



**NORTH AMERICAN SOCIETY *FOR*
TRENCHLESS TECHNOLOGY**

STRATEGIC PLAN

2024 - 2026

North American Society for Trenchless Technology

22722 29th Drive SE #100

Bothell, WA 98021

Tel: 888-388-2554

Website: nastt.org

Email: info@nastt.org



Chair:

Matthew Wallin, P.E.
Partner & Senior Project Manager
Bennett Trenchless Engineers

Vice Chair:

Greg Tippett, P.Eng.
Regional Delivery Lead, Western Canada Water Group
Stantec Consulting Ltd.

Secretary:

Andrea Long, P.E., PMP
Principal Engineer, Capital Projects
City of Aurora, CO

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Global Technology Leader
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Tiffanie Mendez
National Director of Sales, Pump Solutions
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Michelle Hill, Program Director
Jenna O. Hale, Marketing & Brand Manager
Carolyn Hook, Membership Outreach &
Database Manager
Kari Webb, Education Manager
Victoria Cox, Regional Chapter & Events Coordinator

Executive Summary - NASTT Strategic Plan

Shortly after the 2023 No-Dig Show in Portland, Oregon, and at the direction of Matthew Wallin, NASTT Chair, a new Strategic Plan Committee (SPC) was assembled to assess current trends within the trenchless industry and develop a relevant and updated 3-Year Strategic Plan for NASTT (2024 to 2026). The committee is comprised of a broad selection of industry experts and NASTT staff that represent all aspects of the North American Society for Trenchless Technologies (NASTT) membership demographic. This committee is comprised of the SPC Chair (Craig Vandaele, former NASTT Chair), Co-Chair in Jessie Clevenger (NASTT Conference and Sales Director) and eleven (11) other committee members (See **Appendix A** for the complete SPC member list).

Over the course of the past year, this committee has worked diligently to review and evaluate NASTT's previously implemented Strategic Plans dating back to 2014. In conjunction with this evaluation, the SPC developed and issued a robust survey to NASTT's membership as well as previous members and trenchless industry peers to collect valuable industry feedback to further understand the wants and needs of our membership base, and the industry at large, for use in the development of our new Strategic Plan.

In conjunction with the development of the new Strategic Plan, the full SPC came together in Edmonton, Alberta just ahead of the 2023 NASTT No-Dig North Show for a two-day workshop (October 21st and 22nd, 2023) where the committee reviewed NASTT's historical data, previous strategic plans, and results from the industry surveys. The committee then engaged in extensive team collaboration to develop the content for the new plan, within a framework of seven key pillars. After the October meeting in Edmonton, three in-person, smaller working group workshops were implemented to assist with collation, clarification, and final development of the final Strategic Plan content. In all, twenty meetings over the past 10 months have ensured the on-schedule delivery of the new Strategic Plan, to be formally presented at the NASTT Annual General Meeting being held in Providence, Rhode Island on April 14th, 2024.

The vision and theme of the new 3-Year Plan as presented by NASTT Chair Matthew Wallin is to enhance and grow the NASTT membership base by developing and providing exceptional Membership Value.

In reviewing NASTT's current Mission, Vision, and Values statements, the SPC discussed, updated, and simplified NASTT's Vision Statement to:

To be the premier resource for education and networking in Trenchless Technology

and updated the NASTT Mission Statement to:

To foster the innovation of Trenchless Technology

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The Values statements were reviewed by the committee and remain unchanged:

Table with 3 columns: Integrity, Excellence, Objectivity and Transparency, Inclusiveness, Passion

The intent of the SPC was to develop a thorough evaluation process, to create a more robust plan in line with the Society's vision and industry needs, and to create accountability by committing to consistent assessment of progress made on Strategic Plan initiatives by reporting back to the NASTT Board of Directors (BoD) on a quarterly basis. The SPC has been successful in developing a road map to success and has delivered the most comprehensive Strategic Plan to date. It is important to note that this is a living document and can be updated and/or modified at any time by the NASTT BoD. Any time this plan is updated it should be assigned a Revision Number (Rev-1 etc.).

