



# VIRGINIA MARITIME

---

A S S O C I A T I O N

## 5 Year Strategic Plan

*Promote, Protect and Encourage  
International and Domestic Commerce  
through Virginia's Ports.*



**Strategic Plan 2018-2022**  
**Part I: Strategy**

**Introduction**

The purpose of the Virginia Maritime Association (VMA) Strategic Plan 2018-2022 is to ensure unity of purpose and clarity of thought for the Board of Directors, Committees and Staff as they go about the Association's work over the next five years. VMA has a long history of effectively supporting the competitiveness, growth in commerce and professionalism of Virginia's ports. That provides a solid foundation on which to build the Association's future. Virginia's maritime and logistics industries are changing at an ever-faster rate, as are the Federal and state policy, regulatory and fiscal environments, creating complex new challenges every year. This plan will ensure that VMA keeps pace with the changes and meets the challenges so it can continue to promote, protect and encourage international and domestic commerce through Virginia's ports.

This Strategic Plan was developed by the Strategic Planning Committee between March and November 2017. The members of the committee were:

- Philip Davey, Chair
- Joseph F. Bouchard, Ph.D., Vice Chair and Facilitator
- Judy Barrett, Towne Bank Norfolk
- Kelly Brown, Newport News Shipbuilding
- Camille Crofton Cherry, Crofton Industries, Future Leader
- Mark T. Coberly, Vandeventer Black, LLP
- Butch Crane, K Line
- Larry Ewan, Continental Terminals
- Ken Joyner, Norfolk Southern Corporation
- Ashley McLeod, Virginia Maritime Association
- Art Moye, Virginia Maritime Association
- Raymond A. Newlon, Hapag-Lloyd (America) Inc.
- Edward O'Callaghan, Audax Transportation-Century Express
- Evans Poston, City of Norfolk
- David White, Virginia Maritime Association
- Lang Williams, CBRE | Hampton Roads

The Strategy section of the Strategic Plan consists of the Mission Statement, Vision Statement, Guiding Principles, and Strategic Goals. The details of implementing the strategy are contained in the Virginia Maritime Association Action Plan 2018-2022. The Action Plan lays out objectives for achieving each goal and actions for accomplishing each objective.

The Strategic Plan is divided into two parts so the Executive Committee and Board of Directors can modify the Action Plan as necessary to adapt it to changing circumstances without having to modify the Strategy. The Executive Committee will review progress in carrying out the Action Plan quarterly and, with input from the Strategic Planning Committee, will review the overall Strategic Plan annually.

## **Mission**

To promote, protect and encourage international and domestic commerce through Virginia's ports.

## **Vision**

The Virginia Maritime Association will be recognized and respected throughout Virginia, the nation and the world for its success in enhancing competitiveness and promoting commerce through Virginia's ports.

## **Guiding Principles**

- The Virginia Maritime Association exists exclusively to promote, protect and encourage international and domestic commerce through the ports of Virginia. VMA will partner with other organizations in order to carry out its mission; but VMA does not exert efforts or take positions on matters that are not directly related to its mission.
- The Virginia Maritime Association is strictly non-partisan. VMA members are encouraged to participate in the political process and express opinions on issues; but the views of individual members do not represent the position of the Virginia Maritime Association.
- The Virginia Maritime Association promotes commerce through the ports of Virginia and supports member businesses through such means as listings in publications and on its website, advertising and sponsorship opportunities, and recognition for contributions to VMA and promoting commerce through Virginia's ports; but VMA does not endorse the products or services of individual businesses.
- In pursuit of its mission the Virginia Maritime Association seeks to collaborate and cooperate with stakeholders in Virginia's ports, maritime and logistics related industries.

## **Strategic Goals**

- I. Promote growth in maritime and logistics related commerce and industry
- II. Build on VMA's outreach and advocacy to achieve public sector policies and support benefiting Virginia's maritime related industries
- III. Recruit and retain business and professional community members with a commercial interest in Virginia's maritime related industries
- IV. Engage the membership in activities and initiatives to accomplish VMA's mission
- V. Enhance the performance of the Board, Committees and Staff to accomplish the VMA mission



**Strategic Plan 2018-2022  
Part II: Action Plan**

**Introduction**

The Action Plan lays out objectives for achieving each goal in the Strategic Plan and actions for accomplishing each objective, assigns responsibility for each action and due dates for completing them, and specifies metrics for measuring progress toward accomplishing the objectives.

Each action designates responsibility for carrying out the action, Staff personnel or Committees tasked to support the lead individual or committee, and the due date for completing the Action or milestones for tracking progress on long-term or on-going actions. Due dates are nominal based on scheduling of Executive Committee and Board of Directors meetings. The Executive Committee may adjust them as necessary based on changes in the schedule of those meetings or requests from VMA Staff or Committee Chairs.

To avoid redundancy, Actions were only listed once under the Objective for which they provide greatest support. Some Actions support accomplishing more than one Objective or more than one Strategic Goal.

Strategic Goal V of the Action Plan includes objectives related to implementation of the plan, progress monitoring by the Executive Committee and Board of Directors, and review of the Action Plan to keep it current with changing circumstances.

Annex A contains a spreadsheet summarizing the Objectives and Actions sorted by goals, responsible party and due date. This will help responsible individuals and committees, the Executive Committee and the Board of Directors track implementation of the Action Plan.

## I. Promote growth in maritime and logistics related commerce and industry

### A. Promote maritime related commerce through the full range of Virginia's port facilities

Progress measurement:

- Maritime commerce overall and exports from Virginia companies through Virginia's ports grows at a rate higher than the average of the other four largest east coast ports.
- Favorable articles on Virginia's maritime related industries appear in Virginia press and business publications, national publications and relevant industry websites at least monthly.
- Percentage of VMA member companies expressing satisfaction with VMA promotional efforts in member satisfaction survey.
- Statewide and regional economic development strategies and initiatives address increasing commerce through Virginia's ports in general, and manufacturing and agricultural exports in particular.
- Statewide and regional economic development strategies include initiatives to grow Virginia's logistics industry.

