

Northwest Marine Trade Association 2006 - 2008 Business Plan

Background

This is the fifth year in a row that we have prepared a draft business plan for the Board of Trustees in November each year. The Board and staff will review this document and see what changes need to be made before the Board adopts the final plan at the December Board meeting. The framework and format for the business plan is becoming consistent and so this plan will follow the template that we have developed over the past five years.

The tone and direction of the plan is set by the Board at the annual Strategic Planning Workshop. This year, the Board held its planning workshop on October 13, 2005 and then continued the workshop on October 20th following the regularly scheduled monthly Board meeting. For the third year in a row, the Board focused its attention on the year ahead, as well as setting priorities for two or three years where possible.

The purpose of the three-year plan is to challenge the organization to stretch the goal setting process and build consensus between Board and staff on where the association wants to go over more than the next twelve months. Seeing the future is difficult at best so goals that are set for the first year will be more specific while those set further out will be more speculative. The expectation is that the association will continue to adopt a business plan every fourth quarter, which will create a rolling three-year plan.

Mission

The purpose of the NMTA is to promote the growth of recreational boating and the businesses of our members.

Themes from past Strategic Planning Workshops

In each of the past three years, a “theme” emerged from the planning Workshops. In 2005, no such theme surfaced, but the Workshop’s facilitator Bill Meyer shared some leadership tools that are worth recording.

2002 Themes

1. Increase the number of people in boating.
2. Increase the number of women in boating.
3. Increase the number of young people in boating.
4. Attract young people to careers in the boating industry.
5. Increase awareness of the NMTA to non-members, the public and the media.

2003 Themes

1. Look further over the horizon and develop long-range goals.
2. Grow boating in the Pacific Northwest through:
 - Boat shows
 - Improved long-term fishing
 - Political Support
 - Increased visibility of the boating lifestyle
 - Improved public perception of the “barriers to boating”

2004 Themes – Listed in priority order as voted by the Board

1. Unify the NMTA and Northwest Yacht Brokers Association (NYBA)
2. Grow NMTA membership dynamically.
3. Focus efforts on promotion and “Growing Boating.”
4. Increase access to the water for boaters.
5. Lobby the state to minimize the impact of B&O tax enforcement.

2005 Thoughts

1. The Board should focus on the “what” and “why” questions and let staff focus on the “how”, “when” and “where” questions.
2. As the Board sets policy it should keep in mind that “if you cannot measure something, you can not manage it.”
3. The association should keep in mind the management circle:
 - Plan
 - Organize
 - Lead
 - Monitor
 - Respond (adjust or modify)
4. The Board needs to finish defining and updating our “values statement.”

Objectives

The objectives for the association are split into two main categories: Revenue producing and non-revenue producing.

1. Revenue Producing Objectives

Fiscal Responsibility

At the 2001 Strategic Planning Workshop, the Board made it clear that the highest priority for the Association is maintaining fiscal responsibility. The budget is approved in June each year for the fiscal year, which runs from July 1 through June 30. Over the past six years, revenues for the association have exceeded expenses by an average of \$48,114 per year. For the current fiscal year ending June 30, 2006 revenues are expected to exceed expenses by \$67,518, which equals interest income (from investments) plus excess revenues from operations. Interest income is added to the investment account.

Specific financial goals for years ending June 30, 2007 and 2008 have not been set, but the Board has set as an objective that the surplus each year should at least be equal to the interest income derived from the association's investment account currently held at Wachovia Securities, or 2% of gross revenue for the association.

The president of the association has the primary responsibility to make sure the goal is met each year with the assistance from the staff bookkeeper and the Board secretary/treasurer. Monthly reports are presented to the Board.

Fiscal Responsibility Action Items:

1. Have the Board appoint a task force to study the long-term financial needs of the association, appropriate level of financial reserves as well as review the way the financial statements are prepared and modify as appropriate.
2. Staff will implement all the recommendations made by Clark Nuber in the 2005 audit to increase internal financial controls (see attached).
3. Develop a template and matrix for prioritizing and approving special funding requests from outside organizations.
4. Staff will continue to grow sponsorship income in order to increase association revenue.

