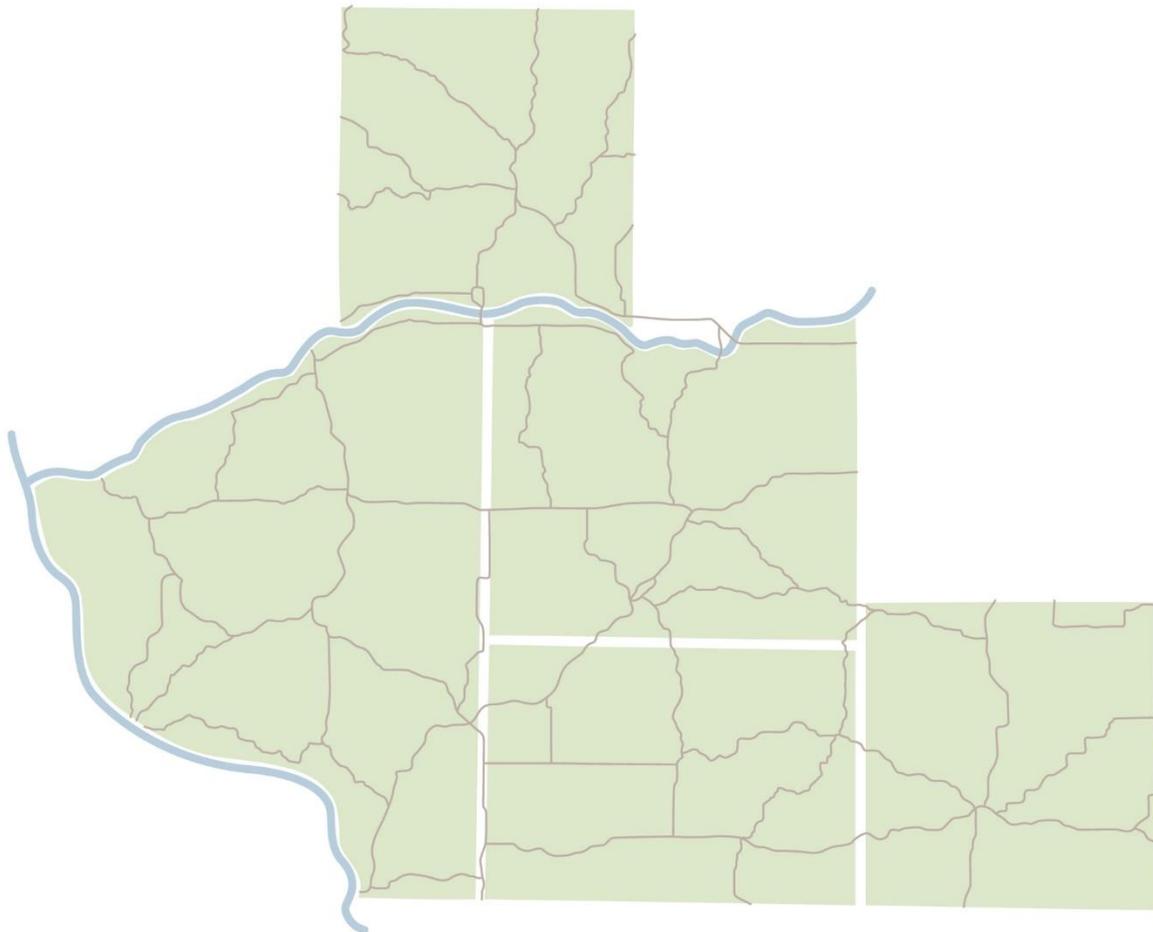


Appendix B: SWWRPC Strategic Plan Commission and Staff Survey and Interview Results



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SWWRPC Commissioner Survey Results

1. Defined Mission

Scale:

0 = We do not have a clearly defined mission.

100 = We do have a clearly defined mission.

Mean Score: 70

Median Score: 71

Range of Scores: 36-96

Needs to be more defined to stakeholders.
We have made great strides on our mission the last 2 years.
The mission statement is clear enough
We have a direction that allows for some fluidity in projects based on staff levels and skills. It is exciting to move into new areas and help communities
Yes. We have a mission statement. I suggest including it with meeting packet each time and review yearly.
The mission statement is good but the delivery to Richland County does not reach the necessary people
We may have one, I just do not know what it is
I think we can do a lot of things but I have never actually heard the mission articulated
Mission statements need to be reviewed on an agreed upon time frame
I believe our mission is clearly defined.

