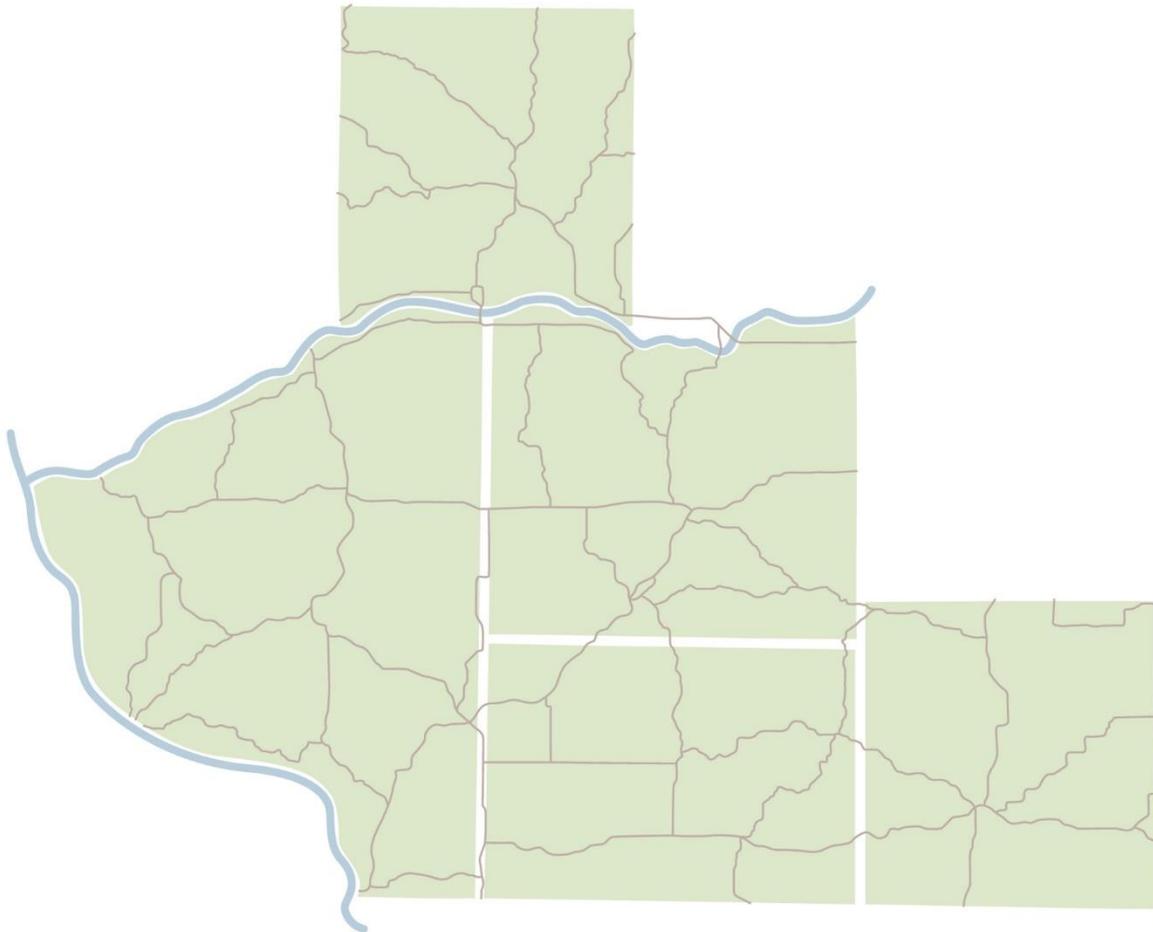


Appendix A: SWWRPC Strategic Planning Process



PLANNING ASSISTANCE PROVIDED BY



The following are the major steps taken for the planning process.

Background Research

- Reviewed the past SWWRPC Strategic Plan.
- Reviewed strategic plans of other organizations, to determine the format of the plan.
- Considered previously gained knowledge of the organization based on my two years working there.

Meetings with Executive Director

- Defined the desired outcomes and outputs of the project.
- Defined the roles of those involved in the project, including having a representative from UW-Extension be part of the process.
- Determined what information needs to be collected from each set of stakeholders, including commission members, staff members, clients, and partners.
- Determined dates for each deliverable, including dates for opening and closing the surveys, staff interviews, and the workshops.