Fiscal Year	Sponsorship Income
2001-2002	\$ 11,775
2002-2003	\$ 83,250
2003-2004	\$137,553
2004-2005	\$162,000
2005-2006	\$203,000

Sponsorship goals have not been set for years ending in 2007 and 2008, but the assumption is that this revenue stream will continue to grow and

we should be able to generate \$230,000 in fiscal year 2007-2008.

5. Since staff turnover is costly to the association, it is a priority to train and retain staff members. Michael Campbell is responsible for hiring staff as well as overseeing training both internally and externally. The current budget includes \$6,500 for staff training.
6. The association will reinvest income from the investment account.
7. Annually review the association's Investment Policy and implement the plan to diversify the portfolio, including guidelines for the ratio of equities to fixed assets.

Membership

In 2005, the Board approved changes to the Boat Show Guidelines which effectively disincentivized companies from maintaining more than one membership in the association. A number of companies chose to "roll-up" multiple memberships into one. In fact, 43 members took advantage of this one-time offer, which lowered the number of members in the association. Using this new "base," the current goal is to increase membership to 900 members by June 30, 2006. The goal for the next three years is to grow the membership at an average rate of 5%. There are currently 445 prospects in our database.

The Membership Committee and the Membership Director have the primary responsibility for growing the membership. In order to grow the membership, it is critical to retain current members. The goal is to renew 90% of all members each year. For the year that ended June 30, 2004 the renewal rate was 90% (assuming the companies that "rolled-up" would have renewed).

The Membership Committee is responsible for working with the NMTA staff on the following:

Membership Objectives

1. Increase the number of members.
2. Retain current members.
3. Evaluate current member benefits and help develop additional benefits.

Membership Action Items

1. We currently have 833 members. Sign up 67 additional members by June 30, 2005 by focusing on specific membership categories where there is room for growth e.g., marinas, boatyards and yacht brokers.

2. The Membership Committee will meet four times a year to assist the staff in developing and working the member prospect list, helping develop new member benefits and coming up with strategies to maintain the current membership base.
3. Build on the success of the monthly seminars for the membership and hold them on the third Tuesday of each month (except January, July and August). Increase attendance from the current average of 13 members each month to 18 members.
4. Working with the University of Washington, create a forecasting tool that will predict new boat sales for Washington State on a semi-annual basis. The first forecast should be cover the 3rd and 4th quarters of 2006.
5. Add two new member benefits during the year.
6. Repeat the "Membership Month" promotion in April in conjunction with Rosario Resort or another regional resort.
7. Encourage every staff member to visit one current member each month.
8. Create two ways to incentivize and give recognition to current members who recruit new members.
9. Ask members to offer an on-going discount to all NMTA members and create a Membership Card that lists available discounts.
10. Improve member retention of first year members. Members of Membership Committee will contact each new member within first three months of membership to welcome them and explain long-term benefits of membership.

Health Care Plan

Effective March 1, 2004 the association entered into an agreement with the Master Builders Association of Seattle/King County, which allowed us to offer health insurance through the MBA Trust. In exchange for endorsing this plan, the association became eligible to receive a fee equal to 1% of the monthly premiums. The program should generate \$50,000 of revenue for the fiscal year ending June 30, 2006.

Currently, there are 130 member companies with 1,213 employees signed-up for the health care plan. Only members in Washington state are eligible to participate and currently 21% of Washington members are in the program. The goal is to increase that to 26% by December 31, 2006 which would mean 166 members and

1,500 lives.

Boat Shows

The most important objective for the association each year is to make sure the January Boat Show meets the expectations of the members, the public and we achieve the budget goals for the association. For the third year in a row, the January show will be marketed as a joint venture with the Northwest Yacht Brokers Association, so the success of the show is tied to the success of the cooperation between the NMTA and the NYBA.

The Boat Show Committee has the responsibility to oversee the organization and production of the Seattle boat show as well as the Everett Boat Show. All association shows need to generate an operating profit as well as maximize attendance for the exhibitors. The Committee meets monthly.