#### 1. Market port assets and maritime industries.

- Include in the Communications and Marketing Plan:
  - A strategy for utilizing VMA's communications platforms to market domestically and abroad the full range of Virginia's port assets and maritime and logistics capabilities.
  - Proactive use of press releases on maritime events and developments to get out VMA's message.
  - Initiatives to increase national and international visibility of Virginia's maritime and logistics related industries in national publications and on the Internet.

**Responsibility:** Communications and Membership Director

**Support:** Commerce Development Committee and VMA staff as directed by the Executive Vice President

**Due Date or Milestones:** Include these initiatives in the update to the Communications and Marketing Plan due by June 30, 2018 and in the annual updates thereafter.

#### 2. Support member companies in growing their maritime related business, support efforts to attract global commerce to Virginia's ports, and promote opportunities for new maritime related businesses.

- Identify opportunities to support member companies in growing their maritime related business activities and to support efforts to attract global commerce to Virginia's ports, and provide recommendations to the President and Executive Vice President.
- Ensure Virginia-based exports receive adequate attention in VMA promotion activities and support for economic development initiatives.
- Identify opportunities for VMA to promote new maritime related businesses and provide recommendations to the President and Executive Vice President.

**Responsibility:** Commerce Development Committee

**Support:** All VMA Committees and VMA staff as directed by the Executive Vice President

**Due Date or Milestones:** Provide initial recommendations to the President and Executive Vice President by May 1, 2018 and annually thereafter. New opportunities that would require short notice action by VMA should be addressed as they arise.

3. Support economic development agencies and ensure they address opportunities arising from Virginia's ports.

- Participate in or support economic development studies and other initiatives and events to ensure they address opportunities for growth in maritime and logistics related industries.

**Responsibility:** Commerce Development Committee

**Support:** VMA staff as directed by the Executive Vice President

**Due Date or Milestones:** Provide initial list of opportunities to participate in or support economic development initiatives by May 1, 2018 and update it annually thereafter. This may be combined with the previous action (IV.A.2).

4. Advocate for greater emphasis on logistics industry in state economic development strategies, including financial incentives to attract investment in facilities, technology and logistics related companies

**Responsibility:** Commerce Development Committee

**Support:** Inland Transportation Committee, Terminal Operators Committee, Warehousemen Committee, and VMA staff as directed by the Executive Vice President.

**Due Date or Milestones:**

- Identify existing state programs related to the logistics industry that VMA should support for greater emphasis and funding, proposed new initiatives that VMA should support, and additional new initiatives that VMA should advocate be added to state economic development strategies.
- Provide initial recommendations to the President and Executive Vice President by September 1, 2018 and annually thereafter. New opportunities that would require short notice action by VMA should be addressed as they arise.
- If legislation is needed to establish or enhance state programs to grow the logistics industry, Communications and Outreach Committee include in annual Legislative Agenda.

- B. Enhance awareness of port commerce, the economic impact of Virginia's maritime related industries, and VMA's role as the Voice of Port Industries.

Progress measurement:

- Percentage of VMA member companies expressing satisfaction with VMA coverage of member companies on VMA media in member satisfaction survey.

- Number of stories in Virginia media on the maritime industries and VMA member companies.
- Percentage of VMA member companies stating that they use VMA port commerce reports in member satisfaction survey.
- Number of stories in Virginia media citing VMA port commerce reporting and the 2020 economic impact study.

1. Increase awareness of the maritime industry throughout Virginia among political leadership, the broader business community and the public.

- Include in the Communications Plan a program for sharing stories on the maritime and logistics industries and member companies, press releases and social media posts of member companies on the VMA website, in email communications with members, and on VMA social media sites.
- Include in the Communications Plan a program for sharing stories and press releases on the maritime industries and member companies with appropriate media outlets across Virginia.
- Include in the Communications Plan a program for highlighting VMA activities in support of the maritime industries across Virginia via press releases, social media posts and other appropriate means.

**Responsibility:** Communications and Membership Director

**Support:** Commerce Development Committee and VMA staff as directed by the Executive Vice President

**Due Date or Milestones:** Include these initiatives in the update to the Communications and Marketing Plan due by June 30, 2018 and in the annual updates thereafter.

2. Develop a process and schedule for producing reports covering key aspects of commerce through Virginia's port facilities.

**Responsibility:** Commerce Development Committee

**Support:** Communications and Membership Director and VMA staff as directed by the Executive Vice President

**Due Date or Milestones:**

- Submit a reporting proposal, including any costs, to the President and Executive Vice President by October 1, 2018.
- If the President determines Board approval is required, present the proposal to the Board at its November meeting.
- Commence reports within two months of the proposal being approved.

3. Update the study of the economic impact of Virginia's maritime industry.

**Responsibility:** Communications and Outreach Committee

**Support:** VMA staff as directed by the Executive Vice President

**Due Date or Milestones:**

- Contract with appropriate organization to conduct the study by March 1, 2019

- Develop rollout and media plan synchronized with the VMA centennial celebration by January 1, 2020.
- Publish the study by March 1, 2020 and commence rollout and media campaign.

C. Ensure that Virginia’s workforce provides the skills and capacity needed to support growth in maritime related commerce.

Progress measurement:

- Percentage of VMA member companies in trucking/drayage industry stating that VMA initiatives to increase supply of drivers have helped alleviate driver shortages in member satisfaction survey.
- Percentage of VMA member companies stating that VMA workforce development initiatives have helped them find qualified employees in member satisfaction survey.
- Number of VMA member companies posting job openings on VMA website and percentage of those companies reporting that they hired an employee via the VMA website.
- Number of VMA member organizations participating in annual job fair and estimated attendance by job seekers.

1. Attract, retain and support truck drivers to ensure adequate and competitive drayage capacity.

**Responsibility:** Education and Training Committee

**Support:** Inland Transportation Committee and VMA staff as directed by the Executive Vice President

**Due Date or Milestones:**

- Prepare an assessment of truck driver requirements and availability and report to the President by April 1, 2018. The assessment shall address:
    - Number of truck drivers required annually to support projected growth port drayage growth through 2022.
    - Training required to meet truck driver requirements, including CDL, business training for owner-operators, insurance, intermodal operations on marine terminals, and TWIC application process.
    - Other measures that would assist trucking companies in attracting, retain and support truck drivers
  - Develop training recommendations and report to the President by May 1, 2018
  - Report recommendations to Board for approval at the May Board meeting
  - Provide annual status of truck driver availability with updated recommendations as part of the annual workforce training report to the President (action I.C.2.) starting in 2019.
2. Identify education and training requirements of maritime and logistics related industries and provide recommendations for meeting those requirements.

