



Gulf States Shipbuilders Consortium (GSSC)

2009-2011

STRATEGIC PLAN

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GULF STATES SHIPBUILDERS CONSORTIUM

2009-2011 Strategic Plan

Background

History of GSSC

In 2006, the National Institute of Standards and Technology (NIST), through its Manufacturing Extension Partnership (MEP) program, awarded a \$750,000 grant to the Alabama Technology Network (ATN) to assist shipbuilders affected by Hurricane Katrina along the Gulf Coast.

While the overall purpose of the grant was to address the critical shortage of technically skilled workers available to Gulf Coast shipbuilders and other industry issues, one of the major goals was to establish a membership-based, regional cooperative group of shipbuilding companies, vendors, educational institutions, and economic developers as a non-profit consortium.

On December 14, 2006, members of the Gulf States Shipbuilders Consortium (GSSC) celebrated the official formation of the association at its charter member at Mississippi Gulf Coast Community College in Gautier, Mississippi.

On May 29, 2009, the GSSC Board of Directors met to review and update the GSS strategic plan.

SWOT Analysis

To help guide GSSC in its planning process, a SWOT analysis was conducted. A SWOT analysis involves identifying the **S**trengths, **W**eaknesses, **O**pportunities, and **T**hreats facing an organization. The SWOT analysis included an “environmental scan” of the issues facing the shipbuilding and repair industry in general along with more focused analysis of GSSC.

Important issues or themes arising from SWOT analysis

Several important themes emerged from the SWOT analysis. The board used these themes to guide the planning process:

1. Opportunities for GSSC to increase the awareness of the industry and of GSSC by improving internal and external communications (marketing & public relations)
2. There is a need for increased collaboration and participation internally among GSSC partners and members (including increased participation by upper level

managers) and, externally with other economic and workforce development agencies and groups.

3. Workforce Development (education and training) remains a top priority.
4. Sustaining and growing the consortium

2009-2011 Strategic Goals

Once the SWOT analysis was completed, GSSC's Board of Directors reviewed the three strategic goals that were established to support the vision and mission of GSSC. The three goals, with minor adjustments, remain as the foundation for the 2009-2011 Strategic Plan:

1. **Raise public awareness of the shipbuilding industry and GSSC in the Gulf Coast region.**
2. **Establish a steady stream of trained workers for the shipbuilding industry in the Gulf Coast region.**
3. **Develop a plan for sustaining and growing GSSC.**

The board slightly altered the wording of the GSSC Vision and Mission statements. The **Strategic/Action Plan** that follows outlines the strategies to achieve these goals. Following the **Strategic/Action Plan** is a diagram of the planning cycle.

GULF STATES SHIPBUILDERS CONSORTIUM
2009-2011 Strategic Plan

Vision: Be a force sustaining and growing the shipbuilding industry in the Gulf Coast region.

Mission: Promote increased productivity and improved competitiveness in the Gulf Coast shipbuilding industry.

Goal 1

Raise public awareness of the shipbuilding industry and GSSC in the Gulf Coast region.

Strategies:

1. Develop and implement a communications plan to support all GSSC initiatives.

Action Plan:

- a. Develop communications budget
- b. Design collateral materials for general use.
- c. Develop databases of internal and external stakeholders.
- d. Draft media materials (press release, fact sheet, partner bios, etc.).
- e. Develop schedule for frequency of communications for each stakeholder group.
- f. Evaluate GSSC member participation on various councils, boards and associations.
- g. Develop stories with the print media.
- h. Develop and distribute news releases periodically to highlight progress.
- i. Participate in community events – sporting events, festivals, fairs, etc.

Responsible Parties: Communications Committee Chair

2. Organize and host or participate in at least one Teacher Counselor Workshop and Career Day event in each of the five states of the Gulf Coast region annually.

Action Plan:

- a. For Teacher/Counselor workshop:
 - 1) Identify venue to host Teacher/Counselor workshop.
 - 2) Develop budget to deliver event.
 - 3) Identify target counties.
 - 4) Identify middle and high school teachers and counselors.
 - 5) Identify event sponsors or partners to help fund event.
 - 6) Develop and distribute marketing materials to recruit participants.
 - 7) Schedule speakers and prepare simulation kits.
 - 8) Deliver to at least 50 middle and high school teachers.
 - 9) Send press release following event to appropriate media markets.