2. Awareness of Priorities

Scale:

0 = We are unaware of our priorities.

100 = We clearly understand our priorities.

Mean Score: 68

Median Score: 73.5

Range of Scores: 41-92

Most of the Board knows. Not sure of units of government.
We have a clear vision than when I first joined the commission
Staff and commissioners are aware.

Getting better as leadership is getting more comfortable with our regions wants and needs.
Commission members and staff discuss actions that need to be completed and discuss ew opportunities to establish priorities.
Priorities should be reviewed as needs change.
as a commissioner, I don't know the priorities
In general, the priorities are used for decision making.
We try to include them in our meetin agendas to review progress and what remains to be completed on the particular issue or project.

3. Agreement on Priorities

Scale:

0 = We don't agree on priorities.

100 = We agree on priorities.

Mean Score: 68

Median Score: 71

Range of Scores: 19-96

If the Board is fully informed.
Coming from various backgrounds and counties I believe we are all on the same page of what our priorities are.
I don't see anything other than normal debate. Some disagreement is normal.
Better focus of the current leadership and commission
Generally, yes. Good discussion ensues if there are questions.
By discussion and consensus, we agree
have only been in a few discussions of this.
There is adequate time allowed to discuss issues before a vote is taken or if a subject should be deferred for further information and possible consideration s

4. Change

Scale:

0 = We resist change.

100 = We embrace change.

Mean Score: 75

Median Score: 74.5

Range of Scores: 60-98

Not completely sure what is asked of us at times.

We are very open to change as a group, which shows by our votes as commissioners. We very seldom do not have a unanimous consent on issues or proposed changes.
I see no problem here.
Staff, leadership and commission share an interest in moving forward rather than status quo. We need to change with the times and stay ahead of the curve.
Challenging topic. Open to change but the pace of change can be frustrating.
Board members are open minded and progressive
commission is open and responsive to new directions
I think that we are in a change phase
I think we are always open to discussion of change, especially if can improve our organization or be of greater service to our region

5. From your opinion, what are the Values of SWWRPC?

To conduct programs that benefit the citizens of our area.
To promote growth, business and the realization that every area SWWRPC covers is unique and different.
To help communities plan wisely for the future, with data.
Value local input on priorities. Value knowledge of local citizens and their representatives.
Enhance and assist in finding the direction of local communities
Diverse staff backgrounds and skill adaptable to the wants and needs of the region.
Knowledgeable staff. Services are provided in a professional manner at a reasonable cost. Resource for new ideas in areas relevant to customers.
Bringing positive ideas together for advancing our region
provide data, human resources, and guidance for communities to grow and thrive
Credibility, responding to community needs, listening, and action.
It helps greatly to have the members from the five county region and to see what the other counties' issues and projects are, We are unique in that we can be of great help to the municipalities in helping obtain assistance in applications for grants to make sure a good plan is created for the work or project they are considering.

6. What are some of the greatest project successes of SWWRPC over the past five years?

Various comprehensive plans for numerous units of government.
The various projects such as comprehensive plans and transportation issues.
Monroe comprehensive plan (I am new!)
Assistance to cities and villages in planning for the future. Includes transportation, housing, and other issues.
Dodgeville Cemetery, Grant County Land Info Plan assessment, City of Monroe Comprehensive plan, GIS Forum.

Comprehensive Plans, housing studies, verified sites, cemetery mapping, transportation studies.
Cemetery mapping and assisting with community redevelopment
grow Wisconsin,
Monroe plan, Cemetery projects in Iowa County, Lafayette land conservation plan, and Community planning
comprehensive plans and industrial parks
Creation of strategic plans for every municipal township in our region. This helped to improve our awareness and helped both parties become better acquainted to our services that we can be of assistance and help with all the community business development projects we have assisted with has been of great assistance in job creation and economic improvement. The cemetery mapping has been of great help and time saving project for those associations. Our annual meetings do a great job in bringing all sorts of people and politicians from the region to become acquainted and establish relationships and feature the past years projects.

