

RHODE ISLAND MARINE TRADES ASSOCIATION

**FIVE YEAR STRATEGIC PLAN
APPROVED BY BOARD ON
APRIL 10, 2017**

**PREPARED BY:
RHODE ISLAND MARINE TRADES ASSOCIATION**

**WITH ASSISTANCE FROM
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Purpose of this Report

This report was for the Rhode Island Marine Trades Association (RIMTA). It outlines a strategy and action plan to help ensure RIMTA remains relevant in the face of changing times. The plan addresses organizational and operational questions, issues and opportunities identified by the RIMTA Board and staff. It provides an operational roadmap to ensure necessary change occurs at all levels of the organization to address the organization's current challenges and seize its future opportunities over the next three to five years.

This report has been developed over the course of 10 months. It includes input from a series of interviews and a full day retreat with Directors. Several key partners also attend the retreat. Several drafts have been reviewed by the staff and Executive Team to ensure both accuracy and do ability. Once completed the document was reviewed and approved by the Executive Team and then the Board of Directors at their April 10th, 2017 meeting.

The document contains nine Strategic Areas. These are:

1. Organizational Sustainability and Growth
2. Providence Boat Show
3. Workforce Development
4. Marketing RIMTA, the Marine Trades and Rhode Island
5. Membership Growth
6. Invest in Industry Clusters
7. Legislative and regulatory watch program
8. Environmental and Regulatory Best Practice Program
9. Institutional Governance

Each area includes a target and most include current status, why the bundle of strategies is important and specific three year strategies for implementation. These blend both aspirational and operational strategies.

1. Organizational Sustainability and Growth

Where we are: RIMTA has grown substantially in terms of dollars, staff and impact over the last six years as it received work force development grants from the state. This program has enjoyed lasting success and is seen as a national model for how to train a workforce for an industry sector. These grants have also provided important overhead support as well as visibility and access to the state's decision makers. However, this funding model has created an organization that is heavily dependent on the grant funded work force development program which, in turn, supports the majority of the staff. The organization's traditional member service –legislative and regulatory—continues to be provided, but is primarily led by the volunteer board and depends on shrinking boat show revenue and modest membership dollars for its continuation.

Where we want to be: Ensure a sustainable organization that is funded through a mix of grants and non-grant revenue sources that uses the strengths of both the staff and volunteer directors to grow the marine industry through education, advocacy and promotion.

Sustainability steps and directional decisions: These are the decisions that have been made as a result of the strategic planning process that will have set the future direction of RIMTA.

1. Decide on the future of the boat show within four months (see 2.1)
2. Continue to deliver the current array of work force development training programs to the industry, seeking to increase the number of participants and improve operational efficiency to maximize impact of the funding. (see 3.1)
3. Position RIMTA to become a regional leader for marine trades training (see 3.3), including opportunities to consult to other trade groups or state agencies.
4. Focus marketing efforts on members, potential members, key stakeholders and state officials to promote RIMTA and the value of the marine trades. Concurrently, explore how to partner better with state and industry partners to promote Rhode Island as a boating destination. (See Section 4.0)
5. Focus on sustaining current levels of core members by limiting attrition (less than 10% per year) coupled with modest growth (8-12% per year) to offset any turnover. (See Section 5.0)
6. Invest in industry clusters (see section 6.0)
7. Sustain the legislative and regulatory watch program as a core feature of the organization. Continue doing this using a mix of a volunteer committee, staff and hired professional expertise and with an increased focus on staff support. (See Section 7.0).
8. Re-establish an environmental and regulatory program (see section 8.0) led by volunteer board and supported by staff and third party professionals.

9. Based on these decisions, develop an annual work plan and budget based on the most likely scenario for the upcoming year. Section 9.4 recommends that the executive team and staff build a three-year funding projection that assumes worst, expected and best case scenarios for how each of the sections of this plan will be funded. The work plan should define the specific actions required to define these strategies. Once approved by the board, the work plan should provide the direction for the year. The plan should also clearly define who-- staff and the board of directors—is responsible for what (See appendix 1). New projects or initiatives that evolve during the year that require the allocation of additional funds or staff time should either clearly fit within the approved work plan and budget, be tabled for the following year or, if deemed critical, be amended to the work plan by board action.

