



THE LOUISIANA MOTOR TRANSPORT ASSOCIATION



STRATEGIC PLAN

2019-2021





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INTRODUCTION

The Louisiana Motor Transport Association (LMTA) has served as the voice of the state's trucking industry since its inception in 1939. By providing its members with critical legislative representation, access to service providers, education, networking events, and other benefits, LMTA brings people together to form a network of leaders working for the industry's best interest.

Protecting the state's trucking industry is no small feat, and LMTA strives to improve continuously in the face of obstacles such as staggering insurance rates and dwindling numbers of drivers. To further benefit its members and establish a direction for the future, LMTA initiated a strategic planning process in July 2018. Recognizing the critical opportunity before it, LMTA engaged Emergent Method, a Louisiana-based management consulting firm, to manage and facilitate the process to pave the way for growth of LMTA and Louisiana's trucking industry. The resulting strategic plan provides a roadmap, informed by detailed input from LMTA staff, board of directors, and members, that will be used to position LMTA for success in the coming years.



VISION STATEMENT

To provide an unrivaled membership experience that unifies the trucking industry to achieve an exceptional level of safety and public support for our services.

MISSION STATEMENT

To promote and advance the longevity and success of Louisiana's trucking industry.

OVERVIEW

LMTA aims to serve as the hub for all things trucking in the state of Louisiana. Legislative, regulatory, financial, and operational challenges have kept LMTA and the trucking industry from achieving their full potential. This strategic planning process sought to answer the question: What does LMTA need to do to establish itself as a leading member organization with robust membership and benefits to advance and represent the interests of its members?

The answers to that question lie in five strategic priority areas:

- 1.** Board Recruitment, Engagement, and Governance
- 2.** Internal Operations
- 3.** Membership Growth
- 4.** Membership Experience
- 5.** Governmental Affairs

The goals and priorities within these five priority areas are interconnected – the implementation and success of one is necessary for the implementation and success of another. Increasing membership requires an improved membership experience along with an improved political voice in governmental affairs. Improvement of membership experience and LMTA's governmental affairs initiatives will require efficient internal operations and an engaged, committed board of directors. An effective and engaged board is inspired by LMTA's clear and compelling mission and vision statements, which are critical for this strategy to be effective.

The codependent relationships described above guided the development and organization of the goals, focus areas, and strategies that are outlined in the remainder of the plan. The "goals and focus areas" section is organized by each of the five priority areas and includes goals, a summary of strategies to achieve these goals, and key performance indicators to measure performance. A comprehensive implementation plan with detailed strategies for each focus area is included as an appendix. The strategies outlined in this implementation plan are organized by year to guide execution. These timing decisions were made in consideration of the interdependencies described above as well as available resources.

The execution of these strategies will be driven by staff with assistance from board members through an improved meeting and governance structure. The implementation plan is a living document and should be updated at the beginning of each year. Additionally, it is "front-loaded" to allow flexibility to adjust and update in years two and three.



LMTA's APPROACH

High-cubing for the longhaul
and avoiding dead-head

HIGH CUBE

/hahy-kyoob/

A trailer or container which allows above average cubic capacity.

LONGHAUL

/lawng-hawl/

Terminal-to-terminal freight movement in transportation for long distance moves, as distinguished from local freight moves.

DEAD-HEAD

/ded-hed/

A portion of a transportation trip in which no freight is conveyed; an empty move.



CHASSIS

/chas-ee/

The frame, wheels, and machinery of a motor vehicle, on which the body is supported.



ORGANIZATIONAL & STRATEGIC FRAMEWORK

“LMTA’s CHASSIS”



BOARD RECRUITMENT, ENGAGEMENT, AND GOVERNANCE

LMTA's Board of Directors is responsible for working with the executive director to set the vision for the entire organization. As industry and community leaders with diverse backgrounds, unique geographic representations, and impressive professional track records, their reputations and relationships elevate LMTA's brand and credibility. While staff is responsible for the day-to-day operations, they lean on the guidance, expertise, and perspective of board members.

LMTA's success over the next three years starts with and depends on LMTA's ability to recruit and engage board members while establishing and maintaining effective board governance.