7. What are some of the greatest strengths of SWWRPC?

ITS EMPLOYEES, MUST DO MORE ON RETENSION
Teamwork and the understanding of what we are here for.
Depth of knowledge of commissioners, having a tie to the state govt in Todd Novak, Troy's leadership
access by local officials who have their feet on the ground.
Diversity and willingness to be innovative
Professional staff. Grant writing. Ability to work with a variety of people and organizations. Ability to adapt to changing personnel. Engaged Board.
Coming together with one voice to support projects within the region.
energy and skill sets of the employees
Commitment to the needs of the five counties, Staff, and Ability to listen
Leadership
We have a board that represents and cares about the region and the municipality they represent. Our director and staff are well qualified and work well together. Our association with the Work Force Development organization has been of tremendous help.

8. What are some of the greatest areas for improvement for SWWRPC?

More funding streams that are consistent. Retain our employees.
Continue the re-organization of SWWRPC.
messaging, marketing, partnering with grant funding agencies
Informing citizens of achievement. But this is admittedly tough to do.

When we hired economic development, they seemed to not have a clear understanding of what was expected, so nothing happened. I think they are getting better instruction now
More marketing about what SWWRPC does/can do. 2. Engaging newly elected officials and county/city/village personnel. As more people retire, new people need to hear from SWWRPC.
Developing communication between local officials and the commission.
stabilizing the staff so projects requiring long term commitments can be implemented
Making certain community leaders recognize the contribution SWWRPC can make in helping communities be the best possible resource
communication
To continue to grow our relationships with organizations of the area and educate them as to who we are and what we do and how we may be able to help them make S.W. Wis. a great place to live and work and raise a family.

9. What strategic opportunities do you see for SWWRPC (new roles, revenue opportunities, etc)?

To do more services for local government, with cost savings and more expertise.
We need to continue to let everyone know what SWWRPC does and sell ourselves. One unique project can lead to another. Such as the cemetery mapping etc.
planning in groundwater conservation/protection should be huge for the whole sw as new DNR rules begin to be approved that will apply to karst areas. I'd like to see RPC have a big role in mapping and recommending vulnerable areas.
Anticipating problems relating to decline of villages and rural areas.
Help to standardize operations throughout the region, facilitate regionalization of programming
Governing bodies are struggling to finance services. Non-essential services like Parks, recreation will likely suffer. Any ideas for assistance to these types of services could be helpful. I'm not aware of any additional revenue opportunities beyond increased grants and county support.
Becoming a stronger more sought-after influence on local economic development
Greater involvement in economic development throughout the region. Monitoring the pulse of the various communities. Being a key contributor to making broad band a reality.
Special projects
Nothing gets done without a good plan. If we can help bring people together to be a part of that process to reach a common goal to resolve issues and improve their community.

10. From your opinion, what is the role of SWWRPC's Commission?

To set goals for the Commission.
To set policy and a vision for SWWRPC

to offer gossip from communities, and help spread the work about RPCs capabilities, look to the future of the communities
Suggesting problems areas and support of staff.
Set policy and help communities become organized into the future
Coordinate development in an orderly fashion throughout the region by making the contacts needed to fill in the gaps of economic, service, and infrastructure needs to be competitive in the world market
To encourage, to assist financially communities and individuals for the betterment of our region.
provide information, data, analysis for counties, cities to grow
Catalyst for the changes that are around the corner. Encouraging and helping to bring about collaborative working relationship between counties and communities. Keeping involved with infrastructure issues and needs.
Oversight and communication.
To assist in regional development and creation of jobs and sustain growth.

11. What can the Commission do to bring in sustainable revenue streams and new projects to SWWRPC?

Work with local units of government to point out advantages of using SWWRPC services.
Talk about SWWRPC in our respective communities. Think out of the box.
help provide letters of support and network with grant funding, help fundraise for particular projects by utilizing partnerships
Mainly encouraging and supporting staff.
Support staff in thinking outside the box on new and innovative solutions
Promote our agenda to individuals and government officials who are responsible for funding
hire more staff so Troy can hunt and gather
Annually have an outlook conference for community leaders and determine strategies to go forward
meet with all communities in 5 counties
To offer computer mapping of outdated cemetery records in the area. To help municipalities gather good data in making better decisions.