Boat Show Action Items

1. Generate an operating profit at the 2006 January show of \$751,850. In future years, generate sufficient revenue from the show to meet the overall financial objectives for the association.
2. Because the Seattle Seahawks playoff schedule could cause the dates of the 2006 show to change and the number of show days reduced, the attendance goals are: 10 day show: 70,000; 9 day show: 65,000; 8 day show: 60,000. Regardless of the length of the show, the #1 priority for the association (after maintaining the overall fiscal health of the association) is to successfully market the NMTA and the NYBA shows to the public, maximizing the net revenues for the association and the maximum ROI for the exhibitors. In 2007 and 2008 continue to integrate the two shows into one and increase attendance by 5% each year.
3. Continue to increase space available for rental for the 2007 January Show if demand continues to exceed the supply.
4. Make the absolute best use of the Club Level of Qwest Field to maximize revenue for the association and amenities for attendees.
5. Make the online "way finding software" a benefit for attendees prior to the show via our website and at the show through kiosks and information centers. Find other opportunities to use the kiosks for our own events and look for other event organizers who might be willing to "rent" our program.
6. Sell 500 "group tickets" to the show; get 12 companies to participate in the program.

7. Create a series of advanced seminars at the 2006 show under the umbrella of Boat Show University. Cover our costs in year one of the program. In addition, find partners willing to produce special seminars for a fee that generate some “rental income” for the association.
8. Continue to develop "specialty areas" within the January show for exhibitors similar to the electronics, fishing and sailing centers.
9. Produce an even better combined program for both the NMTA and NYBA January Boat Shows. Produce our own program for Everett show. In all instances, increase the quality of the program as well as generating an operating profit.
10. Negotiate a true partnership with the NYBA with the Lake Union Summer Boat Show or find another venue that meets our member and association needs. Generate an operating profit of \$53,000 with 20% increases in subsequent years.
11. Increase attendance at the Everett Boat Show, March 9-12, 2006, from 5,353 to 6,155. Produce an operating profit of \$41,550. Subsequent years should show at least a 10% increase in operating profit in each of the next two years.
12. Build on the success of the Northwest Invitational and create a wakeboard event at Boatstock that draws greater talent, more media exposure and increased attendance to the event.
13. Research the feasibility of:
 - Creating a new boat show on the Foss Waterway in Tacoma.
 - Producing a used boat auction one or two times per year for the membership and the public.
 - Producing a “Boatstock” type event for fishing boats in a “fishing boat friendly location.”

2. Non-Revenue Producing Objectives

Membership Services

Providing member services is what the association does every day of the year, from responding to member inquiries to answering the phone to organizing conferences. The association exists to serve the needs of the members and so member services are the number one priority for the association after maintaining fiscal responsibility. The membership expresses what services they want through the committees and through the Board. It is the responsibility of the staff to continually evaluate which benefits can effectively be delivered and then focus on those that best serve the membership.

Membership Services Action Items

1. Research opportunities for members to do business in China either importing products for their business or exporting equipment and or expertise to China.
2. Organize and staff regular meetings of the committees to continually determine what services the membership wants the association to provide. Prioritize the objectives and goals for each committee and make adjustments as needed during the year.
3. Survey the membership on a regular basis to determine its satisfaction with the services provided by the association, including on-line surveys. In March every other year, do a phone survey of all members who do not participate in the boat show and who are not using the association health care plan.
4. Continue to survey members regarding content seen in the *Water Life* newsletter. Incorporate suggestions that are viable and beneficial to the membership.
5. Continue to update the quality of the association newsletter with articles that the membership wants to read, add four more pages starting in February, sell some ads to offset the additional printing costs and distribute on time each month by mail and through email.
6. On a regular basis, contact companies in our prospect database to encourage them to join and better understand what prevents them from joining. Where possible, the feedback should be incorporated into offering new member benefits or helping us better communicate the advantages of membership in the association.

7. Continually add content to www.nmta.net and look for more opportunities to deliver member benefits via the Internet.
8. Update every page on all of our websites on the last day of the month:
 - www.nmta.net
 - www.seattleboatshow.com
 - www.everettboatshow.com
 - www.DiscoverNorthwestBoating.com
 - www.DiscoverNorthwestFishing.com
 - www.FishNorthwest.com
 - www.SPOCA.org
9. Produce a 2006 printed Membership Directory and distribute it in the first week of January.
10. Increase ad revenue in the Annual Membership Directory to help offset the cost of production.
11. Continue to supply quarterly boat sales data from the Washington State Department of Licensing and enhance or improve the information to fit member needs.
12. Continue to organize group outings for the members as we have done at Mariners, Sonics and Seahawks games. Look for other opportunities to bring members together outside of boating events and shows.
13. Work with the staff to hold the Annual Open House and Hot Dog Regatta each year in May.
14. Hold the Annual Strategic Planning Workshop each year in October.
15. Organize the Annual Meeting to be held in the fourth quarter of the year with attendance of at least 150 people. Look for ways to improve and expand member events held on the day of the Annual Meeting.