GOALS

LMTA attracts the best possible leaders to serve as board members and maximizes their time and talents by helping them focus on setting and delivering the vision for the organization

Organizational leaders feel empowered to achieve strategic priorities assigned across all functional areas

Committee structure and annual planning are effectively programmed to support the implementation of the strategic plan and aligned with the budgeting process

There are clearly defined performance metrics in each functional area of the organization to assess performance and progress towards achievement of targets outlined in the strategic plan

STRATEGIES

BOARD GOVERNANCE

Develop a board job description that clearly defines the roles, responsibilities, and expected commitments of board members, elected officers, committee chairmen, divisional vice presidents, and chapter presidents

Clearly define staff and board working relationship to ensure proper board oversight is established and staff feel empowered to own their area of operation

Update bylaws to ensure alignment with the newly adopted strategic plan

Conduct an annual board and staff assessment process to identify areas of improvement

BOARD RECRUITMENT

Improve board membership composition and the board member recruitment process to ensure the board has the necessary skills sets, industry expertise, diversity and geographic representation

Create and implement a new board member orientation process to equip new board members with the information and skills they need to make an immediate impact

BOARD ENGAGEMENT

Using the framework of the strategic plan, improve the committee system to ensure there is a committee responsible for each strategic area

Improve communication in between board meetings to ensure board members remained informed and engaged

Develop/refine a board handbook that board members can use to govern and ensure continuity and institutional knowledge is maintained year over year

Empower board members to be advocates for LMTA in their local communities

STRATEGIC PLANNING

Use the strategic plan as a tool to guide board decision-making, annual goal-setting, committee activities, and staff accountability and operations

Implement a "strategic planning lifecycle" to guide the implementation of the strategic plan

Develop a "LMTA Performance Scorecard" to measure organizational success plan

Develop a "LMTA Performance Scorecard" to measure organizational success

PERFORMANCE METRICS

Annual board assessment results

Number of board community presentations

Committees hitting KPI targets

Establishment of formalized onboarding processes and board meeting workflow and supporting materials



INTERNAL OPERATIONS

The day-to-day operations of LMTA drive the overall success of the organization. The organization's staff members are tasked with implementing the organization's vision and accomplishing strategic goals that help LMTA's mission come to fruition. LMTA is a robust and complex organization with numerous opportunities for growth which are outlined in this plan. Consequently, LMTA staff and the resources that support it must be top notch for all other areas of operation to excel and for strategic goals to be met.

GOALS

Improve the hiring and onboarding processes and staff development program to increase staff retention and satisfaction

Continuously improve internal processes, infrastructure, and management to ensure the successful implementation of the strategic plan

Increase annual revenues to \$1.5 million by 2023 to fund the advancement of strategic initiatives and improve the membership experience

Identify a long-term solution for the LMTA Office that provides adequate space and amenities

STRATEGIES

STAFF EXPERIENCE

Develop a long-term staffing plan that accounts for the implementation of the strategic plan and succession planning for key staff positions

Improve the staff onboarding program to improve the transition process and overall productivity

Update internal policies and benefits to ensure LMTA is in compliance and providing a proper employee experience

Implement an intern program to help with specific administrative and operational needs

Develop and implement a “Staff Professional Development Program” to improve employee performance and morale

FISCAL HEALTH AND INTERNAL RESOURCES

Identify a solution to improve the information technology (IT) operations of the organization

Develop and implement a short-term and long-term plan to improve the LMTA office space

Improve workflow management for all jobs and activities within the organization

Conduct peer research to ascertain best practices from high-performing organizations

Develop a long-term dues strategy to ensure LMTA has sufficient revenues to fund new initiatives and improve current operations

Develop a “Staff Operations Manual” that includes relevant information for each position (job descriptions, responsibilities, performance metrics, etc.) and key processes that need to be written down to ensure consistency

PERFORMANCE METRICS

Staff annual performance scores

Budget vs. actual

% increase in revenues year-over-year



MEMBERSHIP GROWTH

LMTA's membership base drives the fiscal health, reach, visibility, political influence, and reputation of the organization. Members pay dues, serve on committees, provide resources, attract new members, and serve as ambassadors for the organization. The quality and quantity of the membership base are the driving forces behind LMTA's ability to fulfill its mission and achieve its vision. Over the years, LMTA has seen stagnant growth. Under new leadership and new guidance provided in this plan, the organization has the opportunity to drastically increase the size of the organization. With a larger membership base, LMTA will have access to more resources and expand its reach and reputation.