12. Is there more that Commissioners could be doing to support SWWRPC? If so, what?

They are doing the job asked of them without being day-to-day managers.
I think we have a great group and work well together. That alone sends a message to the region.
More invitations to speak at regional and community events, more representing the commission at state functions, more fundraising, more media - can we maybe get

commissioner name tags that look good so we can represent the commission when appropriate?
No constructive suggestions here.
Having staff who would be able to assist communities that are in need of guidance .
Making presentations to groups to get the word out as to what the commission can do.
Certainly, Commissioners could be more engaged by promoting projects underway, keeping an ear to potential opportunities.
Special projects
To continue to educate people of the region about SWWRPC and what we are able to do to assist them.

13. What specific backgrounds, experience, or qualities would be most useful in future Commissioners, and what, if anything, is currently missing from the current Commission make-up?

Experience in local government. Knowledge of their local area's needs.
I think if you look at the current makeup of the commission we have a very diverse group and it works well together. Everyone one has different backgrounds and experience and it all messes well. You need people with local govt background and business backgrounds.
perhaps more city/municipal voices?
just make sure that we have commissioners who believe in the mission, have knowledge of local problems and support the staff.
Business experience, employment supervision, market analysis, governmental operations
Business, financial and futuristic outlook for betterment of the community
youth
Someone with a legal background. Someone from a township. Someone in the energy business. Someone with strong technology knowledge.
industrial and commercial development.
Commissioners should be involved in their communities, have an understanding of the community needs, resources and be willing to listen to the constituents' issues and offer our assistance if possible.

14. Any additional comments?

Love the commission and the promise it holds to provide information to help this region grow into the future.
Keep up the good work.
Commissioners should be made more aware of specific needs within each county and be willing to offer assistance, if requested.
Thanks for asking!

Commissioners should strive to not be territorial but to also consider the needs of the whole region. And to work together to accomplish the mission of SWWRPC.

SWWRPC Staff Survey Results

1. Defined Mission

Scale:

0 = We do not have a clearly defined mission.

100 = We do have a clearly defined mission.

Mean Score: 77

Median Score: 75

Range of Scores: 62-100

I think our current Mission Statement is adequate and represents what we're here to do. More simply, our mission is to respond and serve. If a needed service is within our competency, we should endeavor to provide it, or find someone who can.

We have a defined region, defined roles, tangible results and trusted coworkers and colleagues.

To assist the economic and social development of local communities at the southwestern Wisconsin

I like the mission statement but think it could be crafted more clearly. It answers what we do in the last sentence and answers how we do it in the previous 3.

I think simply we are here to serve the region. I think how we achieve that goal overlaps with other agencies with similar intentions and similar strengths/ skill sets.

I feel the mission is well stated and well communicated

2. Awareness of Priorities

Scale:

0 = We are unaware of our priorities.

100 = We clearly understand our priorities.

Mean Score: 73

Median Score: 74

Range of Scores: 51-88

Being responsive. Providing guidance, assistance, and service. That's big, and too broad. Which of the many priorities do we attack? Simply put, those that pay. We must make revenue to attract and retain our incredible staff. This, too, is too broad and makes us reactive instead of responsive. We can't get ahead.

There are definite priorities, but they are fluid and we are able to shift when needed. I feel like I have the resources I need to get clarification and support when needed.
n/a
I believe we understand our priorities and understand how they fit into the larger regional development.
I think vaguely we know our overall priorities and project-wise we know our priorities, but many times the day to day work or billable work may make the overall agency priority less prominent. I am not saying that our projects contradict our mission, just that sometimes we are knee deep in deadlines and it is hard to see the big picture.
My priorities are clearly understood.

3. Agreement on Priorities

Scale:

0 = We don't agree on priorities.

100 = We agree on priorities.

