



STRATEGIC PLANNING OUTCOMES and NEXT STEPS

MARCH 2021

STRENGTHENING OUR FUTURE



VISION

*To be recognized worldwide as **the source for all things demolition** while serving our industry.*

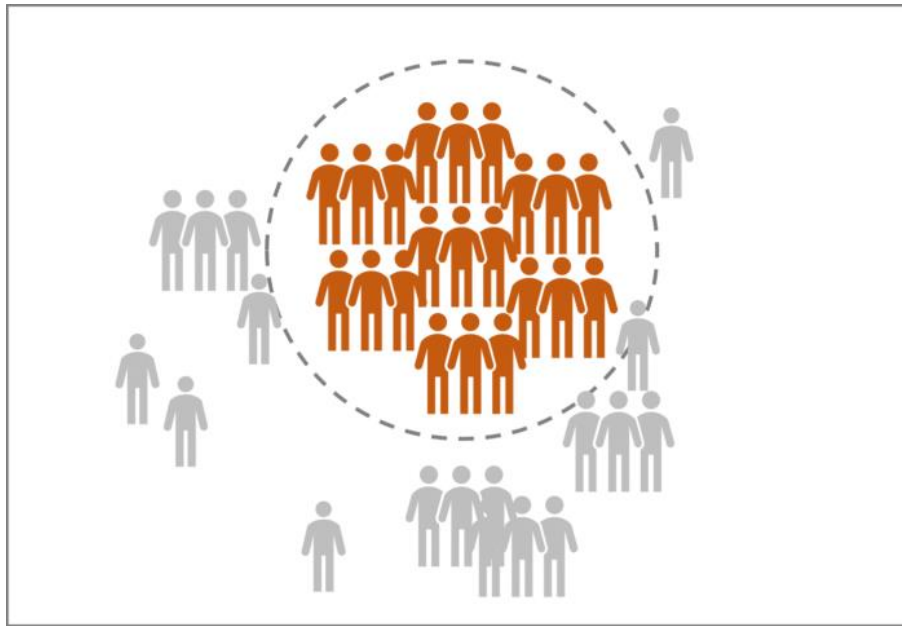


MISSION



*To provide members and the demolition industry with **the tools necessary to be leaders** in environmental stewardship, safety, education, professional competency and government advocacy.*

TARGET AUDIENCES



Current Members

Potential Members

Customers

B2B (GCs, CMs, EPCs, AEs)
B2C

Allied Industries

Insurance Companies

Government/Regulatory
e.g. OSHA

Next Generation Workers



Footings

Safety – amplify and ensure ongoing member focus

Certification/training – fortifying what we are doing

Marketing/Communications – expand and align messaging and channels with strategic partnerships to increase brand awareness and member benefits

New/Enhanced Business Opportunities – applying NDA expertise

Advocacy – balancing/optimizing our efforts

2018-20 Strategic Goals

Strategic Actions to Achieve



Research/Data/ Technology

Leading source
of accurate
industry
information &
knowledge



Education

Premier source
of demolition
education



Marketing/ Communications

Effectively communicate
NDA's value proposition to
relevant audiences to drive
awareness and action



Advocacy

Recognized
industry
advocate for
regulatory,
legislative &
standardizing
bodies



***What opportunities could/should
NDA take now for the future
prosperity of the members and our
industry?***



Opportunities

WORKFORCE: Key resource for training and recruitment

CERTIFICATION: Premier gold standard source for professional certification, standardizing best practice, education, and information across the industry

BUSINESS DEVELOPMENT: Coalescer of business development opportunities for members and from end-users

POLICY: Activation and optimizations of strategic alliances with key industry regulatory/influencer entities

Certification - Notes

- Certification Board of the National Demolition Association to lay groundwork to produce program including exam
- Next steps
 - Determine messaging and marketing for two audiences to drive awareness and action
 - End-user – to preference and prioritize certificate-holders
 - Potential certificants and their employers (both NDA members and the general public)

Workforce - Notes

- **Focus on development by bringing existing workers UP**
 - Explore options/considerations for a full-time in-house training program
 - Conduct comparative analysis of existing programs to determine NDA potential
 - Identify resources/investment (time, money, talent)
 - Make recommendation to Board
- **Focus on development by bringing potential workers IN**
 - Explore development of a pre-apprentice training program
 - Design strategy and toolkit to allow both a regional and national approach
 - Create with multi-platform communications and engagement options to establish relevancy, diversity, and resonance with specific audiences
 - Incorporate early education outreach (pre-high school)
 - Expand career content products to showcase visually career path options and opportunities
 - Develop key messages for multiple audiences to capture value for potential workers, of the demolition profession, and influencers (e.g. parents, educators)