2. Providence Boat Show

Where we are: The Providence Boat Show is an important element in RIMTA’s product offerings. It is an important revenue generator and symbolic event, and it provides an important membership service and creates an opportunity to promote boating in January in Rhode Island. There is current support for the show as measured by members “investing” in it by renting space without high expectation for sales; this investment needs to be converted into a sales show for members.

Where we want to be: Over the next three years, increase the show’s net revenue to \$100,000 annually (currently at \$40,000) — either through increased show revenue or through the sale or merger of the show. If this cannot be achieved RIMTA shall seek alternate opportunities to raise that same amount from new revenue sources.

Why this is important: The boat show provides income necessary to support the organization’s overhead costs, including RIMTA’s ability to conduct business as currently configured. If this income was to decrease or hit zero, RIMTA must reduce its efforts in other non-grant funded elements of the organization such as legislative and regulatory programs. If the show cannot generate this funding, new sources are needed to support these non-grant funded elements.

Strategies — What we are going to do:

1. The executive team will appoint a special task force to make recommendations about the future of the show to the full board by April 2017. Options to consider include:
 - a. Keep and invest in the show. The task force will estimate what the show’s maximum revenue could be over the next three years. This will include options for growing gate, vendor and sponsorship revenue; controlling expenses; methods for increasing both consumer and vendor demand for the show; and marketing strategies and other event draws.
 - b. Divest from the show.

- i. Close the show. If selected, the task force should identify other areas that RIMTA can be invested in to replace the show's revenue.
 - ii. Third party management of the show
 - iii. Sell, merge or buy.
2. Existing Show Committee continue with its normal operations until April the board's decision.

3. Workforce Development

Where we are: The grant-drive workforce development program is a cornerstone of RIMTA's current structure. [add data as reference point]. It has a proven track record of success in developing qualified workers and, thus, supporting the success of the marine industry in Rhode Island. Our successes are widely viewed as a regional and national model. Because of the scope of this effort, it consumes a large amount of the staff's effort and time and requires that other organizational functions, such as legislative and regularly programming, be primarily driven by directors.

Where we want to be: Sustain the existing funding levels and training results (i.e., numbers trained) through existing training and by adding at least two new workforce development strategies. Capitalize on the program's success by promoting it as a regional and national model. Determine success by measuring the number of people who are trained and put to work. This should also create an opportunity to create new revenue to RIMTA by enhancing the existing work force development program and expansion of programs into the region.

Why this is important: The industry depends on qualified workers in ample supply. This program has provided this for over a decade. It also raises the profile of RIMTA at the state, regional and federal levels because of the program's success, creating access to key influencers. The grants we have successfully secured have provided the resources for the organization's growth over the last five years.

Strategies — What we are going to do:

1. Continue to deliver the current array of training programs to the industry, seeking to increase the number of participants and improve operational efficiency to maximize impact of the funding. Current programs offer training for those at the entry, apprentice and pre-apprentice levels and for those looking to become a licensed launch driver.
2. Continue to focus on getting the next workforce aware and interested in joining the marine trades through teacher externships, Call-To-Action programs and outreach to parents.
3. Position RIMTA to become a regional center for marine trades training. To initiate this, conduct a northeast industry-wide survey that defines the work force training that is required

and identify where RIMTA's programming could meet those needs. Do this in partnership with other related trade groups such as the American Boat Builders and Repairers Association (ABBRA), the American Boat and Yacht Council (ABYC) and regional MTAs.

4. Market the success and availability of Rhode Island's marine workforce development. As much as possible, use facts and figures as well as testimonials from students/recent graduates/employers. To achieve the above outcomes:
 - a. Maintain a full pipeline of potential job training candidates by raising awareness of the job development program and youth awareness of career opportunities in marine industry.
 - b. Ensure the state's elected officials, executive agencies and residents are aware of the program's success, the importance the marine trades and its future potential. This should be linked to Marketing Strategy X.X related to articulating the importance and impact of the marine trades in Rhode Island.
5. Revitalize the Workforce Development Oversight Committee to ensure that these efforts continue to support the ongoing development of Rhode Island's marine workforce and of RIMTA as a sustainable organization. This committee shall also: assess program delivery, provide input to curriculum development, obtain broader support from industry partners, establish future targets and consider upcoming opportunities. Fifty percent of the members of this Committee should be industry employers.