Mean Score: 80

Median Score: 88

Range of Scores: 27-100

I feel there is good consensus among both staff and commissioners as to what the priorities are. Staff priorities are their projects, and preparing for what's coming next. Also providing help or input to others when needed. Commission priorities are project generation and revenue primarily, with staff and organizational development close behind.
We get the information we need to understand the priority order.
Various SWWRPC staffs have different projects, that have different priorities.
I believe we all agree with the priorities of SWWRPC.
I think we all want the best for the region, its businesses and residents. I think that the environment, education and social justice are important to all of the staff.
Priorities are clear and opportunity has been provided to discuss and clarify if questions

4. Using Strengths

Scale:

0 = I do not have opportunities to use my strengths effectively at work.

100 = I have opportunities to use my strengths effectively at work.

Mean Score: 77

Median Score: 80

Range of Scores: 52-100

My position requires relying on my strengths daily. It also requires that I develop new ones constantly.
I get to use my strengths and develop new skills and use new tools. Every day is an adventure and an opportunity to grow.
n/a
There are opportunities every day to use my strengths, some days the range of my strengths used is smaller than others.
I have many strengths that overlap with the Director, with his being more honed. I don't think that I am not allowed to use them, but rather give way to his way of doing things or his approval. A lot of the skills that I have used in the past, must be manipulated a bit to be used in this environment, but sometimes they shine through.
Strengths are recognized, praised and not thwarted

5. Differences

Scale:

0 = Differences between staff are seen as a threat.

100 = Differences between staff are seen as a strength.

Mean Score: 85

Median Score: 85.5

Range of Scores: 63-100

Differences are a threat when they're not respected, or when they aren't overcome through communication. We've had both these scenarios over the past couple of years and they've had a negative impact on the office morale.
We are a lean mean economic team. Great breadth of talent and interest and I am happy to contribute to and learn from the team.
Staff share the common grounds and have great communications with one another.
We all bring different strengths and weaknesses to the office and I think we utilize this as strength rather than a threat.
I think they used to be seen as a threat, now I think they are seen as an asset.
Differences in opinions, culture and work style are appropriately considered.

6. Collaboration

Scale:

0 = We tend to work independently from one-another.

100 = We are structured to maximize collaboration.

Mean Score: 46

Median Score: 35

Range of Scores: 24-95

We're always willing to work together, and would like to do more. Unfortunately, the timelines and workload, and possibly project budgets, keep us from doing so on a regular basis.
I work fairly independently but am confident that my coworkers assist when asked and bring new ideas and answers.
It depends. Various projects require independent works, but the staffs can also collaborate with one another in specific projects.
I would like to collaborate more. I think we are silo-ed due to workload, not personalities or management.
Collaboration is encouraged, but so are individual strengths and responsibilities

7. Change

Scale:

0 = There is resistance to change in the workplace.

100 = The workplace embraces change.

Mean Score: 67

Median Score: 57

Range of Scores: 49-98

Depending on the desired change, it can be slow to adopt. I think there is a culture where ideas for change are welcome and listened to. Change needs to be weighed in light of impacts to the budget, staff time constraints, and ability to maintain the change if its a new endeavor. Lots of caveats, but always work to be open to change.
There is openness to change and all voices are heard.
I am not here long enough for observing it.
Change is accepted and everyone seems comfortable with discussing possible changes or options when they see the need.
This is a tough one. I think that we are constantly getting new projects that need to be completed in a new manner, but overall, I think change may be hard for some of us. It would be nice to have a series of projects that could build off of the one previously.
Change is considered, effectively planned and managed.

8. Recognition

Scale:

0 = We do not recognize and reward staff when they perform their job well.

100 = We have mechanisms to reward staff when they perform their job well.

Mean Score: 56
 Median Score: 57.5
 Range of Scores: 19-94

This is a major failure of the Director. Not a celebratory culture, since the Director doesn't celebrate. Small outings are scheduled, such as lunch for staff birthdays. We recently went to canoe the Pine River as an outing, but not a celebration. Other staff have taken the lead in this, there is no consistency and it's not part of the organization's culture.
I have seen recognition at meetings and I don't know how formal it has to be beyond that.
n/a
I think there are mechanisms in place and they are being utilized.
People verbally congratulate or recognize each other for a job well done, but there isn't usually formal office-wide recognition.
Staff is complimented on good performance.

9. Risk Taking

Scale:

0 = If you take a risk, you're on your own.

100 = Risk taking is encouraged and supported.

