

***National Association of
State Boating Law Administrators
(NASBLA)***

***Strategic Plan
January 1, 2019 – December 31, 2022***

*Adopted December 5, 2018
NASBLA Executive Board*

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National Association of State Boating Law Administrators (NASBLA)

Strategic Plan (January 1, 2019 – December 31, 2022)

VISION

We envision a flourishing culture of safe, enjoyable boating for everyone.

MISSION

National Association of State Boating Law Administrators (NASBLA) is a professional community leading recreational boating safety through innovation and collaboration for excellence in policy development, national standards and best practices.

GOALS

Diversified Funding: Create a diversified funding portfolio to ensure the association's sustainability and broaden revenue streams for future initiatives.

Eliminate Barriers for Boaters: Reduce barriers to safe and enjoyable boating to increase public participation.

Expanded Training: Expand training and professional development opportunities to better serve a diversity of needs.

Proactive Legislative Program: Advocate and build support for state and national policy positions to advance innovative solutions for safety and security challenges.

State Program Performance and Efficiency: Promote excellence in state boating program administration to increase efficiency and effectiveness.

CORE VALUES

NASBLA's core values are a unified and complimentary set of principles that work together to move the association forward with professionalism, transparency, integrity and dedication of purpose.

Collaboration: NASBLA commits to fostering active relationships with a broad community of stakeholders.

Collegiality: NASBLA believes cooperative and hospitable interaction fosters a common understanding of our challenges and shared goals.

Consensus Building: NASBLA works openly to identify the best options that can achieve the greatest level of agreement among decision-makers.

Continuous Improvement: NASBLA commits to making positive changes on an ongoing regular basis to enhance productivity and outcomes.

Equality: NASBLA believes all members of the association have the right to voice concerns, contributions and objections to product development, professional standards and association leadership.

Stewardship: NASBLA provides governance and develops stewardship of safe boating practices and towards its membership.

Background

The Facilitation Center at Eastern Kentucky University (EKU) worked with NASBLA to develop an actionable, data-informed strategic plan through an engaging and collaborative eight month process.

Strategic Planning Committee

Instrumental in the development was the 2018 Strategic Planning Committee, which consisted of 13 diverse NASBLA members, board, and staff.

Mark Brown

Oklahoma

Dan Hesket

Kansas

Barry Lucero

New Mexico

Adam Gormely

Maine

John Johnson

NASBLA

Ron Sarver

NASBLA

Tom Guess

Virginia

Cody Jones

Texas

Merri Walker

Massachusetts

Hannah Helsby

NASBLA

Penny Kanable

Wisconsin

Randy Henry

Oregon

Gary Klein

Florida

Environmental Scan

An environmental scan was conducted February – June 2018 to inform the committee's planning. Data was collected directly from members, board, staff, and partners through surveys, forums and executive interviews.

During the 2018 BLA Workshop, 49 BLA members and 18 board and staff participated in two separate forums to identify:

- key trends;
- internal strengths and weaknesses of NASBLA;
- external threats and opportunities; and
- the level of support for the current mission and vision statements.

In May 2018, an online survey was distributed to 56 Boating Law Administrators (BLAs) and 273 other related state staff, such as education coordinators and registration/titling staff. Forty-two (42) BLA's and 76 other staff responded to the survey, for a response rate of 66-75% from BLA's and 18-28% from other staff on all questions.

Respondents were asked 21 questions, related to:

- current status and future projections for their state's overall boating safety program;
- occupational information and job satisfaction;
- future job challenges;
- satisfaction with NASBLA;
- benefits and value of NASBLA membership;
- NASBLA involvement and barriers to involvement; and
- importance and performance of various NASBLA programs and services.

During this same time, executive interviews were conducted via telephone with industry partners, asking about NASBLA’s strengths, weaknesses, opportunities and threats, as well as, key trends and challenges related to recreational boating safety. These interviews were conducted by the Facilitation Center at ECU and lasted approximately 20 minutes. Eleven (11) representatives participated in the interviews from the following organizations:

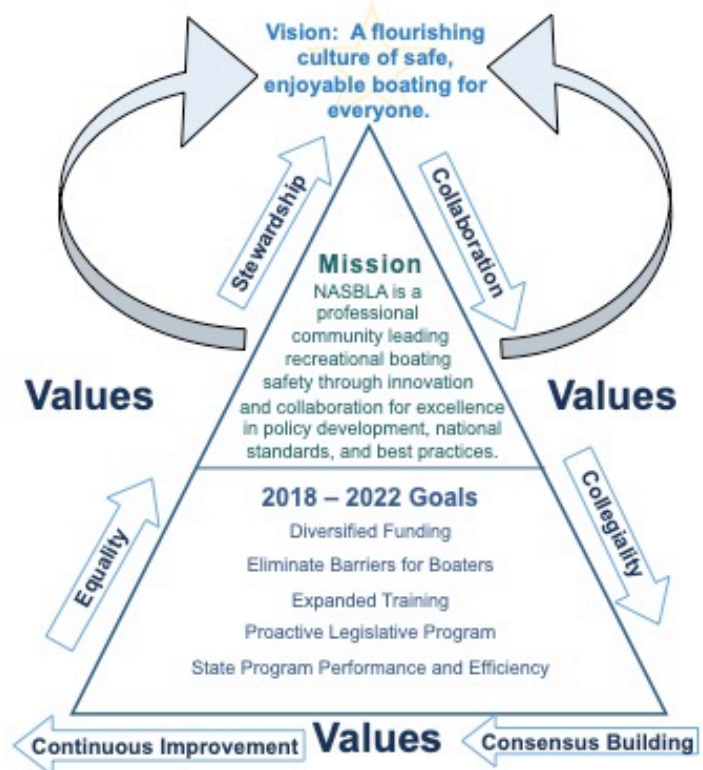
- American Canoe Association
- Boat Ed
- Boater Exam
- BoatUS
- FLIR
- Recreational Boating and Fishing Foundation
- United States Coast Guard, Boating Safety Division
- United States Coast Guard, Office of Auxiliary and Boating Safety
- United States Coast Guard, Office of Boat Forces
- Water Sports Industry Association

Strategic Planning Process

The Strategic Planning Committee met at NASBLA headquarters in June for a two day retreat to analyze the data from the environmental scan. The results of the analysis was used to develop the draft goals and core values, as well as, revise the mission and vision statements. The group sought a structured plan that was vision-focused, mission-led, and values-based. Therefore, it was important these draft statements be relevant and supported by the membership, so before proceeding any further, the committee distributed their draft statements to the membership for feedback.

NASBLA STRATEGIC PLAN

VISION-FOCUSED
MISSION-LED
VALUES-BASED



Feedback was collected through an online survey in July and August. BLAs were asked if they supported the draft statements, as well as, sought suggestions for improving the statements. They were also specifically asked if the draft goals were the appropriate direction for the organization over the next four years and in the best interest of the membership. While there was nearly unanimous support for the draft statements, a few members also included constructive and insightful feedback. The Strategic Planning Committee thoughtfully discussed the feedback via conference call and made key edits based on the feedback that strengthened the draft statements. After these final changes were made, the committee continued to meet by conference call to develop the objectives.

During the NASBLA Annual Conference in September, the committee met in person to finalize the objectives. As the objectives were developed, the group discussed how to make the statements measurable. In some cases measures were built directly into the statements and in others a separate section will be created for quantitative measures.

NASBLA staff convened a meeting at the headquarters office on October 23-24 to review the draft vision and mission statements, goals and objectives, and to develop proposed strategies to support the plan. During the two-day meeting, staff identified as many 60 or more specific strategies to advance the plan.

The NASBLA Executive Board met in Lexington, KY on December 4-5 to review the staff-proposed strategies, to assess the comprehensive planning process and to adopt a final draft strategic plan.

Facilitation Center at Eastern Kentucky University

The Facilitation Center at EKU conducted the research for the environmental scan and facilitated the strategic planning process. Established in 2003, the Center promotes the use of a facilitative process for information collection, group decision making, and planning by providing meeting facilitation services, training, and job analysis to clients throughout the country. The Center utilizes a guided participatory model for a collaborative approach to meeting design, facilitation, training, and achieving desired outcomes. For more information, visit www.facilitation.eku.edu.

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Introduction

NASBLA remains committed to the programs, services and policies that have successfully served our organization and members, including committee charges, partnership initiatives, grant projects, national education standards and the BOAT program. This plan outlines the areas we need to add, emphasize or grow as we continue to strive for our vision of a flourishing culture of safe, enjoyable boating for everyone. To achieve this vision, we will focus on five strategic goals over the next four years.