NASTT's new 3-Year Strategic Plan has been developed around seven (7) strategic pillars; these are:

- I. Membership Growth & Retention
II. Increased Member Value
III. Knowledge Hub for Trenchless Technology
IV. Enhanced Event Offerings
V. Increased Regional & Local Engagement
VI. Student & Young Professional Opportunities
VII. Staffing & Governance

Below is a brief narrative of each of the seven pillars. Additional information can be found in the detailed Strategic Plan as presented in this document (see pages 4-10).

Membership Growth & Retention - This pillar is broken down into four distinct areas of focus including membership growth, evaluation of membership types, member satisfaction, and engagement and partnerships with other organizations.

Increased Member Value - Within this pillar NASTT will explore different options for revised membership pricing discounts, highlight and promote NASTT volunteer engagement and activity, and increase the quantity of free trenchless resources to our membership base.

Knowledge Hub for Trenchless Technology - The third pillar focuses on NASTT's goal of being a "hub" of trenchless knowledge for the industry. This pillar focuses on four primary areas including website enhancement, providing more accessibility to our technical content, improvement and advancement of our Good Practices Courses, and an assessment of additional educational offerings that NASTT can provide.



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Enhanced Event Offerings – This pillar speaks to the major events offered by NASTT including enhancements to our overall marketing strategy, continued development of our primary flagship No-Dig and No-Dig North Shows, and providing NASTT resources to support Regional Chapter shows and events.

Increased Regional & Local Engagement – This pillar is all about providing support to NASTT's Regional Chapters, looking for ways to increase funding opportunities for the Regional Chapters, and providing support tools for the Regional Chapters to develop local volunteer opportunities, which should lead to growth and development of the society.

Student & Young Professional Opportunities – Pillar six focuses on the future of NASTT and the trenchless industry by furthering NASTT offerings related to career resources, increased networking opportunities for students and young professionals, and implementing a membership category for new members of industry.

Staffing & Governance – The final pillar addresses the operational needs of NASTT by looking at staffing assignments and needs (current and future), developing more standard operating procedures, and developing a structure to support incoming BoD members each year.

Each of the Pillars noted above, and the detailed initiatives and tasks associated with each, has been assessed to understand the time commitment, financial commitment, staffing requirements and/or NASTT volunteer/committee commitment required to support successful implementation. Each of these items has been built into this plan and broken out by year. For 2024, NASTT has already added an additional staff member to support the initiatives highlighted in the Strategic Plan, and the identified financial resources have been reviewed by the NASTT Finance Committee and included within the proposed 2024-2025 Annual Budget.

Final Thoughts

In closing, the SPC has produced a viable, complete, and innovative plan with initiatives that will propel the North American Society for Trenchless Technology to the next level and further cement NASTT as the premier resource for trenchless knowledge and networking within the industry. Thanks and recognition go out to the entire SPC and NASTT Staff for donating their time and input in developing this plan. Special recognition goes out to the following individuals that went above and beyond in dedicating substantial time and commitment above their existing day-to-day responsibilities:

- Jessie Clevenger – NASTT Conference and Sales Director
- Kari Webb – NASTT Education Manager