4. Marketing RIMTA, the Marine Trades and Rhode Island

Where we are: RIMTA's marketing efforts currently revolve around membership development and communicating the program's impact, such as work force development successes. RIMTA has good brand recognition with key state and local agencies and elected officials, as well as related advocacy groups. At the same time, we recognize that most members/boards are not fully aware of what RIMTA does and RIMTA has not made major gains in promoting itself and the value of Rhode Island as a boating destination.

Where we want to be: Increase awareness about RIMTA, what it has done for the marine trades industry and work with public and private partners the state to promote Rhode Island as a boating destination.

Why this is important: To grow membership, there needs to be greater recognition about RIMTA's impact and successes. For the membership to be successful, Rhode Island needs to be the number one boating destination in the region — one that attracts boaters from surrounding states while, at the same time, it further encourages its own residents to go boating.

Strategies — What we are going to do:

1. Focus on two key audiences: members and potential members and key stakeholders and state officials. All are important to RIMTA's long term success.
 - a. Create the necessary materials:

- i. Prepare a short, graphic-heavy, multi-color annual e-delivered report that informs RIMTA members, non-members and constituencies about the organization's programs and programmatic success in the previous year. Include a special element that reminds members of the purpose and importance of legislative and regulatory work and its impact. This should augment any technical progress reports created as part of the grant requirements.
 - ii. Compile and distribute key industry statistics. This should build from the work that national organizations such as NMMA are already doing and be augmented by state-specific statistics such as wage and economic impacts.
 - iii. Compile and distribute results of marine events held in Rhode Island.
 - b. Recognize the importance of and continue to be active in state forums and events, including boards and commissions where having a RIMTA representative is sensible. Identify possible areas where representation would be beneficial and connect directors and members to those positions.
 - c. Continue to budget for and hold high profile events that include elected officials and state administrators.
 - d. Maintain and expand partnership with like-minded groups that share a common goal of economic development for the state. Seek cross-fertilization of boards, committees and projects.
 - e. Take advantage of free editorial space in state-wide and national magazines, newspapers and online channels by providing RIMTA-created content.
2. Explore how to better partner with the Commerce Corporation. State and local Convention and Visitors Bureau, Sail Newport, Newport Boat Show, US Sailing and other industry and non-industry related partners to build awareness about and promote all of Rhode Island's boating options. This includes the boating lifestyle, boat repair and boat building as well as Rhode Island as a favored destination because of its tax-free status.

5. Membership Growth

Where we are: RIMTA enjoys a stable membership base from the recreational boating industry, with a strong focus on marinas and boatyards. Members benefit from a range of services including networking opportunities, legislative monitoring and workforce development. [Its core members are.....**Define core members from previous document.**]

Where we want to be: Sustaining current levels of core members by limiting attrition (less than 10% per year) coupled with modest growth (8-12% per year) to offset any turnover.

Why this is important: Membership dues provide modest funding to support some overhead expenses and, in part, the legislative and regulatory program. Although there is good representation, having a broader and deeper base would provide a louder voice in legislative matters not only at the state but the federal level.

