



North Dakota Township Officers Association

2023-25 Strategic Plan – A Roadmap to
Relevance

On the Road to Relevance

- September 2022 NDTOA Board invested in charting a new chapter for the Association
- September 2023 NDTOA Board formally adopted the Strategic Plan



“Every man owes a part of his time and money to the business or industry in which he is engaged.

No man has a moral right to withhold his support from an organization that is striving to improve conditions within his sphere.”



**President Teddy Roosevelt
1908**

Executive Summary

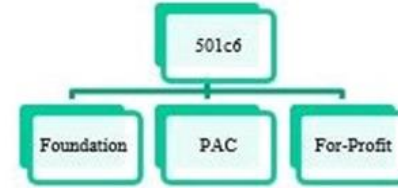
- Remaining “reactive” is not a strategy
- Members and stakeholders expect the NDTOA be the leaders of township issues and legislation
- Opportunities exist to diversify revenues and improve policy impact
- Highlight and celebrate history and successes
- The decisions the Board makes on implementing the plan will lay a foundation for future growth

Threats to Associations

Sustainable Revenue

Heavy reliance on member dues; no new or innovative revenue streams; declining membership, registration, and revenue.

- Reliant on Member Dues (declining)
- Refusal to Spend Reserves (“rainy day fund”)
- Ineffective Organizational Chart
- No Intellectual Property ©; Lacking “Golden Handcuff”



Historical Focus

Promoting milestones, founders, and past-presidents; no promotion of vision, goals and strategy.

- Left in the Past; “This used to work for us.”
- “We Have Always Done it This Way”
- Resistant Structure and Strategy Revamp
- Unwilling to use Technology

Members’ Needs

Prospects unable to determine value; outdated communication styles and brand.

- What’s an Association?
- I Don’t Have Time (“or money”) for This
- Your Benefits Don’t Align with My Needs; (“I can find it elsewhere.”)
- Vague Value Proposition and ROI
- “We Did a Member Survey Years Ago”



MISSION STATEMENT

To lead, unify, advance and protect the interests of North Dakota's townships, and to empower our township officers to lead in their respective communities



VISION STATEMENT

To be the resource of choice and voice for North Dakota townships and township issues, by:

- **Serving as the collective voice of townships through effective lobbying efforts**
- **Offering quality programs and services that benefit members**
- **Capitalizing on strategic partnerships**
- **Emphasizing leadership and organizational excellence**

Strategic Goal #1 (update)

STRENGTHEN THE INFLUENCE OF THE ASSOCIATION THROUGH THOUGHTFUL ADVOCACY AND PUBLIC POLICY INITIATIVES

- Engaged Legislative Committee with weekly meetings during the 2023 Legislative Session
- Strengthen advocacy efforts through meaningful stakeholder partnerships including the ND Association of Counties, ND League of Cities, ND Transportation Coalition
- Executed the first “township officer’s day” at the State Capitol during Legislative Session
- Planning “Local Government Week” for 2025 Legislative Session (Feb 17-21, 2025)
- Continued to engage with interim legislative Committee studies

Strategic Goal #2 (update)

DEVELOP COMPELLING PROGRAMS AND SERVICES TO ENGAGE MEMBERS AND SERVE MEMBER NEEDS

- Redesigned website, which continually is updated
- *Conduct a comprehensive member survey*
- *Develop an assertive membership recruiting and retention program*
- *Improve use of and effectiveness of county township associations*

Strategic Goal #3 (in 2024)

STRUCTURE THE ASSOCIATION FOR SUCCESS THROUGH ORGANIZATIONAL EXCELLENCE

- Update bylaws, develop Policies and Procedures manual
- Develop a Board of Directors manual
- Focus Board meetings on governance
- Review committee missions and structure
- Embark on a two-year process to increase and diversify revenue sources

Next Steps (2024)

- Begin legislative priorities analysis (SG1)
- Plan 2025 Township Day for Legislative Session
- Engage with legislators at every opportunity (SG1)
- Engage Membership (SG2)
- Evaluate effective communication strategies for Members (SG2)
- Evaluate and realign standing committees with Strategic Plan (SG3)
- Develop Board Manual (SG3)



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**“If you don’t where you are going...
any road will get you there.”**