Strategic Priority 1: Traffic Safety

**Modernize GHSA’s organizational structure to deliver high quality, timely information and member support to SHSOs**

### 1. Goals

- Evolve and improve the staff structure to reflect the association’s changing priorities
- Review and update board bylaws and board committee structure
- Develop an enhanced, user-friendly clearinghouse of promising approaches/templates
- Amplify traffic safety mission and identify opportunities for increased national visibility and engagement in policymaking

### 2. Team

<b>Initiative leads:</b>	<ul style="list-style-type: none"> <li>• Executive Director (ED)</li> <li>• Sr. Director of External Engagement &amp; Special Projects</li> <li>• Communication Director</li> </ul>
<b>Team members:</b>	<ul style="list-style-type: none"> <li>• Committee Chairs</li> </ul>

### 3. Resources Required

<b>Financial and other resource implications:</b>	<ul style="list-style-type: none"> <li>• Staff/intern costs associated with developing and maintaining clearinghouse</li> <li>• Legal costs associated with bylaw modifications</li> </ul>
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### 4. Initiative Work Plan

Goals	Outcomes	Leads
1.1 Evolve and improve staff structure to reflect the association’s changing priorities	<ul style="list-style-type: none"> <li>• Update position descriptions to reflect current GHSA priorities</li> <li>• Hire and onboard new talent to fill vacancies</li> <li>• Develop updated organizational structure for communications and programs departments</li> </ul>	<ul style="list-style-type: none"> <li>• ED</li> </ul>
1.2 Review board bylaws and committee structure	<ul style="list-style-type: none"> <li>• Review board bylaws and codify changes in conjunction with the Bylaws and Policies Committee and the BDTF</li> <li>• Adopt written missions and create a process for developing and disseminating annual goals for each committee in conjunction with GHSA staff goals</li> </ul>	<ul style="list-style-type: none"> <li>• Board Chair</li> <li>• ED</li> <li>• Committee Chairs</li> </ul>

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<p>1.3 Develop an enhanced, user-friendly clearinghouse of promising approaches/templates</p>	<ul style="list-style-type: none"><li>• Identify areas for improvement in the current database (e.g. position descriptions, HSPs, social media/marketing campaigns, etc.)</li><li>• Create incentives for member involvement in populating best practices, sharing templates and expanding GHSA's knowledge database (e.g. contests, raffles for attending annual meeting, additional promotion opportunities)</li></ul>	<ul style="list-style-type: none"><li>• Programs &amp; Member Services Manager</li><li>• Member Services Committee Chair</li></ul>
<p>1.4 Amplify traffic safety mission and identify opportunities for increased national visibility and engagement in policymaking</p>	<ul style="list-style-type: none"><li>• Develop collaborative projects/research/ impact studies that could be co-supported and branded with Partners</li><li>• Compile a comprehensive marketing/media plan that includes using new social media platforms and works in collaboration with or with support from Partners</li><li>• Identify opportunities for GHSA to present at relevant events, such as law enforcement and data sciences conferences</li><li>• Create a larger cadre of GHSA member expert speakers on policy issues with support from GHSA staff</li></ul>	<ul style="list-style-type: none"><li>• Sr. Director of External Engagement &amp; Special Projects</li><li>• Communications Director</li></ul>

## Strategic Priority 2: Federal Relations

Cultivate and strengthen federal relations and member participation in national policy

### 1. Goals

- Create and codify mission, structure, and communication protocols for the Federal Relations Committee
- Increase member engagement in federal relations
- Inventory member expertise/interests and develop educational programs to enhance members' national policy knowledge

### 2. Team

<b>Initiative lead:</b>	Senior Director of Policy & Government Relations
<b>Team members:</b>	<ul style="list-style-type: none"> <li>• Board Chair</li> <li>• FRC Chair</li> <li>• ED</li> <li>• Members of the FRC</li> <li>• State &amp; Federal Programs Consultant</li> </ul>

