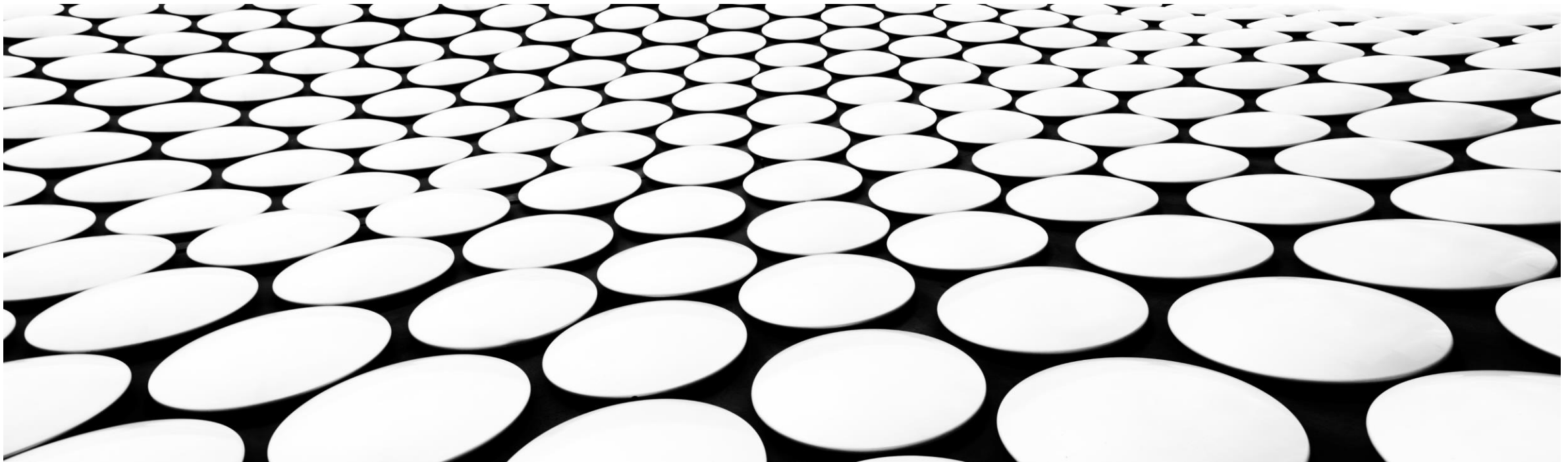


NADO & NADO RESEARCH FOUNDATION



STRATEGIC ACTION PLAN 2020 – 2024 | PROGRESS REPORT DECEMBER 2020





6 Pillar Action Plan

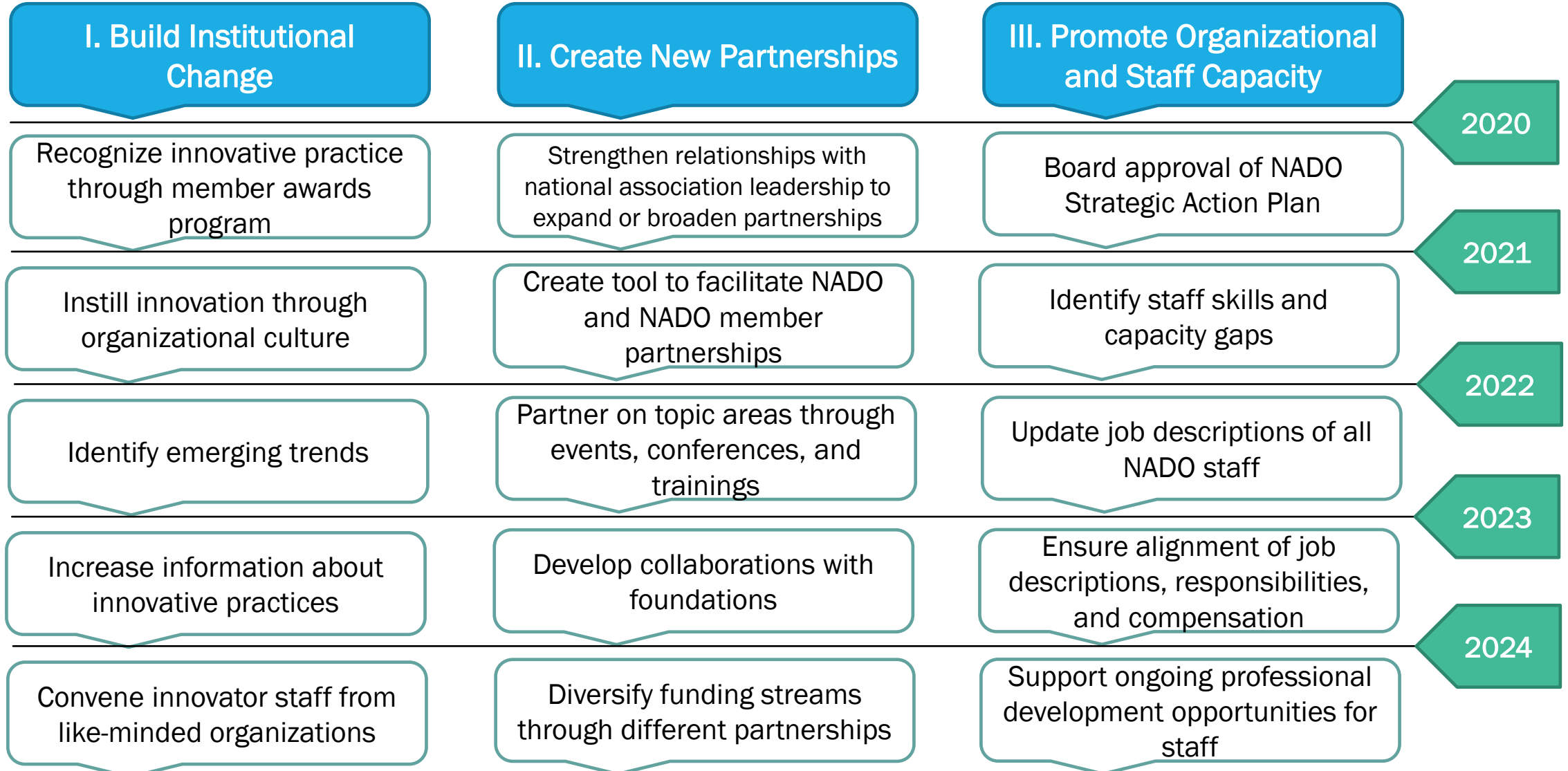
- Pillar 1: Build Institutional Change
- Pillar 2: Create New Partnerships
- Pillar 3: Promote Organizational & Staff Capacity
- Pillar 4: Broaden Advocacy & Networking
- Pillar 5: Expand Organizational Resources
- Pillar 6: Strengthen Membership Base