Legislative/Government

The recreational boating industry is heavily impacted by government rules and regulations. The association's goal is to minimize the negative impact of these rules and regulations on members while working to support and encourage legislation that is beneficial. In 2002, the Government Affairs Committee developed a set of criteria to determine which issues were the most important ones facing the industry. As a result, the committee is now working from a "Priority Worksheet." Since issues are constantly changing, the worksheet is always under review. The Committee meets monthly.

In 2005, the Government Affairs Committee created a sub-committee called “Regulatory Reform” to try and develop a strategy to encourage boating access and encourage shoreline property use by property owners by working with local, state and federal governments toward a rational permitting process that is balanced, accountable, avoids duplication and is easily understood. They decided to create a separate organization to address their concerns and called it the Shoreline Property Owners and Contractors Association (SPOCA). The organization supports environmental objectives and regulations based on sound science.

Legislative/Government Objectives

1. Get members more involved in the political process – By increasing our members’ involvement in the political process (i.e. voting, writing their elected officials, attending public hearings), the association will benefit from a raised profile that our members’ activity would create. Each department will benefit from its members being more informed and active in elections and lawmaking – it would result in having more members proactive in helping promote the marine industry.
2. Form a wider range of marine industry representation on the Government Affairs Committee – The association will benefit by increasing member participation and tapping into the interests of all of the types of members NMTA serves. This would mean that the Government Affairs Committee would better represent and serve more members. With wider industry representation means, the staff would be better informed of the many aspects and issues facing the marine industry so we could better serve every NMTA member.
3. Develop a plan to activate members when needed – Staff will refine the current system of contacting members (and selected sub-sets of the membership) to get feedback on proposed legislation as well as creating a plan for informing members when they need to contact elected officials and the media about proposed legislative changes.

Legislative/Government Action Items

1. Work with the Governor to get confirmation by the Senate of the six commissioners who are currently serving on the Fish and Wildlife Commission but who have not yet been confirmed by the Senate.
2. Help get the leadership of SPOCA to legally incorporate as a separate non-profit organization and start to successfully get laws changed to protect the interests of shoreline property owners and make it easier for property owners and contractors to do waterfront maintenance, repair and construction.

3. Get the legislature to fund a study in 2006 that will determine how the State of Washington can “Serve Our Boaters Better” (SOBB) and demonstrate the need for the State to devote more resources to boating access and facilities.
4. Get the legislature to raise the fair market value threshold which defines substantial development for granting exemptions from the waterfront construction permit process.
5. Do everything possible to ensure that the IAC is spending funds from the Recreational Resource Account as effectively and efficiently as possible.
6. Work with the Department of Ecology, the Puget Sound Keepers Alliance and the Pollution Control Hearings Board to make sure that the newly adopted National Pollutant Discharge Elimination System (NPDES) General Boatyard Permit is implemented with the least disruption and cost to our boatyard members. Determine the best way to fund legal costs during the appeals process before the Pollution Control Hearings Board.
7. During the membership renewals for fiscal year 2005 -2006, 46% of the membership contributed to the PAC during the dues renewal process. Increase the number of members who contribute to the PAC by 2% per year.
8. Raise \$50,000 in 2006 for the NMTA Political Action Committee (PAC) to support candidates running for office in the state. In subsequent years increase the fund-raising goal by 10% each year.
9. Create a new event in 2006 to raise money for the PAC.

Communications

Over the past five years, our communications efforts have increased internally with the members and externally with the media and community leaders. We now manage and operate seven different websites. In addition to the paper version of our newsletter, we also distribute it electronically every month. We distribute boat sales data to the members and the media; we also distribute a Northwest Economic Report monthly to the membership. We reach out to the members for feedback on a regular basis; one of the tools we use is an online survey system called “Survey Monkey.” The overall goal of our communications efforts is to send an appropriate amount of information to keep members informed without overloading them.

