



International Propeller Club of the United States

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STRATEGIC FRAMEWORK and 2020-2022 Strategic Plan

APPROVAL DRAFT

January 2020

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DRAFT IPCUS Strategic Framework

IPCUS Mission Statement

The International Propeller Club of the United States* is dedicated to the promotion and development of the maritime industry, commerce and global trade.

[*Note: further consideration should be given to changing the name of the organization to 'The International Propeller Club']

Vision of IPCUS

To be an advocate and champion for the maritime industry, uniting the full spectrum of industry professionals around the globe.

IPCUS Long-term Goals

Value to IPCUS Stakeholders

1. To be a trusted source for news, industry trends and issues, and information on the 'state of the maritime industry'.
2. To be an essential partner with Ports around the world, providing training, tools and guidelines to ensure their success in serving the maritime industry in their communities.
3. To be a vibrant, diverse industry community in which members can share, learn, collaborate and access practical business resources and support that will drive their success career long.

Outreach and Influence

4. To be a respected industry leader and voice, sought after for expertise and perspective on industry needs and interests.
5. To be a champion for the importance of the maritime industry to global security and economic vitality, and for the recruitment and development of industry professionals.
6. To connect and convene maritime executives and industry association leaders to address common issues and amplify the industry's voice.

IPCUS Organizational Development and Sustainability

7. To build the staff and financial capacity and put the systems, structure and ongoing leadership in place that will ensure IPCUS has the resources to meet the changing needs of the industry.

IPCUS Core Beliefs

[See Appendix: *IPCUS Statement of Principles*]

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2020-2022 IPCUS Strategic Plan

[issues and deliverables marked with an asterisk (*) are considered priority]

VALUE TO MEMBERS

Long-term Goals:

2. To be a trusted source for news, industry trends and issues, and information on the 'state of the maritime industry'.
3. To be an essential partner with Ports around the world, providing training, tools and guidelines to ensure their success in serving the maritime industry in their communities.
4. To be a vibrant, diverse industry community in which members can share, learn, collaborate and access practical business resources and support that will drive their success career long.

Issue: **IPCUS Value Proposition**

Milestones. *By 2022 . . .*

- IPCUS has expanded benefits and services providing tangible value to members and local IPCUS ports.
- Every local IPCUS port is convinced of the value of affiliation with IPCUS and can communicate that value to members.

2020 Deliverables:

- A. As part of launching the new IPCUS strategic plan, publish an article in the *Journal of Commerce* regarding the renewed focus and direction of the Club.
- B. *Identify possible benefits and services that IPCUS could provide to enhance the value of membership.

Issue: ***IPCUS-IPCUS Local Port Relations**

Milestones. *By 2022 . . .*

- Through IPCUS, IPCUS local ports have access to tools, resources and support to increase the efficiency and effectiveness of IPCUS port operations and activities.
- IPCUS local ports see the value of and are motivated to support IPCUS initiatives.

2020 Deliverables:

- C. Create a series of tips, best practice guides and tools to support effective local port leadership and operations.
- D. Develop a platform for IPCUS local ports to exchange ideas, solve problems and swap resources.
- E. *Develop a regular process to identify key industry issues around the globe that IPCUS and IPCUS local ports can jointly address. (The process could include regular polling and/or regional webinars to identify and discuss industry issues.)
- F. Working with the IPCUS local Ports, develop a minimum set of operating guidelines (including branding) for IPCUS local port compliance.

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| <p>G. *Train Regional Vice Presidents on their roles and responsibility to support IPCUS local ports.</p> <p>H. Evaluate the feasibility of establishing a 501c3 IPCUS Foundation that IPCUS could administer to support IPCUS local port charitable activity.</p> |
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Issue: **Source for the ‘State of the Industry’**

Milestones. *By 2022 . . .*

- IPCUS is collaborating with other organizations to produce a ‘state of the industry’ report.
- IPCUS is valued as a source of timely, accurate information on the industry.

<p>2020 Deliverables:</p> <p>I. Capture and highlight information on the expertise and experience of members. Engage members as subject matter experts to address industry trends and issues and in responding to media inquiries.</p> <p>J. *Continue to enhance the IPCUS website as a robust source of industry news and information.</p> <p>K. Develop a speaker’s bureau.</p>
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Issue: **Building Community within the Industry**

Milestones. *By 2022 . . .*

- Members regularly take advantage of the IPCUS platform to exchange ideas, collaborate and support each other.

<p>2020 Deliverables:</p> <p>L. Continue to develop and stimulate participation in the IPCUS member-to-member platform, including the availability of individual communities to satisfy targeted member interests.</p>
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OUTREACH AND INFLUENCE

Long-term Goals:

4. To be a respected industry leader and voice, sought after for expertise and perspective on industry needs and interests.
5. To be a champion for the importance of the maritime industry to global security and economic vitality, and for the recruitment and development of industry professionals.
6. To connect and convene maritime executives and industry association leaders to address common issues and amplify the industry's voice.