GOALS

Provide compelling membership benefits to increase membership growth and retention and improve the performance and operations of LMTA's member companies

Improve LMTA's membership recruitment strategy, with a renewed focus on carrier members, to increase total membership to 600 by 2021 and 750 by 2023

Expand LMTA's geographic reach and % of total trucking companies represented

STRATEGIES

PLANNING

Revamp membership committee to better support membership growth

Create a compelling value proposition to support the recruitment of new members

Develop an insurance task force to review the options and feasibility of implementing an insurance program for members

Conduct a membership growth assessment to identify new potential membership populations and assign the newly hired Membership Director to lead with board and committee support

Develop a standardized membership recruitment process that can be adopted by LMTA and used to guide all membership recruitment efforts.

Develop new promotional materials and resources to support membership recruitment process

Develop an improved membership benefits package to improve LMTA's value proposition

RECRUITMENT

Improve staffing model to better support membership growth

Utilize the membership committee to better support membership growth

Develop and implement multi-year membership growth plan

Create a recruitment incentive program for current members with recruitment benchmarks and assign benefits to each level

PERFORMANCE METRICS

Total membership (3-year comparison and % increase year-over-year)

Carrier membership (3-year comparison and % increase year-over-year)

of new members recruited (3-year comparison and % increase year-over-year)

MEMBERSHIP EXPERIENCE



Membership retention is directly correlated to membership satisfaction. This satisfaction is driven by the experience LMTA offers. The diversity of LMTA's membership base presents challenges making it difficult to meet the needs of each member. To address these challenges, LMTA should provide numerous opportunities for members to get involved in the association's operations, expand their professional network, gain new skills and best practices through education and training, and other benefits that address each member's needs. However, long-term affinity is cultivated through rallying all members around the need and importance of promoting the trucking industry and addressing critical issues facing the industry.

GOALS

Improve membership retention, participation, and satisfaction by providing meaningful engagement opportunities for all members

Reach 90% membership retention rate by 2023

Improved and ongoing assessment and evaluation of membership satisfaction and engagement

Increase engagement with younger members to cultivate the next generation of leaders

Provide meaningful educational opportunities, events, and partnerships to enhance the operations and performance of member companies

Improve marketing and communication efforts and infrastructure to ensure LMTA remains relevant and effectively reaches its target audiences

STRATEGIES

PLANNING

Improve the new member onboarding process to increase member retention and engagement

Create and implement a retention strategy targeted at re-engaging uninvolved members

Conduct a membership engagement assessment to identify opportunities to improve the membership experience

Develop an annual member engagement plan at the beginning of each year that includes all communications, events, and other touchpoints

Develop a standardized post-event follow-up strategy to collect feedback and improve the quality of events

MARKETING AND COMMUNICATIONS

Improve the look and functionality of LMTA's website

Hire a marketing and communications intern or third-party firm to support relevant efforts

Improve social media presence to increase online engagement and improve LMTA's brand

Conduct a marketing and communications assessment to identify ways to improve touchpoints with members and the overall branding of LMTA

Develop an annual communications plan to improve online touchpoints with members

Ensure LMTA has a consistent brand through establishing branding guidelines and resources

Create a series of 3-5 videos highlighting LMTA's history, mission, accomplishments, and other strategic initiatives

EDUCATION AND EVENTS

Improve current events to increase attendance and enhance the participant experience

Secure a third-party event planner to improve the quality and pricing of events

Develop a long-term educational program strategy to improve the quantity and quality of education and training offered to members

Establish a safety program to provide education and training for resources

Improve outreach to high school students and technical colleges to increase the size and quality of the workforce

SPECIAL INITIATIVES AND PARTNERSHIPS

Develop a comprehensive advertising and sponsorship model to increase revenues

Establish a Young Professionals Program to improve relationships and engagement with the industry's rising leaders

Reboot LMTA's Scholarship Program to support efforts aligned with LMTA's mission

PERFORMANCE METRICS

Retention rate (3-year comparison)

Membership satisfaction scores (3-year comparison)

Post-event survey results (focus on overall satisfaction)

