



Gulf States Shipbuilders Consortium (GSSC)

2008-2010

STRATEGIC PLAN



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GULF STATES SHIPBUILDERS CONSORTIUM

2008-2010 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.

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. These themes were used to guide the planning process:

1. Public awareness of the industry and opportunities within (marketing & public relations)
2. Collaboration among partners
3. Workforce Development (education and training)
4. Sustaining and growing the consortium

2008-2010 Strategic Goals

Once the SWOT analysis was completed, GSSC's Board of Directors established three strategic goals to support the vision and mission of GSSC. These goals serve as the foundation for the 2008-2010 Strategic Plan:

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

The **Strategic/Action Plan** that follows outlines the strategies that will be employed to achieve these goals. Following the **Strategic/Action Plan** is a diagram of the planning cycle.

GULF STATES SHIPBUILDERS CONSORTIUM

2008-2010 Strategic Plan

Vision: To sustain and grow the shipbuilding industry in the Gulf Coast region.

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

Goal 1

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

Strategies:

1. Develop and implement a public relations campaign to the industry by April 2008.

Action Plan:

- a. Meet with GSSC partner HR departments.
- b. Develop databases and calendar of events.
- c. Draft media materials (press release, fact sheet, partner bios, etc.).
- d. Draft template letters for community outreach.
- e. Distribute press kit to launch the campaign.
- f. Distribute initial round of community letters.
- g. Develop stories with the print media.
- h. Develop and distribute news releases periodically to highlight progress.
- i. Schedule TV and radio interviews (as well as print) for GSSC's partners.
- j. Schedule speaking engagements at the high schools (for students, parents and teachers).
- k. Identify and book events over the next six months. (Develop a calendar of events from which partners can choose.)
- l. Schedule speaking engagements and meetings with key influencers at various community organizations, clubs, churches and potentially military bases.
- m. Participate in community events – sporting events, festivals, fairs, etc.
- n. Draft and present campaign recap and evaluate to determine next steps.

Responsible Parties: Audrey Smallwood and Communications
Committee Chair

2. Organize and host a Teacher Counselor Workshop and Career Day event in Alabama, Louisiana, and Mississippi by December 2008.

Action Plan:

- a. For Teacher/Counselor workshop:
 - 1) Identify one venue in each state to host Teacher/Counselor workshop.
 - 2) Develop budget to deliver event.
 - 3) Identify counties within each state to target.
 - 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 100 middle and high school teachers in each state.
 - 9) Send press release following event to appropriate media markets.
- b. For Career Day event:
 - 10) Identify one venue in each state to host Career Day event.
 - 11) Develop budget to deliver event.
 - 12) Identify counties within each state to target.
 - 13) Identify event sponsors or partners to help fund event.
 - 14) Develop and distribute marketing materials to recruit participants.
 - 15) Identify hands-on booth sponsors.
 - 16) Identify vendors to host career booths.
 - 17) Identify shipyards to host tours.
 - 18) Deliver to at least 400 middle and high school students in each state.
 - 19) 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 by August 2008.

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 Shipfitter craft by February 29, 2008.

Action Plan:

- a. Profile craft based on input from member yards using Skillsnet.
- b. Distribute results to membership.

Responsible Party: Dennis Fanguy

3. 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 using SkillsNet.
- c. Distribute results to membership.

Responsible Party: Dennis Fanguy

4. Develop standardized curricula Shipfitter craft by April 30, 2008 based on results of SkillsNet Profile.

Action Plan:

- a. Identify vendor to develop curricula.
- b. Research similar curricular efforts (e.g., NSRP, DOL).
- c. Investigate and, if feasible, develop online component to create blended learning opportunities.
- d. Submit draft to members for review.
- e. Revise based on input from membership.
- f. Publish final curriculum to membership.

Responsible Party: David Cobb (DOL)

5. Develop industry-wide skill certificate for Shipfitter craft by May 31, 2008.

Action Plan:

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

Responsible Party: Skip Krause

6. Offer three shipfitter bootcamps by September 30, 2008.

Action Plan:

- a. Develop plan for training bootcamp.
- b. Identify training partners.
- c. Purchase equipment and training materials.
- d. Identify participating GSSC shipyard members (to sponsor students).
- e. Market bootcamps in each state.
- f. Schedule pilot bootcamp in Alabama to begin by June 30, 2008, and deliver to 20 individuals.
- g. Schedule bootcamp in Louisiana to begin by August 15, 2008, and deliver to 20 individuals.
- h. Schedule bootcamp in Mississippi to begin by September 30, 2008, and deliver to 20 individuals.
- i. Evaluate each bootcamp 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 bootcamps.

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

- 7. Recruit 1,000 workers to the industry by March 2009.

Action Plan:

- a. Set-up 1-800 number to receive calls generated by public relations campaign and advertising efforts.
- b. Finalize goships 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. Establish applicant database to house applicant information on GSSC website.
- f. Identify additional funding sources to sustain program after six month pilot.
- g. Implement and identify additional funding sources to sustain PR campaign.
- h. Implement and identify additional funding sources to sustain bootcamps.

Responsible Party: Audrey Smallwood and Workforce Development Committee

Goal 3

Establish a foundation for sustaining and growing GSSC.

Strategies:

- 1. Develop and implement a formal membership recruiting campaign by May 30, 2008.

Action Plan:

- a. Expand membership to Florida and Texas.
- b. Expand membership to other maritime industries (vendors, related industries, stevedoring, shipping, offshore, etc.).
- c. Utilize PR campaign to create awareness for GSSC.
- d. Identify legislative “champions” in each state.

