

Commercial Vehicle Safety Alliance



STRATEGIC PLAN





RELEASE BRAKES
ON SCALES

Background

The last CVSA strategic plan was developed in 2004, with an update in 2010. Realizing the need to identify future directions and priorities for the organization, CVSA initiated a strategic plan review process in January 2015. An environmental scanning phase was carried out in February and March 2015, involving a document review, membership survey, and interviews with government and industry stakeholders.

During the 2015 CVSA Workshop, the Executive Committee reviewed the environmental scan, generated ideas and discussed possible future directions for the organization. In July and August 2015, a discussion paper reflecting the emerging plan was distributed to the membership for input. At the 2015 CVSA Annual Conference and Exhibition, the Executive Committee revised the plan based on feedback received from our members and identified specific strategies for moving forward.

In February 2016, the Executive Committee approved the strategic plan and implementation process. The implementation process was presented to the lead agency contacts at the 2016 CVSA Workshop.

Improving uniformity in commercial motor vehicle safety and enforcement

Mission

To improve commercial motor vehicle safety and uniformity throughout the U.S., Canada and Mexico by providing guidance and education to enforcement, industry and policy makers.

Vision

CVSA will be recognized as the North American leader in commercial motor vehicle safety and enforcement.

Organizational Values

Integrity – Providing our members and partners with the basis for trust, accountability, transparency and respect.

Professionalism – Consistently developing the highest level of competence, work ethic, responsiveness, openness to new ideas, efficiency and continuous self-improvement.

Leadership – To inspire, influence, guide and support our members and partners in the pursuit of our mission.

Teamwork – Valuing people working together to achieve common goals and partnerships to achieve uniformity and enhance our effectiveness.

Approved February 2016

Strategic Goals and Objectives



1 Enhance Programs and Services

- 1.1 Ensure uniform, consistent and reciprocal application of the North American Standard Inspection Program.
- 1.2 Create and promote accountable and effective online training curriculum and certification programs and resources.
- 1.3 Support and enable member use of technology in enforcement.
- 1.4 Improve data quality, collection and analysis capabilities.

2 Expand Communication and Outreach Activities

- 2.1 Improve the quality, relevance and timeliness of information available to members.
- 2.2 Maintain existing and establish new partnerships and alliances supportive of the CVSA mission.
- 2.3 Protect and enhance the CVSA brand.

3 Expand Advocacy and Outreach Initiatives

- 3.1 Develop and implement an aggressive legislative/regulatory strategy that improves CMV safety.
- 3.2 Increase international regulatory harmonization and/or reciprocity.
- 3.3 Improve member and stakeholder awareness and engagement.

4 Improve Organizational Development

- 4.1 Ensure effective succession, leadership development and staff resources.
- 4.2 Expand membership and enhance membership participation.
- 4.3 Align CVSA resources with activities.

Goals, Objectives and Preliminary Strategies

Enhance Programs and Services

1.1 Ensure uniform, consistent and reciprocal application of the North American Standard Inspection Program.

STRATEGY

- 1.1.1 Maintain and enhance core competencies within the North American Standard Inspection Program in order to ensure an effective and comprehensive roadside inspection program.
- 1.1.2 Increase CVSA's role in international roadside inspection training curriculum development and implementation.
- 1.1.3 Explore the development of judicial outreach.
- 1.1.4 Develop program planning and management training curriculum.

Accountability: Executive Committee

1.2 Create and promote accountable and effective online training curriculum and certification programs and resources.

STRATEGY

- 1.2.1 Identify training needs and target audiences.
- 1.2.2 Standardize training elements, ensuring broad applicability across jurisdictions and industry.
- 1.2.3 Institute online mechanisms to deliver “hot topic” training quickly.
- 1.2.4 Advertise and promote the training menu.

Accountability: Training Committee

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Enhance Programs and Services

Goals, Objectives and Preliminary Strategies



1.3 Support and enable member use of technology in enforcement.

STRATEGY

- 1.3.1** Establish and maintain mechanism for state/regional data sharing.
- 1.3.2** Monitor and facilitate awareness of new and future technologies, for both enforcement and industry.

Accountability: Enforcement and Industry Modernization Committee

1.4 Improve data quality, collection and analysis capabilities.

STRATEGY

- 1.4.1** Identify data analysis needs and gaps.
- 1.4.2** Promote implementation of smart logic and functional specifications.
- 1.4.3** Offer training and information webinars to States emphasizing importance of data collection.
- 1.4.4** Coordinate with members of CVSA, federal agencies and jurisdictions.
- 1.4.5** Facilitate international data exchange.
- 1.4.6** Assist with software development to expand data collection when needed in response to trends.