Strategies — What we are going to do:

1. Conduct an annual review of the membership proposition and compare it to an annual member survey of needs and satisfaction with RIMTA current offerings. Report the results of this survey to the full board annually.
2. Based on the survey results, develop or update the membership package that is distributed to the renewing members and potential members (i.e., commercial yards). If necessary, the membership committee should propose new services being offered that address the needs of the members. Any new programming would have to be revenue and staff neutral and approved by the board. Programming should continue to serve the core membership, but should also offer expanded service to potential members as noted below.
3. Build a potential members list from existing sources of public information such as web sites and directories.
4. Outside of the annual membership drive, contact those on the potential members list on a semi-annual basis, offering them incentives to join RIMTA and news about RIMTA's success. The membership committee should organize annual phone calls to high priority new members to personally invite them to join RIMTA.
5. Explore different levels of membership to better reflect value for the dollar and to encourage companies to join. Also, consider student membership that leverages but is not limited to the RIMTA job training network.
6. Redefine the membership committee's role so that their focus is successfully supporting the previous strategies.
7. Continue to support the Future Leadership Group as a way to attract new, young talent to the membership. This group, though not formalized in the by-laws, has the ability to develop its own governing systems and projects to better the marine trades and RIMTA.

6. Invest in Industry clusters.

Where we are: The marine trades industry is unique in-so-far as there is the opportunity for multiple, normally competing companies to work together to market their products and Rhode Island's particular niche in that segment. One example of this is the Composite Alliance. This industry cluster draws on the nearly 50 companies and their pioneering work in composite building. The Alliance was formed to grow this sector and ensure that the purchasers of composites technology around the world know about the strong capabilities resident in the state. It also provides a nexus where these Rhode Island companies can share expertise and ideas. RIMTA is currently supporting the Alliance as its first industry cluster initiative.

Where we want to be: Support members by helping them form industry clusters (like minded businesses with common products) by providing the necessary infrastructure (business spine,

administrative staffing, etc.) while the initiative defines its long term strategies and raise funds for a more formal, sustainable programming.

Why this is important: By supporting clusters, RIMTA helps members work together for better outcomes. This leveraging ultimately helps RIMTA members by promoting the importance of the marine trade as well as RIMTA's cache. This in turn, increases Rhode Island's visibility at the national scale.

Strategies — What we are going to do:

1. To support these industry clusters as they emerge, RIMTA will provide the necessary infrastructure (business spine, administrative staffing, etc.) while the initiative defines its long term strategies and raise funds for a more formal, sustainable programming. Process steps will include:
 1. Emerging clusters develop a start-up plan and have it approved by the board.
 2. Emerging clusters have their own grant funding within 18 months of the approved start-up plan and a three year work plan and five year sustainability plan.
 3. Clusters have spun away from the RIMTA offered infrastructure within three years — of longer if approved by board.
 4. Cluster members are and remain RIMTA members.
2. Develop criteria that can be used to decide if a cluster should be supported or not.

7. Legislative and regulatory watch program

Where we are: The work of the RIMTA legislative and regulatory watch program is one of the most critical services offered to its members and the industry state-wide. This is important to the overall health of the industry writ large, as it provides a key member service and ensures that the industry can continue to find success in Rhode Island.

Where we want to be: Sustain and strengthen the legislative and regulatory watch program to respond to new threats and opportunities as they arise. Continue doing this using a mix of a volunteer committee and hired professional expertise — while maintaining a clear distinction between the staff led grant programs. Measure success by achieving the following:

- Positive access to and regard by local, state and federal legislators to ensure favorable outcomes on industry issues based on past performance, follow-through and commitment
- Sufficient human and financial resources to track the necessary legislative and regulatory developments at the state level and participate in national level discussions as required

Why this is important: Our industry is always one new law or regulation away from being severely impacted economically. Losing the tax exemption for recreational boats in Rhode Island serves as a reminder. RIMTA is the only organization in the state that scans the legislative landscape for marine related issues and reacts as necessary — not just for our members but for the entire industry.

Strategies — What we are going to do:

1. This program has been directed and coordinated by a board of volunteers instead of staff. This approach works when there are interested and capable directors to communicate about and advocate for the industry. To do this successfully, the following are necessary:
 - a. An active director-driven legislative committee.
 - b. A board with bench strength that includes three directors capable of communicating and advocating on behalf of the industry; staff who provide coordinative support and necessary background information and who coordinate with the lobbyist; and the active involvement of staff who serve as the communication conduit of industry issues into/and out to the membership.
 - c. An agreed upon level of annual funding set aside for the lobbyist — along with a contingency fund for use as needed.
 - d. Staff focus on development of background materials, industry statistics and engagement of members as noted below.
2. To support the work of this program, staff must develop, compile and distribute key industry statistics to develop their talking points for introductions/education of legislators. This should build upon the work that national organizations such as the National Marine Manufacturers Association (NMMA) are already doing and should be augmented by state-specific statistics such as wage and economic impacts.
3. An important part of any legislative initiative is the Political Action Committee (PAC). A well supported PAC is immeasurably helpful in achieving legislative change. RIMTA will work to increase its PAC contributions by 10 percent annually over the next five years. To do this, staff and members of the legislative committee must define why the PAC is important and define criteria for how the PAC will be used and who will make decisions about its use to ensure transparency and openness. They must also create an annual macro-calendar that frame's the year's big political and fund raising events.
4. It will be essential to engage membership in positive letter-writing response campaigns and in conducting spot surveys on specific issues. To do this, ensure that any requests to the membership require minimal effort (i.e., pre-drafted letters) and that results are communicated back. Tap into existing resources such as Boating United to track federal and state issues and organize letter writing efforts on these issues.

8. Environmental and Regulatory Best Practice Program

Where we are: RIMTA's past regulatory initiatives such as the clean marina program have gone dormant. This occurred as directors interested in a particular program left the organization or put their effort elsewhere.

Where we want to be: An active, established regulatory compliance initiative to aid members in establishing and maintaining best management practices

Why this is important: Being ahead of regulation by developing industry based practices allows the industry to guide how environmental concerns are being addressed and protect against onerous regulation. This program provides a platform for the industry to engage with rule makers towards a common goals.

Strategies — What we are going to do:

1. This effort will be Board led. This will require a group of volunteer directors that see the value in this and are able to develop these programs. This may require that new directors be sought who have a particular interest in facilitating environmental and regulatory programming on behalf of RIMTA. Staff will support the director's efforts.
2. Identify critical issues that are important to the membership. Develop criteria to select those that will be pursued. Select first priority.
3. For that priority issue select and engage third party professionals for education/training of members about the issue and developing best practices (i.e., R. I. Sea Grant) recognizing that staff can facilitate the process but does not have the necessary technical proficiency.
4. As appropriate, collaborate with like-minded groups (11th hour racing, TNC, Ocean Conservancy, etc) to advocate for clean water and a clean environment, recognizing that in some instances the conversation may need to be solely focused on industry needs.
5. With these third party professionals, establish training programs and topics and timeline; host training sessions and collect feedback.
6. Once complete, evaluate lessons learned, revise process and start again.

9. Institutional Governance: Evolve internal governance systems, structure and communication mechanisms to achieve growth

Within six months of plan approval, review and begin implementation of a realignment of committee structure and board function as outlined below. Progress will be measured by having increasing board engagement (i.e., regular contributions to organizational decisions) and efficiency (i.e., less reporting, more discussion). Form a task force and hire a consultant to codify these changes in the by-laws.

1. Committee structure and size of board
 - a. Enforce the attendance rule for board meetings, as defined in the bylaws.
 - b. Board members must be a representative of a remaining industry segment "sector representatives," in addition to serving on one of committees: Legislative, Membership, Boat Show, Workforce Development, Finance, and Marketing. Hold committee meetings ahead of board meetings.
 - c. The executive committee has the authority to institute special task forces in the event of their necessity. These are different from standing committees. They are time bound and task specific.

- d. Board size shall be a maximum of 20 seats, with a stated target to fill between 12 and 15 seats. Review number of sectors required by by-laws and adjust as appropriate.

