

**Wyoming Montana Safety Council
Strategic Planning
June 4 and 5, 2018
Cheyenne, Wyoming**

Mr. Brian McClaferty was introduced as the facilitator of the strategic planning session. Board members in attendance included Alan Stoinski, Pat Moffett, Tanya Lewis and Pam Ivey. Staff members in attendance included Amy Stevens.

Brian provided a high-level overview of the strategic planning process to include topics and questions such as how to succinctly describe the purpose of the Council, how to express the vision and mission and the importance of planning.

Comments Regarding How Participants Feel about the Council and its Culture

- Work to achieve goals
- Try to be supportive without taking on the responsibilities of outside entities
- Friendly/Small Business
- Long term = been around
- Research and data oriented
- Growing – dedicated people with a bright future searching for a purpose
- Scattered/unfocused
- In recovery
- Incredible potential
- Respectful/provider of needs
- Customer Service
- Diversity of thought
- Engaging technology
- Quality training
- Team work
- Secure and stable
- Rebuilding/Expanding focus
- Hidden gem
- State of change (new or like just starting up again)
- Overwhelmed and reactionary
- Perfect position to grow and be successful
- Hungry and scared
- Fearful and excited
- Bottom line oriented
- Expanding/young staff

Values

- Motivated
- Team work
- Capable – Diversified
- Developing/Improving/Expanding
- Customer Service
- Trust
- Integrity
- Service Oriented
- Value to the Community
- Enjoyable work environment
- Trust
- Accountability, Commitment, Empowerment, Ownership
- Safety
- Commitment to family
- Follow through responsible, hardworking and open minded

Vision Statement

Creating a culture to keep people safe.

Mission Statement

Determined that the mission statement should not change:

To prevent incidents and injuries at work, home and the community by providing high quality safety related education and information.

SWOT Analysis

Strengths

- Financial position
- Commitment of staff and Board members
- Experienced trainers
- Nimble/agile
- Facility=Warehouse
- ARSC Member
- Chapter of NSC
- Networking External Resources
- LMS iLevel
- Advanced Technology
- Committed open minded leadership group
- Depth of training courses
- Government relations
- Drug testing

- Fit test
- Skid vehicles
- Background checks
- Partnership Potential
- Satellite offices

Weaknesses

- Small staff/inexperienced staff
- Lack of presence/headspace in community
- 1 major client = diversify client base
- Overconfidence of exclusivity
- Lack of customer segmentation
- Facility maintenance
- Signage
- Lack of reputation
- Satellite Offices
- Available products and training
- Lack of strategic planning
- Large territory

Opportunities

- Opportunities outside of petrochemical
- CEUs
- Capitalize on petrochemical products/services by offering to others
- Partnership with colleges
- Expanding drivers' education
- Avetta – referral
- MG Testing/other
- FE Warren AFB?
- Opportunities vetoed by old Board?
- In kind trade

Threats

- Competition/Online
- OSHA (Gov vs. Private)
- Resources – Financial and staff
- Changing technology
- Rules and regulations
- Diminishing workforce
- Changes to Industry/Economy
- Networking turnover/changes

Key Performance Indicators (KPI)

- Net Revenue Growth
- Advertising
- Measuring website hits
- Measure Pass/Fail?
- OSHA Training Referrals

Goals and Objectives Brainstorming List

- Leverage government connections and other partnerships to advance traffic safety programs (2)
- Integrate MG Testing (1a)
- Leverage existing contacts with colleges to provide additional products and services (3)
- Utilize our strong balance sheet to increase our presence/head space in the community
**Resource
- Take advantage of our technology to meet future needs (1)
- Diversify to avoid being locked into a niche** Resource
- Use partnerships with colleges to overcome diminishing workforce(3a)
- Opportunities previously vetoed by old Board – review for potential products and trainings (possibly using in kind trade) **Resource
- Be aware of competition and plan to avoid losing market share (5a)
- Use net working connections to improve presence/headspace and lack of reputation. (5)

Goals

Goal # _3?__

Increase traffic safety programs

Objective/KPI: Leverage partnerships to increase traffic safety programs

- Government
- Industry
- Schools

Current situation: programs are developed; those that require qualified instructors and some (online) that don't

Currently generating revenue: Driver's Ed; DDC online (Hive and Municipal Court) for ticket abatement

Gap: Need to recruit and qualify trainers/instructors in Wyoming and build off the Montana program that is already running

Timeframe: 3 years with updates along the way

Goal #__4?__

Develop Board Member Recruitment and Succession Plan

Objective/KPI: establish Board stability- representation by geography (WY & MT) and industry; to increase average tenure of Board members; ongoing development and retreat type of activities

Current situation: Young Board and not representative of desired geographic territory and industry segments

Gap: non-existent/starting over

Timeframe: 12-18 months

Goal #_2?__

Increase NSC Product Sales and Services

Objective/KPI: improve staff familiarity with product offerings

Current situation: research targets; learn needs to target sales

Gap: research and develop relationships; Marketing; leveraging current relationships to increase sales of NSC products/services; identify new relationships to increase sales of NSC products/services

Timeframe: 6 months to 3 years

Goal #_2?__

Increase online training

Objective/KPI: integrate MG 1testing; Market online courses: SAF/NSC; site specific training

Current Situation:

MG testing – requires building modifications – Amy to revisit and follow up with construction; online courses to be marketed

Gap: Missing opportunities for revenue growth

Time frame: 6 months-ish

Goal #1

Perform Workplace Assessment

Objective: Complete examination of current staffing; recruitment & retention, benefits, and identify obstacles to staff being able to complete its objectives

Current situation: TBD based upon workplace assessment

Gap: Amy will contact Align to request their services to perform the assessment; Align will provide recommendations for how to address the gap(s) identified in the assessment.

Timeframe: 60-90 days

Goal #?

Increase WMSC brand awareness

Objective/KPI: Develop and implement a marketing plan and budget; identify areas for measurement of improvement

Current situation: Not enough people know who we are/what we do; need a budget to present to the Board for approval; increase involvement in various associations

Timeframe: 3-6 months to 3 years

Further discussion:

Periodic reporting on goals during March and September

There was much discussion regarding the demands the goals will place on the current staff; various activities the staff could stop doing (i.e. cleaning facility; lawn mowing and etc.) in favor of performing the jobs they are paid to do to build and grow programming. The Board asked Amy to contract for cleaning, lawn mowing and other yard maintenance and snow removal. The Board is aware there will be a monthly expense associated with the facility cleaning and outdoor maintenance; however, the expense related to that will be more than offset by the staff being able to be more productive in their own positions/responsibilities with the Council. In addition the Board is aware that a small staff can only address so much and it is anticipated that Amy will approach the Board with staffing proposals as needed.

The staff will be working on developing a budget to reflect the results of the strategic planning session that will project revenues and expenses as well as projected impacts to cash as programs are developed and implemented.

The notes from the planning session will be prepared and shared with all Board members and staff for comments.