

Appendix E:

SWWRPC Strategic Plan

Commission and Staff Workshop

The following are the discussion results from the Commission and Staff Workshop for the SWWRPC Strategic Plan update. This workshop was held on Tuesday, November 28th, 2017.

Expand SWWRPC Services				
Action Ideas	Implementers	Timeline	Measure of Success	Funds to Support?
Mobility management services.	Katrina	2018/2019	Increased efficiency in transportation service deliver.	Yes
Housing study and promotion of need and ways to attract developers to municipalities.	Study/promotion: SWWRPC Attraction of developers: Municipalities and economic development organizations	2018/2019	New housing. Meetings and ideas with developers.	Yes/Maybe
Rural transportation design/planning (locally driven).	To be determined.	Long-range		No
Promote the design/use of industrial development.	Kate/Jordan/Troy	2018 - ongoing	Increased EDA funds. New development.	Yes
Natural resource inventory and assessment. (Water, karst topography, CAFO, floodplain, livestock density).	Victor/staff	2018		No/Yes/Maybe
Regional marketing (marketing cooperative.)	Kate and friends.	2019	Increased social media, taxes, and participation.	
Municipality viability. Study risk/probability. Toolkit.	Troy	2019-2020	Longevity	
Downtown design.				
Shared staffing services.				
Historic preservation.				
Project management.				

Market SWWRPC (Services, Skills, and Successes)			
Action Ideas	Implementers	Timeline	Measure of Success
Elevator speech for Commissioners and staff (15 seconds).	Commissioners and staff.	Feb. 2018: Training and materials. April 2018: Elevator speech.	Ability to easily give them. More projects from more diverse sources.
Collect stories to disseminate to the public. Personalize/target to audiences.	Staff and communities.	Bi-monthly for Commission meeting.	Ability to easily give them. More projects from more diverse sources.
Highlight the local knowledge aspect of solutions with pre-written stories. Distribute a complete story of accomplishments to press on a monthly basis.	Paper list/media outlets. Publications do timeline/schedule.	Immediate	Get 12 stories picked up per year.
Finished project events: “reveal,” “ribbon cutting,” “photo-op.” (Press and pictures)	Katrina and staff.	At completion of projects.	Pictures of local people with project/maps/team.
Social media: Facebook posts of pre-written stories and have “portfolio” of stories on website.	Message to news outlets on Facebook.	New admin (part of job).	Likes/shares/Google analytics.
Newsletter (not a high priority)			
Build relationships with press (online and offline).			
Events to celebrate projects (tied to charity), like for a bridge completion have a run that crosses it or have a dining event on the bridge.			
Media training for staff (relationships with news media).		A year	

Retain Staff			
Action Ideas	Implementers	Timeline	Measure of Success
Study compensation package of other “like” work. Have a defined method for progression, including a formal salary structure and levels based on proficiency in skills (could be a checklist).			
Assist with self-improvement by expanding work responsibilities.			
Express appreciation for contribution to the organization.			
Expand and improve office comradery.			
Make sure we are providing lifelong learning opportunities (like trainings, certifications, etc.)			
Allow staff to present achievements (marketing).			
Be able to execute more work by having more staff. Staff have many ideas and want to be able to accomplish things faster. (Interns?)			
Continue flex time and the flexible work environment.			
Continue autonomy and trust of staff (not hovering or micromanaging).			
Keep discussion open about staff retention over time. (Could put a question about staff retention on the Annual Reviews).			
Continue to consider the staff’s creative ideas, solutions, and projects.			

Build Collaboration Among Staff Members (Eliminate Silos)			
Action Ideas	Implementers	Timeline	Measure of Success
Create an organizational wide project Gant chart. Look for ways to 'plug-in' to the projects based on skills and interest. -Discuss this during staff meetings to look for opportunities to share workloads.			
On a whiteboard, staff can write tasks to give away, and write what type of work their interested in doing (to trade). This board can also include a list of strengths and needs per staff member (determined by the staff, themselves).			
Shadow each other's work and assist at events.			
Do small group cross-trainings, so that everyone has a base understanding of each other's work. (Like for EMSI, GIS, US Census, etc.) Each type of software or other work programs could have their own page on the Wiki that provides a basic overview with links to website/videos with more information.			
Write proposals together.			
Peer review project outlines (and other documents determined at the beginning of the project) and final documents.			

Top Values of SWWRPC
Believing in the knowledge of local community members. ("Local knowledge")
Promoting the uniqueness of the region. ("Promoting uniqueness")
Having a thorough knowledge of the region. ("Knowledge of region")
Working collaboratively with community members and clients. ("Collaboration")
Providing indispensable services. ("Indispensable services")
Supporting communities in achieving their goals. ("Buoyant")

Top Qualities of Staff
Professional
Credible
Ethical