Issue: ***IPCUS Communication**

Milestones. By 2022 . . .

- IPCUS is communicating timely, targeted information of high perceived value on a regular basis with members and IPCUS local ports.

2020 Deliverables:

- M.** *Evaluate the WAVE and determine the best delivery mechanisms for communicating with members and IPCUS local ports.

Issue: ***Membership Development**

Milestones. By 2022 . . .

- IPCUS has grown the number of local ports by X and the number of members by X.
- IPCUS has developed and implemented a strategy for student outreach (including the high school level).

2020 Deliverables:

- N.** *Create a package for prospective IPCUS local ports and a getting started package for new IPCUS local ports to support start-up of operations, activities, etc.
- O.** *Develop guidelines and incentives to support IPCUS local ports membership development efforts.
- P.** Offer all student port graduates and maritime academy graduates a free one-year IPCUS membership.

Issue: **Advocacy and Influence**

Milestones. By 2022 . . .

- IPCUS regularly educates members on maritime issues and has developed a grassroots call to action strategy.

2020 Deliverables:

[See Deliverable E under "IPCUS-IPCUS Local Port Relations"]

Issue: Collaboration and Relationship-Building

Milestones. *By 2022 . . .*

- IPCUS has identified and developed several critical partnerships to advance industry promotion, advocacy and development goals.

2020 Deliverables:

- Q.** *Create a matrix of other organizations and their primary focus, mission, initiatives, etc. to identify potential partnerships.

Issue: Maritime Executive Outreach

Milestones. *By 2022 . . .*

- Maritime executives understand the value of engagement in IPCUS.

2020 Deliverables:

- R.** Develop a mechanism for maritime executives to contribute their expertise and perspective on the ‘state of the maritime industry’.
- S.** Regularly profile a maritime executive through published interviews and/or in an IPCUS annual report.
- T.** Conduct outreach with maritime executives to identify their perspectives on the value of IPCUS to their industry and what IPCUS can provide to promote and support the industry.

Issue: *Industry Promotion, Public Relations and Branding

Milestones. *By 2022 . . .*

- IPCUS is considered an important source for accurate, timely industry information and perspective by the media.

2020 Deliverables:

- U.** Develop a media kit, including a social media strategy and consistent messaging, that leaders at all levels of IPCUS can use to promote the industry.

[Also see Deliverable K under “Source for the State of the Industry”]

Issue: *Industry Development

Milestones. *By 2022 . . .*

- IPCUS is partnering with IPCUS local ports on a strategy for industry development that includes outreach to students and resources for continuing education at all career levels.

2020 Deliverables:

- V.** *Catalog IPCUS local port activities in industry development and identify where these clubs are having success.

IPCUS ORGANIZATIONAL DEVELOPMENT AND SUSTAINABILITY

Long-term Goals:

7. To build the staff and financial capacity and put the systems, structure and ongoing leadership in place that will ensure IPCUS has the resources to meet the changing needs of the industry.

Issue: ***IPCUS Capacity**

Milestones. *By 2022 . . .*

- IPCUS has diversified and stabilized revenue streams to expand human and financial resources to achieve its goals and priorities.

2020 Deliverables:

- W.** *Conduct a resource assessment to determine anticipated capacity needs to achieve the strategic plan (human, financial, volunteer, etc.).
- X.** Consider the goals and priorities of the strategic plan in the annual budgeting process.

Issue: **Industry/Organization Leadership Development**

Milestones. *By 2022 . . .*

- IPCUS has broadened outreach to engage under-represented segments of the industry.
- Leadership development opportunities are available to members and IPCUS local port leaders to enhance effectiveness.

2020 Deliverables:

- Y.** Provide training for local port leaders at the IPCUS Annual Convention.
- Z.** Outline a series of online leadership training webinars for members.

Issue: ***Organizational/Governance Structure**

Milestones. *By 2022 . . .*

- IPCUS has evaluated and streamlined organizational/governance structure to operate more efficiently and to broaden engagement opportunities for members.

2020 Deliverables:

- AA.** Conduct an evaluation of IPCUS governance and identify changes required to the bylaws.

[Also see Deliverable F, "IPCUS-IPCUS Local Port Relations" above]

[Also see Deliverable G, "IPCUS-IPCUS Local Port Relations" above]

IPCUS Strategic Plan: 2020-2022

OVERALL STRATEGIC PRIORITIES

Among other important initiatives, IPCUS will focus particular effort in achieving the following critical priorities to better serve Ports and members and strengthen the effectiveness and efficiency of the Association.

In 2020, IPCUS will . . .