Communications Action Items

1. Add four more pages to *Water Life* starting January 1, 2006. Add a monthly article about a featured member. Sells ads in the publication.
2. Conduct an internal and external “communications audit” to evaluate the quantity and quality of communications as well as the delivery systems (i.e., email, fax, mail) by March. Implement changes where appropriate as soon as possible.
3. Redesign the Seattle Boat Show and the Everett Boat Show websites.
4. Produce and distribute two editions of the boat show newsletter to exhibitors during the January 2006 Boat Show.

Promotion

When the association promotes a boat show, it indirectly promotes boating. The goal of the Promotion Committee is to come up with ways to grow boating over and above the boat shows.

In June 2003, the Board approved the creation of a Grow Boating Fund by putting a surcharge on space rental fees for the 2004 January Seattle Boat Show and the 2004 Everett Boat Show. For the fiscal year that ended June 30, 2005 the Grow Boating Fund raised \$201,518.50. For the year ending June 30, 2006 we expect to raise \$199,500 from the surcharge and \$28,000 from sponsorships for a total of \$227,500.

In 2005, the National Marine Manufacturers Association (NMMA), in cooperation with the Marine Retail Association of America (MRAA), created a National Grow Boating Fund which will kick-off in 2006. The program has six different components:

1. Marketing, Communication and Research
2. Dealer Certification
3. Product Certification
4. Water Access
5. Timely and Accurate Sales Statistics
6. Funding and Governance

During calendar year 2005, the Grow Boating Fund supported these programs:

Discover Boating Center	\$19,803
Northwest Salmon Derby Series	\$31,783
Boatstock	\$33,398
www.discovernwboating.com	\$ 2,330
www.discovernwfishing.com	\$ 503
Television marketing campaign	\$51,636
Grant program	\$ 7,500
National Grow Boating initiative	\$15,000
Radio ads for INT League's Greenlake Open	\$14,106

Promotion Action Items

1. Create an Evaluation Matrix – The Promotion Committee will create a matrix to evaluate each of the current programs in the Grow Boating Fund as well as evaluating new ideas. The matrix will be presented to the Board for approval and adoption no later than April 1, 2006.
2. Analyze NMMA National Grow Boating Campaign – Take a look at the national campaign to see what elements we should or could use locally. Using the matrix above, determine if we should financially support the National Campaign in 2006.
3. Dealer Certification – Decide how much support the association should provide to this program which is designed to upgrade professionalism and customer service for dealerships.
4. Discover Boating Center – Redesign our booth and take it to at least 10 events during 2005 where we can meet people and talk to them about getting into boating.
5. Northwest Salmon Derby Series – Include 10 derbies in 2006, up from six in the first year and eight in 2005.
6. Boatstock – Continue to increase participation at the event as well as building on the first year of the Northwest Invitational Wakeboarding event. Increase sponsorship from \$6,000 in 2005 to \$15,000 in 2006

Build on the success of Boatstock and continue the event in July 2006
 Increase the number of dealers, rides given and participants by 20% in 2006 and each year thereafter.

Year	Rides given	Riders
2003	183	400
2004	400	980
2005	671	1919
2006	805	2302

Increase sponsorships and get some measurable general media coverage for the event.

7. www.discovernwboating.com and www.discovernwfishing.com - add content, promote the websites and increase traffic.
8. Television Marketing Campaign – Run the TV spot again in June/July but spread out the campaign over a longer period of time.
9. Grant Program – Learn from the experience we gained in the first year. Promote the program earlier and to a wider audience. Improve the criteria for selection and the evaluation process.

Fishing

Fishing is an important reason why people own and use boats. Almost 775,000 residents in the State of Washington have a fishing or crabbing license. That represents one out of every eight state residents. For the past seven years, the association has had a full-time staff member who has represented the best interests of the recreational angler as well as the marine industry. The Fish Committee met five times in 2005 and should meet eight times in 2006.

Fishing Objectives

1. Increase sport-fishing opportunities in the Northwest with a focus on Washington State and an emphasis on salmon.
2. Increase the number of people who go fishing.
3. Increase the number of days that people fish.