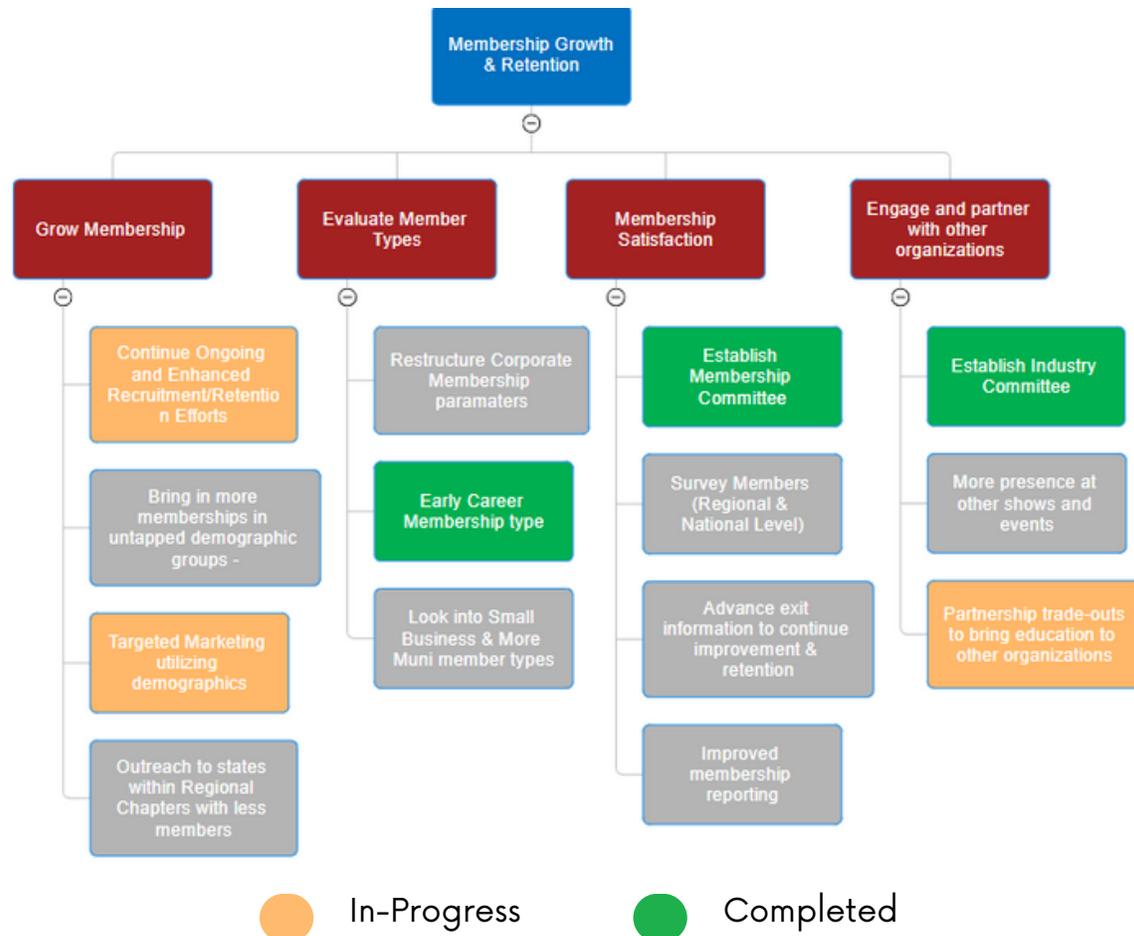
Thank you to all involved in the development of this Strategic Plan, NASTT is well positioned for continued growth and success within the trenchless industry.

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PILLAR 1

MEMBERSHIP GROWTH & RETENTION



This pillar is broken down into four distinct areas of focus including membership growth, evaluation of membership types, member satisfaction, and engagement and partnerships with other organizations.

These action items collectively aim to foster membership growth, enhance member retention, and ensure the continued relevance and value of our organization within the industry landscape with the support of the Membership and Industry Committees. Through strategic implementation and continuous evaluation, we aim to achieve sustainable growth and cultivate a vibrant and engaged membership community.

