



LONG-RANGE STRATEGIC PLAN: January 1, 2020 – December 31, 2022

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. Increase member awareness of Nebraska's legislative process.
2. Increase member participation in grassroots advocacy.
3. Set public policy and determine advocacy priority issues for the association.
4. Enhance relationships with stakeholders (e.g. federal and state lawmakers; regulators such as OSHA; and coalitions or groups that help advance the mission and goals of NUCA of Nebraska).

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.
Status: The One Call Committee is working with the legislature to recommend changes to improve oversight and enforcement of the laws and fix the problems with the system.
2. Member participation in NUCA of Nebraska's Legislative Day and grassroots advocacy efforts will increase by 20% by December 31, 2022.

3. Positive ongoing collaborative relationships with at least two organizations/individuals that share interest and have impact on the 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) of Nebraska and the One Call Board in order to advocate and work together to expand the labor force in the construction industry.

STRATEGIES:

1. The **NUCA of Nebraska lobbyist and staff** will inform members about state regulatory and legislative issues and calls to action as needs arise through email, *Inside Scoop* and social media. Sample letters, templates, or links to pre-crafted advocacy letters will be provided.
2. The **NUCA of Nebraska lobbyist, Industry & Government Relations Committee and staff** will provide a webinar to educate members about the importance of advocacy and the legislative process, prepare them for conversations with their state senators during Legislative Day, and inform them about legislative issues including NUCA of Nebraska's position on priority bills.
3. **NUCA of Nebraska** members who are attending Legislative Day will contact their senators and ask them to attend the reception. They will also call the Transportation and Telecommunications Committee members and the Business and Labor Committee members.
4. Offer a Virtual Lobby Day to engage members through social media, email, phone calls and letters to their state lawmakers.
5. The **board and staff** will continue to work closely with the Nebraska Construction Industry Council to address advocacy opportunities to promote the construction industry.
6. **Members** will host job site visits and/or tours with Nebraska's Congressional delegation and their state senators to educate them about infrastructure projects, the economic benefits to our state, and the need for enhancement of infrastructure.
7. **Members** will participate in NUCA's Washington Summit and meet with Nebraska's Congressional delegation to educate them.
8. **The NUCA of Nebraska One Call Committee** will continue to educate members on how to report One Call violations.
9. Continue to focus on building a strong relationship with the Common Ground Alliance. Encourage member participation in the Common Ground Alliance regional meetings.
10. Present an award to a Nebraska state senator who shows support for NUCA of Nebraska at the Annual Conference.

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; Golf Tournament; and Clay Shoot Challenge.

INDICATORS OF SUCCESS:

1. Contractor member attendance at the Annual Conference will increase by 10% by December 31, 2022.
2. Participation in NUCA of Nebraska classes will increase by 5% by December 31, 2022.

STRATEGIES:

1. The **Annual Conference Committee and Field/Administrative Operations Committee** will review educational needs identified in the membership satisfaction and needs survey and evaluations from association events and plan 1-2 annual classes related to these topics.
2. **The Membership Committee** will expand the number of associate members who serve, will invite prospective members to attend association events and will introduce them to fellow members.
3. **The Membership Committee** will reach out to members that haven't participated in association events within the past year and extend invitations to participate and gather feedback on ways to enhance services and support for them.
4. Develop and conduct a membership drive with recruiting tools and incentives.

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 contact with Nebraska high school students enrolled in trade classes.
2. Contractor member company participation in Nebraska Construction Career Days will increase annually, in order to connect with more high school students enrolled in trade classes.
3. Expand programs in Nebraska that offer training for individuals to acquire skills and preparation to become employed at NUCA of Nebraska member companies.
4. Offer NUCA of Nebraska scholarships for students enrolled in Central Community College's Heavy Equipment Operator Program.
5. Explore expanding workforce development activities such as a Dozer Day event.

INDICATORS OF SUCCESS:

1. An increasing number of 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.

STRATEGIES:

1. **NUCA of Nebraska members** will deliver the Prezi annually to students enrolled in trade classes at Nebraska high schools.
2. **NUCA of Nebraska member** involvement in Nebraska Construction Career Days will increase annually.
3. The **NUCA of Nebraska Workforce Task Group** will meet with Nebraska community colleges, the Nebraska Department of Education, the Nebraska Department of Labor and/or other entities to explore curriculum development and program offerings.
4. The **NUCA of Nebraska Workforce Task Group** will explore further expansion of programs related to the underground utility construction by contacting 2-3 Nebraska high schools to discuss future opportunities.

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, 2022.
2. Retain 95% 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.

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.

STRATEGIES:

1. The **Membership Committee** will reach out to prospective members to discuss benefits and will invite them to upcoming NUCA of Nebraska events.
2. The **Membership Committee** will explore offering new membership benefits. Ideas: 1) Host a construction expo where contractors can demo new equipment. 2) Offer NUCA of Nebraska members a discounted rate for attending classes that other companies and organizations are hosting. 3) Offer discounts on products and services that members use on a daily basis.
3. Create a mentor / buddy program where a member is assigned to invite a new member to events; remind them about NUCA benefits; introduce them to fellow members, etc.
4. Consider hosting an event in out-state Nebraska and invite prospective 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 \$50,000 in annual sponsorship support.
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. Vendor support through sponsorships, advertisements and/or exhibits at association events and/or through the Membership Directory will increase 10% by December 31, 2022.

STRATEGIES:

1. The **board, Annual Conference Committee, Golf Committee and Clay Shoot Committee** will reach out and invite vendors to take advantage of sponsorship packages.