NADO & NADO RESEARCH FOUNDATION STRATEGIC ACTION PLAN 2020 – 2024

PLANNING & IMPLEMENTATION TIMELINE

- March 2018 | Contract with Future iQ to lead the comprehensive strategic planning process
- June 2018 | NADO & NADO Research Foundation scenario-based Think Tank Summit
- October 2010 | Plenary session at ATC addressed process, built out priorities, refined description for future
- March 2019 | Validation of strategic action areas; 6 Pillars defined
- June 2019 | Draft final plan presented to NADO Board of Directors; Board recommends various changes to be made by staff during the summer
- August 2019 | NADO Board approved the NADO & NADO Research Foundation 2020 – 2024 Strategic Action Plan

STRATEGIC ACTION PLAN PILLARS AND MILESTONES (PILLARS 1 – 3)



STRATEGIC ACTION PLAN PILLARS AND MILESTONES (PILLARS 4 – 6)

IV. Broaden Advocacy and Networking	V. Expand Organizational Resources	VI. Strengthen Membership Base	
Improve marketing and branding	Develop a plan for increasing organizational resources	Restructure NADO membership dues	2020
Explore new methods of communication with members	Promote and market NADO's strengths	Strengthen member outreach procedures	2021
Anticipate and harness opportunities for policy change	Promote speakers at other organizations' conferences and events	Develop emerging leaders training for RDOs	2022
Expand networking with other agencies and partners	Identify funding resources to cultivate relationships	Create internal member portal to share resources	2023
Promote NADO visibility outside its core membership	Seek expanded funding resources	Form a member Emerging Professionals group	2024

PILLAR 1

Build Institutional Change

- Recognize innovative practice through member awards program
 - *Revamped the annual membership recognition award program and launched it as the NADO Aliceann Wohlbruck Impact Award Program in memory and honor of NADO's first full-time executive director who created the award program which was formerly called the Innovations Awards Program.*
 - *2020 Impact Awards: 79 projects from 48 members*
 - *2020 Excellence in Transportation Awards: 7 projects from 5 members*
 - *2020 Photo Contest: 11 winners out of 120 submissions*
- Instill innovation in organizational culture
 - *Research and implemented new platforms: Microsoft Teams, Zoom, other remote work tools and virtual training platforms that NADO can use but can also share with members*
- Identify emerging trends
 - *COVID-19 Resource page on nado.org*
 - *Conducted 3 quick turn around member surveys about COVID-19 impact*
 - *Research into innovative COVID-19 response action*
 - *Equity for regional economic development and planning resource page on nado.org*
 - *Initiate work on NADO Member Impact Study and Salary Survey*
- Increase information about innovative practices
 - *CEDS in Action Case Studies on CEDSCentral.com*
 - *Rural ITS Case Studies report submitted to FHWA (under FHWA review)*
- Convene innovator staff from like-minded organizations
 - *Engaged in ongoing communications with innovators in national organizations*

