



**GHSA STRATEGIC
BUSINESS PLAN
FOR 2023-2026**

Revised July 5, 2023
Adopted August 13, 2023





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 strategic business planning process began at the GHSA Board meeting in December 2022 and spanned six months through June 2023. Thomas Glass, an experienced GHSA Board member and Highway Admin Program Manager 1 at Pennsylvania Department of Transportation (PennDOT), chaired the Strategic Planning Committee (SPC). Lori Rutter, President of Adviza Consulting, served as the outside consultant and facilitator. Other members of the SPC Committee included:

- Jonathan Adkins, Chief Executive Officer, GHSA
- Katie Bower, Director, Office of Highway Safety Planning, Michigan State Police
- Amy Davey, Director, Nevada Office of Traffic Safety
- Adam Gabany, Safety Programs Implementation Manager, Illinois Department of Transportation
- Russ Martin, Senior Director of Policy and Government Relations, GHSA staff liaison
- Vanessa Waldron, Highway Safety Program Representative, New York State Governor's Traffic Safety Committee

At the outset of this process, the GHSA Board and senior management decided this planning process would focus on developing a concise set of strategic priorities to guide GHSA's work over the next three years. This process did not assess GHSA's Mission, Vision, or Values as the leadership agreed the current version still reflects how GHSA operates.

The strategic business planning process consisted of:

- An in-person facilitated session during the December 2022 Board meeting.
- An electronic survey of the entire membership, yielding a 77% response rate.
- Individual phone interviews with members of the Executive Board and SPC.
- Zoom meetings with the SPC every 3-4 weeks.
- A series of phone calls with the SPC chair and Executive Director.
- Phone interviews with key GHSA stakeholders and partners.
- Presentations and member input at the March and June 2023 Board meetings.
- Phone interviews and e-mail correspondence with GHSA senior management team.

GHSA remains committed to its member-focused work and received substantial praise about this from members and partners. After more than two years of navigating the COVID pandemic, GHSA has emerged as an even stronger advocate for traffic safety by accomplishing many of the goals outlined in our last strategic plan that include:

- Hired and trained a diverse and seasoned professional team.
- Improved our financial reporting and transparency.
- Adopted new technology to deliver education and networking opportunities for members and partners.
- Updated and honed our programming content and research priorities to reflect the most salient issues in traffic safety.
- Managed our relationship with NHTSA during the pandemic to provide flexibility and assistance to SHSOs.
- Successfully advocated for GHSA priorities in the most recent federal transportation reauthorization and rulemaking process.
- Expanded our educational offerings to include a broader swath of members and provided new professional development modules for emerging highway safety leaders.
- Increased GHSA and member engagement with external partners.
- Revised GHSA bylaws to be more inclusive and reflect current operations; established a Governance Committee to assure smooth Board operations and adherence to new policies and procedures.

With these accomplishments, GHSA is well-positioned to have an even greater impact in the next three years by enhancing its training, research and advocacy on behalf of all its dedicated State Highway Safety Office and Associate Members.

Strategic Priority 1: Member Services & Organizational Sustainability

Goal: Invest in people and systems to ensure that GHSA can support SHSOs to have a positive impact on traffic safety and policy.

Objectives		
	Tasks and Tactics	Leads
<p>1.1 Conduct an in-house evaluation to ensure that GHSA is equipped to support its members now and in the future.</p>	<ul style="list-style-type: none"> • Create succession plans for key professional staff. • Ensure the current structure allows GHSA to cultivate/support additional partners to deliver more value to SHSOs. • Determine how best GHSA might leverage its professional expertise and impact with additional administrative support. • Consider GHSA's balance of in-house and outsourced talent. 	<ul style="list-style-type: none"> • CEO
<p>1.2 Create a long-term plan for GHSA Member Services, including CSI and training for executives and emerging leaders, to meet member needs.</p>	<ul style="list-style-type: none"> • Create a long-term plan and schedule for GHSA member training. • Evaluate regulatory resources on GHSA website, remove outdated materials and make other necessary updates. • Expand the cadre of CSI consultants to include professionals with an array of highway safety expertise. 	<ul style="list-style-type: none"> • CEO • Sr. Dr. of Ext. Engagement • Sr. Dr. of Policy and GR • Member Services and Development Committee Co-Chairs
<p>1.3 Implement policies and procedures with attention to sustainability and inclusion.</p>	<ul style="list-style-type: none"> • Conduct annual financial risk analysis to assess diversity of funding sources. • Set targets for organizational health and the percentage of GHSA revenue derived from dues. • Expand efforts to recruit, develop and retain a diverse professional team at GHSA. 	<ul style="list-style-type: none"> • CEO • CFO

Strategic Priority 2: Federal Relations

Goal: Enhance education, networking and advocacy to improve relations with NHTSA and advance policy goals in Congress.