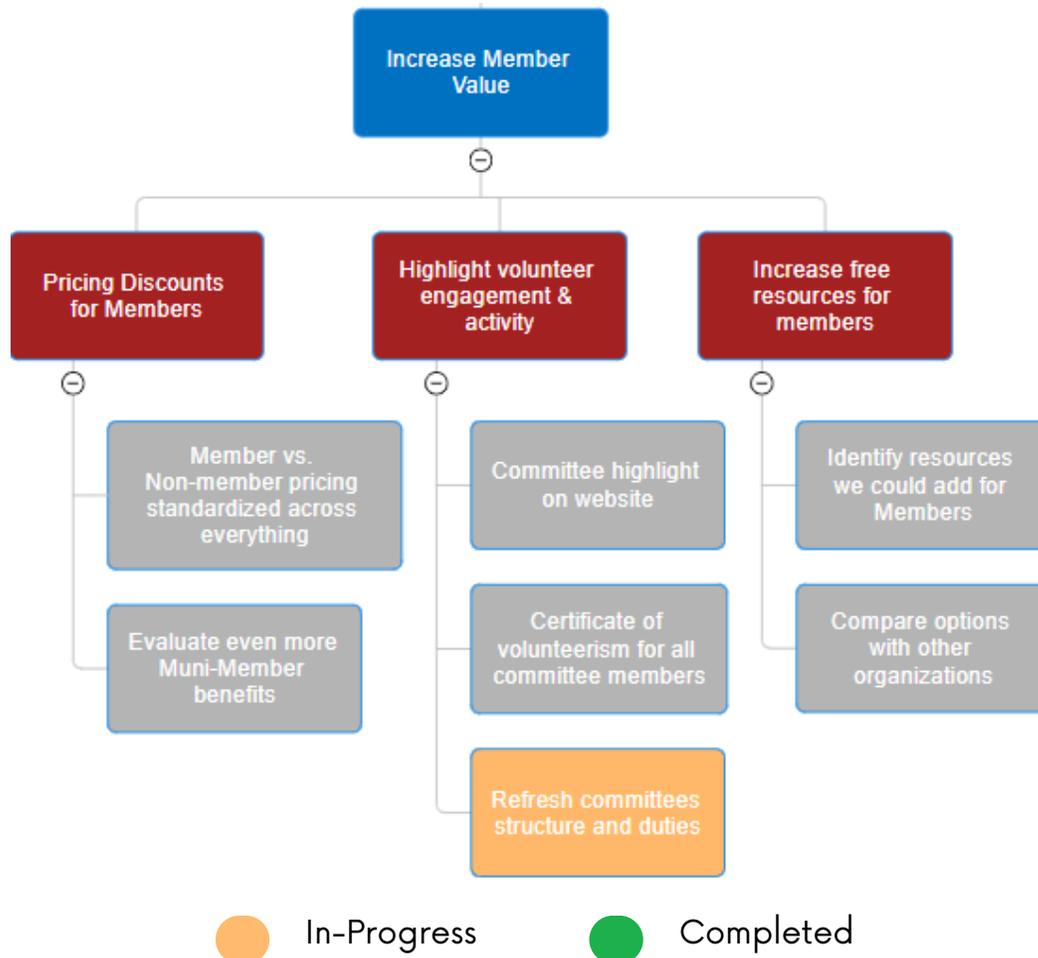
Committees Involved

Membership Committee - Tiffanie Mendez (Chair)

Industry Committee - Chris Knott (Chair)

PILLAR 2

INCREASE MEMBER VALUE



Within this pillar, NASTT will explore different options for revised membership pricing discounts, highlight and promote NASTT volunteer engagement and activity, and increase the quantity of free trenchless resources to our membership base.

These combined efforts seek to elevate the value proposition of membership by offering tangible benefits, recognizing member contributions, and providing access to exclusive resources. By implementing these initiatives, we seek to strengthen member satisfaction and loyalty through an engaged membership community.