Fishing Action Items

1. Get Fish Northwest up and running as a separate non-profit corporation that can focus on putting a business face on recreational fishing.
2. Work with stakeholders to make it possible for the creation of a fall, winter and spring blackmouth fishery for marked hatchery Chinook salmon beginning in October 2006. Expand this opportunity to areas beyond Everett in 2007.

3. Increase the allocation for recreational crab fishing as early as 2006 either through the Fish and Wildlife Commission process or through legislation.
4. Improve and expand the Northwest Salmon Derby Series, building on the successes of the Series during the first two years.
5. Take an active role at North of Falcon and the 2006 sport salmon season setting process.
6. Take an active role in getting “pro-recreational fishing” representation appointed to the Fish and Wildlife Commission. Additionally, develop relations with the six new Commissioners.
7. Continue to promote sport fishing as part of the 2006 Seattle Boat Show.
8. Increase the promotion of fishing year-round as a part of any and all NMTA activities.
9. Continue to work with legislators and other stakeholders promoting the role of fish hatcheries, including the new sockeye hatchery on the Cedar River.
10. Participate in coastal and Columbia River lobby group to maintain and support federal funding for Mitchell Act fish hatcheries. Additionally, take an active role in the Hatchery Reform Coalition through Long Live the Kings
11. Support the non-profit organization Northwest Chinook Recovery with an annual grant of \$10,000 starting in 2004 through 2008 in order to help restore and enhance salmon habitat. Each year the association will obtain a progress report from NCR to determine if NCR is abiding by the obligations under the agreement.
12. Take an active role communicating weekly with outdoor writers and editors of daily newspapers, magazines, tabloids and other sport fishing related markets. Develop story ideas with these outdoor editors beneficial to NMTA members and sport fishing.
13. Develop and maintain fishing related information through NMTA’s website promoting sport fishing opportunities in Washington.
14. Work with other organized sport fishing groups to coordinate legislative and public relations efforts to improve and increase recreational fishing opportunities in Washington.

15. Create an event for anglers to get out on the water and test-drive fishing boats.

Marinas

There are 95 members who have identified themselves as marinas, which make up 9% of the total membership. We estimate that there are at least 84 marinas in the state that are not members of the NMTA. This is a growth area for the association, but we are going to have to do something different if we are going to increase marina members.

The Marina Committee has been very active in the last few years. In 2001, the committee created an annual Marina Conference in partnership with the Washington Public Ports Association. Turnout at the 2005 conference was the best ever and the public and private marinas have grown closer on other issues as a result.

Marinas Action items

1. Continue to hold the annual Marina Conference each year and build on its success. Increase paid participation by 5% each year, which would mean 126 attendees in 2006. In addition, attract more non-NMTA members to the conference and get them to join.

Year	Paid Attendees	Total Attendees	Sponsor Total
2001	84	100	--
2002	73	89	\$ 500
2003	84	98	--
2004	70	87	\$ 500
2005	120	138	\$9,500
2006	126	--	\$9,975

2. In 2005, the NMTA created the Clean Marina Program in partnership with the Puget Sound Keepers Alliance and five counties who operate “EnviroStar” programs. The program kicked-off with 13 marinas who met the Clean Marina standards. The goal for 2006 is to increase the number of Clean Marinas in these five counties to 20 by December 30, 2006, as well as getting the Department of Ecology to sign on to the program so it can go statewide by the end of the year.
3. Continue to build up National Marina Day in the state of Washington. Get 12 marinas to participate in 2006 and increase participation 25% in subsequent years.

4. Make sure that city, county and state regulators do not pass any “unreasonable” rules and regulations for marinas.

Boatyards

There are 68 members who have identified themselves as boatyards, which makes up about 8% of the total membership. We estimate that there are 40 boatyards in the state that are not members of the NMTA (some boatyard owners operate more than one boatyard but have only one membership in the NMTA).

The biggest issue currently facing boatyards is the new five year National Pollutant Discharge Elimination System (NPDES) General Boatyard Permit that was issued by the Department of Ecology in the State of Washington on November 2, 2005.