**Responsibility:** Education and Training Committee

**Support:** VMA industry committees: Cargo Owners, Coal, Freight Forwarders and Customhouse Brokers, Inland Transportation, Steamship Trade, Terminal Operators, Towing and Barge Operators, and Warehousemen. VMA staff as directed by the Executive Vice President

**Due Date or Milestones:**

- Prepare an assessment of workforce training requirements training and recommendations for meeting those requirements to the President by September 1, 2018. The assessment shall address:
    - Job skills needed by the maritime and logistics related industries, identifying positions that companies have the greatest difficulty filling.
    - Sources of education and training across Virginia to provide the job skills needed by the maritime and logistics related industries.
    - Other measures that would assist maritime and logistics companies in attracting, retaining and supporting qualified employees.
  - Report recommendations to Board for approval at the November Board meeting
  - Provide annual status report on workforce training with updated recommendations to the President by September 1 each year starting in 2019.
3. Identify the workforce training requirements of each VMA chapter and provide recommendations for meeting those requirements.

**Responsibility:** Education and Training Committee

**Support:** Chapter Chairs and members selected by the Chairs; VMA staff as directed by the Executive Vice President

**Due Date or Milestones:**

- Prepare an assessment of the workforce training requirements in each Chapter's region and provide recommendations for meeting those requirements to the President by November 1, 2019. The assessment shall address:
    - Job skills needed by the maritime and logistics related industries, identifying positions that companies have the greatest difficulty filling.
    - Sources of education and training in each chapter's region to provide the job skills needed by the maritime and logistics related industries.
    - Other measures that would assist maritime and logistics companies in each Chapter's region in attracting, retaining and supporting qualified employees.
  - Report recommendations to Board for approval at the November Board meeting
  - Provide annual status report on workforce training with updated recommendations as part of the annual workforce training report to the President (action IV.D.2.) starting in 2019.
4. Enhance ability of VMA website to support maritime and logistics companies in attracting, retaining and supporting trained employees.
- Enhance and promote the VMA Maritime Careers Center on the web site.
  - Provide a guide and links to training resources for companies and individuals, including organizations offering training and the programs they offer, and other training opportunities.

**Responsibility:** Education and Training Committee

**Support:** VMA staff as directed by the Executive Vice President

**Due Date or Milestones:**

- Develop proposal for enhancing the VMA website, including any costs entailed in the enhancements, and submit to President by September 1, 2018
- If the President determines Board approval is required, present proposal to the Board at its September meeting.

5. Continue to hold an annual job and career education fair focused on the maritime and logistics industries.

**Responsibility:** Education and Training Committee

**Support:** Communications and Membership Director and other VMA staff as directed by the Executive Vice President

**Due Date or Milestones:** Annual event set on a date for optimum participation by maritime and logistics companies and education and training organizations, and attendance by potential job seekers. Provide report on each annual job and career education fair at the first Board meeting after the event.

## II. Build on VMA’s outreach and advocacy to achieve public sector policies and support benefiting Virginia’s maritime industries

### A. Increase VMA influence with legislators.

Progress measurement:

- Percentage of VMA member companies satisfied with VMA advocacy efforts in member satisfaction survey.
- Maritime Issues Council funding level
- Percentage of General Assembly members and Virginia Members of Congress who had face-to-face contact with a VMA member, and percentage who had face-to-face contact with a VMA member who is a constituent.
- Percentage of legislative and budget issues that have the outcome advocated by VMA.
- Number of VMA members from each chapter participating in Port Day, number of General Assembly members and Legislative Assistants met with, and attendance by General Assembly members and Legislative Assistants at Port Day related social events in Richmond.

1. Include in the Communications and Marketing Plan initiatives to highlight the value of VMA advocacy activities.

**Responsibility:** Communications and Membership Director

**Support:** Communications and Outreach Committee

**Due Date or Milestones:** Include these initiatives in the update to the Communications and Marketing Plan due by June 30, 2018 and in the annual updates thereafter.

2. Increase Maritime Issues Council PAC funding level.

**Responsibility:** Chair of the Maritime Issues Council

**Support:** Communications and Outreach Committee and VMA staff as directed by the Executive Vice President

**Due Date or Milestones:**

- Maritime Issues Council Chair report recommendations to the President by March 15, 2018
- Maritime Issues Council Chair report recommendations to Board for approval at the March Board meeting

3. Increase sustained engagement of VMA Chapters with their elected representatives in the General Assembly and US Congress.

**Responsibility:** Chapter Chairs

**Support:** Communications and Membership Director and other VMA staff as directed by the Executive Vice President

**Due Date or Milestones:** Each chapter should begin developing relationships with the legislators representing in their regions within six months of being established and continue cultivating those relationships thereafter. As a minimum, each chapter shall hold

at least one legislative event annually between the end of the Reconvened Session in April and December 15. In election years Chapters are encouraged to consider holding a legislative event in the Fall after the election to engage with newly elected legislators. Partnering with like-minded business organizations is acceptable when it will ensure a larger, better attended event.

4. Develop a proposal to expand and enhance the Legislative Agenda to increase VMA impact on legislation and the budget.
  - Develop a proposal for a revised legislative agenda cycle that covers drafting of desired legislation, advocating for priority spending to be included in the Governor's budget, drafting budget amendments, and assessing bills prefiled prior to each Session, and bills filed during the first two weeks of each session.
  - Expand the annual General Assembly Legislative Agenda to address major issues impacting maritime and logistics related industries across Virginia

**Responsibility:** Communications and Outreach Committee

**Support:** Board members selected by the President, Chapter Chairs, and VMA staff as directed by the Executive Vice President

**Due Date or Milestones:**

- Proposal for the Annual Legislative Agenda Cycle due to the President by April 30, 2021.
  - Each year the Communications and Outreach Committee will recommend due dates for actions in the Annual Legislative Agenda Cycle to the President no later than April 30.
5. Enhance Port Day at the General Assembly to reinforce on-going efforts to cultivate relationships with legislators and keep them informed of VMA legislative interests during General Assembly sessions.
    - Increase participation by Chapter members, with a focus on participation by VMA members who are constituents of key legislators.
    - Adapt Port Day planning in 2018-2022 to the constraints arising from the General Assembly's temporary move to the Pocahontas Office Building. This may require limiting the number of VMA members visiting legislative offices in the Pocahontas Office Building and emphasizing events at nearby venues.