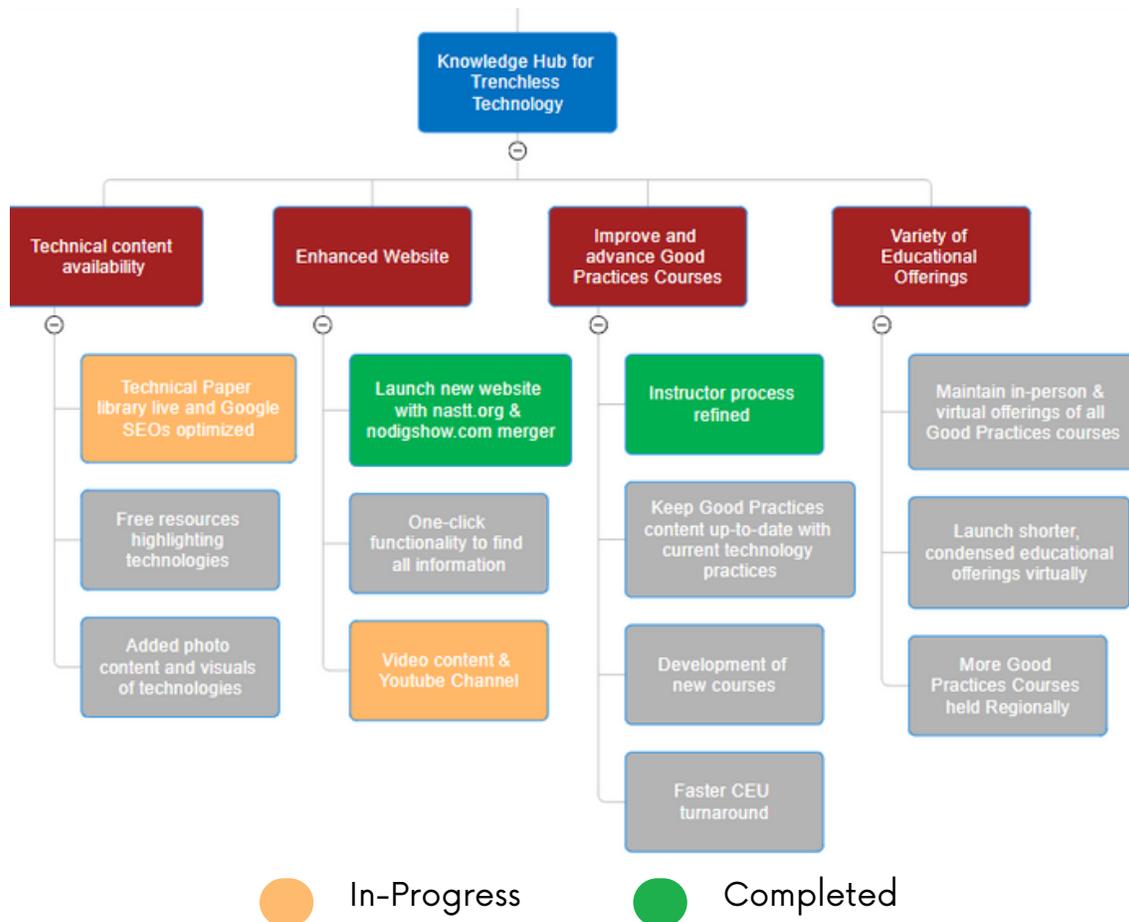
Committees Involved

Membership Committee - Tiffanie Mendez (Chair)

Finance Committee - Dan Buonadonna (Chair)

PILLAR 3

KNOWLEDGE HUB FOR TRENCHLESS TECHNOLOGY



This pillar focuses on NASTT's goal of being a "hub" of trenchless knowledge for the industry. This pillar focuses on four primary areas including website enhancement, providing more accessibility to our technical content, improvement and advancement of our Good Practices Courses, and an assessment of additional educational offerings that NASTT can provide.

The goal of these action items is to position our organization as a central hub for trenchless technology and expertise starting with the launch of our brand new website. By leveraging various multimedia channels, optimizing a resource library, and expanding course offerings, we aim to meet the diverse learning needs of industry professionals and foster continuous innovation and advancement in trenchless technology practices.