Number of educational events provided

Young Professionals Program participation

Partnerships with high schools and technical colleges

Number of social media followers (% increase year-over-year)

Email open rate (% increase year-over-year)

Number of website views (% increase year-over-year)

Number of marketing materials

Number of positive media stories



GOVERNMENTAL AFFAIRS

LMTA is the driving force behind the trucking industry's political influence in the state. LMTA leaders fight constantly to advance the priorities of the industry. Without this voice, member companies will face complex and insurmountable challenges that will negatively impact their bottom line. Relationships with political officials, consistent and thorough research, and robust political fundraising drive success in this area. Furthermore, lobbying efforts present an opportunity to secure additional funding and resources to finance the initiatives outlined in this plan.

LMTA's political influence will play a critical role in achieving the long-term vision of the organization.

GOALS

LMTA understands and leverages existing members' relationships with legislators

LMTA's Policy & Legislative Committee and PAC are the most influential representatives of the trucking industry and have the right tools to effect change supporting pro-business legislation

PAC establishes strategic goals and initiatives to guide its growth and fund allocation

Improved proactive promotion of the industry, projects of interest, and efficiencies within state government to key stakeholder and the general public

Improved LMTA member participation in American Trucking Associations (ATA) membership and federal delegation engagement

STRATEGIES

REPRESENTATION

Rename and develop a strategic plan for the PAC to outline a long-term strategy

Assess current Policy & Legislative Committee's operations to ensure maximum effectiveness

Sponsor a positive and proactive public relations campaign to improve the industry's reputation, brand, reach, and impact

CRITICAL ISSUES

Sponsor a legislative bill to help generate funds for initiatives to improve education and training, public relations, workforce development efforts, and other critical issues facing the industry

Promote the prioritization of highway funding

Improve tort reform to stabilize the commercial liability insurance market

Implement initiatives that address shortcomings in workforce development

MEMBER ENGAGEMENT

Developing compelling lobbying collateral to use with legislators

Create a member relationship map to better understand and leverage member relationships with key stakeholders

Increase LMTA membership in ATA

Increase LMTA and member engagement in federal delegation events

PERFORMANCE METRICS

New funding secured through legislative efforts

% supported bills passed

% membership in LMTA and ATA

Number of Call of Washington participants representing LMTA





MEASURING SUCCESS “MILE-MARKERS”

High-performing organizations must evaluate the impact of their efforts to fully understand how successful they were at achieving their vision and goals. LMTA should evaluate its success on three levels:

01

Use newly created “LMTA Performance Scorecard,” broken out by each section of the strategic plan, to track progress toward strategic initiatives and key performance indicators. This scorecard should be the basis of reporting to the Board of Directors and focus of conversation at quarterly meetings. Ahead of each meeting, staff should prepare an updated scorecard and short narrative to summarize each strategic area and provide additional context on the current metrics. At the strategic planning retreat at the beginning of each year, each committee should review and tweak these success metrics based on the priorities for that upcoming year.

02

Consistently collect feedback from key stakeholder groups via surveys, focus groups, and other market research to understand impact and effectiveness of LMTA’s ongoing work. Stakeholders may include members, non-members, regulatory agencies, elected officials, other trade associations, and the general public.

03

Regularly assess the performance and engagement of the LMTA staff and board. Annually, board members should complete the LMTA Board Assessment, and LMTA senior staff should set benchmarks for each staff member at the beginning of each year. These benchmarks should include relevant information tied back to the initiatives outlined in this strategic plan and metrics aligned with overarching strategic areas.

APPENDICES

Several important documents can be found in the appendix of this strategic plan.

IMPLEMENTATION PLAN

A detailed implementation schedule is included in the appendix. The strategies outlined in this strategic plan are organized by year to guide execution. These timing decisions were made in consideration of the interdependent relationships described in the strategic plan along with the points at which resources would be available. The implementation plan is intended to serve as a “living document” and should be updated regularly by LMTA staff and board/committee members responsible for execution.

FINANCIAL INVESTMENT

To better understand the financial investment it might take to achieve the strategies outlined in the implementation plan in the appendix, a year-by-year expense breakdown was developed. Re-occurring expenses (ex. new staff positions) are represented in the first year they occur and each year afterward to accurately represent the aggregate cost over the next three years.