### 3. Resources Required

<b>Financial and other resource implications:</b>	<ul style="list-style-type: none"> <li>• Cost of conferences</li> <li>• Travel costs for members to participate in meetings</li> <li>• Cost of special events/training</li> </ul>
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### 4. Initiative Work Plan

Goals	Outcomes	Leads
2.1 Create and codify mission, structure, and communication protocols for the FRC	<ul style="list-style-type: none"> <li>• Work with Bylaws and Policies Committee and Executive Board to create a charter for the FRC and codify it in the bylaws</li> <li>• Collaborate with ED and Board Chair to develop and disseminate annual goals</li> </ul>	<ul style="list-style-type: none"> <li>• Sr. Director of Policy &amp; Gov Relations</li> <li>• State &amp; Federal Programs Consultant</li> </ul>
2.2 Increase member engagement in federal relations	<ul style="list-style-type: none"> <li>• Cultivate new leadership and populate FRC with responsive and dedicated members</li> <li>• Establish a process for electing FRC Chair and Vice Chair including a succession plan</li> </ul>	<ul style="list-style-type: none"> <li>• FRC Chair</li> <li>• Board Chair</li> <li>• Sr. Director of Policy &amp; Gov Relations</li> </ul>

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	<ul style="list-style-type: none"><li>• Write new policies and procedures to define membership, responsibilities, meeting schedule &amp; decision making</li><li>• Create protocols to allow senior staff engagement directly with members</li><li>• Assign primary federal relations responsibilities to senior staff rather than ED</li></ul>	<ul style="list-style-type: none"><li>• ED</li></ul>
<p>2.3 Inventory member expertise/interests and develop educational programs to enhance knowledge</p>	<ul style="list-style-type: none"><li>• Survey members to identify interest in increased involvement in federal relations</li><li>• Invite members to DC for meetings with NHTSA or other policymakers</li><li>• Host an annual federal relations webinar at the beginning of each new Congressional session</li></ul>	<ul style="list-style-type: none"><li>• Sr. Director of Policy &amp; Gov Relations</li><li>• FRC Chair</li><li>• State and Federal Programs Consultant</li></ul>

## Strategic Priority 3: Learning and Engagement

Expand learning and engagement opportunities for all members

### 1. Goals

- Offer new/additional professional development training for senior/mid-level executives at SHSOs
- Improve onboarding process and materials for new members and new board members
- Cultivate and engage new and more diverse board members across a range of demographic criteria

### 2. Team

<b>Initiative leads:</b>	<ul style="list-style-type: none"> <li>• Executive Director (ED)</li> <li>• Director of Programs &amp; Member Services</li> </ul>
<b>Team members:</b>	<ul style="list-style-type: none"> <li>• Programs &amp; Member Services Manager</li> <li>• NLELP Program Manager</li> <li>• Workforce Development Committee</li> </ul>

### 3. Resources Required

<b>Financial and other resource implications:</b>	<ul style="list-style-type: none"> <li>• Training on distance learning/instructional design for existing staff</li> <li>• Technological improvements to membership directory and learning platforms (also in Priority 4)</li> </ul>
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### 4. Initiative Work Plan

Goals	Outcomes	Leads
3.1 Offer new/additional professional development training for senior/mid-level executives at SHSOs	<ul style="list-style-type: none"> <li>• Evaluate the quality of the member database and request permission/cooperation from SHSO Directors to expand email information to all mid/senior level employees</li> <li>• Provide email/ mailing to all SHSO employees about their membership in GHSA</li> <li>• Research and implement innovative options for virtual training on new topics</li> <li>• Evaluate the most frequently asked questions and create webinars on-demand about those topics</li> </ul>	<ul style="list-style-type: none"> <li>• Director of Programs &amp; Member Services</li> <li>• Workforce Development Committee</li> </ul>