**Responsibility:** Communications and Outreach Committee

**Support:** Chapter Chairs and VMA staff as directed by the Executive Vice President

**Due Date or Milestones:**

- Submit proposed Port Day plan to the Communications and Outreach Committee and Executive Vice President by December 1 each year.
- Keep the Committee and Executive Vice President informed of anticipated participation at least biweekly from December 1 through Port Day. If required, President and Executive Vice President work with Chapter Chairs to promote Chapter member participation in Port Day.

- By December 1, 2022 develop revised Port Day plan taking into account potential increased opportunities for engagement with legislators and their staffs after the General Assembly moves into the new General Assembly Building.

B. Increase VMA influence in development and implementation of regulations, and enhance cooperation with Federal and State agencies.

Progress measurement:

- Percentage of Federal and State regulatory and policy issues that have the outcome advocated by VMA.
- Number of agency liaison representatives attending VMA Board meetings and VMA events to which they are invited.

1. Develop an introductory document for agency heads for use during agency leadership changes.

**Responsibility:** Communications and Outreach Committee

**Support:** Communications and Membership Director and VMA staff as directed by the Executive Vice President

**Due Date or Milestones:** Submit first edition to President by May 1, 2018. Update annually as required.

2. Explore desirability and cost of hiring a Washington lobbyist

**Responsibility:** Communications and Outreach Committee

**Support:** VMA staff as directed by the Executive Vice President

**Due Date or Milestones:**

- Report recommendations to the President by September 1, 2019
- Report recommendations to Board for approval at the September 2019 Board meeting

C. Seek enhancements in infrastructure critical to growth of maritime related commerce, including waterways, maritime and logistics related facilities, and surface transportation.

Progress measurement:

- Percentage of infrastructure projects for which VMA advocated that are funded at the desired level in the desired timeframe.

1. Ensure Federal and Virginia infrastructure investments support growth of Virginia's ports.

**Responsibility:** Communications and Outreach Committee

**Support:** Harbor-Anchorage Dredging and Navigation Rules Committee and VMA staff as directed by the Executive Vice President

**Due Date or Milestones:**

- Identify priority infrastructure projects for the following year by November 1 each year.

- Recommend infrastructure investments that should be included in the annual General Assembly Legislative Agenda. Due per the dates as set by the Communications and Outreach Committee each year.
  - Recommend specific transportation projects that should be addressed with the Hampton Roads Transportation Planning Organization or counterpart organizations in other regions of Virginia, the Virginia Department of Transportation, the Commonwealth Transportation Board or the Virginia Secretary of Transportation. Recommendations due annually in time to prepare inputs to meet deadlines in each agency's planning and budgeting cycle.
  - Recommend specific projects that should be addressed with the US Army Corps of Engineers, including responding to requests for stakeholder comments, the Maritime Administration, and other Federal agencies as appropriate. Recommendations due annually in time to prepare inputs to meet deadlines in each agency's planning and budgeting cycle.
  - Recommend specific projects that should be addressed in correspondence or meetings with key General Assembly Members or Members of Congress by September 12 each year.
2. Explore desirability, feasibility and cost of implementing a Vessel Traffic Service (VTS) covering Hampton Roads, navigable rivers in the region and the Chesapeake Bay approaches to Hampton Toads.

**Responsibility:** Harbor-Anchorage Dredging and Navigation Rules Committee

**Support:** Steamship Trade Committee, Port Protection/Emergency Control Committee, and VMA staff as directed by the Executive Vice President

**Due Date or Milestones:**

- Report recommendations to the President by May 1, 2018
- Report recommendations to Board for approval at the May Board meeting

D. Maintain an effective public outreach and education program

Progress measurement:

- Number of times VMA representatives speak at non-VMA public events.

1. Establish and promote a Speakers Bureau.

**Responsibility:** Communications and Outreach Committee

**Support:** VMA staff as directed by the Executive Vice President

**Due Date or Milestones:**

- Report recommendations to the President by August 1, 2018
- Report recommendations to Board for approval at the March Board meeting

### III. Recruit and retain business and professional community members with a commercial interest in Virginia's maritime related industries

- A. Increase overall membership by 10% annually.
- Increase the number of new members 15% annually
  - Achieve member retention of at least 95%.

Progress measurement:

- New member growth rate
- Member retention rate

1. Update Membership Development Plan by March 2018 and annually thereafter

**Responsibility:** Communications and Membership Director

**Support:** Membership Committee

**Due Date or Milestones:** First update due by June 30, 2018. Annual updates are due on June 30. After review by the Membership Committee, updates are to be presented to the Executive Committee for approval.

2. Develop and promulgate an “elevator speech” that VMA members and staff can use to quickly describe VMA’s purpose and value proposition to non-members.

**Responsibility:** Communications and Membership Director

**Support:** Membership Committee

**Due Date or Milestones:** Proposed elevator speech due to the President by February 1, 2018.

3. Evaluate establishing reciprocal dues arrangements for members of complementary organizations.

**Responsibility:** Membership Committee

**Support:** Communications and Membership Director and other VMA staff as directed by the Executive Vice President

**Due Date or Milestones:** Submit findings and proposals to the President by November 1, 2018.

4. Increase membership from businesses outside Virginia.

**Responsibility:** Communications and Membership Director

**Support:** Membership Committee

**Due Date or Milestones:**

- Develop out-of-state membership campaign plan for inclusion in the 2019 update to the Membership Development Plan. Out-of-state membership campaign plan shall set annual membership goals and identify priority areas for recruitment.
- Commence effort upon completion of standing up all Virginia Chapters.

- B. Grow chapter membership to comprise greater than 40% of total VMA membership by December 1, 2022.

Progress measurement:

- Percentage of VMA membership located in chapter regions.
1. Develop plan for growing chapter membership to exceed 40% of total membership goal and include in the Membership Development Plan update.