As you review this breakdown, it is important to note that these numbers are not exact – they are ballpark estimates and should be reevaluated regularly. Additionally, some of these expenses could be covered with in-kind donations and grant funding. LMTA should leverage the expertise, networks, and generosity of its members to offset as many of these expenses as possible. Furthermore, some initiatives, such as new staff positions, could and should result in increased revenue. However, these potential increases are not represented here to ensure conservative planning.

TEMPLATE COMMITTEE CHARTER

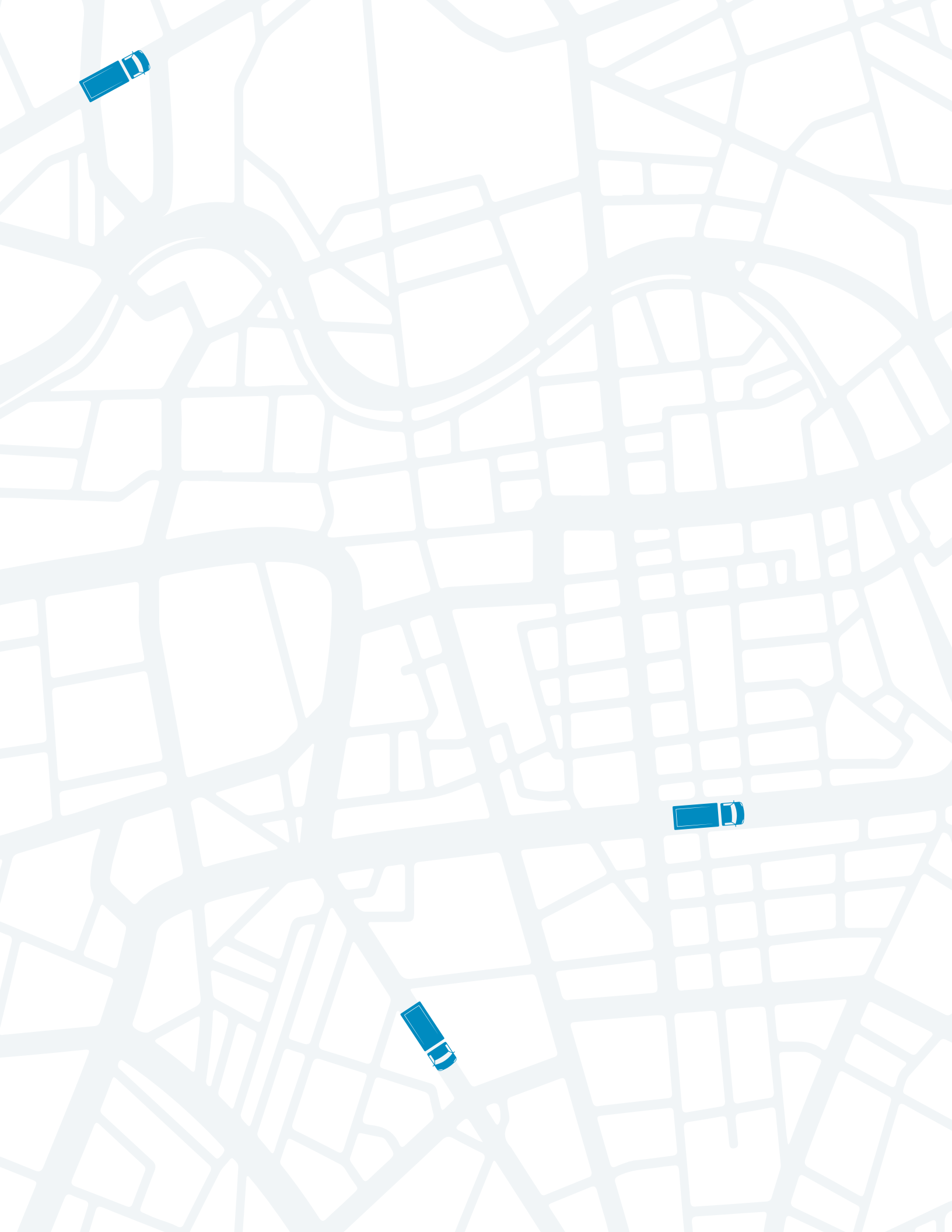
A template committee charter is provided to help board members and staff create this document for existing and new committees.

