



SPECIALIZED CARRIERS & RIGGING ASSOCIATION

Strategic Planning Objectives

(2019-2024)

WORKFORCE

OBJECTIVE

Strengthen the support and resources that equip members to address their workforce needs.

Rationale

This objective addresses our members' #1 issue: attracting and retaining a quality workforce. SC&RA's ability to address this issue has limitations, as this is a local issue that needs an active local effort by our members. We will continue to support the four major annual Lift and Move USA events produced by KHL.

Performance Measurements

1. Develop Lift and Move USA Toolkit in conjunction with industry partners.
2. By 2023, 20% of US members will self report participation in Lift & Move USA events or involvement with local tech/vocational schools for workforce development and retention.
3. Programming at major SC&RA events (Annual Conference/Specialized Transportation Symposium/Crane & Rigging Workshop) will include information on effective workforce recruitment and retention strategies.
4. At least once a year, SC&RA content in ACT and ICST will focus on workforce recruitment and retention best practices.
5. SC&RA/Lift & Move USA will be incorporated in federal or state initiatives related to workforce development.
6. At least once a year, SC&RA will provide a webinar addressing best practices in recruitment and retention.
7. Add more industry partners to Lift & Move USA to help facilitate growth.
8. Continue to fund Lift & Move USA at \$150,000 annually for years 2019, 2020 and 2021.

ADVOCACY

OBJECTIVE

Clearly define advocacy goals and aggressively communicate its value.

Rationale

SC&RA has produced results in both crane and rigging and transportation regulations with a proactive approach. The association gets considerable member input on advocacy issues as our efforts have a direct economic impact on them. There are opportunities to expand our work with partners and in coalitions. Additionally, we need to better communicate the value of our advocacy efforts and promote our victories more aggressively.

Performance Measurements

1. Identify 2-3 major advocacy issues each for transportation and crane and rigging on an annual basis to affect positive change.
2. By 2023, expand partner coalitions and show engagement on mutual issues of importance.
3. Number of victories as tracked with the advocacy scorecard.
4. Wins communicated to member segments directly affected by our results in a compelling manner using social media, magazine content, event programming, website, and targeted emails.

MEMBER INVOLVEMENT

OBJECTIVE

Increase member involvement with an emphasis on building a pipeline of new talent for volunteer leadership positions.

Rationale

The Leadership Forums will create a new pool of next generation talent that is critical for SC&RA to maintain its strong tradition of member involvement. Marginally and gradually expand the number of committee members to allow us to add Leadership Forum graduates while maintaining the participation of our veteran volunteers. Given the changing lifestyle preferences of the next generation, redesigning our meeting formats will facilitate increased attendance and participation.

Performance Measurements

1. Annually convert two Leadership Forum graduates, First-Timers or new members to committee involvement or volunteer leadership positions.
2. Marginally and gradually expand the number of committee members.
3. Increase attendance at SC&RA's Annual Conference, January Board and Committee Meeting, Crane & Rigging Workshop and Specialized Transportation Symposium.

TECHNOLOGY

OBJECTIVE

Capitalize on technology to engage members and expand the delivery of SC&RA programs and services.

Rationale

Members have different preferences for how they learn, communicate and network, but will increasingly expect the association to deliver value digitally. SC&RA has effectively used technological tools successfully, including online meeting registration, meeting apps, the e-newsletter, webinars and social media. There will be opportunities to expand the use of technology to deliver education and training. A learning management system (LMS) will be considered as our digital delivery of education increases.

Performance Measurements

1. A dashboard of digital metrics will be developed to track performance.
2. An increase in average monthly webinar registrations from 40 to 60.
3. Ten percent increase in members using archived webinars.
4. Upgrade membership database as the baseline for technology innovations and efficiencies.
5. Transfer existing educational assets to online via e-learning.
6. Create a digital series of one session from each SC&RA meeting to help expand audience and promote membership.

GLOBAL LEADERSHIP

OBJECTIVE

Strengthen SC&RA's global leadership position.

Rationale

SC&RA has developed its international footprint and is intent on building on this base. While the percentage of members working internationally is currently limited, the trend toward global work is expected to increase in the coming years. Our members (both industry and allied) need global partners and the association has an opportunity to increase its global reach. And as SC&RA increases the digital delivery of its programs, the ability to serve members worldwide is enhanced.

Performance Measurements

1. Expand SC&RA's international presence through presentations, event participation, partnerships, coalitions and thought leadership.
2. Membership growth in Mexico, Canada and outside North America.
3. Production of one annual SC&RA international meeting outside of the U.S. to address any number of issues and priorities.



OPERATIONAL OBJECTIVES

Dues Structure

OBJECTIVE

Retool the dues structure to address the impact of M&A and market changes.

Rationale

Merger and acquisition activity in recent years has resulted in approximately 50 industry members being absorbed by other companies and this trend is expected to continue. This represents a significant loss of dues revenue for SC&RA with the current cap on gross revenues of \$50 million or more. In addition, as SC&RA advocacy efforts in Mexico and Canada increase, the dues structure should capture the increased value these members realize. Finally, as the association's global footprint grows, the dues structure should reflect the value these members derive from their membership.

Performance Measurements

1. Effective January 2020, reestablish a fair and equitable dues structure that effectively captures revenue loss from M&A while representing the value that SC&RA delivers.

Insurance Program

OBJECTIVE

Restructure the SC&RA insurance program.

Rationale

While the current NBIS exclusive SC&RA endorsement (which is in force through 2019) has been of value to members and financially successful for SC&RA, there are opportunities to improve the insurance solutions that SC&RA can provide for its members. The SC&RA Board of Directors approved in concept to discontinue the exclusive endorsement and offer a broader range of insurance options for its members. It is believed that a new program could be designed to generate the same revenue that the exclusive endorsement currently produces.

Performance Measurements

1. Build a platform comprised of six-member companies to deliver insurance and risk management services/options for the members.
2. Within three years, recapture \$300,000 of lost revenue from restructuring.
3. Expand risk management training and educational opportunities through partners.

OPERATIONAL OBJECTIVES CONT.

SC&RA Human Capital

OBJECTIVE

Continue the quality of leadership and staff at SC&RA.

Rationale

SC&RA's most significant strength is its human capital focused on a reasonably well-defined specialized space. The association has a 35-member Board of Directors that represents the diversity of the membership and 240 members are actively involved in its 23 committees. The association's staff of 12 has between 5 and 27 years of tenure. The association's future performance will largely be the result of optimizing its human capital. Effective recruitment strategies, retention plans, and developmental programs need to be well-defined and executed. In addition to staff, exposure provided to volunteer leaders helps encourage new and additional participation from members who may not be traditionally involved.

Performance Measurements

1. Conduct one new Board orientation annually.
2. Provide each staff member at least one continuing education opportunity annually.
3. Using the SC&RA newsletter, website and official magazines, provide quarterly profiles on staff, board members, and committee/task force chairs/leaders.