- e. Develop and implement a member/industry recognition program.

Responsible Party: Membership Committee chair

2. Create and implement an organizational chart, including committees by March 31, 2008.

Responsible Party: Byron Dunn

3. Formalize committees by March 31, 2008.

Action Plan:

- a. Identify committees
 - 1) Membership and Recruitment
 - 2) Annual Conference and Quarterly Meeting
 - 3) Governmental Affairs
 - 4) Policy
 - 5) Workforce Development (Training and Education)
 - 6) Communication (Marketing, Public Relations, Collaborations)
 - 7) Finance (Budget, Grants, etc.)
- b. Develop purpose statement.
- c. Identify committee chair and recruit members.
- d. Charge each committee with establishing annual goals that support GSSC's strategic plan.
- e. Include committee reports at quarterly and annual meetings.

Responsible Party: Byron Dunn

3. Establish a short-term and long-term budget for GSSC, to include outside funding sources and distribute to membership by April 30, 2008.

Action Plan:

- a. Develop core financial partners recruitment (solicitation) strategy.
- b. Develop grant research and application plan and submit at least one grant application by March 2009.

Responsible Parties: Byron Dunn, GSSC Treasurer, and Finance Committee Chair

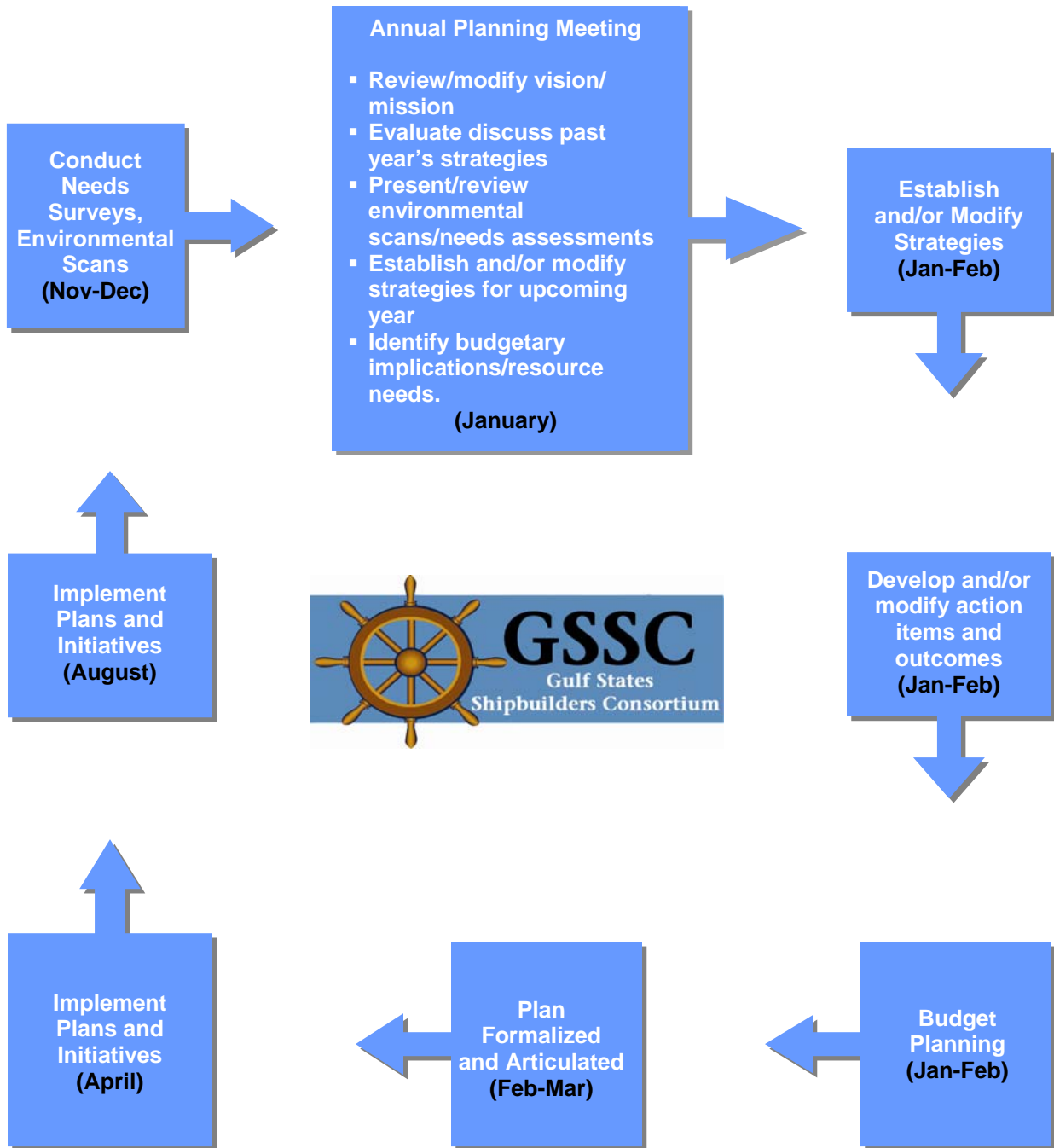
4. Establish a formal communications plan to keep members informed of GSSC activities by April 30, 2008.

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**

Dennis Fanguy, Chairman of the Board
Bollinger Shipyards

Byron Dunn, President
Alabama Technology Network

David Cobb, Vice President
Northrop Grumman Shipbuilding – Gulf Coast

Corinne Dupuy, Secretary
Manufacturing Extension Partnership-Mississippi

Mike Leleux, Treasurer
Trinity Yachts

Skip Krause
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