Policy - Notes

- Important to continue building relationships with the new administration and existing regulatory groups
 - Opportunities to make some more official and reciprocal
 - Finalize OSHA alliance, identify, prioritize and activate components to maximize relationship
 - Leverage OSHA influence to validate NDA programs (e.g. worker certification, engineering survey)
 - Adopt key learning from OSHA for outreach template to other groups e.g. AGC that have the strongest brand alignment to help drive NDA awareness
- Solicit member input via NDA channels (e.g. survey, website poll)
 - Define and prioritize issues most important to them
 - Identify alliance benefits/recognition of greatest value

Business Development - Notes

- Expand awareness, interest, and access to and for work opportunities
 - Increase website profile/section on federal opportunities, promote as a source for new development, exclusive member benefit
 - Guidance on professional positioning (especially for diverse companies) via template/guidelines
- Identify new and increased job sources
 - Current datamining - limited methodology
 - Need to improve capture consistency and frequency
 - Tap into alternative sources - engage an expert or local/regional government sites
- Incorporate new business opportunities to regional in-person and online events
 - Engage regional construction association on legislative issues
 - Develop problem-solving case study sessions for member/customer interactions

2021-23 Strategic Plan

Final



Board Direction

- **ACTION:** Committees build from goals/objectives of current plan, include existing ongoing initiatives and prioritize new ones (slides 17-21)
- **ACTION:** Review workforce initiative for resource and governance impact/gaps IE committee structure (slide 22)
- **ACTION:** Committees develop more focused KPIs tied to the overall goal deliverables to ensure alignment and understanding at all volunteer levels.

Board Direction

- **Workforce Development, training and education (pending budget implications)**
 - Workforce is a priority focus for NDA – current and future landscapes demonstrate increasingly challenging environment to ensure a robust workforce and pipeline
 - May be best to separate challenges of training for current workers and place with Education goal and recruitment of future generations and create a standalone goal
 - Key components of creation of templates and research to reside with the **Industry Committee**
 - It is important to engage members who have insight/experience around workforce development programs on the committee
 - Follow process of previous plan which includes review of governance structure and resources to ensure alignment with recommended approach
 - May need additional investment staff resources e.g. **additional membership and operations or education staff** to champion one or more elements of the overall workforce initiative



Education

Goal	Objectives	Initiatives	Project	Committee(s)/ Point	KPIs
Premier source of demolition education	Establish and expand recognized expertise in the demolition industry	Create a gold standard certification offering	NAME TBD	Certification Board of the National Demolition Association (CBN)	Spring 2022 launch, Benchmark adoption
		Promote and market certification value propositions to end users		Marketing, CBN, Education	5% Increase of recognition
		Promote and market certification value propositions to certificants/employers		Marketing, CBN, Education	10% Increase year over year of membership credential adoption (# TBD). 30 members to take the test in the first year
A robust, trained, expert workforce and pipeline	Establish a career training pathway to ensure long-term worker commitment	Explore options/considerations for a full-time in-house		Education Committee, Industry	Delivery of a scope and resource



Education

Goal	Objectives	Initiatives	Project	Committee(s)/ Point	KPIs
Premier source of demolition education <i>and training</i>	Develop multi-level delivery methods for educational programming	Safety	Safety App, Safety Talks and Guidance Docs	Safety	Increased number of programs and users (<i>use 2020 results as benchmark</i>)
	Expand content on both online and in-person formats	Incorporate new business opportunities to regional in-person and online events		Education, Marketing and Communications	Number of events that provide new business networking opportunities (Benchmark)

Marketing

Goal	Objectives	Initiatives	Project	Committee(s)/ Point	KPIs
Effectively communicate NDA's value proposition to relevant audiences to drive awareness and action	Increase awareness and engagement through audience specific messaging and tools	Establish a clearly articulated brand and define the value proposition by target audience		Marketing	Member survey 90% who believe marketing efforts are effective. Increase membership 5% year over year.
		Create a supporting organizational marketing strategy to ensure a consistent, relevant narrative for all marketing, communications, and business development programs and services		NDA Staff	Strategy and execution plan developed and implemented
		Identify and promote business development opportunities for both members and end-users		Marketing	Number of new opportunities identified (benchmark)
		Identify annual marketing needs/requirements for NDA programs and services		Committee chairs/ NDA Staff	List developed and delivered
		Develop 2021-22 marketing and communications implementation plan		NDA Staff/Marketing	Tactical plan with supporting metrics developed and tracked