Diversified Funding

GOAL 1: Create a diversified funding portfolio to ensure the association's sustainability and broaden revenue streams for future initiatives.

Objective 1.1: Develop and sustain targeted funding sources, (geographic, program content) including initiatives, event-based sponsorships and exhibitor programs, to increase revenue by 25% over the previous five-year average by 2022.

Strategies:

1.1.1 Expand actionable, long-term relationships with existing and new sponsors with more valuable benefits for sponsors, members and the organization.

1.1.2 Expand sponsorship opportunities to include portions of other events, such as awards and Leadership Academy.

1.1.3 Partner with members and local host agencies to maximize local event-based sponsorship opportunities.

1.1.4 Broaden sponsorship opportunities to include non-commercial (e.g., NMMA, ACA) sponsors and partners.

Measure(s):

1. Increase revenue by 25% over the previous five year average by 2022.

Objective 1.2: Building on in-house subject matter expertise and in the pursuit of NASBLA's ongoing business operations, develop working assets (physical and intellectual) capable of generating unrelated or tangentially related business income with a minimum anticipated average return on investment of no less than 2:1 over a four-year period.

Strategies:

1.2.1 Develop a sustainable best practices model for Conformity Assessments (accreditation, credentialing, and certifications) that meets member needs and generates revenue.

1.2.2 Explore feasibility of acquiring office/training space that is owned and operated by NASBLA that accommodates future growth and may include rental income.

1.2.3 Actively promote purchasing programs that provide member benefit and contribute back to NASBLA's (e.g., drone, apparel purchases) revenue base, without maintaining inventory.

1.2.4 Implement and market a sustainable model (staff time, resources, etc.) for association management services.

1.2.5 Develop and offer industry-based point of sale vessel and system familiarization training to be administered and delivered by industry.

Measure(s):

1. Unrelated or tangentially related business income with a minimum anticipated average return on investment of no less than 2:1 over a four-year period.

Objective 1.3: Utilizing mission-specific criteria, identify and expand philanthropic sources of funding whose giving profiles match NASBLA goals and objectives by leveraging like-minded strategies to increase restricted donations by \$50,000 over the next four years.

Strategies:

1.3.1 Activate and promote web-based donation portal.

1.3.2 Create planned giving program toward a capital campaign.

1.3.3 Partner with foundations and potential donors that have shared goals.

Measure(s):

1. Increase restricted donations by \$50,000 over the next four years.

Objective 1.4: Emphasizing core values of collaboration and consensus-building, coordinate the development of a voluntary, community and industry-based fund to underwrite the cost of targeted safety campaigns and interventions with an initial fundraising goal of \$100,000 by 2022.

Strategies:

1.4.1 Create a national paddlesports program (e.g., local water trails program, access improvement, safety signage) funded through industry contributions to support state or state endorsed grassroots efforts.

Measure(s):

1. Raise \$100,000.

Objective 1.5: NASBLA will explore and implement ways to optimize membership financial support of the organization in relations to expanded programs and inflation.

Strategies:

1.5.1 Conduct cost benefit analysis on event registration fees and make appropriate recommendations.

1.5.2 Determine member preference regarding incremental, regular increases versus larger, less frequent increases and alternative membership fee structures (e.g., sliding scale).

1.5.3 Explore the use of special assessments to fund member-driven programs.

Measure(s):

1. Membership approval of new or revised fee structure and/or special assessments.

Eliminate Barriers for Boaters

GOAL 2: Reduce barriers to safe and enjoyable boating to increase public participation.

Objective 2.1: Engage entry level and non-motorized boaters in safety awareness and risk mitigation for increased safe participation.

Strategies:

- 2.1.1 Create and distribute best practices for rental liveries, boat clubs, time-shares and similar entities, such as outreach, gear, staff training and boater education.
- 2.1.2 Engage paddlesport industry & retailers in new ways/venues to provide safety messages.
- 2.1.3 Develop relationships with outdoor groups to provide RBS messages, content & resources.
- 2.1.4 Provide model for states to partner with boat dealers to advance education opportunities.
- 2.1.5 Establish baseline measures for safety awareness of entry level, self-propelled boat users using the ACA paddler survey.

Measure(s):

1. Half of the states are promoting the use of the best practices tool kit.
2. Develop a minimum of five relationships with conservation/outdoor groups.
3. Develop at least one new method to provide safety messages.

