



NSPMA

STRATEGIC FRAMEWORK

2026-2028

*Building Stronger School Facilities.
Supporting Stronger Schools.*

A Living Framework for Advancing Public K-12 School Facilities

National School Plant Management Association

FRAMEWORK AT A GLANCE

This Strategic Framework provides a clear and current direction for NSPMA through 2028. It is designed to guide organizational decisions while remaining flexible enough to evolve with the needs of public K-12 school facilities professionals.

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Framework Purpose

The framework connects NSPMA's mission to five strategic priorities: member value, national influence, professional development, organizational sustainability, and advocacy for better school facilities. It establishes direction without creating a rigid operational plan.

MESSAGE FROM THE EXECUTIVE DIRECTOR

Strong school facilities do not happen by accident. They are the result of dedicated professionals working every day to create safe, healthy, efficient, and well-maintained places for students and educators.

Since the adoption of NSPMA's previous strategic plan, the Association has expanded its membership, partnerships, professional development, national conference, and role in conversations affecting public school facilities. This framework reflects that growth and provides a current foundation for the years ahead.

NSPMA remains focused on supporting the public K-12 facilities professionals who operate, maintain, improve, and protect the buildings where students learn. Our work is grounded in practical service, peer collaboration, professional excellence, and a commitment to healthy learning environments.

This framework is intentionally concise. It establishes shared priorities while allowing the Executive Board and membership to respond to emerging needs, opportunities, and challenges. It will be reviewed regularly and adjusted as NSPMA continues to grow and evolve.

Ken Wertz

Executive Director

ABOUT NSPMA

The National School Plant Management Association is a national nonprofit professional association dedicated exclusively to public K-12 school facilities professionals. NSPMA supports the people responsible for creating and maintaining safe, healthy, efficient, and well-maintained learning environments.

WHO WE SERVE

- Public K-12 facilities and plant management leaders
- Custodial, maintenance, grounds, energy, safety, and operations professionals
- State and regional school facilities associations
- Public agencies, nonprofit collaborators, and mission-aligned partners

WHAT WE DO

- Professional development and peer learning
- National Conference & Expo
- State affiliate support and national collaboration
- Research, publications, advocacy, and practical resources

EXECUTIVE BOARD

PRESIDENT: Chris Crockett, Kansas

VICE PRESIDENT: Gloria Aguiar, California

TREASURER: Tom O'Donnell, New Jersey

PAST PRESIDENT: John Rome, Louisiana

SECRETARY: Cristina Windover, Virginia

EXECUTIVE DIRECTOR: Ken Wertz, Massachusetts

The Executive Board provides strategic direction, governance, and oversight in support of NSPMA's mission and members.

VISION, MISSION, AND CORE VALUES

VISION

Every student deserves a safe, healthy, efficient, and well-maintained learning environment supported by highly trained school facilities professionals.

MISSION

NSPMA advances excellence in public K-12 school facilities through leadership, professional development, advocacy, collaboration, and the sharing of best practices.

CORE VALUES

LEADERSHIP

Develop leaders who strengthen public education.

SERVICE

Support members before, during, and after every challenge.

COLLABORATION

Bring together schools, government, nonprofits, and industry partners.

PROFESSIONAL EXCELLENCE

Promote continual learning and operational excellence.

INNOVATION

Advance practical, research-based solutions.

INTEGRITY

Lead with transparency, trust, and accountability.

STEWARDSHIP

Promote responsible management of public resources.

STRATEGIC PRIORITIES 2026-2028

NSPMA will focus its resources and leadership on five priorities that strengthen member support, advance the profession, and improve the facilities where students and educators learn and work.

1	2	3	4	5
STRENGTHEN MEMBER VALUE	GROW NATIONAL INFLUENCE	ADVANCE PROFESSIONAL DEVELOPMENT	BUILD ORGANIZATIONAL SUSTAINABILITY	ADVOCATE FOR BETTER SCHOOL FACILITIES

These priorities are mutually reinforcing. Member value grows through education and connection. National influence strengthens advocacy. Strong governance and diversified revenue sustain the work. Together, these efforts elevate the school facilities profession and improve learning environments.

PRIORITY 1

STRENGTHEN MEMBER VALUE

WHY THIS MATTERS

NSPMA exists to support the professionals responsible for public school facilities. Member value must remain practical, accessible, and directly connected to the challenges faced in schools every day.

OUR COMMITMENT

- Expand high-quality online education and member resources.
- Increase opportunities for peer networking and problem-solving.
- Improve communication, outreach, and access to timely information.
- Strengthen support for state affiliates and individual members.
- Encourage participation, retention, and leadership development.