2. Roles and responsibilities

- a. Executive Team: Meet on an irregular basis but have regular meetings of president and chief executive officer (CEO) to deal with day-to-day operational issues. Provide the CEO with direction, focus. Serve as the council to CEO.
- b. President: Call and run board and executive committee meetings. Serve as supervisor to and sounding board for the CEO. Form and charge committees and task forces.
- c. Board Members: Bring industry voice and expertise to the board. Ensure diversity of individuals and ideas. Be active in RIMTA. Serve as ambassadors for RIMTA and the industry.
- d. Committee Chairs: Call and run committee meetings and recruit members. Set goals and deliverables for committees. Report back to the board. Ensure progress. Chairs should be a member of the board.
- e. Committee Members: Attend meetings of committee(s). Solely responsible for getting committees' work done. Members shall be active and will contribute. Not all committee members need to be board members, but a percentage should be. (See Annex 1 for draft committee Terms of References)
- f. CEO: Focus on operations, including the hiring and managing of staff. Develop the budget and workplan with staff for board approval. Responsible for successful implementation of the strategic plan and annual work plan and budget.
- g. Task force: This time-limited group of directors and staff carry out a specific charge with clear outcomes. When outcomes are met, the task force is disbanded.

3. Term limits

There is no immediate need for term limits; this is driven primarily by the concern that there are not enough and/or interested qualified candidates to fill open seats, especially at the vice president and president positions. To alleviate this concern, the nominating committee will, in addition to its normal duties:

- a. Explain and otherwise communicate about RIMTA — its mission, programs, successes, etc. — to members and targeted groups/individuals who are potential board or committee candidates.
- b. Assign a more experienced board member to serve as a mentor to new directors.
- c. As it takes a certain length of time serving on board to gain experience, confidence and institutional understanding, begin to groom executive track candidates as soon as possible. This should be part of a succession plan that is developed and delivered to the executive team annually.
- d. All leaders shall work towards cultivating those that will follow; this is especially true for committee chairs.
- e. Identify the motives for people to join the board assuage their fears for joining by making adjustments to the board function as necessary.
- f. Use the new committee structure as a proving ground for future board and executive committee members.

4. Function of the Board meetings.

- a. The structure of board meetings is fine. However, its functionality should be improved to make it more efficient. Hence, the following changes shall be instituted:
 - i. Decrease the number of board meetings, especially during the busy boating season, to no fewer than four and with the goal of six per year, not including members meeting.
 - ii. Make board meetings more engaging by focusing the agenda on action/decision items first.
 - iii. This should be followed by committee updates and reports.
 - iv. Do not have formal sector reports at board meetings except for worthy news or key updates.
 - v. Create guidelines and/or a model report for what is presented to the board at meetings for committees and sectors.
- b. Test e-board packs. In addition to meeting's agenda and specific support material, include list of board members (including who represents what sector), Work Plan, Strategic Plan, and By-laws.
- c. Build a three-year funding projection that assumes worst, expected and best case scenarios for each major budgetary line item. For each scenario, suggest ideal unrestricted funding levels sufficient to support non-programmatic costs, state how those funds could be allocated, and identify if each cost would be funded from existing sources or newly acquired funds. This should be done by the leadership team and reviewed by the board by the third quarter of each fiscal year. Initial starting points for each follow:
 5. Revise budget's format so individual programs (boat show, job training, shrink wrap, member events) can be tracked individually against standard object codes. This is important to bringing additional transparency to the budget, fiscal reporting and the budgeting process.
 6. Financial committee set minimum dollar amount, for board approval, that needs to be held in reserve each year; propose strategies for achieving this.

ANNEX 1 – Committee, Task Force and Staff focus areas

This annex presents the new roles and responsibilities necessary to implement this plan; it does not include the normal portioning responsibilities of staff nor is it intended to cover the full range of work that the staff is responsible for.

Organizational sustainability and growth

- Form a new task force that will explore longer term options for the RIMTA Boat Show.
- Staff assess revenue-generating funding options that could support the workforce development if Rhode Island funding decreases.
- Executive team and staff build a three year funding projection.
- Staff develop an annual work plan and budget for approval by executive team and board.

Legislative and Regulatory

- Legislative Committee:
 - Be the primary engine behind the legislative and regulatory function of RIMTA as defined in the strategic and annual work plan. Work with the membership to identify issues, develop industry positions and communicate those positions effectively.
 - Primarily responsible for increasing the size and impact of the PAC.
 - Define regulatory issues that would benefit from a best-practice initiative as defined herein.
- Staff
 - Provide administrative support to the legislative committee and PAC.
 - Develop, compile and distribute industry statistics.
 - Support legislative committee's efforts to mobilize membership.
 - Staff facilitate regulatory initiatives as defined by committee.