Boatyards Action items

1. Puget Sound Keepers Alliance is going to appeal the new permit which means we are going to have to appeal the permit in order to be in the negotiations. Our goal is to prevent the DOE from making the permit more stringent during the appeals process and at the same time reducing some of the negative impacts on our boatyard members. We will want to find other organizations who share our views and who will hopefully help shoulder some of the legal and financial burdens.
2. The Board will have to come up with a funding mechanism to cover legal costs during the appeals process.
3. Create a Boatyard Conference to be held in the fall of 2006 for boatyards in the Pacific Northwest. It could either be a stand-alone conference or a day just for boatyards as a part of the successful Marina Conference.

Marine Technicians

The industry has known for a long-long time that it needs to find a way to attract service and repair technicians into boating. This is a national as well as regional challenge. In 2003 the association created a Marine Technicians Committee to study the issue and come up with recommendations. The committee has just started to make some progress at the end of 2005.

Marine Technicians Action Items

1. Partner with Northwest colleges to establish marine training programs for new entry-level technicians.
2. Establish training courses at Puget Sound area colleges to update the skills of marine technicians currently working for member businesses.
3. Promote jobs in the boating industry to local middle and high schools.

Golf Tournament

The NMTA has been holding an annual golf tournament for the past 36 years. Since 1999, it has been held at Mill Creek Golf Club. In 2001 the tournament shifted its focus from being a break-even activity to directing the net proceeds to the NMTA Political Action Committee. That year, the tournament raised \$3,500 for the PAC. In 2005, \$21,600 was raised.

Golf Tournament Action items

1. Add additional members to the golf committee and select a chair by the first of March.
2. Seek added sponsorship and build on the silent and live auction to increase revenues for the tournament.
3. Add features and excitement to the tournament that will increase participation, such as a celebrity clinic or celebrity speaker for the dinner.
4. Produce a fun and successful tournament with 100 + players.
5. Generate \$24,840 for the PAC in 2006 and increase that by 15% in each of the subsequent years.

Operations

Operations Action Items

1. Develop and Implement Process Management throughout the organization along with staff organizational chart and succession plan.
2. Finish the Bylaw Review and send new Bylaws to the membership for approval.
3. Create an Association Policy Book by April 1 that records the policies that the Board has adopted over time and then update the book on a monthly basis.
4. Make sure that the association has a "clean audit" each year from Clark Nuber.
5. Keep the Board active and engaged serving on committees and attending association events.
6. Each year, evaluate the staff work load and make certain that we have the right balance between staff size and salary expense compared to the services we are delivering to the members and the overall association annual budget goals.

7. Find the right training seminars and conferences for staff to attend in order to keep them learning and challenged in their positions.
8. Evaluate the service and do a coverage/cost benefit analysis of our insurance broker. Compare with other brokers and report to the Board at the May meeting with recommendations.
9. Create a process for the Board to evaluate its own performance each year.
10. Increase the number of people serving on committees by 5% by the end of 2005. Provide training for committee chairs and for those who staff the committees to increase productivity and maximize participation.
11. Continue to produce a monthly “scorecard” that tracks the progress of the business plan each year. Distribute it to the Board of Trustees on a quarterly basis.
12. Finish moving into the “east wing” of the office, purchase the appropriate furniture, decorate and dispose of unneeded file cabinets and memorabilia.

Unify the Industry

Traditionally the boating industry has been fragmented both nationally and locally. In 2005, the NMMA and the MRAA joined together in creating a national Grow Boating Campaign which includes certified boats and certified dealers. The industry has made great progress on the national level.

Likewise, the NMTA has worked closer and closer with the NYBA over the past six years. For the past two years the January shows have been jointly marketed to the public and in 2005 the associations joined forces with their summer boat shows. The goal of the NMTA is to build relationships with other marine organizations because we believe that working together will help grow recreational boating.

Unification Action Items

1. Continue meeting with the Northwest Yacht Brokers Association to explore the possibility of working even closer together.
2. Continue to work on common issues with the Recreational Boating Association of Washington, the Portland Marine Dealers Association, Northwest Sport Fishing Industry Association, Puget Sound Anglers, Recreational Fishing Alliance and Trout Unlimited.
3. Attend the Marine Trades Council Meeting in May each year and work with the National Marine Manufacturers Association, the Marine Retailers Association of America and the Recreational Boating and Fishing

Foundation.

4. Continue to network and exchange information with the regional marine trade associations around the country.