Objective 2.2: Provide resources to a demographically diverse boating community for a better boating experience.

Strategies:

- 2.2.1 Cross promote quality resources from others in the recreational boating community.
- 2.2.2 Provide awareness and professional development to state and associate members on resources and programs available (e.g., Discover Boating, NMMA, RBFF).

Measure(s):

1. Facilitate a minimum of two professional development sessions.
2. Member awareness of resources and programs increases by 20%.

Objective 2.3: Increase awareness of access to waterways for boating and paddling.

Strategies:

- 2.3.1 Create an inventory of available databases and resources.
- 2.3.2 Work with organizations, such as SOBA, to promote waterway access points.
- 2.3.3 Facilitate the increase, improvement and broadening of safe access points.

Measure(s):

1. Establish at least one partner to promote waterway access points.
2. Dynamic, published inventory of access points published on the website.
3. Provide at least one session at Conference to increase, improve and broaden safe access.
4. Provide at least one webinar to be put on the LMS on ways to increase, improve and broaden safe access.

Objective 2.4: Reduce administrative barriers that users encounter.

Strategies:

2.4.1 Identify administrative barriers that motorized and non-motorized users encounter in finding/adhering to registration and education requirements.

2.4.2 Identify best practices to reduce administrative barriers.

2.4.3 Develop a national database for boater education certificates (credentials).

2.4.4 Develop a best practices guide for states to create intuitive websites that allow users to quickly access needed information.

Measure(s):

1. 75% of states have identified administrative barriers their users encounter.
2. Best practices guide produced and vetted by the relevant committees.
3. Application of best practices by five member agencies.

Objective 2.5: Increase awareness of multiple use waterways management.

Strategies:

2.5.1 Train state personnel and the RBS community in best practices, resources and methods available to safely share waterways.

2.5.2 Update, publish and promote the Guide to Multiple Use Waterways Management.

2.5.3 Identify common user conflicts and ways to address them.

Measure(s):

1. Guide to Multiple Use Waterways Management project is funded and published.
2. At least one training session is provided to at least 30 state personnel and RBS community representatives.

Objective 2.6: Create new and innovative professional development strategies to help facilitate opportunities for officers, educators and administrators at all levels to engage the boating community and those who may be interested in entering boating and provide these solutions with the support of the US Coast Guard.

Strategies:

2.6.1 Deploy effective micro-learning training and other unique training and professional development opportunities.

2.6.2 Fully launch and implement CRBP.

Measure(s):

1. Develop at least a dozen micro-learning training modules (e.g., videos, classes, etc.).
2. All ten domains have students who have successfully completed testing.
3. 100 people have completed at least one domain in the CRBP.
4. At least one support product is developed for each domain.

Expanded Training

GOAL 3: Expand training & professional development opportunities to better serve diversity of needs.

Objective 3.1: Enhance the number and types of affordable training opportunities for our professional maritime community (e.g., first responders, marine law enforcement, volunteers).

Strategies:

- 3.1.1 Deploy effective micro-learning and other unique training and professional development opportunities.
- 3.1.2 Develop a marketing strategy to reach those agencies that would benefit from NASBLA's BOAT Program.
- 3.1.3 Expand NASBLA's BOAT program training catalog to enhance delivery in inland states.

Measure(s):

- 1. Develop at least a dozen micro-learning training modules (videos, classes, etc.).
- 2. Relative change in pre and post test scores.
- 3. Employ Kirkpatrick Model of learning assessment.
- 4. 60% of those who took a course go back and access supplemental information.

Objective 3.2: Expand breadth and depth of training towards the recognition of impaired vessel operators to include an enhanced knowledge of assessment tools and new trends in drug use.

Strategies:

- 3.2.1 Collaborate with the US Coast Guard to develop outreach and awareness initiatives to gain support for the seated battery of SFSTs from NHTSA, IACP and NDAA.
- 3.2.2 Collaborate with partners to educate prosecutors and judges on the science and validity of the seated SFSTs.
- 3.2.3 Promote research and development of cannabis detection, enforcement and training.

Measure(s):

- 1. Acceptance of seated battery by NHTSA.
- 2. Educate a minimum of 100 prosecutors and judges
- 3. Relative change in pre and post test scores.
- 4. Create a standard of impairment for cannabis.

Objective 3.3: Establish a front-line RBS instructor development and credentialing program to ensure the quality of instruction for boating education.