Providence Boat Show

- Task force to explore make recommendations about the future of the show.
- Boat show committee
 - Serve as the strategic and operational decision making group for the boat show's 2017 event.
- Staff

- Operationalize all aspects of the boat show as defined and discussed by the committee.

Workforce Development

- Workforce Development Committee to assess program delivery, provide input to curriculum development, obtain broad support from industry partners, establish growth targets, and consider upcoming grant and other opportunities.
- Staff
 - Position RIMTA to become a regional center for marine trades training.
 - Market the success and availability of Rhode Island's marine workforce development.

Membership Growth and Expansion

- Membership committee and staff work together to:
 - Annual review the membership's satisfaction and report the results of this survey to the full board annually.
 - Update the membership package based on the annual report results.
 - Build a potential members list.
 - Contact those on the potential members list semi-annually.
 - Establish future targets.

What do you want this process to address?

What are the organization's goals for the next five years.

General

- Perception of current and future organizational goals. (**Strengths**)
 - What are the top three results RIMTA is trying to achieve? What is being achieved, what isn't?

- What are the three greatest strengths of RIMTA? **The three greatest challenge?**

- Where are the strategic, operational, cultural and institutional barriers to change? How do they get removed? (**these are challenges too**)

- What is the number one income generator for the organization? Does it and, if so, how can it be sustained?

- What is the industry going to look like in ten years and how does RIMTA have to evolve to remain relevant? What are the issues that RIMTA needs to get in front of?

Issue Specific

- In priority order, what are the top issues RIMTA must address on behalf of its membership? How does this happen?

- Is the Providence Boat show on your list? Why/Why not?
- Is Climate Change on your list? Why/Why not?
- How does RITMA balance its societal desire to have clean water, air and land get balanced with increasing regulatory pressure on its members?
- Is there a need for a separate 501C3 for accepting grant and foundation funds? Why or why not?

Let's talk about the RIMTA's Board

- Why does the existing committee structure exist? Which committees are most relevant and important, which are not?
- Is the service and capability of the board adequate to steer the organization towards a sustainable future?
- How are meetings conducted, is it effective?
- Is there engaged leadership to support each of the board focus areas (e.g., committees?)
- What are the nominating Committee's roles and responsibilities in the reporting and vetting process?
- How are new board members found, invited and mentored?
- What is RIMTA doing to build bench strength? Should it and how can it attract new board members?
- Should there be or not be term limits? Why, why not?

Anything missed

ANNEX 3
Workshop Agenda

Organizational Planning Retreat
Save the Bay
September 29, 2016
8:30 a.m. to 3:30 p.m.

By the end of the event, we hope to achieve the following outcomes:

- Review RIMTA's current result areas.
- Define the critical action necessary to move from current to future state.
- Understand and plan for the implications of funding changes.
- Review and agree on improvements that can be made to key board functions.

Agenda:

8:00 Morning refreshments

8:30 Introductions, Wendy Mackie

8:45 Goals, flow and agenda, M. Amaral

9:00 RIMTA priority result areas

What are RIMTA's big result areas? These are the important programs/elements that are seen as essential to achieving the mission.

10:00 RIMTA's future results

For each result area, define what the future state of the result areas will be in five years.

12:00 Lunch

12:30 Fiscal management

Given what you know about funding and what you discussed in morning's exercise, complete a three year forecast that estimates worst-mid-best case scenarios, provide options to address these fiscal projections.

1:30 Board Function

Four areas were identified during the interviews associated with how the board functions. Discuss outputs from interviews and consider suggestion for each. Areas include: (1) Committee Structure and size of board; (2) Roles and responsibilities, (3) Term limits; and (4) Function.

3:00 Next Steps

3:30 Adjourn

ANNEX 4
Notes from workshop

GIVEN SIZE OF JPEG FILES THAT CAPTURES PICTURES OF OUTPUTS, THESE HAVE PROVIDED ELECTRONICALLY TO RIMTA