- b. For Career Day event:
 - 1) Identify venue to host Career Day event.
 - 2) Develop budget to deliver event.
 - 3) Identify target counties.
 - 4) Identify event sponsors or partners to help fund event.
 - 5) Develop and distribute marketing materials to recruit participants.
 - 6) Identify hands-on booth sponsors.
 - 7) Identify vendors to host career booths.
 - 8) Identify shipyards to host tours.
 - 9) Deliver to at least 200 middle and high school students.
 - 10) Send press release following event to appropriate media markets.

Responsible Parties: Corinne Dupuy (MEP Louisiana), Jay Tice (MEP-Mississippi), Audrey Smallwood (MEP-Alabama), Communications Committee Chair, and Workforce Development Committee Chair

Goal 2

Establish a steady stream of trained workers for the shipbuilding industry of the Gulf Coast region.

Strategies:

1. Identify uniform list of core competencies for crafts.

Action Plan:

- a. Develop draft list of core competencies for the following crafts:
 - 1) Shipfitter
 - 2) Welder
 - 3) Pipe Fitter
 - 4) Pipe Welder
 - 5) Electrician
 - 6) Painter
 - 7) Machinist
 - 8) Carpenter
 - 9) Rigger
 - 10) CNC Machine Operator
- b. Distribute to members for review/modification.
- c. Revise lists based on member input.
- d. Distribute to members.

Responsible Party: Skip Krause

2. Define skills sets for the Welding craft by March 2009.

Action Plan:

- a. Identify funding source for profile.
- b. Profile craft based on input from member yards.
- c. Distribute results to membership.

Responsible Party: Dennis Fanguy

3. Develop standardized Shipfitter curricula approved by member yards.

Action Plan:

- a. Continue to develop curricula.
- b. Investigate and, if feasible, develop online component to create blended learning opportunities.

- c. Submit draft to members for review.
- d. Revise based on input from membership.
- e. Publish final curriculum to membership.

Responsible Party: David Cobb (DOL)

- 4. Develop industry-wide skill certificate for Shipfitter craft.

Action Plan:

- a. Develop test based on results of SkillsNet profile and curriculum.
- b. Explore partnering opportunities with organizations like NCCER
- c. Pilot test in industry and revise if needed.
- d. Administer at the end of each shipfitter bootcamp.
- e. Offer assessment tool to member yards to use in testing incumbent workers.
- f. Publicize skills certificate to non-member shipyards for possible adoption.

Responsible Party: Skip Krause

- 5. Offer three shipfitter boot camps.

Action Plan:

- a. Develop plan for training boot camp.
- b. Identify training partners.
- c. Purchase equipment and training materials.
- d. Identify participating GSSC shipyard members (to sponsor students).
- e. Market boot camps in each state.
- f. Schedule pilot boot camp in Alabama to begin by August 31, 2010, and deliver to 20 individuals.
- g. Schedule boot camp in Louisiana to begin by January 31, 2010, and deliver to 20 individuals.
- h. Schedule boot camp in Mississippi to begin by March 30, 2010, and deliver to 20 individuals.
- i. Evaluate each boot camp and revise successive camps as needed to ensure continuous improvement.
- j. Develop and publish success stories to create awareness/interest.
- k. Explore additional funding opportunities to offer future boot camps.

Responsible Parties: Corinne Dupuy (MEP Louisiana), Jay Tice (MEP-Mississippi), Audrey Smallwood (MEP-Alabama), and Workforce Development Committee Chair

6. Recruit additional workers to the industry.

Action Plan:

- a. Retain 1-800 number to receive calls generated by public relations campaign and advertising efforts.
- b. Continue to improve goships.com website as a shipbuilding and repair job resource site.
- c. Identify college partners to work with call center and GSSC.
- d. Establish systematic method to track applicants.
- e. Participate in job fairs and other recruiting events

Responsible Party: Membership & Recruitment Committee

Goal 3

Develop a plan for sustaining and growing GSSC.

Strategies:

1. Execute a membership recruiting campaign.

Action Plan:

- a. Expand membership to Florida and Texas.
- b. Expand membership to other maritime industries (vendors, related industries, stevedoring, shipping, offshore, etc.).
- c. Identify legislative “champions” in each state.
- d. Develop and implement a member/industry recognition program.

Responsible Party: Membership & Recruitment Committee

2. Establish a short-term and long-term budget for GSSC, to include outside funding sources and distribute to membership.

Action Plan:

- a. Develop core financial partners recruitment (solicitation) strategy.
- b. Develop grant research and application plan and submit at least one grant application.