Objectives		
	Tasks and Tactics	Leads
<p>2.1 Create learning opportunities for new members to better understand NHTSA compliance, FRC's goals and GHSA's role in public policy.</p>	<ul style="list-style-type: none"> • Host an annual Federal Relations webinar at the beginning of each Congress explaining how the policy cycle works and how members can get involved and stay informed. • Conduct individual outreach to new and underrepresented members to share GHSA resources and opportunities for engagement. • Host 1 - 2 virtual networking/training opportunities per year to share best practices on regulatory compliance, featuring experienced SHSO leaders and tips on NHTSA diplomacy. 	<ul style="list-style-type: none"> • Sr. Dr. of Policy and Gov't Relations • Federal Relations Committee Chair
<p>2.2 Position GHSA to advocate for the states during the next federal transportation reauthorization.</p>	<ul style="list-style-type: none"> • Gather feedback from the membership on association reauthorization priorities. • Strengthen relationships in Congress and with national partners to set the stage for federal legislative advocacy. 	<ul style="list-style-type: none"> • Sr. Dr. of Policy and Gov't Relations • Federal Relations Committee Chair

Strategic Priority 3: Member Engagement & Participation

GOAL: Diversify and expand opportunities for deeper and broader member education and engagement.

Objectives		
	Tasks and Tactics	Leads
3.1 Cultivate and grow GHSA's emerging leaders list.	<ul style="list-style-type: none"> • Create opportunities to engage GHSA's emerging leaders in association activities. 	<ul style="list-style-type: none"> • Sr. Dr. of Ext. Engagement
3.2 Leverage the Equity and Engagement Committee and Governance Committee to promote engagement and diversity.	<ul style="list-style-type: none"> • Engage new and more diverse board members with attention to geography, gender, seniority, and underrepresented groups. • Set targets for bringing new members onto the Executive Board and committees. 	<ul style="list-style-type: none"> • CEO • GHSA Exec. Board Chair • All Committee Chairs
3.3 Leverage GHSA governance and procedures to promote member engagement.	<ul style="list-style-type: none"> • Develop and communicate a transparent, written policy for member benefits/dues and a fair and reasonable formula for annual dues increases. • Proactively publicize Executive Board committee involvement, Board roles and other engagement opportunities widely to include emerging leaders and the entire SHSO membership. • Adopt a regular three-year schedule to review and update GHSA's Bylaws and Policies and Priorities and create additional mechanisms for member input. 	<ul style="list-style-type: none"> • GHSA Exec. Board • CEO • CFO • Sr. Dr. of Policy and Gov't Relations • Governance Committee Chair

Strategic Priority 4: Partnership Management

GOAL: Evaluate and refresh partnership programs to address members' evolving needs.

Objectives		
	Tasks and Tactics	Leads
<p>4.1 Create a long-term strategy for national thought leadership through GHSA publications/ programs and funding/co-branding partnerships.</p>	<ul style="list-style-type: none"> Identify and cultivate partners interested in funding projects on equity, community engagement and public participation in highway safety planning (pilot and expand as needed by members). Identify and pursue longer term research interests with well-resourced partners to ensure funding is responsive to GHSA member interests. 	<ul style="list-style-type: none"> CEO Sr. Dr. of Ext. Engagement
<p>4.2 Create a triennial practice of regularly assessing GHSA partners' needs and interests</p>	<ul style="list-style-type: none"> Reevaluate Partnership Program to ensure alignment with mission and values; review and publicize membership categories, vetting and approval process, and sponsorship strategy. Create and publicize a transparent and fair process for ensuring partner benefits match sponsorship levels/needs/interests of members. Continue to identify opportunities that benefit both members and partners. Enhance networking opportunities to facilitate member/partner engagement. 	<ul style="list-style-type: none"> GHSA Exec. Board CEO Sr. Dr. of Ext. Engagement
<p>4.3 Grow GHSA's partnership program commensurate with GHSA member interest.</p>	<ul style="list-style-type: none"> Set annual goals for number of new partners and sponsorship revenue. Create targets for expanding existing partnerships. Develop a structured partnership management program to accommodate growth and staff changes. Cultivate multi-year partner agreements and payment schedules. 	<ul style="list-style-type: none"> GHSA Exec. Board CEO Sr. Dr. of Ext. Engagement CFO