Staff Interviews

- Each staff member was interviewed for one hour by a staff member of UW-Extension. The responses were summarized to be kept anonymous. The questions used were as follows.
- Do you know what is expected of you at work?
- Do you have resources to do your job properly?
- Do you have the opportunity to do what you do best every day?
- In the last seven days, have you received recognition for what you have done?
- Does your supervisor care about you as a person?
- Does your supervisor encourage your development?
- Does your opinion count at work?
- Are your coworkers committed to doing quality work?
- Do you have a good friend at work?
- In the past six months, has your supervisor spoken with you about your progress?
- Are you provided opportunities to grow?

Staff Survey

All staff were provided and completed an online survey to gain their insights on the current state and future of SWWRPC. In particular, there was an interest in the perceived culture of the organization – especially given the organization's historically high turnover rate. These survey results were then gathered and analyzed to look for trends, as well as new ideas.

Commissioner Survey

All Commissioners were provided an online survey to gain their insights on the current state and future of SWWRPC. In particular, there was interest in what role the Commission does currently play, and what their role should be in the future. These survey results were then gathered and analyzed to look for trends, as well as new ideas. These questions were taken from resources provided during the CPM program.

Client and Partner Survey

Clients and project partners were provided an online survey to gain their insights on their knowledge of SWWRPC's role, the usefulness of SWWRPC's work, the quality of its work, and additional topics. The perspective of these entities was exceptionally important to gain a well-rounded understanding of the organization. These survey results were then gathered and analyzed to look for trends, as well as new ideas. These questions were taken from resources provided during the CPM program.

