



STRATEGIC PLAN: January 1, 2026 – December 31, 2028

VISION STATEMENT

The National Utility Contractors Association of Nebraska will be the leading trade association and voice for the utility construction and excavation industry in Nebraska, serving as the driving force for improving conditions in the underground utility construction industry, for both open-cut and trenchless contractors.

MISSION STATEMENT

The mission of the National Utility Contractors Association of Nebraska is to help improve public perception of the utility construction and excavation industry in Nebraska; and to help improve the operational proficiency and financial performance of member companies through training, education, information, advocacy, networking opportunities and support.

FOCUS AREA 1: ADVOCACY

ISSUE: An organized, cohesive effort will be developed and maintained by the National Utility Contractors Association of Nebraska and its members to advocate for clean and safe drinking water; efficient and effective wastewater systems; and other infrastructure that allows citizens to travel safely on bridges, roads and other transportation systems; and to ensure that regulations promote safety and compliance standards without undue burden on utility contractors and excavators.

GOALS:

1. Educate members on how to be effective advocates and increase member participation in grassroots advocacy through effective relationship building with state senators to help successfully pass legislation impacting our members' businesses and the underground utility construction industry.
2. Set public policy and determine advocacy priority issues for the association.
3. Enhance and leverage relationships and partnerships with stakeholders (e.g. federal and state lawmakers; regulators such as OSHA; Six Regions One Nebraska; and coalitions or groups that help advance the mission and goals of NUCA of Nebraska).
4. Work with state officials to request federal funding for underground infrastructure projects.
5. Increase members' participation in meetings with Nebraska's Congressional delegation to advocate for passage of federal legislation that supports infrastructure funding, address labor shortages, reduce overregulation, and address other issues impacting our members' businesses and the underground utility construction industry.
6. Increase the number of member companies contributing to the NUCA of Nebraska Political Action Committee (PAC) annually.

INDICATORS OF SUCCESS:

1. Laws and regulations will be modified to enhance use and compliance with the One Call Notification system; to increase funding for infrastructure; and to expand workforce development opportunities.
2. Member participation in NUCA of Nebraska's Legislative Networking Reception and grassroots advocacy efforts will increase by 20% by December 31, 2028.
3. Positive ongoing collaborative relationships with at least two organizations/individuals that share interest and have impact on the underground utility construction industry will be established (e.g. Associated General Contractors, the Nebraska Land Improvement Contractors Association (LICA), the American Council of Engineering Companies (ACEC), the Nebraska League of Municipalities and the Nebraska One Call Board in order to advocate and work together to expand the labor force in the construction industry.
4. Grow NUCA of Nebraska Political Action Committee (PAC) contributions to annual goal of \$1,000 per contractor member company.

ADVOCACY PROJECT TASKS:

Industry & Government Relations Committee

- Plan an annual webinar to educate members about the importance of advocacy and the legislative process, prepare them for conversations with their state senators during the Legislative Networking Reception, and inform them about legislative issues including NUCA of Nebraska's position on priority bills.
- Plan and host job site visits and/or tours with Nebraska's Congressional delegation, state senators and local lawmakers and officials in Omaha, Lincoln, Northeast Nebraska, Central Nebraska and/or Western Nebraska.
- Develop key messaging and talking points for engaging with state senators on various advocacy-related issues.
- Recruit members to participate in NUCA's Washington Summit and meet with Nebraska's Congressional delegation to educate them about federal issues.
- Provide continuing education for members on how to report One Call violations to the Fire Marshal's office to support advocacy efforts.
- Participate in the Nebraska League of Municipalities and City Administrators conferences.

One Call Committee

- Represent contractors' interests and perspectives through participation in state One Call Board meetings.
- Advocate with state senators, the Fire Marshal's office and other key stakeholders on various issues impacting One Call law enforcement and enhancement.
- Provide continuing education for members on how to report One Call violations to support advocacy efforts.

Political Action Committee

- Develop and plan fundraising campaigns and/or events to increase the number of members contributing to the NUCA of Nebraska Political Action Committee (PAC).
- Ask members to contribute to the NUCA of Nebraska PAC.
- Meet to authorize PAC contributions for state legislative candidates; assess members' PAC support; plan candidate fundraisers; and develop additional fundraising strategies as needed.

FOCUS AREA 2: PROFESSIONAL DEVELOPMENT/CONTINUING EDUCATION/NETWORKING

ISSUE: Offer a variety of professional development and networking events for members and prospective members to help them expand their knowledge, learn new skills and practices, and share information and resources.

GOALS:

1. NUCA of Nebraska members will have access to affordable education opportunities in a variety of formats and time frames throughout the year.
2. Plan and offer professional development events to meet the needs of members and prospective members, including: classes focused on safety, regulatory and/or compliance topics; classes focused on administrative operations topics; Annual Conference with Projects Preview; Trench Safety Stand Down Training Event; Golf Tournament; Clay Shoot Challenge; Young Professional Leaders Group Social Events; and Student Chapter Events.
3. Support the NUCA of Nebraska Young Professional Leaders Group with accomplishing their goals:
 - Connect with younger people working in the underground utility construction industry in Nebraska, and with UNO and UNL students in the construction programs.
 - Build a network of young professionals.
 - Be present on college campuses, mentor students and connect with students through events, jobsite visits and other opportunities.
 - Plan social events and emphasize the connections.