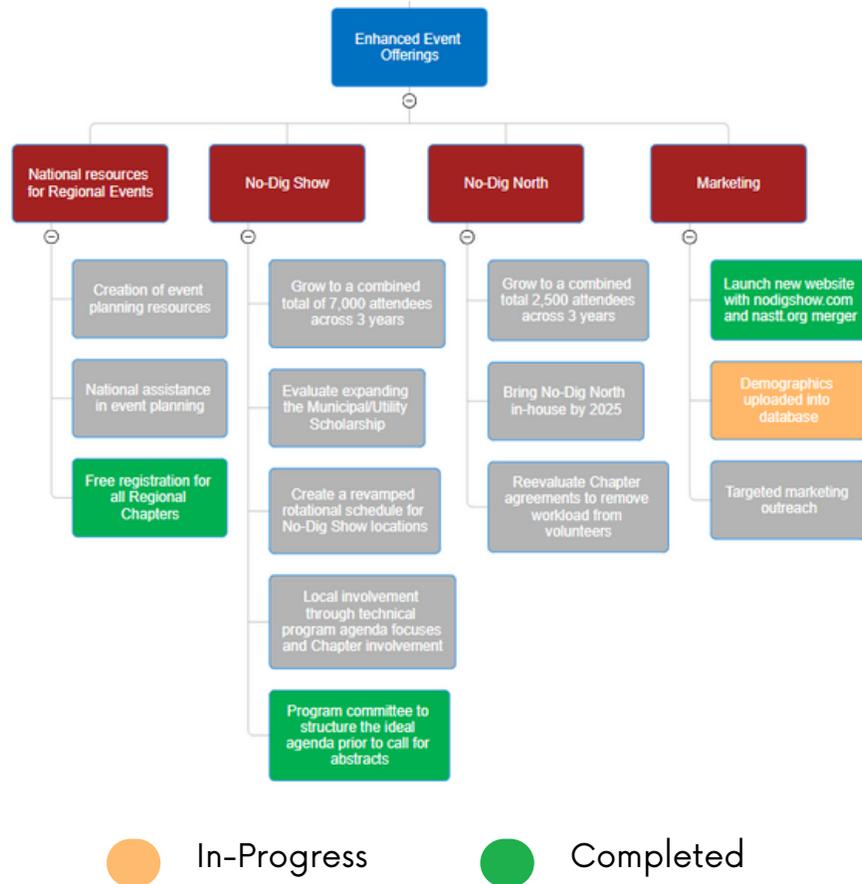
Committees Involved

Digital Strategy Committee - Andrea Long (Chair)

Training and Publications Committee - Drew Sparks (Chair)

PILLAR 4

ENHANCED EVENT OFFERINGS



This pillar speaks to the major events offered by NASTT including enhancements to our overall marketing strategy, continued development of our primary flagship No-Dig and No-Dig North Shows, and providing NASTT resources to support Regional Chapter shows and events.

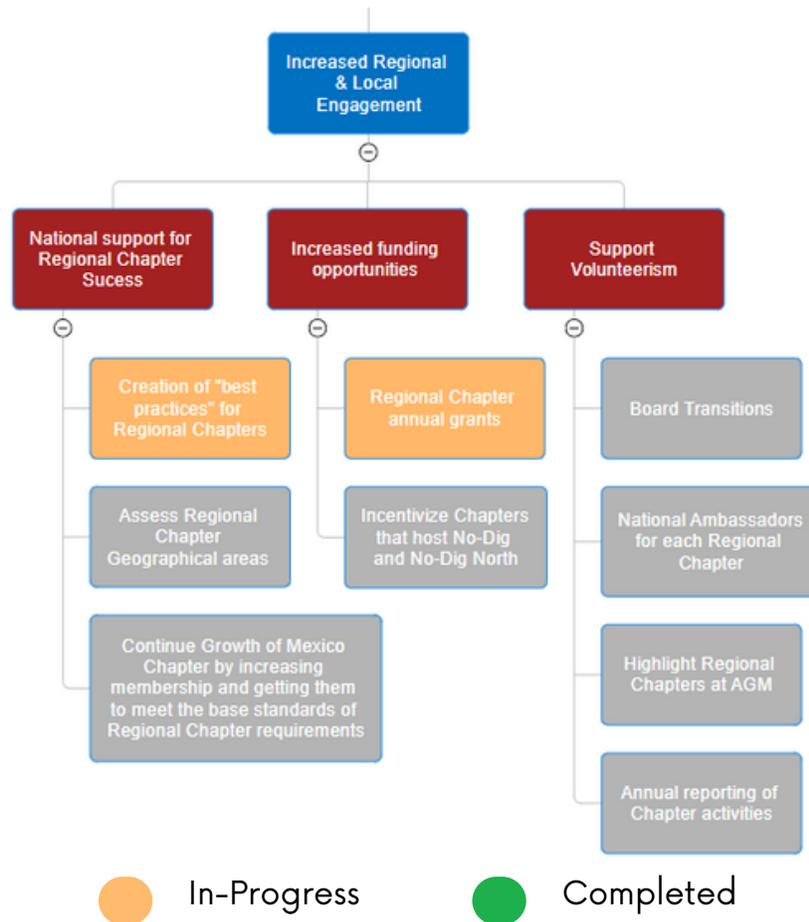
The action items outlined aim to elevate the caliber, reach, and influence of both the No-Dig Show and No-Dig North, with a particular focus on integrating No-Dig North into NASTT's management. By conducting targeted outreach, development of our conference committees, and consistently evaluating our efforts, we aspire to cultivate enriching event experiences that amplify attendee, exhibitor, sponsor, and regional stakeholder engagement, thus fostering heightened participation, satisfaction, and overall impact.

