

# Wyoming Montana Safety Council

## Staffing

August 2018



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# Wyoming Montana Safety Council

## *Staffing*

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## Overview

In June of 2018, Align was contacted by Amy Thomas of the Wyoming Montana Safety Council (The Council) regarding the possibility of working with the Council on a potential restructure of their organization. The Council had recently conducted a Board level strategic plan and was looking at how it might implement these strategies. Align originally proposed conducting facilitated session with the staff, followed by some potential one-one-one job mapping sessions with individual staff members.

However, Align's plans changed after our initial discussions with Amy. We spent two sessions with Amy going through the history, programs, funding sources and the current structure of the organization. Align also reviewed the strategic plan, past marketing materials, current job descriptions, current financials, the organization's 990 and other relevant materials. Amy also spent time talking with our CPA, Bill Benskin. Based on these discussions and the research, Align has made some suggestions for change.

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## Observations and Recommendations

### Observations:

- The Council has a series of strong products that it has ready to sell and provide to clients. We believe that there are likely ready markets for many of these products. You just need to build relationships in order to sell them.
- Most of the products that the Council provides are not something that is marketable through traditional marketing methods. They are better sold through development of relationships in specific markets and with specific groups.
- Amy is a strong leader for the organization. She has a strong sense of what steps need to be taken and has created a good foundation for doing so.
- While the current bookkeeper has served the organization well in the past, they do not appear to have the skills needed for the direction the Council is headed today. There is a strong need for a detailed budget that outlines revenues and costs directly related to each product/program line.

### Recommendations:

#### Short-term

- Eliminate the current Marketing position and create a business development position. The Business Development manager will focus more on being out in the region and communities and building face-to-face relationships. The person currently serving in the marketing role, can be offered to apply for the business development position.
- Hire a COO position. This position should focus on the operations of the Cheyenne Office as well as the operation of the refinery contract. This will free up Amy's time to focus on working with the Business Development Manager as well as developing the overall organization.
- Bring on someone at least part-time to run the traffic/driver's ed program. This is an easy win for the organization, but it needs someone to own it so that it can continue to grow and thrive.
- Work with the audit firm or with Align to put out an RFP for a bookkeeper. This will allow the organization a chance to look at different options that may be able to better meet the needs of the organization.
- Create a budget for the organization that identifies the cost and revenues of each program including staff time, space, and other overhead costs.
- While the Council has many products that can be developed and provided to clients, we would recommend that the Council choose a few to focus on for the immediate future. This will include anything that might be "low-hanging-fruit" such as the drivers education programs and the OSHA program. While the organization needs to continue to

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operate its other programs as contracted, we don't recommend focusing on growth in these other areas until the focus programs are off the ground and paying for themselves.

### **Mid-term**

- The organization needs to add a Training Manager to oversee the various safety and OSHA based trainings that are offered. This person can help grow the market and oversee the trainers throughout the region. However, we do not believe that this is necessary immediately. If the organization can free up Amy's time, she can spend time growing this area before bringing someone else on.
- Developing the board should also be a next step. The board is currently down to only three members which is the minimum number required for nonprofits in the state of Wyoming. All members are in Wyoming. Align can work with Amy to look at having a broader representation and helping make sure all board members are on the same page.
- The Council should relook at how it is using contract trainers. Currently there appears to be a fuzzy definition for the trainers that may cause them to actually be employees. We would suggest that a decision is made regarding how these trainers are used and then assure that they are set up as either actual contractors or as part-time employees.

### **Long-term**

- Align would recommend that the organization take a hard look at the space they are using. You currently appear to have significantly more space than what is needed. You could leverage this asset to your benefit. We would recommend looking at either renting out part of the space to another entity or looking at selling the current space and either buying or renting something that better meets your space needs.