INDICATORS OF SUCCESS:

1. Contractor member attendance at the Annual Conference will increase by 10% by December 31, 2028.
2. Member participation in NUCA of Nebraska education and training events will increase by 5% by December 31, 2028.

PROFESSIONAL DEVELOPMENT/CONTINUING EDUCATION/NETWORKING PROJECT TASKS:

Annual Conference Committee: Past President is Chair; Board is the members

- Plan and oversee aspects of the Annual Conference including activities that promote camaraderie and networking for members.
- Plan and host a silent auction to raise money for the NUCA of Nebraska PAC, Scholarship Fund, Benevolence Fund or other related association membership programs and services.

Administrative and Field Operations Committee

- Plan and offer professional development events to meet the needs of members and prospective members, including: classes focused on safety, regulatory and/or compliance and administrative operations topics including annual Trench Safety Stand Down Training Event.

Golf Tournament

- Plan and offer Annual Golf Tournament to provide camaraderie and networking opportunities for members.
- Plan at least one fundraising related activity to benefit the NUCA of Nebraska Scholarship Fund.

Clay Shoot

- Plan and offer Annual Clay Shoot to provide camaraderie and networking opportunities for members.
- Plan at least one fundraising related activity to benefit the NUCA of Nebraska Scholarship Fund.

Young Professional Leaders Group

- Plan and host social events to promote networking.
- Plan and host events to engage with construction management students and promote the underground utility construction industry.

FOCUS AREA 3: WORKFORCE DEVELOPMENT

ISSUE: NUCA of Nebraska member companies are experiencing shortages in the number of qualified employees to do the contract work that needs to be completed, which delays replacement of failing bridges, highways, water mains and other infrastructure.

GOALS:

1. NUCA of Nebraska members will expand engagement with Nebraska high school and middle school students interested in career paths in the construction industry.

2. Connect NUCA of Nebraska members with programs and resources in Nebraska that offer training for individuals to acquire skills and preparation to become employed at NUCA of Nebraska member companies, including workforce re-entry and veteran programs.
3. Offer NUCA of Nebraska scholarships for children of members who are graduating high school seniors as well as students enrolled in Central Community College's Heavy Equipment Operator Technician Program.
4. Plan and host an annual Career Day event for high school students and Dozer Day event for kids.

INDICATORS OF SUCCESS:

1. An increasing number of middle school and high school students will participate in post-secondary education or training related to the utility construction industry.
2. NUCA of Nebraska members will experience an increase in the number of employees that are trained and/or prepared to enter the workforce and excel in their jobs.

WORKFORCE DEVELOPMENT PROJECT TASKS:

- Oversee member participation in Construction Career Days and other events that connect middle school and high school students with NUCA of Nebraska members.
- Select the Central Community College Heavy Equipment Operator Technician Program scholarship recipients.
- Meet with community partners, schools, community colleges, the Nebraska Department of Education, the Nebraska Department of Labor and/or other entities to connect members with opportunities to engage with students and adults interested in career paths in the underground utility construction industry.

Career Day Committee

- Develop hands-on stations and activities for students.
- Invite schools to participate.
- Secure sponsors and station volunteers.

Dozer Day Committee

- Plan and oversee annual Dozer Day event.
- Set sponsorship, in-kind donations and volunteer goals to help ensure successful event.

FOCUS AREA 4: MEMBERSHIP GROWTH AND ENGAGEMENT

ISSUE: As a growing, vibrant organization that embraces and adapts to the changing needs of its members, NUCA of Nebraska will experience membership growth and engage members who are connected and involved in advancing the association’s vision and mission and experience enhanced value and support.

GOALS:

1. Increase membership by 10% by December 31, 2028.
2. Retain 90% of the membership on an annual basis.
3. Create and maintain a diverse and growing membership that recognizes NUCA of Nebraska as its primary resource for advocacy, education, tools and information.
4. Explore development of new membership benefits and services that provide value for members.

INDICATORS OF SUCCESS:

1. At least 75% of NUCA of Nebraska member companies will be engaged by attending events, serving on committees, being involved in advocacy, or in another manner.
2. A majority of underground utility contracting companies in Nebraska will be aware of the benefits, services and support that NUCA of Nebraska offers to them.

MEMBERSHIP GROWTH AND RETENTION PROJECT TASKS:

Membership Ambassadors

1. Reach out to prospective members to discuss benefits and invite them to upcoming NUCA of Nebraska events as one-time guests of members.
2. Reach out to members that haven’t participated in association events and extend invitations to participate and gather feedback on ways to enhance services and support for them.
3. Host membership drives focused on recruiting NUCA of Nebraska’s Most Wanted members.
4. Develop membership marketing strategies for recruiting engineering firms.
5. Explore offering new membership benefits and services that provide value for members.

FOCUS AREA 5: FINANCIAL HEALTH

ISSUE: Increased revenue and being good stewards of NUCA of Nebraska’s resources results in an association that is able to meet and exceed its members’ expectations through delivery of value-

added programs and services and remains viable for years to come.

GOALS:

1. Secure minimum of \$75,000 in annual Industry Partner support to help cover event sponsorships.
2. Identify measures to increase revenue for NUCA of Nebraska, in order to provide member services and support and achieve the association's vision and mission.

INDICATORS OF SUCCESS:

1. Retention of member support through sponsorships, advertisements and/or exhibits at association events and/or through the Membership Directory will be at 90% annually.

FINANCIAL HEALTH PROJECT TASKS

- The board and respective event committees will reach out and invite members to take advantage of Industry Partnerships.