



The GHSA Strategic Plan

Adopted September 2010 for the period 2010-2015

VISION

Through GHSA leadership, partnerships and advocacy, States and Territories move toward zero deaths on the nation's roadways.

MISSION

GHSA provides leadership and advocacy for the States and Territories to improve traffic safety, influence national policy, enhance program management and promote best practices.

GOALS

- I. Promote traffic safety as a national priority**
- II. Expand and deliver member support services**
- III. Develop new and strengthen existing partnerships**
- IV. Ensure sufficient resources to support association services and priorities**

CORE VALUES

- 1. Operates in an ethical, professional and transparent manner.**
- 2. Promotes evidence-based practices and approaches.**
- 3. Respects the diversity of our members.**
- 4. Values open communication between our members, partners and staff.**
- 5. Builds trust and confidence by committing to do what is right.**
- 6. Collaborates with our members, partners, advocates and stakeholders.**

STRATEGIES & ACTIVITIES

GOAL I: Promote traffic safety as a national priority

STRATEGY	ACTIVITY
A. Influence decision-makers on national highway safety policy and program priorities	<ol style="list-style-type: none"> 1. Monitor and respond to regulations and rule-making. 2. Educate members on legislative and regulatory developments. 3. Actively engage legislative staff and provide testimony at hearings and debates. 4. Identify and leverage membership expertise to advance association priorities.
B. Collaborate with partners and stakeholders to push traffic safety to the forefront	<ol style="list-style-type: none"> 1. Identify, solicit and maintain partnerships to advance association priorities. 2. Actively participate on committees and task forces to promote association priorities.
C. Educate key audiences on the importance of traffic safety	<ol style="list-style-type: none"> 1. Develop an annual tactical communication plan to convey key association messages. 2. Identify key audiences and develop targeted messages. 3. Provide members current information on emerging issues for state/territorial activities.
D. Encourage the media to make coverage of traffic safety a priority	<ol style="list-style-type: none"> 1. Develop and maintain relationships with traditional and non-traditional media outlets and contacts. 2. Develop targeted messages to educate and influence. 3. Actively engage the media through timely response and information sharing.

GOAL II: Expand and deliver member support services

STRATEGY	ACTIVITY
A. Assess membership needs	<ol style="list-style-type: none"> 1. Conduct a periodic membership survey. 2. Solicit feedback on GHSA activities.
B. Deliver programs for mentoring new State and Territorial members	<ol style="list-style-type: none"> 1. Conduct orientation training during the annual meeting. 2. Offer the Executive Seminar on Program Management. 3. Ensure that new members are aware of available resources on the GHSA website. 4. Create a process for regional representatives and GHSA staff to provide assistance to new members.
C. Provide information and networking opportunities to promote best practices	<ol style="list-style-type: none"> 1. Utilize the annual meeting to showcase best practices. 2. Solicit member best practices for the GHSA newsletter and website. 3. Encourage regional meetings to share ideas and best practices. 4. Make use of technology for member networking and information sharing. 5. Increase opportunities for discussion and information sharing among members.

D. Build states' and territories' capacity for effective program-delivery	<ol style="list-style-type: none">1. Monitor implementation of NHTSA management and special management reviews and work with NHTSA to revise as necessary.2. Promote program resources on the GHSA website.3. Function as a clearinghouse for all members to insure consistent and uniform application of federal policy.4. Provide advocacy training to SHSOs to shape state and local policy.5. Offer professional development opportunities.6. Develop and implement training on strategic planning for highway safety programs.7. Develop and implement a peer assistance program
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GOAL III: Develop new and strengthen existing partnerships

STRATEGY	ACTIVITY
<p>A. Partner with traditional and non-traditional agencies and organizations</p>	<ol style="list-style-type: none"> 1. Identify agencies and organizations and determine the appropriate relationship. 2. Contact agencies and organizations and identify issues of mutual interest. 3. Promote GHSA's mission, goals, and policies with other agencies and organizations. 4. Participate in partners' meetings, conferences and other events. 5. Invite partners to meet with the Executive Board and participate in the annual meeting to enhance exchange of information. 6. Acknowledge partners' participation, cooperation, and support of GHSA.
<p>B. Review, evaluate and prioritize organizational partnerships on a continuing basis</p>	<ol style="list-style-type: none"> 1. Annually review and update the list of organizational partners. 2. As appropriate, assign a liaison to partner organizations.

GOAL IV. Ensure sufficient resources to support association services and priorities

STRATEGY	ACTIVITY
A. Expand non-dues revenue	<ol style="list-style-type: none"> 1. Seek additional grant/contract opportunities 2. Develop tiered sponsorship program
B. Recruit and retain Associate members	<ol style="list-style-type: none"> 1. Invite advocacy and business partners to become Associate members 2. Actively engage Associate members
C. Provide strong fiscal oversight	<ol style="list-style-type: none"> 1. Perform monthly review of financial statements and accounts 2. Review investment portfolio to ensure maximum return on investment 3. Conduct yearly audit