SUCCESS LOOKS LIKE...

- Growth in membership and state participation.
- Increased engagement in webinars, forums, and association activities.
- Positive member feedback and renewal rates.
- Greater use of member resources and tools.

1

STRATEGIC PRIORITY

PRIORITY 2

GROW NATIONAL INFLUENCE

WHY THIS MATTERS

Public school facilities require a strong and informed national voice. NSPMA will build relationships that ensure facilities professionals are included in the conversations and decisions that affect schools.

OUR COMMITMENT

- Expand partnerships with national education, facilities, health, safety, and nonprofit organizations.
- Participate in national coalitions, research initiatives, and policy discussions.
- Increase federal and state engagement on school facilities issues.
- Support stronger connections among state affiliates.
- Promote the essential role of school facilities professionals in student success.

SUCCESS LOOKS LIKE...

- Expanded national partnerships and coalition participation.
- Greater recognition of NSPMA as a trusted resource.
- Increased opportunities for member expertise to inform national work.
- Stronger collaboration among state and national leaders.

2

STRATEGIC PRIORITY

PRIORITY 3

ADVANCE PROFESSIONAL DEVELOPMENT

WHY THIS MATTERS

The complexity of modern school facilities continues to grow. NSPMA will help professionals develop the knowledge, leadership skills, and practical tools needed to manage today's buildings and prepare for the future.

OUR COMMITMENT

- Deliver an impactful National Conference & Expo.
- Expand webinars, workshops, and online learning opportunities.
- Share practical best practices, lessons learned, and emerging research.
- Support leadership development for current and future facilities leaders.
- Explore future credentialing or recognition opportunities aligned with member needs.

SUCCESS LOOKS LIKE...

- Increased participation in professional development.
- Strong conference evaluations and repeat attendance.
- Broader range of member-led educational content.
- Growth in practical resources available throughout the year.

3

STRATEGIC PRIORITY

PRIORITY 4

BUILD ORGANIZATIONAL SUSTAINABILITY

WHY THIS MATTERS

NSPMA must remain financially responsible, operationally efficient, and well governed so it can serve members consistently and invest in future opportunities.

OUR COMMITMENT

- Increase annual partnerships and long-term sponsor relationships.
- Diversify revenue beyond conferences and membership dues.
- Pursue grants and external funding aligned with NSPMA's mission.
- Maintain responsible reserves and transparent financial practices.
- Strengthen governance, succession planning, and operational systems.

SUCCESS LOOKS LIKE...

- Diversified and predictable revenue.
- Appropriate financial reserves and responsible budgeting.
- Clear governance practices and leadership continuity.
- Ability to invest in new member programs and strategic opportunities.

4

STRATEGIC PRIORITY

PRIORITY 5

ADVOCATE FOR BETTER SCHOOL FACILITIES

WHY THIS MATTERS

Safe, healthy, and well-maintained schools are essential to student and staff success. NSPMA will elevate facilities needs and promote responsible, evidence-based investment in public school infrastructure.

OUR COMMITMENT

- Promote healthy, safe, and resilient learning environments.
- Support evidence-based maintenance and operations funding.
- Advance lifecycle asset management and long-range capital planning.
- Elevate the value and visibility of school facilities professionals.
- Expand national research, guidance, and data that support informed decisions.

SUCCESS LOOKS LIKE...

- Greater awareness of the connection between facilities and student success.
- Publication of practical guidance and advocacy resources.
- Expanded participation in national facilities research and policy discussions.
- Stronger recognition of preventive maintenance and lifecycle stewardship.

5

STRATEGIC PRIORITY

MEASURING SUCCESS AND LOOKING AHEAD

NSPMA will measure progress by the value created for members, the strength of the organization, and the impact of its work on the school facilities profession.

MEMBERSHIP

Growth in member schools, individuals, and state participation.

EDUCATION

Increased participation in conferences, webinars, and resources.

PARTNERSHIPS

Expanded national, nonprofit, public, and industry collaboration.

ADVOCACY

Greater national recognition of facilities needs and expertise.

FINANCIAL

Sustainable, diversified revenue and responsible reserves.

RESEARCH

Publication of practical guidance, data, and best practices.

A LIVING FRAMEWORK

This Strategic Framework will be reviewed annually by the Executive Board and updated as appropriate to reflect the evolving needs of NSPMA, its members, and public K-12 school facilities professionals. It provides direction while preserving the flexibility needed to respond to emerging challenges and opportunities.

OUR COMMITMENT

NSPMA is committed to supporting the public K-12 school facilities professionals who work every day to provide safe, healthy, efficient, and well-maintained learning environments.

Building Stronger School Facilities. Supporting Stronger Schools.