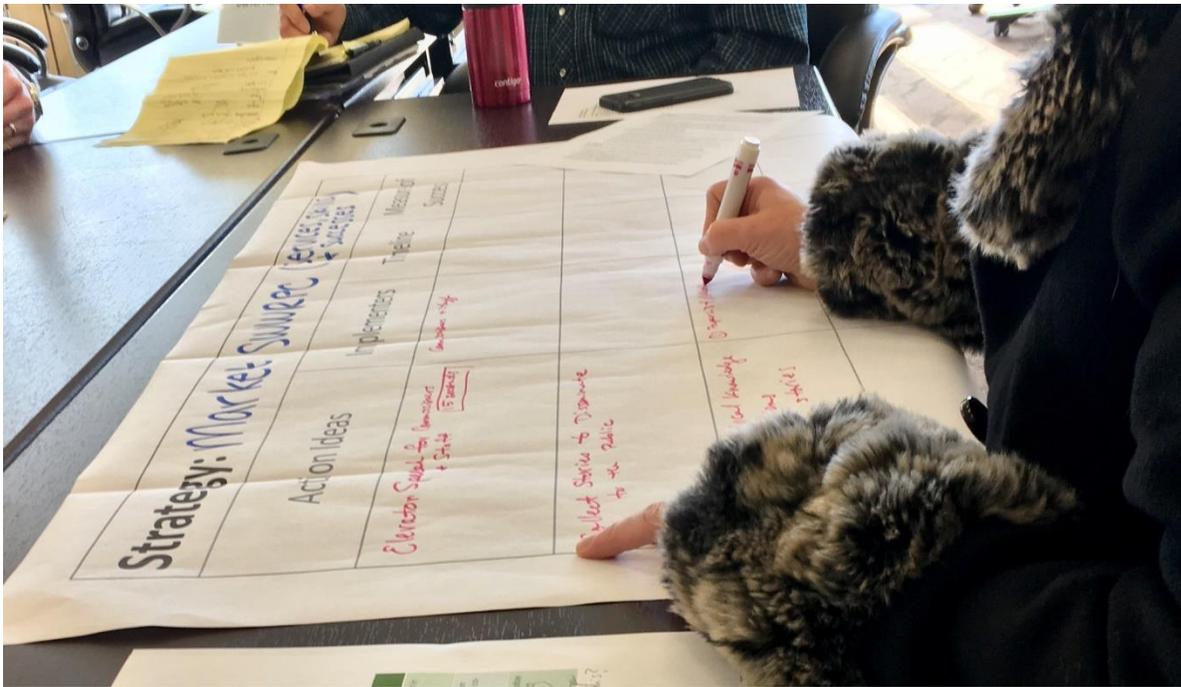
Commissioner and Staff Workshop

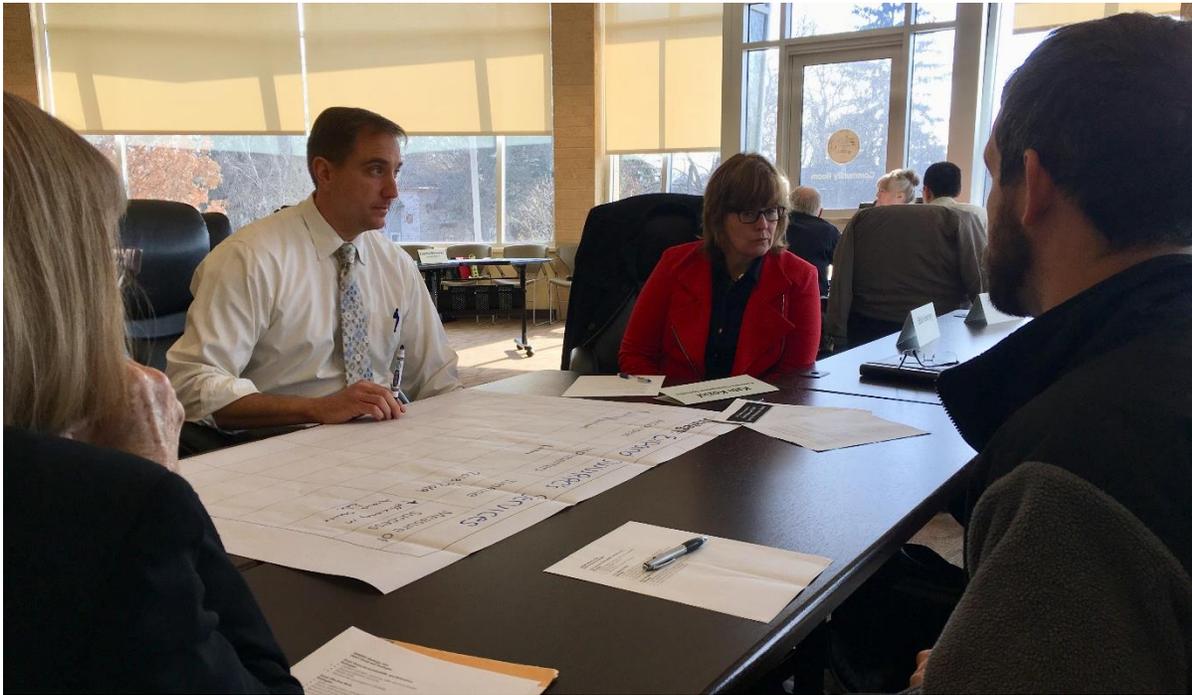
A two-and-a-half-hour workshop was held during the typically meeting time of the commission. During this workshop, the commissioners and staff members collaboratively defined the organization's Values and the most important qualities for staff to possess. They then broke into small groups to determine actions to accomplish three strategies. Many more strategies exist within the plan; however, these three were of particular interest and relevance to the Commission. They were:

- Expand SWWRPC Services.
- Market SWWRPC (Services, Skills, and Successes).
- Retain Staff

For each Action, they were asked to define implementers, the timeline for implementation, and measures of success. The values determined by the group include:

Top Values of SWWRPC
Believing in the knowledge of local community members.
Promoting the uniqueness of the region.
Having a thorough knowledge of the region.
Working collaboratively with community members and clients.
Providing indispensable services.
Supporting communities in achieving their goals.





Staff Workshop

An additional workshop was completed with just the SWWRPC staff, due to the time constraints of the commission. This workshop was casual and primarily a large group discussion. Discussions focused mainly on the strategy, “Build collaboration among staff members.”

Drafting Plan

The plan was drafted in December and was reviewed by the Executive Committee of the Commission, and SWWRPC Staff. Meaningful feedback was received. More feedback is still being received; therefore, the final plan is not included as an appendix of this document.

Finalize Plan

The plan was finalized in January and February 2018.