Accountability: Information Systems Committee

Expand Communication and Outreach Activities

2.1 Improve the quality, relevance and timeliness of information available to members.

STRATEGY

- 2.1.1 Develop and maintain online resources for inspectors.
- 2.1.2 Use website analytics to ensure the CVSA website is organized in the best and most intuitive way and it is providing the information and resources of most interest to our visitors.

Accountability: Staff

2.2 Maintain existing and establish new partnerships and alliances supportive of the CVSA mission.

STRATEGY

- 2.2.1 Develop/enhance relationships with the media.
- 2.2.2 Evaluate existing sponsorship program to assess whether or not there are improvements or changes to be made to the processes.
- 2.2.3 Establish/enhance collaboration with national and international organizations/agencies/associations in support of our mission, goals and values.

Accountability: Staff

2.3 Protect and enhance the CVSA brand.

STRATEGY

- 2.3.1 Protect/renew copyrights and trademarks on CVSA intellectual property.
- 2.3.2 Develop and communicate policies on member use of the CVSA brand/logo.
- 2.3.3 Explore possibilities for future royalty agreements.
- 2.3.4 Increase public awareness of CVSA by strengthening existing professional branding and consistency.

Accountability: Executive and Finance Committees

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Expand Communication and Outreach Activities

Goals, Objectives and Preliminary Strategies

3

Expand Advocacy and Outreach Initiatives

Expand Advocacy and Outreach Initiatives

3.1 Develop and implement an aggressive legislative/regulatory strategy that improves CMV safety.

STRATEGY

- 3.1.1 Clarify Alliance roles on conflicting issues (industry/ enforcement).
- 3.1.2 Provide clear direction to staff on issues.
- 3.1.3 Streamline information flow and decision making.
- 3.1.4 Establish and maintain positions on significant issues.
- 3.1.5 Establish an external profile on public policy issues.
- 3.1.6 Develop and implement advocacy strategy to positively influence regulatory and legislative decision making on CMV safety.

Accountability: Policy and Regulatory Affairs Committee

3.2 Increase international regulatory harmonization and/or reciprocity.

STRATEGY

- 3.2.1 Hold open discussions to allow states/provinces/industry to give impact statements on differences.
- 3.2.2 Consult with similar international organizations regarding best practices, strategies and other relevant information.
- 3.2.3 Prioritize issues for discussion.
- 3.2.4 Meet with rulemakers/politicians to determine harmonized rules.
- 3.2.5 Ongoing discussion addressing identified issues.

Accountability: Policy and Regulatory Affairs Committee

3.3 Improve member and stakeholder awareness and engagement.

STRATEGY

- 3.3.1** Engage front line roadside inspectors to improve participation and understanding of CVSA policies.
- 3.3.2** Improve relationships and communication with federal agency partners.
- 3.3.3** Engage international members to improve participation and ensure appropriate representation of interests.
- 3.3.4** Partner with additional stakeholder groups including safety advocates, colleges, technical trades, associations, government, insurance and technology organizations.

Accountability: Policy and Regulatory Affairs Committee



Goals, Objectives and Preliminary Strategies



Improve Organizational Development

Improve Organizational Development

4.1 Ensure effective succession, leadership development and staff resources.

STRATEGY

- 4.1.1 Develop a succession plan for leadership and staff.
- 4.1.2 Provide clear directions on leadership expectations.
- 4.1.3 Institute cross training and overlap in staff knowledge and responsibilities.
- 4.1.4 Ensure all activities stay within scope of CVSA mission.

Accountability: Executive Committee

4.2 Expand membership and enhance membership participation.

STRATEGY

- 4.2.1 Establish and communicate a clear definition/statement of CVSA membership.
- 4.2.2 Increase membership involvement in helping organization meet goals.
- 4.2.3 Increase participation of local agencies.
- 4.2.4 Reach out to all state/provincial trucking and bus associations as members.

Accountability: Executive Committee

4.3 Align CVSA resources with activities.

STRATEGY

- 4.3.1** Continually evaluate alignment of resources and activities based on strategic goals and return on investment.
- 4.3.2** Review membership dues structure.
- 4.3.3** Explore alternative funding sources outside of membership dues.
- 4.3.4** Explore other membership entities such as individuals, students, etc.
- 4.3.5** Explore selling products and services such as software, training/education and electronic products (e.g. electronic version of OOS criteria).

Accountability: Finance Committee





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