Mean Score: 73
 Median Score: 73
 Range of Scores: 51-100

Risks are usually discussed and supported. There's little room for risk overall (I think), but staff work to determine parameters within which they can make decisions comfortably. I think staff are comfortable with what constitutes a reasonable risk to take for the organization.
I think informed risk is encouraged.
Currently there has been no risk-taking opportunities in my position.
Unsure
I don't really know. I feel like a lot of what I am doing is breaking new ground, but with support.
Risk taking is supported.

10. What motivates you currently at SWWRPC?

My coworkers. They're amazing and I enjoy working with them and continually learn from them. Great folks.

To help people, to make a difference. The chance to meet new people and learn new things.
To learn about the process of land management of Southwestern Wisconsin, including building working experiences, meeting local staffs, and saving money for future education.
I believe, and I think my co-workers all believe, that what we are doing makes a difference to the people of the region. It is motivating to a team moving in the same direction.
The desire to work with communities and members of communities that I can assist using some of my skill set. Flexible work environment and remaining plugged into my field of study. I also like my co-workers.
The independence granted, and the support provided when needed. Also working toward goals.

11. What work-related changes would make you more motivated at SWWRPC?

Reducing admin burden on staff (hiring office manager) and working more directly at community outreach and project development.
More staff, endless budget. I love the diversity of what I do, so I would not want to do less, just be able to have more people so we could accomplish more in a week while still leading a balanced life.
None
Opportunities to work on projects that have a more immediate visible impact.
More collaborative work. Getting to work on the same kind of project a few times so each project does not feel new.
No suggestions at this time. I feel free to make suggestions for change at the time they are discovered.

12. What strategic opportunities do you see for SWWRPC (new roles, revenue opportunities, etc)?

Project staffing for other organizations (PSW, SWP) or communities. Getting back in to grant writing and development. Reaching out to the smallest and most remote communities to see what their needs are.
We could serve more counties. Because of our scope of experience we can take what we have already been successful at and develop it in other like areas. I would like to have more time to be out sourcing new work, but that would require more staff and endless budget...
At this moment, I prefer to discuss existing strategic opportunities with different staff first.
I would like to see SWWRPC take a leadership role for the region in environmentally responsible initiatives

More grant writing (like EDA, CDBG, infrastructure). More mapping (so many people need maps, all kinds of maps). Data keeping and tracking for organizations, maybe.
Involvement with more strategic planning for local government; data mining and interpretation for local and regional planning and economic development

13. From your opinion, what are the Values of SWWRPC?

Service. Community. People.
Ethical, informed, collaborative, driven, buoyant, helpful
To provide indispensable assistance and service for private and public sections.
Providing affordable services to the region, thinking environmentally and equitably, working to improve the quality of life of residents, creating opportunities, and envisioning and working towards the best for the region in the long term.
Planning. Regionalizing the individual local governments. Centralized location for mapping and data mining.

14. Any additional comments?

Great place to work. Nice people. Honorable, much needed service to the communities.
Troy Maggied is a very bright, honest, effective administrator, and deserves high commendation for such!

SWWRPC Staff Interview Results

Conducted and Summarized by Paul Ohlrogge, UW-Extension

1. Do you know what is expected of you at work?

- I am comfortable with what is expected – know what needs to be done & I do it.
- Pretty Clear – Multiple jobs, incubator role & RPC Job. Big opportunities to improve profile. RPC & Ed in Richland Co 1 dozen a week. So much potential.
- Yes – Troy explains things. Communication is important.
- Yes – clear & comfortable with this. Worked with local gov't for responsibilities Quarterly basis.
- Know what commission wants and they tell me at meetings or one on ones
- Better at checking in with staff – and better at asking them – being in touch with their expectations.
- I think so – pretty clear. More now than before.

2. Do you have resources to do your job properly?

- Resources are good. Wish that previous work had been more organized. All the projects are a lot to take on.
- Not enough time. Time challenge in conjunction – research support is not there and I have to do it. I like to deliver results.
- Yes pretty much have everything.
- Most part yes – not bad – good.
- Revenue is operational challenge. Marketing gaps – not being micro managed is good.
- Yes, we are a new team – Troy is the only Manager so to speak. Not always certain who to go to. We are figuring it out...