- [IPCUS Value Proposition] Identify possible benefits and services that IPCUS could provide to enhance the value of membership.
- [IPCUS-IPCUS Local Port Relations] Develop a regular process to identify key industry issues around the globe that IPCUS and IPCUS local ports can jointly address. (The process could include regular polling and/or regional webinars to identify and discuss industry issues.)
- [IPCUS-IPCUS Local Port Relations] Train Regional Vice Presidents on their roles and responsibility to support IPCUS local ports.
- [Source for the 'State of the Industry'] Continue to enhance the IPCUS website as a robust source of industry news and information.
- [IPCUS Communication] Evaluate the WAVE and determine the best delivery mechanisms for communicating with members and IPCUS local ports.
- [Membership Development] Create a package for prospective IPCUS local ports and a getting started package for new IPCUS local ports to support start-up of operations, activities, etc.
- [Membership Development] Develop guidelines and incentives to support IPCUS local ports membership development efforts.
- [Collaboration and Relationship-building] Create a matrix of other organizations and their primary focus, mission, initiatives, etc. to identify potential partnerships.
- [Industry Development] Catalog IPCUS local port activities in industry development and identify where these clubs are having success.
- [IPCUS Capacity] Conduct a resource assessment to determine anticipated capacity needs to achieve the strategic plan (human, financial, volunteer, etc.).

APPENDIX A: IPCUS Statement of Principles



THE INTERNATIONAL PROPELLER CLUB of the United States

An international business network dedicated
to the promotion of the maritime industry,
commerce and global trade.

EXECUTIVE SUMMARY STATEMENT OF PRINCIPLES

(as adopted 2017)

The International Propeller Club of the United States is dedicated to the promotion of the maritime industry, commerce and global trade. With more than 80 Ports in maritime locations in the United States and in cities around the world, the Propeller Club works tirelessly to highlight the importance of a strong, competitive maritime industry to the economic and national security requirements of the United States. To this end, the Propeller Club:

- **BELIEVES** the privately-owned U.S.-flag merchant marine, comprised of all types of vessels operating in international and domestic commerce, and its U.S. citizen crews are an essential component of the commercial sealift capability of the United States, ensuring that our country has the ability to respond quickly, efficiently and effectively to our nation's call in time of war or other international emergency. We urge the Federal government to fully fund the Maritime Security Program to enable vessels enrolled in the maritime security fleet to maintain this commercial sealift capability under the U.S.-flag;
- **BELIEVES** the full implementation and enforcement of the nation's cabotage laws and U.S.-flag cargo preference shipping requirements are essential to maintain and support the U.S.-flag commercial shipping capability and American mariner manpower base necessary to the economic and military security of the United States. We urge the Federal government to recognize and acknowledge that "Ship American" requirements are important to the nation's economic and military security interests;
- **BELIEVES** the domestic shipbuilding and ship repair industries, which generate more than 110,000 jobs in all 50 states, should be supported and revitalized to further enhance their critically important contributions to the economic and military security of the U.S.;
- **BELIEVES** a comprehensive national transportation program that emphasizes the important role domestic water transportation can and should play in the efficient, economical and environmentally sound carriage of cargo and passengers should be developed and implemented. We urge the Federal government to eliminate regulations that impede the utilization of U.S.-flag commercial vessels and to ensure that the U.S. tax code and other statutes encourage rather than discourage the movement of cargo along our coasts and along our waterways by U.S. vessels;
- **BELIEVES** the development and continued maintenance of our Nation's efficient, modern port facilities are necessary to enhance national security, to increase competitive capabilities for the import and export of commodities, and to facilitate the capability of ports to transport energy supplies, agricultural products and other materials critical to the commerce and economic health of our nation. We urge the Federal government to adopt a national dredging policy which calls for greater coordination among all Federal agencies to facilitate dredging our nation's harbors in a timely and cost effective manner consistent with environmental regulations;
- **BELIEVES** the United States Government-owned strategic sealift force and their civilian mariners are necessary to augment the United States flag commercial fleet in order to ensure the deployment and sustainment of United States Armed Forces globally as required to protect U.S. national interests in times of war or other international emergency;
- **BELIEVES** that America's borders would be more vulnerable without key U.S. maritime laws, regulations, and policies, especially the Jones Act, which ensure that the nation has the U.S.-flag ships, the American crews, the domestic shipyards, and the U.S. companies that provide this critical homeland security capability; and
- **BELIEVES** that the U.S. inland waterways system is a national resource that plays a critical role in the safe and efficient movement of U.S. domestic commerce and the competitiveness of U.S. exports. We urge the Federal government to authorize, fund and expeditiously carry out the needed modernization of the inland waterways infrastructure, including the critical replacement of aging, undersized locks on the inland river system.