Advocacy

Goal	Objectives	Initiatives	Committee(s)/Point	KPIs
Recognized industry advocate for regulatory, legislative & standardizing bodies	Establish and prioritize effective relationships and alliances with bodies to advance the interests of our industry and benefits of our members	Optimize opportunities arising from proposed OSHA alliance to leverage influence, awareness and validation for NDA programs and members	Government Affairs Marketing (messaging)	Number of opportunities activated
		Develop a future approach/template for additional agreements based on key learnings	Government Affairs NDA Staff	Template developed and number of potential alliances identified
		Establish member feedback channel (e.g. survey, website polling) to determine and prioritize legislative and regulatory focus as well as alliance benefits	NDA Staff, Government Affairs	Completed survey and analysis

Industry Committee

Goal	Objectives	Initiatives	Project	Committee(s)	KPIs
To address priority issues and opportunities for long-term industry relevance & sustainability	A robust, trained, expert workforce and pipeline	Implement a long-range engagement strategy to attract future generation talent		TBD – Pipeline Task Force RECOMMEND: Repurpose Industry Committee with appropriate volunteer member expertise	Delivery of a scope and resource proposal for Board consideration
		Explore development of a pre-apprentice training program			
	Deliver and maintain cutting-edge research, data and technology insights and tools to drive NDA leadership	NDA Library	See slide 24		Upgrade of datamining tools Creation of research strategy Increase in member job opportunities
		Optimize website for member and end user connections	See slide 24		



Research Strategy

Objectives:

Define and document approach NDA will undertake to ensure that technology, research, and data is optimized and continually renewed and refreshed to ensure NDA is the leading source of accurate industry information & knowledge

Leverage technology to expand and elevate business development opportunities

Strategies

Expand and enhance an ongoing repository of existing data and research and best practices

Identify new and increased sources for job solicitation and requisition

Improve datamining through alternative sources via expert access or local/regional government sites for datamining

Monitor analytics and trends to measure website and library engagement (**Measure success**)

Marketing Strategy

Objective: Define, document and appoint a champion for the approach NDA will undertake to ensure that all our communications are highly relevant to our most important audiences, as well as clear, consistent, and concise throughout all programs and platforms.

Strategies

Build key messaging and channel distribution by audience (***Tell the right story to the right people via the right medium whether that be websites, newsletters, brochures, presentations, in-person and virtual events, or social media***)

Incorporate program and platform promotion (***Weave the story of our value through every mechanism we have***)

Expand awareness of and interest in volunteer and leadership opportunities in direct support of the strategic plan (***Get a wide array of people involved***)

Monitor analytics and trends to adjust platforms (***Measure success***)

2018-20 Strategic Goals

Strategic Actions to Achieve



Industry Outlook

To address
priority issues
and
opportunities for
long-term
industry
sustainability



Education

Premier source of
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education *and*
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Gap Assessment

Staff: To accelerate delivery of key initiatives, may need to add staff, but limited by budget availability. Potential source of new revenue is certification program beginning in 2022

Education Committee: Resources to expand 'train the trainer' so that the Foundations of Demolition Management Certificate Program has a strong pipeline of trainers

Communications: Cohesive, comprehensive marketing strategy and point person to ensure application across all programs. Also need to ensure advanced discussion regarding impact decisions before they are made

Workforce: Current volunteer expertise in terms of next generation recruitment, lack of strategies for both training and recruitment, limited existing staff resources and corresponding budget implications

Budget: COVID-19 conditions may result in annual income reductions, effecting existing and proposed programs and the necessary resources (including availability of volunteers) to deliver them

Certification Deliverable Timeline

- Committee meeting – January 2021
 - Define terms & process
 - Discuss scope of certification – who are we certifying
- February 2021
 - Finalize scope of certification – who are we certifying
 - Review initial internal policies
- March 2021
 - Determine in person or virtual job task analysis
 - Decide committee leadership structure

Certification Deliverable Timeline

- May/June 2021 - Job Task Analysis – virtual or in person
- Fall 2021 – Item Writing
- Winter 2021 – Exam Assembly
- Spring 2022
 - First examinees take exam
 - Determine passing rate of exam and notify certificants

Strategic Plan Timeline

Jan 2021 – Staff review and additional recommendations

Feb/Mar 2021 - Final Review

Mar 2021 – Board Approval (include recommended strategic KPIs)

Mar/Apr 2021 – Executional Plan Finalized

May 2021 – Committee Briefings

July 2021- Plan launched