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<p>3.2 Improve onboarding process and materials for new members and new board members</p>	<ul style="list-style-type: none"> <li>• Consider creating a Welcome/Onboarding Task Force; identify administrative staff to support committee/task force activities</li> <li>• Refresh and expand existing Welcome Packets for new members and new board members; create an expertise inventory as part of new member registration</li> <li>• Host a new member structured networking event at annual meeting (e.g. speed dating)</li> <li>• Host semi-annual orientation for new members to optimize the benefits of their GHSA membership (e.g. web site, committees, trainings, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>• Welcome Task Force</li> <li>• Director of Programs &amp; Member Services</li> </ul>
<p>3.3 Cultivate and engage new and more diverse board members across a range of demographic criteria</p>	<ul style="list-style-type: none"> <li>• Conduct an annual board assessment including questions about skills, expertise, and interests</li> <li>• Re-examine existing board bylaws to consider changes such as term limits, board eligibility, volunteer leadership succession planning</li> <li>• Create a board pipeline and system that represents members from diverse geographies, background, and experiences</li> </ul>	<ul style="list-style-type: none"> <li>• Board Development Task Force</li> <li>• Bylaws and Policies Committee</li> <li>• Executive Committee</li> </ul>

## Strategic Priority 4: Partnerships

**Enhance partnership relationships to improve engagement and increase financial support**

### 1. Goals

- Identify ways to proactively engage partners in new research initiatives and other value propositions
- Develop virtual partner sponsorship opportunities to support training/GHSA events
- Enhance associate membership structure and identify meaningful opportunities to add value and expand partnerships

### 2. Team

<b>Initiative lead:</b>	Senior Director of External Engagement & Special Projects
<b>Team members:</b>	<ul style="list-style-type: none"> <li>• Communications Team</li> <li>• ED</li> <li>• Board of Directors</li> </ul>

### 3. Resources Required

<b>Financial and other resource implications:</b>	<ul style="list-style-type: none"> <li>• Funds for member incentives</li> <li>• Technological improvements to membership directory and learning platforms</li> </ul>
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### 4. Initiative Work Plan

Goals	Outcomes	Lead
4.1 Identify ways to proactively engage partners in new research initiatives and other value propositions	<ul style="list-style-type: none"> <li>• Assure safety mission alignment for all existing and prospective partners through a structured annual review process</li> <li>• Promote partner access to member directory and GHSA resources through training about how to maximize membership benefits</li> <li>• Encourage participation in annual meetings and offer speaking opportunities through personal contact with GHSA staff and board</li> </ul>	<ul style="list-style-type: none"> <li>• Senior Director of External Engagement &amp; Special Projects</li> </ul>

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<p>4.2 Develop virtual partner sponsorship opportunities to support training/GHSA events</p>	<ul style="list-style-type: none"><li>• Identify a small group of people to be part of Partners Advisory Committee that would meet 3x/year</li><li>• Develop innovative ways for partners to be more visible and supportive of virtual educational activities and networking</li><li>• Conduct an annual survey of Partners and Associate Members to gather information about their expertise and interests and identify ways to engage them in a broader range of GHSA activities</li></ul>	<ul style="list-style-type: none"><li>• Senior Director of External Engagement &amp; Special Projects</li></ul>
<p>4.3 Enhance associate membership structure and identify meaningful opportunities to add value and expand partnerships</p>	<ul style="list-style-type: none"><li>• Cultivate a subset of Associate Members through targeted, simple, non-monetary opportunities for collaboration</li><li>• Profile Associate Members via all GHSA communication channels</li><li>• Provide webinar sponsorship and speaking opportunities to Associate Members to increase visibility and thank them for their support</li></ul>	<ul style="list-style-type: none"><li>• Senior Director of External Engagement &amp; Special Projects</li></ul>

## **Appendix A**

### **Strategic Planning Committee**

Lora Hollingsworth, Chair, Florida

Amy Davey, Nevada

Lisa Freeman, Louisiana

Michael Prince, Michigan

Barbara Rooney, California

Shannon Ryder, Minnesota

Carrie Silcox, Utah

John Tomlinson, Idaho

### **GHSA Staff**

Jonathan Adkins, Executive Director

Kara Macek, Consultant

Lori Rutter, Facilitator, Adviza Consulting