**Responsibility:** Communications and Membership Director

**Support:** Membership Committee

**Due Date or Milestones:** June 30, 2018.

2. Develop a Value Proposition tailored for each chapter region.

**Responsibility:** Membership Committee

**Support:** Communications and Membership Director and representatives from each chapter

**Due Date or Milestones:** Ongoing; within three months of a chapter being established.

3. Hire at least one intern in 2018 to assist the Communications and Membership Director with chapter membership growth. Internship is to last one year.

**Responsibility:** Executive Vice President

**Support:** Communications and Membership Director and Membership Committee

**Due Date or Milestones:**

- Executive Vice President with assistance from the Membership Committee develop job description for the intern(s) and submit to the Executive Vice President by April 30, 2018.
- Hire intern(s) by May 31, 2018.

4. When dues revenue from chapter members is sufficient, hire a full time Chapter Coordinator to support growth of chapter membership and coordinate chapter activities.

**Responsibility:** Executive Vice President

**Support:** Communications and Membership Director and Membership Committee

**Due Date or Milestones:**

- Executive Vice President with assistance from the Membership Committee develop a proposed job description for the chapter coordinator and submit to the Executive Vice President by October 1, 2019.
- By October 1, 2019 determine the date by which VMA finances will support hiring a Chapter Coordinator.
- Post the job position sufficiently ahead of that date to fill the Chapter Coordinator position on the date determined to be financially feasible.

- C. Increase membership in the membership categories of “Involved in Vessel or Marine Terminal Operations” and “Involved in Moving Cargo or Offering Maritime Related Services” by 10% annually.

Progress measurement:

- Member growth rate in the “Involved in Vessel or Marine Terminal Operations” and “Involved in Moving Cargo or Offering Maritime Related Services” membership categories.

1. The Membership Development Plan shall contain measurable objectives for VMA Committees representing key maritime-related industries to increase their industry sector membership. Membership growth objectives will be set for Cargo Owners, Coal, Freight Forwarders and Customhouse Brokers, Inland Transportation, Steamship Trade, Terminal Operators, Towing and Barge Operators, and Warehousemen.

**Responsibility:** Communications and Membership Director

**Support:** Membership Committee and VMA staff as directed by the Executive Vice President

**Due Date or Milestones:** Include in the Membership Development Plan update due June 30, 2018.

2. Increase Ship Repair Industry membership.

**Responsibility:** Communications and Membership Director

**Support:** Membership Committee and VMA staff as directed by the Executive Vice President

**Due Date or Milestones:** Include in the Membership Development Plan update due June 30, 2018.

- D. Increase the number of member companies participating in the Future Leaders Program to greater than 30% of VMA membership by March 1, 2022.

Progress measurement:

- Percentage of VMA membership participating in the Future Leaders Program.

1. Develop a plan to promote the Future Leaders Program to member companies.

**Responsibility:** Communications and Membership Director

**Support:** Membership Committee and Chair of the Future Leaders organization

**Due Date or Milestones:** Include in the Membership Development Plan update due June 30, 2018.

2. Develop a proposal for Anchor Members to have a certain number of free Future Leaders.

**Responsibility:** Membership Committee

**Support:** Communications and Membership Director

**Due Date or Milestones:** Include in the Membership Development Plan update due June 30, 2018.

3. Review the current terms of membership of Future Leaders and, if warranted, develop a proposal to revise the program.

**Responsibility:** Membership Committee

**Support:** Communications and Membership Director, Chair of the Future Leaders organization

**Due Date or Milestones:** Submit report of no changes recommended or proposal for revising the program to the President by October 31, 2018.

- E. Re-evaluate the membership dues structure and member company participation.

Progress measurement:

- Rate of membership growth by category versus dues revenue by category.

1. Evaluate the current dues structure, and if necessary propose changes that support VMA membership development and revenue growth goals.

**Responsibility:** Membership Committee

**Support:** Communications and Membership Director and other VMA staff as directed by the Executive Vice President

**Due Date or Milestones:** Submit proposed changes to dues structure to the Executive Committee by October 1 2018.

2. Determine feasibility of allowing more people in a member company to receive VMA information in addition to designated representatives and develop policies and procedures for implementing this.

**Responsibility:** Membership Committee

**Support:** Communications and Membership Director and other VMA staff as directed by the Executive Vice President

**Due Date or Milestones:** June 30, 2018

## IV. Engage the membership in activities and initiatives to accomplish VMA's mission

- A. Ensure communications with the membership foster awareness of VMA activities, involvement in VMA events and support for VMA mission

Progress measurement:

- Percentage of VMA members satisfied with VMA communications by type of media in member satisfaction survey.
- Percentage of VMA members that state VMA membership is valuable for their organizations.

1. Update Communications and Marketing Plan by June 30, 2018 and annually thereafter. The plan should include specific measures to enhance the distinction between VMA and VPA.

**Responsibility:** Communications and Membership Director

**Support:** Communications and Outreach Committee

**Due Date or Milestones:** First update due by June 30, 2018. Annual updates are due on June 30. After review by the Communications and Outreach Committee, updates are to be presented to the Executive Committee for approval.

2. Enhance VMA use of technology and communications platforms, such as social media, webinars and other online capabilities.

**Responsibility:** Communications and Membership Director

**Support:** Communications and Outreach Committee, VMA staff as directed by the Executive Vice President

**Due Date or Milestones:** Include in the Communications and Marketing Plan update due by June 30, 2018.

3. Enhance VMA relevance to members, including keeping members informed of VMA advocacy activities that benefit their businesses.

**Responsibility:** Communications and Outreach Committee

**Support:** Communications and Membership Director and Membership Committee

**Due Date or Milestones:** Include in the Communications and Marketing Plan update due by June 30, 2018

- B. Leverage VMA committees to promote active engagement of the membership in VMA activities and initiatives.

Progress measurement:

- Percentage of VMA members that are members of at least one committee.
- Attendance rates at committee meetings.
- Attendance at events organized by VMA committees.

1. Review current committee activities and seek opportunities to conduct events, forums and other activities that engage the respective industry sector and the broader VMA membership.

