



GHSAs 2015-2020 Strategic Plan

Vision

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

Mission

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

Core Values

INTEGRITY by operating in an ethical, professional and transparent 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 advancements.

Goals

GOAL I: Promote traffic safety as a national priority.

GOAL II: Expand and deliver member support services.

GOAL III: Develop new and strengthen existing partnerships.

GOAL IV: Encourage innovative approaches in the states' safety programs.

GOAL V: Ensure sufficient resources to support association services and priorities.

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. Collect and provide members with current information on emerging issues for state/territorial activities.
D. Encourage the media to cover traffic safety messages.	<ol style="list-style-type: none"> 1. Develop and maintain relationships with media outlets and contacts. 2. Develop targeted messages to educate and influence using all media platforms. 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 periodic membership surveys. 2. Solicit feedback on GHSA activities and deliverables.
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. Package and deliver 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. Function as a clearinghouse for all members to ensure consistent and uniform application of federal policy. 2. Monitor implementation of NHTSA management reviews and work with NHTSA to revise as necessary. 3. Promote program and management resources on the GHSA website. 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

	<ol style="list-style-type: none">8. Explore using long-term GHSA funds to support grants for innovative programs.
E. Offer consulting services to state and territorial members.	<ol style="list-style-type: none">1. Provide awareness of the Consulting Services Initiative (CSI).2. Maintain a pool of potential consultants.3. Solicit feedback on CSI service.

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. Encourage innovative approaches in the states' safety programs

STRATEGY	ACTIVITY
A. Advance highway safety research through NCREP.	<ol style="list-style-type: none"> 1. Conduct annual solicitation for potential research projects. 2. Work with NHTSA on the selection and management of research projects. 3. Engage membership in monitoring the National Cooperative Research and Evaluation Program (NCREP). 4. Maintain NCREP web page.
B. Monitor vehicle advancements and their impact on highway safety.	<ol style="list-style-type: none"> 1. Work with partner organizations and manufacturers to stay abreast of vehicle advancements. 2. Follow states' policy/legislative changes to accommodate vehicle advancements introduction into the driving environment (e.g. autonomous vehicles). 3. Identify behavioral traffic safety projects to ensure the safe operation of advanced vehicle technologies.

GOAL V. 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. Enhance the tiered sponsorship program. 3. Explore options and consequences for other funding sources (e.g. mega-grant).
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.