PILLAR 2

Create New Partnerships

- Strengthen relationships with other national association leadership to expand or broaden partnerships
 - *Rural Leadership Group*
 - *Beginning discussions with EAUC to forge UC – EDD partnerships*
 - *Working with Rural LISC and NACo on rural broadband issues*
- Create tool to facilitate NADO and NADO member partnerships
 - *Research Foundation Advisory Committee attracts impact from broader audience of members*
- Partner on topic areas through events, conferences, and trainings
 - *Received presentation abstracts for National Regional Transportation Conference from other national organizations*
- Develop collaborations with foundations
- Diversify funding streams through different partnerships
 - *Building partnerships with New Growth Innovation Network (NGIN), EBP (rural transportation accessibility), National Science Foundation and Northern Arizona University (regional sustainable network)*
 - *Secured additional funding from USDA for rural transit TA*
 - *New partnership with RCAP on rural wealth creation*
 - *New project with Smart Growth America (EDA grant) to support nuclear power plant closure communities*
 - *New private sector partner projects: Cambridge Systematics (part of an IDIQ with FHWA)*

PILLAR 3

Promote Organizational & Staff Capacity

- Board approval of NADO Strategic Action Plan
 - *Adopted 2020 – 2024 Strategic Action Plan*
 - *Relocation of office to accommodate growing staff*
- Identify staff skills sets and capacity gaps
 - *Hired new program manager for Research Foundation*
 - *Hired new meetings and membership manager*
 - *Hired new database and grants manager*
 - *Hired three graduate fellows to help with policy and advocacy efforts, research projects*
- Update job descriptions of all NADO staff
- Ensure alignment of job descriptions, responsibilities, and compensation
- Support ongoing professional development opportunities for staff

PILLAR 4

Broaden Advocacy & Networking

- **Improve marketing and branding**
 - *Published NADO and the NADO Research Foundation 2020 Annual Report*
 - *Working on improvements to external communications and marketing*
 - *Working on NADO News redesign*
- **Explore new methods of communication with members**
 - *Virtual meetings with members using Zoom, Go To Meeting, Microsoft Teams*
- **Anticipate and harness opportunities for policy change**
 - *Anticipated the need for COVID-19 relief funding and successfully advocated to include \$1.5 billion for EDA in the CARES Act (H.R. 748) which was enacted on March 27, 2020*
 - *Successfully worked with EDA leadership to facilitate the provision of non-competitive funds for EDDs of \$400,000 each and the recapitalizing of EDA RLFs*
 - *Successfully advocated for EDA RLF defederalization as outlined in the Reinvigorating Revolving Lending for the Future Act of 2020 (RLF Act)*
 - *Engaged the Ridge Policy Group to support NADO's advocacy efforts*

PILLAR 4

Broaden Advocacy & Networking (continued)

- **Expand networking with other agencies and partners**
 - *Engaging with the EDA Stakeholders Coalition to jointly advocate for EDA funding, EDA RLF defederalization, and other shared priorities. The Coalition is comprised of other national organizations including NACo, NLC, IEDC, and RCAP.*
 - *Working with the Local Organizations in Transportation (LOT) Coalition to jointly advocate for shared transportation interests. The Coalition is comprised of national organizations including NACo, NLC, NARC, AMPO, and the U.S. Conference of Mayors.*
 - *Working with the Aspen Institute and other think tanks, research institutions, and stakeholder organizations on policy recommendations to help mitigate economic impacts of COVID-19*
 - *Engaging with the Rural Prosperity Network comprised of numerous stakeholder organizations with shared interests in strengthening rural communities and economies*
- **Promote NADO visibility outside its core membership**
 - *Engaging with a more diverse group of outside stakeholders with shared interests in rural issues, regional development, and emerging policy trends in these realms*
 - *Outreach to other organizations through WealthWorks network and webinars*
 - *Participate in transportation events and forums as rural transportation experts*

PILLAR 5

Expand Organizational Resources

- **Develop a plan for increasing organizational resources**
 - *Secured additional funding from USDA for rural transit TA*
 - *New partnership with RCAP on rural wealth creation*
 - *New project with Smart Growth America (EDA grant) to support nuclear power plant closure communities*
 - *New private sector partner projects: Cambridge Systematics (part of an IDIQ with FHWA)*
- **Promote and market NADO's strengths**
- **Promote speakers at other organization's conferences and events**
 - *Engaging with a more diverse group of outside stakeholders with shared interests in rural issues, regional development, and emerging policy trends in these realms*
 - *Outreach to other organizations through WealthWorks network and webinars*
 - *Participate in transportation events and forums as rural transportation experts*
- **Identify funding resources to cultivate relationships**
 - *New grants for the Research Foundation; member dues increase*
- **Seek expanded funding resources**
 - *Building partnerships with New Growth Innovation Network (NGIN), EBP (rural transportation accessibility), National Science Foundation and Northern Arizona University (regional sustainable network)*

PILLAR 6

Strengthen Membership Base

- Restructure NADO membership dues
 - *Membership dues increase passed by Association October 2019; began January 2020; final phase of increase started January 2021*
- Strengthen member outreach procedures
 - *Started process of collecting additional contacts to receive key NADO communications, in addition to the NADO member primary contact*
- Develop EDD organizational capacity building curriculum
 - *Funding request to EDA headquarters submitted July 2020; funded effective January 2021*
- Create internal member portal to share resources
- Form a members Emerging Professionals group