Committees Involved

- Regional Chapter Committee - Stephanie Nix-Thomas (Chair)
- Technical Program Committee - Maureen Carlin (Chair)
- Planning Committee - Chris Knott (Chair)
- No-Dig Development Committee - Greg Tippett (Chair)

PILLAR 5

INCREASED REGIONAL CHAPTER & LOCAL ENGAGEMENT

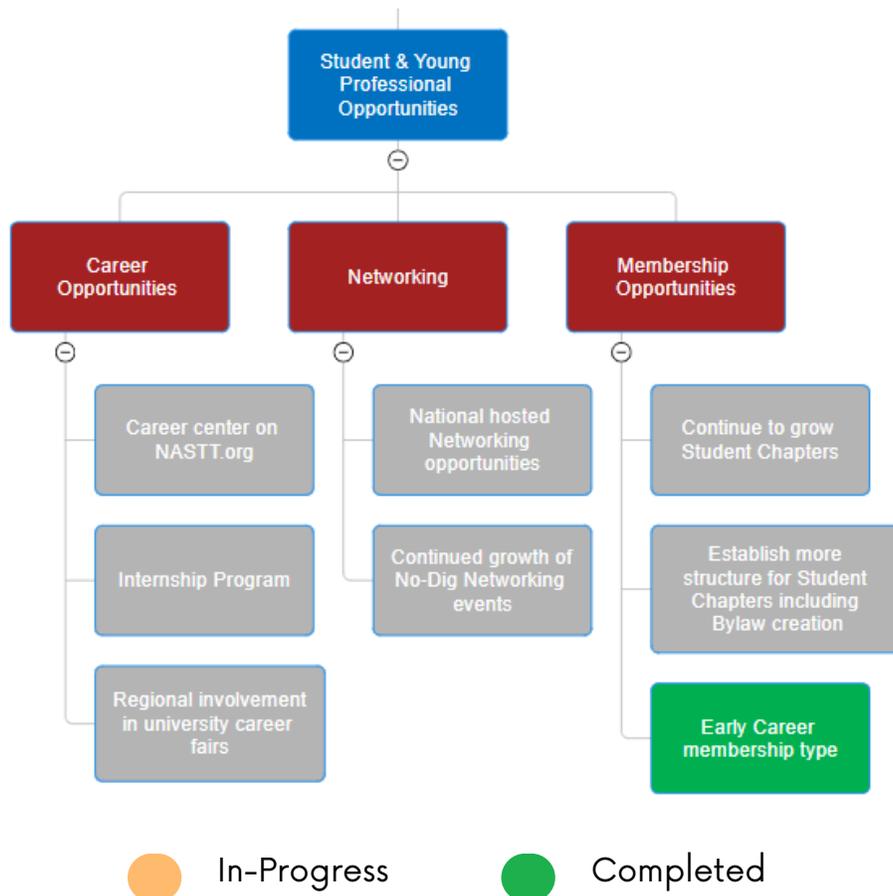


This pillar is all about providing support to NASTT's Regional Chapters, looking for ways to increase funding opportunities for the Regional Chapters, and providing support tools for the Regional Chapters to develop local volunteer opportunities, which should lead to growth and development of the society.

Together, these action items strive to deepen engagement with Regional Chapters, empower their leadership, and enhance their capacity to serve their local members effectively. By fostering collaboration, providing resources, and recognizing achievements, we seek to strengthen the overall impact and reach of our organization at the local level.

PILLAR 6

STUDENT AND YOUNG PROFESSIONAL OPPORTUNITIES



Pillar six focuses on the future of NASTT and the trenchless industry by furthering NASTT offerings related to career resources, increasing networking opportunities for students and young professionals, and implementing a membership category for new members of the industry.

As a whole, these initiatives are geared towards creating a supportive environment for students and young professionals in the trenchless technology industry. We aim to empower the next generation of leaders and professionals to thrive in the field by providing access to resources, networking opportunities, and future career development tools.

Committees Involved

Membership Committee - Tiffanie Mendez (Chair)
Student Chapter Committee - Tiffanie Mendez (Chair)
No-Dig Planning Committee - Chris Knott (Chair)

PILLAR 7

STAFFING & GOVERNANCE



The final pillar addresses the operational needs of NASTT by looking at staffing assignments and needs (current and future), developing more standard operating procedures, and developing a structure to support incoming BoD members each year.

