



## STRATEGIC PLANNING FRAMEWORK

(FEBRUARY 2010)

**OVERVIEW & RESPONSIBILITY** – The NASPO Board of Directors, as representatives of its members and the greater state procurement profession, has the responsibility to set a clear direction for the future of the organization, establish necessary policies, practices, and priorities that help achieve this desired future, and hold its management company (AMR) and the membership accountable for annual performance.

This plan is the result of a NASPO Board of Directors strategic planning meeting in November 2009. It incorporates the best work from previous planning sessions in 2003 and 2006, but included activities and discussions that took a new look at the organization. Whereas previous plans separated a Short Range Plan from a Long Range Plan, it was the feeling of the group that this distinction is no longer necessary, somewhat due to the successes of the past.

The NASPO Board of Directors will review this plan annually, or as determined by the President, and measure the association's performance against these strategic goals and objectives.

**OUR CHANGING ENVIRONMENT** – Since the last two planning cycles in 2003 and 2006, a lot has changed both internally and externally. NASPO now has more resources gained through successful strategies implemented over the last few years, resulting in a stronger financial position. It is also recognized more than ever as a successful leader in its field.

Still, with the downturn in the U.S. economy, there are more administrative and legislative pressures than ever to improve state procurement policies and practices. This is further exacerbated due to the continuing debate over federalism versus states rights. All of this offers NASPO a great opportunity to meet these increasing needs.

Procurement encompasses the entire process of obtaining commodities and services - assessing needs and planning the acquisition; preparing and processing a requisition; determining the contractor source selection method and drafting and issuing a solicitation; evaluating bids or proposals and awarding a contract; administering the contract; receiving and accepting goods or services and managing delivery, payment, inventory and property disposition.

Purchasing is just one component of the procurement process. It also embraces activities such as quality assurance, training and education, dispute resolution, system oversight, streamlining

the acquisition and business processes, and embedding the best of supply chain management techniques in public policy and process.

**PURPOSE** – NASPO is an organization through which the member procurement officials provide leadership in professional public procurement, improve the quality of procurement, exchange information and cooperate to attain greater efficiency, economy and customer satisfaction.

**MISSION** – To help members achieve success as public procurement leaders in their states.

**VISION** – As a member-driven association of public procurement officials, NASPO is the nationally recognized leader and champion for state procurement policies and best practices.

**CORE VALUES** – Ethics & Integrity, Knowledge, Teamwork, Open Communication, and Leadership

- **ETHICS & INTEGRITY** - NASPO is guided by an overarching sense of ethics and integrity that dictates how the public procurement profession does its job.
- **KNOWLEDGE** - NASPO is both a knowledge source and active disseminator of public procurement policies and practices to members and the general public. NASPO seeks to understand all of the major influences that impact public procurement issues and policies and respond with a consensus-driven opinion as appropriate.
- **TEAMWORK** - NASPO creates a collegial environment built on its reputation for trust, inclusion and networking. The Board and membership work together toward involvement and participation at all levels of the organization while keeping members updated and informed on practices and issues that affect the profession.
- **OPEN COMMUNICATION** - NASPO communicates public procurement issues and positions to its internal membership and external audiences. NASPO seeks creative ways to explain, advocate and help members understand how the profession works, inspires members to actively participate in the organization, and shares the latest thinking on public procurement policy and practices.
- **LEADERSHIP** - NASPO seeks to understand the changing public procurement environment and develop positions and guidelines on public procurement issues based on Board consensus and membership buy-in.

**GOALS**

1. NASPO is the primary **AUTHORITY** and respected source of knowledge on state procurement issues.
2. NASPO members are **ENGAGED** and collaborate actively in sharing their expertise and experiences in support of the organization’s mission, goals, and objectives.
3. NASPO **DELIVERS** timely member services, programs, and technical assistance through two-way communication that promotes efficiency, economy, and value in state procurement practices.
4. NASPO has **INFLUENCE** on state procurement issues and policies, taking positions and advocating when it contributes to the public procurement profession.

***AUTHORITY, ENGAGEMENT, DELIVERY, and INFLUENCE***

**OBJECTIVES**

1. NASPO is the primary **AUTHORITY** and respected source of knowledge on state procurement issues.
  - a. Identify state procurement issues and trends through regular discussions.
  - b. Develop a comprehensive knowledge management system that includes research-based data & information and the best surveying/research methods.
  - c. Promote the value of certification to the public procurement profession and their respective management.
  - d. Provide timely, responsive information on key issues.
  - e. Recognize innovation and best practices in public procurement.

The **primary measures** of these goal/objectives are: a) achievement of task; b) the count of inquiries of NASPO (including media at conferences) or times referred to as an authority (i.e., media, Governors); and c) periodic external stakeholder/partner opinion surveys.

2. NASPO members are **ENGAGED** and collaborate actively in sharing their expertise and experiences in support of the organization’s mission, goals, and objectives.
  - a. Increase participation of state central procurement staff on committees and task forces, at conferences and training sessions, and through online communities (e.g., Listserv).
  - b. Provide an appropriate level of financial resources to enhance member participation.
  - c. Fund professional development and training opportunities for members.

- d. Facilitate more member exchanges through alternative communications, surveying, and information sharing tools (e.g., Wiki, SharePoint, etc.).

The **primary measures** of these goal/objectives are: a) achievement of task and b) the count of number of members active in various ways/forums.

3. NASPO **DELIVERS** timely member services, programs, and technical assistance through two-way communication that promotes efficiency, economy, and value in state procurement practices.
  - a. Expand the use of multi-state cooperatives.
  - b. Develop new and improved services, programs, professional development & training opportunities, and technical assistance that deliver knowledge to members.
  - c. Provide strong financial management for the organization.
  - d. Develop a system and the necessary content to benchmark procurement measures.

The **primary measures** of these goal/objectives are: a) achievement of task; b) the count of member use of selected programs/services (e.g., \$ value of multi-state cooperatives and money saved); and c) member satisfaction surveys.

4. NASPO has **INFLUENCE** on state procurement issues and policies, taking positions and advocating when it contributes to the profession.
  - a. Develop a process/methodology for identifying key policy & management issues, engaging members, and determining appropriate association action (e.g., issue brief, white paper, position statement, etc.) to influence stakeholders
  - b. Build and nurture strong alliances with relevant organizations and Associate members in order to elevate the perception of public procurement.
  - c. Promote the association and communicate effectively with members and other stakeholders.
  - d. Maximize use of technology and ensure an organizational culture that supports this goal.
  - e. Collect value-added testimony, then share it through publications and Capitol Hill visits.
  - f. Inform the external stakeholder community on the role and value of public procurement in streamlining government service delivery.

The **primary measures** of these goal/objectives are: a) achievement of task; b) the count of times NASPO is “at the table”; c) examples of successful influence; and d) periodic external stakeholder/partner opinion surveys.