**Responsibility:** Committee Chairs of the Cargo Owners, Coal, Freight Forwarders and Customhouse Brokers, Inland Transportation, Steamship Trade, Terminal Operators, Towing and Barge Operators, and Warehousemen committees

**Support:** VMA staff as directed by the Executive Vice President

**Due Date or Milestones:** Committee Chairs report their plans to the President by April 1, 2018 and include committee activities in their inputs for monthly Committee Updates.

2. Develop recommendations for policies on committee membership, diversification, and attendance to be submitted as amendments to the By-Laws.

**Responsibility:** VMA President to establish an ad-hoc committee

**Support:** By-Laws Committee and VMA staff as directed by the Executive Vice President

**Due Date or Milestones:**

- VMA President establish ad hoc committee by January 17, 2018 and announce establishment of the committee at the January Board meeting
- Ad hoc committee submit its recommendations to the By-Laws Committee for review by March 7, 2018
- Ad hoc committee report its recommendations to the President by March 14, 2018
- Ad hoc committee or President report recommendations to Board for approval at the March Board meeting

3. Increase attendance at committee meetings.

- Consider options such as lunch meetings, alternative locations, and guest speakers.
- This action is complemented by Action V.B.1: Implement technology for allowing committee members to participate in meetings remotely.

**Responsibility:** Communications and Membership Director and Committee Chairs

**Support:** VMA staff as directed by the Executive Vice President

**Due Date or Milestones:**

- Committee Chairs brief President on their plans to increase meeting attendance by November 1, 2018.

- C. Utilize the VMA chapters to foster chapter membership participation in VMA activities and initiatives.

Progress measurement:

- Number of events held by each chapter, and number of events each chapter holds in partnership with other organizations.
- Chapter membership participation in VMA annual events.

1. Each chapter hold a minimum of three events annually pertinent to each chapter's priorities, one of which shall be a legislative event.

**Responsibility:** Chapter Chairs

**Support:** Communications and Membership Director and other VMA staff as directed by the Executive Vice President

**Due Date or Milestones:** Ongoing. During the first calendar year a new chapter is established, it should hold at least one event and more if feasible. In the first full calendar year after a new chapter is established, it should hold at least three events. Include activities in periodic reports to the President.

2. Publish a calendar of events covering all chapters.

**Responsibility:** Communications and Membership Director

**Support:** VMA staff as directed by the Executive Vice President

**Due Date or Milestones:** April 30, 2018 with updates as required

3. Encourage Board members to participate in chapter events.

**Responsibility:** President and Executive Vice President

**Support:** Communications and Membership Director

**Due Date or Milestones:** Commence Board member participation in chapter events no later than January 31, 2018.

4. Each chapter develop relationships with business and economic development organizations in their regions, and seek opportunities to partner with them on chapter events.

**Responsibility:** Chapter Chairs

**Support:** Communications and Membership Director and other VMA staff as directed by the Executive Vice President

**Due Date or Milestones:** Each chapter should begin developing relationships with business and economic development organizations in their regions within three months of being established and continue expanding and cultivating those relationships thereafter. Include activities in periodic reports to the President.

5. Each chapter develop relationships with local workforce development boards, education and training institutions, and organizations that hold job fairs or career education fairs to ensure that the workforce needs of maritime and logistics related companies are addressed.

- Ensure that at least one job fair or career education fair each year highlights employment opportunities in maritime and logistics related industries.

**Responsibility:** Chapter Chairs

**Support:** Communications and Membership Director, Education and Training Committee, and VMA staff as directed by the Executive Vice President

**Due Date or Milestones:** Each chapter should begin developing relationships with workforce development boards and education and training institutions in their regions within three months of being established and continue expanding and cultivating those relationships thereafter. Include activities in periodic reports to the President.

6. Encourage chapter member participation in VMA's primary events, especially Port Day at the General Assembly, International Trade Symposium and Annual Banquet. Determine if discounted lodging would increase chapter member participation in the International Trade Symposium and Annual Banquet.

**Responsibility:** Communications and Membership Director

**Support:** Chapter Chairs, Executive Vice President, Communications and Outreach Committee for Port Day, and Events Committees for the International Trade Symposium and Annual Banquet

**Due Date or Milestones:** Annually on January 10 for Port Day, February 28 for the International Trade Symposium and Annual Banquet

- D. Increase involvement of the Future Leaders in VMA activities and initiatives.

Progress measurement:

- Number of VMA committees with a Future Leader member.
- Future Leader attendance at VMA Board meetings.
- Future Leader attendance at VMA chapter, professional and social events, including International Trade Symposium and Annual Banquet.
- When implemented, Future Leader participation in leadership development program and mentoring program.
- Percentage of member companies participating in the Future Leaders Program that express satisfaction with the program in membership satisfaction survey.

1. Establish a committee or other organization for Future Leaders in which they can organize and plan activities.

**Responsibility:** Future Leaders

**Support:** Communications and Membership Director

**Due Date or Milestones:** Submit proposal for the Future Leaders organization to the Executive Vice President and President by May 1, 2018.

2. Develop a proposal to rename the Future Leaders to better reflect their roles in the companies for which they work and their emerging roles in VMA and the maritime and logistics industries.

**Responsibility:** Future Leaders organization

**Support:** Communications and Membership Director

**Due Date or Milestones:** Submit proposal to the President by March 30, 2018

3. Invite a Future Leader to join each of the committees as a voting member. Future Leaders need not count against the limit of one member from a company on a committee.

**Responsibility:** Committee Chairs and the Future Leaders organization  
**Support:** Communications and Membership Director, Executive Vice President  
**Due Date or Milestones:** March 30, 2018

4. Establish a process for Future Leaders to attend VMA Board Meetings. The Chair of the Future Leaders organization shall be a non-voting member of the Board. At least one other Future Leaders should be invited to attend each Board meeting.

**Responsibility:** Chair of the Future Leaders organization  
**Support:** Communications and Membership Director, President and Executive Vice President  
**Due Date or Milestones:** March 30, 2018

5. Develop a proposal for a leadership development program for Future Leaders, with implementation subsequent to Board approval
  - If appropriate, the proposal may include phased implementation of the program, adding activities to the program based on experience with the initial program.
  - In developing the proposal, address the feasibility of participants in the leadership development program earning an industry-recognized certificate.
  - In developing the proposal, consider the desirability and feasibility of including academic classes as part of the program, complementing the site visits.