These initiatives collectively aim to bolster our staffing capabilities, streamline workflow efficiency, and fortify effective governance practices within the organization. Through resource optimization, process refinement, and dedicated investment in staff, our goal is to elevate organizational effectiveness and pave the path toward greater success. Notably, the recent addition of Amy Shipp as our Conference Program Specialist further enhances our ability to deliver outstanding conference programs and advance our strategic objectives.

Committees Involved

Membership Committee - Tiffanie Mendez (Chair)
Industry Committee - Chris Knott (Chair)
Finance Committee - Dan Buonadonna (Chair)

APPENDIX A

STRATEGIC PLAN COMMITTEE

Craig Vandaele (Chair -
Strategic Plan Committee)

Michels | VP Preconstruction Services

Alan Goodman (NASTT Immediate
Past Chair)

HamnerHead Trenchless | Market
Development Manager

Matt Wallin, P.E. (NASTT Chair)

Bennett Trenchless | Partner & Senior Project
Manager

Kim Hanson, P.E.

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Sunbelt Rentals, Pump Solutions |
National Director of Sales

Jessie Clevenger

NASTT | Conference & Sales Director

Kari Webb

NASTT | Education Manager

APPENDIX B

NASTT STAFF



Matthew Izzard
Executive Director



Amy Shipp
Conference
Program Specialist



Jessie Clevenger
Conference &
Sales Director



Michelle Hill
Conference
Services Director



Jenna Hale
Marketing & Brand
Manager



Kari Webb
Education
Manager



Carolyn Hook
Membership & Database
Manager



Victoria Cox
Regional Chapter
Manager

Welcome

CONTACT INFO

- **Matthew Izzard - Executive Director**
 - mizzard@nastt.org
- **Jessie Clevenger - Conference & Sales Director**
 - jclevenger@nastt.org
- **Michelle Hill - Conference Services Director**
 - mhill@nastt.org
- **Jenna Hale - Marketing & Brand Manager**
 - jhale@nastt.org
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 - kwebb@nastt.org
- **Victoria Cox - Regional Chapter Manager**
 - vcox@nastt.org
- **Amy Shipp - Conference Program Specialist**
 - ashipp@nastt.org