Responsible Parties: Byron Dunn, GSSC Treasurer, Finance Committee, and Governmental Affairs Committee

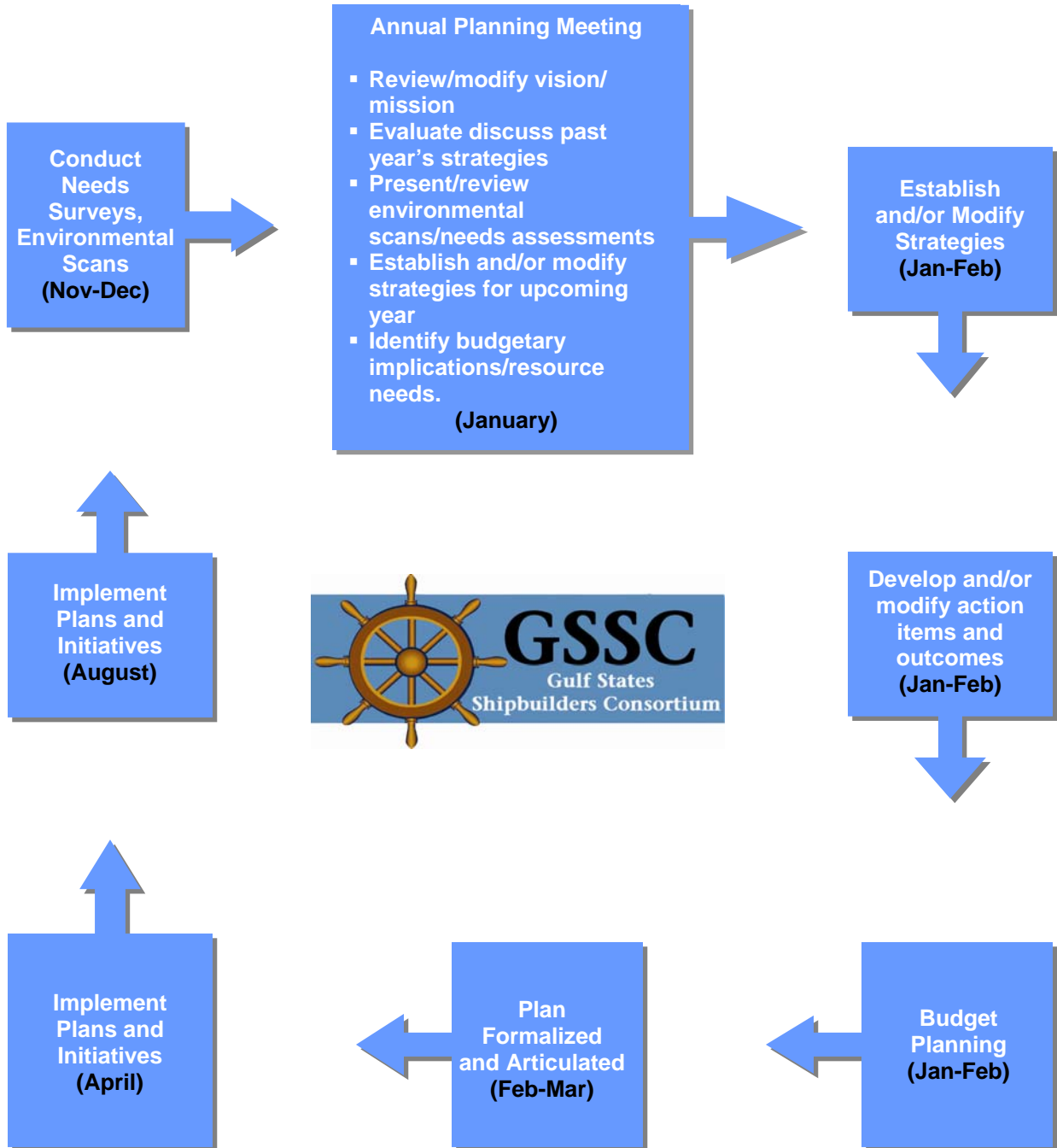
3. Establish a formal communications plan to keep members informed of GSSC activities.

Action Plan:

- a. Host an annual meeting.
- b. Host quarterly meetings in May, July, and October.
- c. Develop method through which to communicate success stories.
- d. Distribute monthly or quarterly newsletters to members and other key stakeholders
- e. Post GSSC activities/success stories on website.

Responsible Parties: Communications Committee and Annual Conference and Quarterly Meeting chair

GULF STATES SHIPBUILDERS CONSORTIUM THREE-YEAR PLANNING CYCLE



**GULF STATES SHIPBUILDERS CONSORTIUM
BOARD OF DIRECTORS**

Byron Dunn, President and Chairman
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David Cobb, Vice President
Northrop Grumman Shipbuilding – Gulf Coast

Corinne Dupuy, Secretary
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