**Responsibility:** Education and Training Committee  
**Support:** Membership Committee, the Future Leaders organization, and VMA staff as directed by the Executive Vice President  
**Due Date or Milestones:** Submit proposal to the President November 1, 2018

6. Develop a proposal for a mentorship program for Future Leaders, with implementation subsequent to Board approval. This may be merged with the proposal for a leadership development program.

**Responsibility:** Chair of Future Leaders Organization  
**Support:** Membership Committee and VMA staff as directed by the Executive Vice President  
**Due Date or Milestones:** Submit proposal to the President by December 1, 2018

7. Develop a proposal for Future Leaders attendance, seating and recognition at the Annual Maritime Banquet.

**Responsibility:** Ad hoc committee consisting of representatives from the Annual Banquet Subcommittee and Chair of the Future Leaders organization  
**Support:** VMA staff as directed by the Executive Vice President  
**Due Date or Milestones:**  
Hold first meeting of the ad hoc committee no later than March 12, 2018.  
Submit proposal to President no later than April 6, 2018.

E. Enhance VMA events to better address the interests and needs of the membership.

Progress measurement:

- Large company and stakeholder attendance at VMA events.
- Percentage of members expressing satisfaction with VMA events in membership satisfaction survey.
- Percentage of members expressing satisfaction with networking opportunities in membership satisfaction survey.

1. Increase involvement and event attendance of large companies and stakeholders.

**Responsibility:** Events Committee

**Support:** Membership Committee and VMA staff as directed by the Executive Vice President

**Due Date or Milestones:** July 1, 2018

2. Review event attendance and revenue to ensure events meet membership desires.

**Responsibility:** Events Committee

**Support:** VMA staff as directed by the Executive Vice President

**Due Date or Milestones:** September 1, 2018

3. Develop proposal for greater opportunities for membership networking.

**Responsibility:** Events Committee

**Support:** VMA staff as directed by the Executive Vice President

**Due Date or Milestones:** November 1, 2018

## V. Enhance the performance of the Board, Committees and Staff to accomplish the VMA mission

### A. Enhance Board performance and engagement in VMA activities.

Progress measurement:

- Mix of industries and professions represented on the Board.
- Average length of Board membership.
- Percentage of Board members reporting that they have had opportunities to promote VMA to the public and prospective members.

1. Recruit Board members from outside the maritime industry whose expertise would be valuable for VMA, who are influential and who can help support VMA's financial objectives.

**Responsibility:** VMA Nominating Committee

**Support:** President and VMA staff as directed by the Executive Vice President

**Due Date or Milestones:** Include in Nominating Committee's recommendations presented to the Board in November each year.

2. Develop a succession plan for Officers and Board Members.

- The President working with the Executive Committee shall develop the succession plan for VMA Officers.
- The VMA Nominating Committee shall develop a succession plan for Board membership, taking into account the range of expertise on the Board, representation of key maritime related industries, the impact of retirements and resignations, and the average length of time Board members have served, aiming for an average length of Board membership between 7 and 10 years, excluding officers.

**Responsibility:** President

**Support:** VMA Nominating Committee and VMA staff as directed by the Executive Vice President

**Due Date or Milestones:** Include in Nominating Committee's recommendations presented to the Board in November each year.

3. Enhance the ability of Board members to serve as ambassadors for VMA.

- Provide Board members with VMA business cards containing contact information and, on the back, an "elevator speech" based on the VMA mission statement.
- Action items in other sections of this plan are related to this action:
  - Action III.A. 2. Include in the Communications and Marketing Plan development and promulgation of an "elevator speech" that VMA members and staff can use to quickly describe VMA's purpose and value proposition to non-members.

- Action IV.C.3. Encourage Board members to participate in chapter events. Board members serve as ambassadors to the chapter membership, local business community and local officials at chapter events.
- Action V.B. 2. VMA President hold annual meeting with all committee chairs to set forth his expectations for the committees. Due to their participation in Board meetings, Committee Chairs also should serve as ambassadors for VMA along with Board members.

**Responsibility:** VMA President, Communications and Membership Director

**Support:** Communications and Outreach Committee and VMA staff as directed by the Executive Vice President

**Due Date or Milestones:**

- Have business cards ready in time for Port Day in 2018.
  - President brief Board members on their role as ambassadors for VMA at the January Board luncheon.
  - President brief Committee Chairs on their role as ambassadors for VMA at the January meeting with Chairs.
4. Set expectation that every Board member will serve on at least one VMA committee, in addition to the Board, and will attend committee meetings.

**Responsibility:** VMA President

**Support:** Executive Vice President, Committee Chairs

**Due Date or Milestones:**

- President convey this expectation to Board members at the January Board meeting.
- At the January meeting with Committee Chairs, President inform the Chairs that Board members will be joining their committees.
- Executive Vice President prepare and maintain list of the committees on which Board members serve and assist Board members with selecting committees to ensure every committee has a Board representative.

## B. Enhance Performance of Committees

Progress measurement:

- Number of members of each committee from outside Hampton Roads and their remote participation in committee meetings.
  - Membership satisfaction with performance of committees in membership satisfaction survey.
  - Extent to which membership of each committee reflects industry and professional categories that should be represented on the committees.
  - VMA President and Board satisfaction with committees meeting expectations and objectives set for them.
1. Implement technology for allowing committee members to participate in meetings remotely, particularly Chapter members outside Hampton Roads.

**Responsibility:** VMA staff as directed by the Executive Vice President

**Support:** Communications and Membership Director

**Due Date or Milestones:**

- Assess alternatives and submit recommendation to the Executive Vice President by September 1, 2018.
  - Cost permitting, procure and complete installation and testing of system by November 1, 2018. If procurement must be deferred due to budget constraints, set a revised installation and implementation dates.
  - Announce remote participation capability to the membership and implement the new policy by December 1, 2018.
2. VMA President hold annual meeting with all committee chairs to set forth his expectations for the committees. Meet with select committee chairs as needed to deal with specific issues that arise throughout the year.

**Responsibility:** President

**Support:** Committee Chairs and VMA staff as directed by the Executive Vice President

**Due Date or Milestones:** Hold annual President's meeting with committee chairs by January 31 each year. Hold additional meetings with appropriate Committee Chairs as required to address emerging issues.