3. Do you have the opportunity to do what you do best every day?

- Yes – problem solving & communication are skills – optimistic.
- I want to say yes – I can always be improve, wants to present & share.
- yes, time constraints as being part time – would like to be out with businesses more.
- No not now. Boggled down with Admin stuff – not enough time to do what I do best.

- I give 100% to it. My best skill set is not always utilized at RPC. Try is aware and willing to work on this ...new projects etc.
- Think so...Try to do my best every day. It is there for me to do so.

4. In the last seven days, have you received recognition for what you have done?

- Yes, I think so. We had a good meeting and I was acknowledged for the work being done.
- Last 7 days - received it in little tiny ways – meaningful ways /comments wrote an article for the newspaper & staff commented positively about this.
- Everyone is quite busy. Troy acknowledges me.
- City...yes...RPC...No, but only because do not see them.
- No.
- Don't think so.

5. Does your supervisor care about you as a person?

- Yes, very evident.
- Yes, supervisor cares and worries about us burning out – personal check in.
- Yes.
- Unequivocally yes.
- Yes. The commission does support us, as well as the staff.
- I think so – in the last 6 months big personal events have occurred for me.
- Supervisor worked with me. So appreciated. My supervisor is really the only one who can pick up my spot.

6. Does your supervisor encourage your development?

- Yes, still new and getting settled.
- yes, already signed up for classes – meeting a lot of people.
- Yes.
- Yes, definitely.
- Yes. Professional development is important.
- Yes, I think so. Even though with tight budgets we are trying. Sometimes budget limits.

7. Does your opinion count at work?

- Opinion does count...I wait at times to share, but comfortable – good atmosphere.
- Opinion counts & is asked for. Try to be judicious. Easy for me to lead – fits in with the rest of the puzzle. I like being not the leader.
- Opinion is record.
- Opinion does count with RPC & City.
- Yes of course. I have been working on making room for other's opinion's and back away from my own.
- Yes in regard to stuff that my opinion matters about. Staff meetings we are asked to share; things are weighted & taken into consideration.

8. Are your coworkers committed to doing quality work?

- Yes...but one is more interested in getting done fast and not error free.
- Co-workers are committed; impressed with staff.
- My co-workers appreciate me
- Not much interaction with RPC but assuming yes.
- Yes – so much – listens well, cares about people they serve. Inspiring.
- Yes

9. Do you have a good friend at work?

- Still new...everyone is friendly and developing friends.
- Still new – but yes.
- Yes.
- Yes, RPC, not as much.
- No, but ok. I am friendly with all of them.
- No – enjoy everyone.

10. In the past six months, has your supervisory spoken with you about your progress?

- Several weeks ago sat down and discussed all my work and had positive comments.
- Past 3 months – have check-in not formally. Informally yes – small check ins.
- Yes – couple of weeks, what she'd improve, etc.
- Yes
- Yes – Executive director review progress being set up.
- Yes, annual review. Asks – back & forth. 360 review, don't love it, but good tool for soft analysis.

11. Are you provided opportunities to grow?

- I think there are opportunities for personal growth & professional growth. Grow every day.
- Yes.
- Yes.
- Yes – Multiple trainings.
- I think so and will be. Troy has let me run with some grants that I applied for. Not really verified growth. Not looking for that. Would like projects that are similar so things can grow. Sometimes that is not brand new every time.

12. Weakness of SWWRPC?

- Turnover.
- Ongoing staff retention. Get 'em, keep 'em.
- Interaction between staff & Commissioners – some staff want to be involved with committee meetings and with the commission membership. I think the commission feels that way too.
- Capacity – to be responsive weather marketing or having time to be more proactive.
- Would be nice to get more feedback. Regular check ins from manager. Not micro managed but more touch. Sometimes feel alone.

13. Pie in the sky for SWWRPC?

- Bring couple million, continue to staff.
- To continue to pull together the region the planning & economic development.
- Regionalize. Troy – speak louder.
- Stable & guaranteed revenue. Would lead to increase to stability.
- Be really recognized by local gov't's – as a resource. Work with everyone. More than nabbing projects to keep lights on. Our work is cool and we can be such an asset to region.