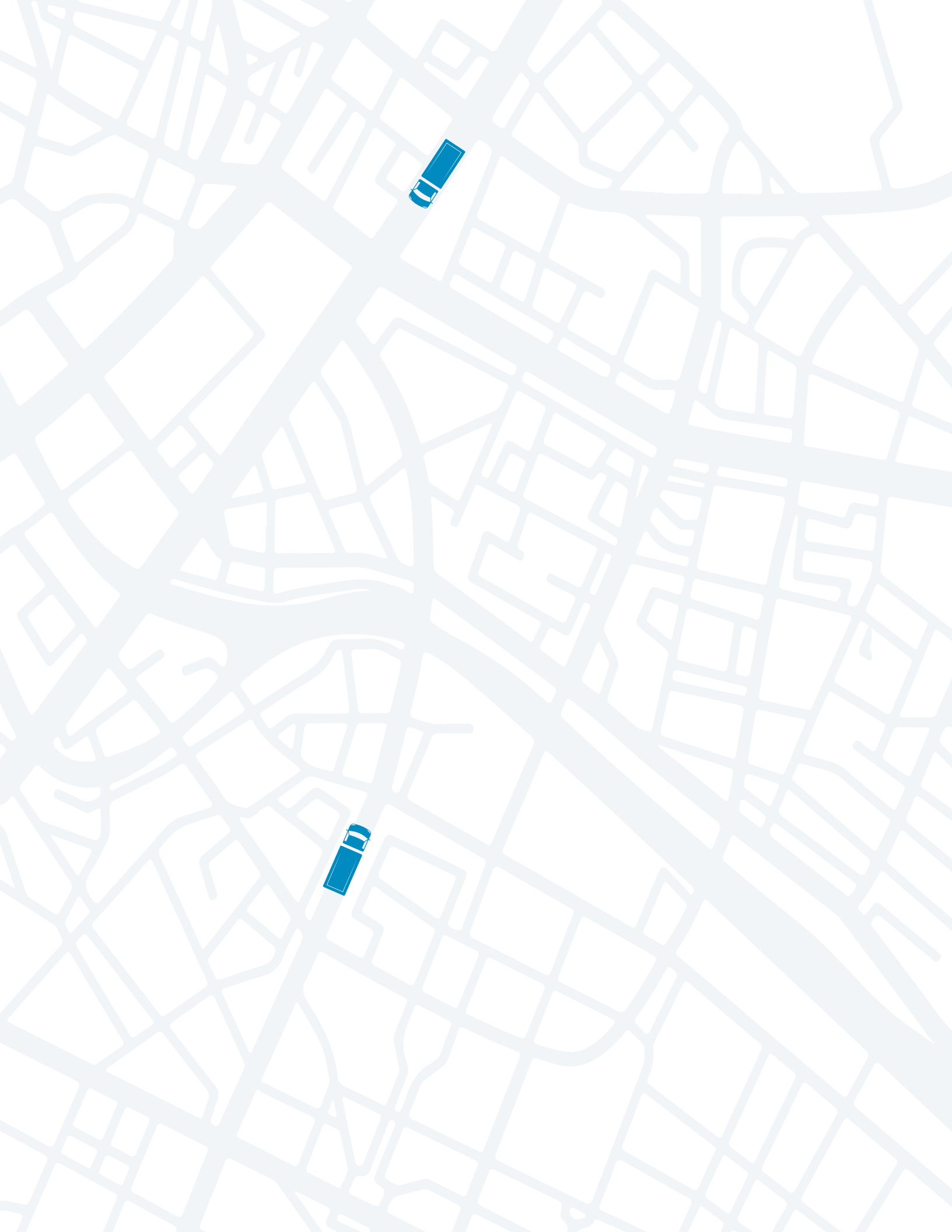
SAMPLE BOARD ASSESSMENT

This tool can be used for annual board assessments to identify level of board operation and to pinpoint areas for improvement each year.

SURVEY SUMMARY

Survey results and a summary of these results are included in the appendix. This document includes word for word, raw results from the staff, board, and member surveys as well as an analysis of the results, broken out into LMTA’s Strengths, Weaknesses, Opportunities, and Threats.







PREPARED BY