3. Increase collaboration and coordination among committees on issues that overlap two or more committees.
- Several actions in this plan identified multiple committees whose expertise should be leveraged in order to complete the action. In these cases the individual or committee designated as responsible for the action shall include collaboration with the other committees in its approach to accomplishing the action.
  - VMA staff continue to ensure that all committee chairs are appraised of common or overlapping topics and inform President when inter-committee coordination appears necessary. President call joint committee meetings as deemed appropriate.

**Responsibility:** President and Committee Chairs

**Support:** VMA staff as directed by the Executive Vice President

**Due Date or Milestones:** Hold meetings with appropriate Committee Chairs as required to address issues that overlap two or more committees.

4. Increase use of ad hoc committees and focus groups to address emerging issues that either require rapid action by VMA or do not fall within the scope of responsibility of an existing standing committee.
- Ad hoc committees (or task forces) are intended to be short term, lasting less than a year. If an ad hoc committee determines that an issue will need sustained attention for the indefinite future, it should recommend assigning the issue to a standing committee.
  - Focus groups are used to gather member views on an issue and suggestions on how to handle it. The findings of a focus group are provided to the appropriate ad hoc or

standing committee to inform its work. The President may allow non-members to join a focus group when appropriate.

**Responsibility:** VMA President directs the creation of ad hoc committees, designates the Chair and suggests members for the committee. Any standing or ad hoc committee chair may propose forming a focus group for approval by the President.

**Support:** Committee Chairs and VMA staff as directed by the Executive Vice President

**Due Date or Milestones:** Ad hoc committees and focus groups are created as required.

5. Conduct an annual assessment of committee membership to ensure the Committees are representative of the VMA membership and have the appropriate expertise to carry out their functions.

**Responsibility:** Membership Committee

**Support:** Communications and Membership Director and VMA staff as directed by the Executive Vice President

**Due Date or Milestones:** Initial assessment of committee membership due to the President by November 1, 2018. Annual assessments are due on November 1 each year thereafter.

6. Develop a policy for opening committee meetings to VMA members who are not committee members and non-member guests.
  - Policy shall include which committees' meetings will be opened to VMA members, managing impact of increased meeting attendance on location selection and committee support (meals, etc.) and procedures for announcing open committee meetings to the VMA membership.

**Responsibility:** Membership Committee

**Support:** VMA staff as directed by the Executive Vice President

**Due Date or Milestones:**

- Solicit inputs from Chairs of the affected committees by March 1, 2018.
- Submit proposed policy to the President by July 1, 2018.
- Announce open meeting program to the membership and implement the new policy by October 1, 2018.

## C. Enhance Staff Performance

Progress measurement:

- VMA staff performance meets expectations of President and Executive Vice President and effectively implements this plan.
1. Assess staff organization and functions; identify need for additional staff or changes in responsibilities and job descriptions to ensure that staff member responsibilities are aligned with the functions that must be performed to achieve VMA strategic goals.

**Responsibility:** Executive Vice President

**Support:** Executive Committee

**Due Date or Milestones:**

- Submit report of the staff organization and functions assessment to the President by May 1, 2018. Include recommendations on need for additional staff or changes in staff member responsibilities and job descriptions.
  - If the President determines that any of the recommendations require Board approval, present them to the Board at its March meeting.
2. Develop a succession plan for VMA Staff that anticipates planned retirements, provides opportunities for professional development of staff members, helps adapt to unplanned loss of staff members, and ensures staff has the expertise required to carry out VMA business and operations.

**Responsibility:** Executive Vice President

**Support:** Others designated by the President.

**Due Date or Milestones:** Complete initial succession plan by July 1, 2018 and update it annually thereafter, or when unexpected staff changes make revision of the plan necessary.

3. Recognize the future need for a Richmond office as VMA grows and expands its activities, and pursue opportunities as they arise.
  - Explore the full range of options for an office in Richmond, including but not limited to temporary office space, shared office space, and a full-time office dedicated to VMA.

**Responsibility:** President

**Support:** Executive Vice President and VMA staff as directed by the Executive Vice President

**Due Date or Milestones:** Ongoing.

- D. Complete supporting actions necessary for implementation of this Strategic Plan.

Progress measurement:

- Supporting actions completed on time and meet the expectations of the President and Executive Vice President.
1. Prepare Five-Year Financial Plan based on the Strategic Plan to estimate the cost of implementing the Strategic Plan and ensure that annual income goals are sufficient to cover those expenses. Notify the Executive Committee of income forecasts that are insufficient to cover the expense of implementing the Strategic Plan and provide recommendations for closing projected gaps between income and expenses.

**Responsibility:** Finance & Ways and Means Committee

**Support:** VMA Staff as directed by the Executive Vice President

**Due Date or Milestones:**

- Submit Five-Year Financial Plan to the Executive Committee by March 1, 2018.
- Submit Five-Year Financial Plan to the Board for approval at its March Board Meeting

2. Review this Strategic Plan to determine if any changes to the By-Laws are required to implement it and if necessary draft an amendment to the By-Laws for approval by the Board.

**Responsibility:** By-Laws Committee

**Support:** VMA Staff as directed by the Executive Vice President

**Due Date or Milestones:**

- Submit amendment to By-Laws or finding that no changes to the By-Laws are required to the Executive Committee by March 1, 2018.
- If changes to the By-Laws are required, submit an amendment to the By-Laws to the Board for approval at its March meeting.

E. Monitor Strategic Plan Execution and Update Plan as Required

Progress measurement:

- Percentage of action items in the Action Plan completed on time or initiated for ongoing action.

1. Conduct annual review of Strategic Plan implementation and recommend changes to the Executive Committee. Include review of the annual updates to the Membership Development Plan and the Communications and Marketing Plan.

**Responsibility:** Strategic Planning Committee

**Support:** Other committee chairs and Chapter chairs as requested by the Chair of the Strategic Planning Committee

**Due Date or Milestones:** Commence in October each year and complete in time for presentation at the annual membership business meeting.

2. Provide annual report on Strategic Plan implementation at annual Business Meeting in December.

**Responsibility:** President

**Support:** Executive Vice President and Strategic Planning Committee

**Due Date or Milestones:** Annually in December

## Annex A: Objective and Actions Tracking Matrix