



*Advancing Women in Transportation*

# STRATEGIC PLAN 2017-2021

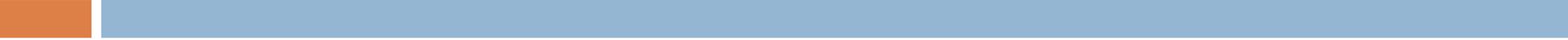
Connect ■ Strengthen ■ Expand

# WTS Strategic Plan



- Vision:** Equity and access for women in transportation
- Mission:** WTS attracts, sustains, connects and advances women's careers to strengthen the transportation industry.
- Core Values:** Collaborative Environment, Excellence, Loyalty, Passion, Respect

# Methodology



1. Develop Approach with Facilitator
2. Outreach Program – Stakeholder Input
3. Board Workshops
4. WTS Strategic Plan Development
5. Stakeholder Engagement
6. Implementation

# Strategic Priorities

Diversity and Inclusion

Financial Stability and Growth

Governance, Planning, and Culture

Marketing and Branding

Membership, Mentoring and Networking

Partnerships/Collaboration

# Strategic Priorities

## Diversity and Inclusion

**Increasing the diversity of membership and enhancing the culture of inclusion.**

1. Build a more active diversity and inclusion committee.
2. Enhance the sense of belonging for all members through effective communications and collaboration.
3. Enhance our community of connection within Chapters, Regions, across the nation through dynamic networking.
4. Widen the reach of our Training Programs.
5. Develop measurement of success and communicate to all stakeholders.

# Strategic Priorities

## Financial Stability and Growth

### **Ensure Financial viability and compliance of all WTS entities.**

1. Maintain and enhance appropriate compliance measures/ Reinstate IRS status.
2. Establish clear understanding of priorities.
3. Ensure timely and accurate reporting to enhance decision making.
4. Annual training for all chapter Treasurers.
5. Develop a cohesive revenue model for all WTS entities to support sustainability and growth.
6. Strengthen our financial position by building reserves for future strategic initiatives.
7. Focus on operational efficiencies and effectiveness.

# Strategic Priorities

## Governance, Planning, Culture

**Refine governance structure to optimize alignment with WTS culture and mission, and to be in compliance with non-profit regulations and best practices.**

1. Clarify roles and connections of WTS leadership and entities in governing documents.
2. Advance chapter policies and guidelines to comply with IRS and best practices.
3. Identify and hire an Executive Director in alignment with WTS culture, mission and strategic direction.
4. Evaluate and refine stakeholder relationships and opportunities.

# Strategic Priorities

## Marketing and Branding

**Update WTS branding and outreach for WTS. Bring more organization-wide consistency throughout marketing messaging and delivery.**

1. Bring more consistency of brand use in every chapter, region and nationally.
2. Expand and strengthen connection to existing and new market sectors.
3. Communicate value proposition often and widely.
4. Promote greater outreach to young girls, developing professionals, and candidates for top leadership positions.
5. Enhance the ability to share marketing best practices and effective programs campaigns.

# Strategic Priorities

## Membership, Mentoring and Networking

**Growing the organization and targeting specific segments of membership is important.**

1. Enhance signature strengths of WTS with focus on highest valued member benefits.
2. Grow student chapters and programs.
3. Increase member retention across organization.
4. Focus on transparent communication and engagement.
5. Improve organizational reporting tools/records.
6. Develop analysis tool to track success of target initiatives.

# Strategic Priorities

## Partnerships, Collaboration

**Seek opportunities to partner or collaborate with other organizations that create value for WTS and are in alignment with the advancement of our mission.**

1. Create comprehensive partnering plan across entire organization.
2. Implement an industry forum to advance greater connection with stakeholders.
3. Enhance connections to heighten visibility of members for future opportunities.
4. Focus on effective external communications.

# Near Term Focus

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- 1) Emphasize Positive Culture/Connectivity
- 2) Focus on Transparent Communications and Engagement
- 3) Strengthen Financial Stability/Compliance
- 4) Develop Chapter Partners and Student Chapters
- 5) Enhance Membership Growth and Improve Retention
- 6) Develop Student Internship/Corporate Partner Forums
- 7) Advance Research Programs – Measurement Tools
- 8) Advance Industry Outreach/Partnerships

# 2017 Initiatives

Governance	Align organization with cultural goals. Transparency	Now
Succession	New Leadership search	1Q17
Revenue Modeling	Develop sustainable plan, re-elevate corp sponsorship levels, expansion	1Q17
Diversity/Inclusion	Develop plan to move forward assessment of success and achievements	1Q17
Communications	Communications plan, outreach, inclusion, strengthen relationships	1Q17
Financial	Balance initiatives with budget, Rebuild reserves, financial controls, IRS compliance	Annual
Partnerships	Proceed research/industry outreach, student/corporate partners forums, think tank initiative	1Q17

# 2017 Initiatives

Membership Growth	15% per year 50% new student chapters	Annual
Membership Retention	65%-80% 3% growth per year Membership level analysis	Annual
Partnership/Development	Develop cost/benefit analysis for expansion of sectors, implementation plan	1Q17
	20% growth target	2Q17
Marketing/ Branding	Develop value proposition Strengthen culture of collaboration	2Q17
Operational IT Plan	Streamline process, advance Chapter interface	1Q17