Strategies:

- 3.3.1 Develop rules, conduct job task analysis and identify knowledge domain, inclusive of a skills demonstration for credentialing.
- 3.3.2 Identify process and methods for credentialing.

Measure(s):

- 1. Establishment of RBS instructor credentialing program.
- 2. Credential 100 RBS instructors.

Proactive Legislative Program

GOAL 4: Advocate and build support for state and national policy positions to advance innovative solutions for safety and security challenges.

Objective 4.1: Develop a comprehensive national legislative agenda and public advocacy program.

Strategies:

- 4.1.1 Use Top 10 Most Wanted List to assist in establishing legislative priorities.
- 4.1.2 Create issue specific strategies to advocate for priority issues.
- 4.1.3 Develop state-specific support materials, including economic impact data, and highlight effective uses of the Sport Fish Restoration & Boating Trust Fund for distribution to Congress.
- 4.1.4 Collaborate with USCG and the community to identify opportunities to utilize annual reauthorization of U.S. Coast Guard Act to support States' safety and security initiatives.
- 4.1.5 When consistent with State/NASBLA policy positions, identify way and means to support other advocacy organization's national advocacy efforts (Eg. NMMA and ethanol).

Measure(s):

1. Top 10 List updated annually.
2. Establish legislative agenda.
3. Downloadable state specific support materials available on the website.

Objective 4.2: Develop a state government affairs program to advance member legislative issues with initial goal of assisting no less than five member states over two of the next four legislative sessions.

Strategies:

- 4.2.1 Conduct annual survey of state legislative initiatives.
- 4.2.2 Advocate for priority issues.
- 4.2.3 Mitigate legislation that would negatively impact boating safety.
- 4.2.4 Work more formally with other organizations state legislative liaisons.

Measure(s):

1. Assist no less than five member states over two of the next four legislative sessions.

Objective 4.3: Increase capacity for lobbying.

Strategies:

- 4.3.1 Train/educate members in working with legislators and legislatures.
- 4.3.2 Utilize community-based advocacy (e.g., ABC, NMMA) to address critical elements of boating safety state and national legislation.
- 4.3.3 Educate members on the nature and scope of 501(c)(3) organizations' permissible lobbying thresholds (governed by the IRS) and explain the limitations of NASBLA lobbying initiatives.

Measure(s):

1. 35 members trained in working with legislators; IRS rules and other restrictions.
2. Weigh in on at least two national legislative issues.

State Program Performance and Efficiency

GOAL 5: Promote excellence in state boating program administration to increase efficiency and effectiveness.

Objective 5.1: Document and promote, on both a state and national level, the importance and requirements of key boating program positions (e.g., BLA, education, financial, registration, BARD).

Strategies:

- 5.1.1 Develop a comprehensive Boating Law Administrator's national responsibilities resource for state agencies to utilize.
- 5.1.2 Promote Certified Recreational Boating Professional credential to key personnel.
- 5.1.3 Document lessons learned from other states.
- 5.1.4 Define key accountabilities of BLAs and related boating safety positions nationwide.
- 5.1.5 Encourage best practices and uniformity among and between the states.
- 5.1.6 Design, implement and maintain national credentialing programs.

Measure(s):

- 1. BLA responsibilities resource completed.
- 2. 100 people have completed at least one domain in the CRBP.
- 3. A dozen lessons learned published.

Objective 5.2: Create a compendium of performance measures used by members to track success in all aspects of the program.

Strategies:

- 5.2.1 Create an inventory of program elements (e.g., PFD wear rates, turnaround time in registration, enforcement effort and compliance, accident reporting).
- 5.2.2 Inventory ways each of those programs get measured.
- 5.2.3 Conduct a gap analysis on performance measures.
- 5.2.4 Develop consensus-based performance measures as well as definitions of those measures.
- 5.2.5 Distribute broadly accepted performance measures for utilization by the states.
- 5.2.6 Gather and visually present data.

Measure(s):

- 1. Develop inventory program elements and consensus on measures and definitions.
- 2. 75% of elements have identified performance measures.
- 3. Publish performance measures for the states.

Objective 5.3: Develop national standards for knowledge and competencies for boating professionals working within or on behalf of the recreational boating community.

Strategies:

- 5.3.1 Conduct member survey to assess requisite competencies for allied boating professionals in state agencies working within or on behalf of the recreational boating community.