



Minnesota Chief Engineers Guild

Strategic Planning Process

May 2008

STRATEGIC PLANNING PROCESS

**Prepared for
Minnesota State Chief Engineers Guild
May, 2008**

**By
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CHAPTER I

DESIGN OF THE STUDY

1.0 Purpose of the Study

The Minnesota Chief Engineers Guild Executive Board commissioned the implementation of a strategic planning process that would result in the development of an organizational strategic plan. The purpose of the **Strategic Planning Process** project was to produce a document which would guide the leadership of the Minnesota Chief Engineers Guild in a continuous improvement process over the next 1-3 years.

The Minnesota Chief Engineers Executive Board secured the facilitation services of Dr. Kay T. Worner, Educational Systems' Consultant and Associate Professor of Educational Administration and Leadership at St. Cloud State University to lead the CEG board through the strategic planning process.

1.1 Need

The CEG Executive Board recognized that the Minnesota Chief Engineers Guild is in a position to grow in membership, influence, and service to its members in the State of Minnesota. Thus, there is a need for the leadership of MN CEG to develop plans for improvement and plans for addressing organizational growth/expansion in the future.

The Executive Board believed it would be beneficial to the development of a quality strategic plan that an independent third party neutral, Dr. Kay Worner, guide the process.

1.2 Methodology of the Process

The facilitator developed a methodological procedure for conducting the strategic planning process for Minnesota Chief Engineers Executive Board.

Components of the process were as follows:

- ❖ Examine the MN CEG Website to obtain information about the Guild.
- ❖ Examine (current) Mission, Policy, and Goals, if available.
- ❖ Examine current by-laws.
- ❖ Facilitate a discussion leading to the identification of priority goal statements by the Executive Board Members.
- ❖ Assist—as may be determined by the Board Members—in the identification of strategies and/or activities and the preparation of plans of action to aid in accomplishing priority goals.
- ❖ Prepare a final report for review by the Executive Board and others as determined by the Executive Board.

1.3 Organization of the Planning Process

The facilitator organized the Strategic Planning Process final report document in a three chapter format. Chapter I details the organizational design of the process, including purpose, need, methodology, and organization. Chapter II identifies the components of the Strategic Planning Process and definitions/purpose of each stage in the process. Chapter III details the contents of the organization's strategic plan.

CHAPTER II

COMPONENTS OF STRATEGIC PLANNING PROCESS

2.0 Introduction

The facilitator guided the Strategic Planning group through a series of strategic planning process components to arrive at the development of a series of draft action plans which could be used by the board to improve its effectiveness/efficiency in delivering programs, services, and opportunities to its members.

Described briefly below are the purpose of and components of the Strategic Planning Process employed by the facilitator.

2.1 Strategic Planning Defined

Strategic planning entails the deployment of an organization's resources (personnel, financial, material, and time) to accomplish specified goals.

2.2 Strategic Planning Purpose

The purpose of strategic planning is to create a plan which focuses efforts on addressing highest priority needs to achieve goals consistent with and supportive of the organization's mission, vision, and values/beliefs.

2.3 Environmental Scan

Strategic planning or the strategic planning process customarily incorporates examination of the environment within which an organization is set and must perform. Typically, an environmental scan by the strategic

planning process participants involves individual/collective responses to six questions:

- ❖ Does the current Mission/Vision statement reflect the organization's direction and purpose?
- ❖ What are the values and beliefs held by the leadership of the organization?
- ❖ What are the trends in the environment?
- ❖ What are threats in the environment?
- ❖ What are the strengths of the organization?
- ❖ What are the issues, needs, concerns, and future focuses of the organization?

Securing responses to the aforementioned questions provides a framework within which the participants identify and, subsequently, prioritize the organization's needs/wants/concerns/future focuses while checking those against individual/collective belief systems, national and state trends, threatening conditions (that may undermine values/beliefs) and the organization's perceived strengths.

2.4 Mission/Vision

The Mission is defined as the agreed upon purpose of the organization. It is the foundation for the organization and distinguishes it from other organizations.

The Vision of the organization provides a defined path to follow into the future.

2.5 Beliefs/Values

Beliefs and values are the driving force behind the organization. They are the basis upon which priorities are established and guide the actions of those within the organization. They are non-negotiable and unanimously held by members of the organization.

2.6 Trends

Trends are events, occurrences, and widely accepted practices that impact the organization.

2.7 Threats

Threats are events, occurrences, people, practices, and barriers that have the potential to negatively impact the organization.

2.8 Strengths

Strengths are initiatives, practices, and other aspects of the organization that are positive and should be maintained or enhanced.

2.9 Issues/Concerns/Future Focuses

Issues/concerns/future focuses are initiatives, practices, and other aspects of the organization that do or may interfere with the successful progress, operation, and goals of the organization.

2.10 Prioritizing Issues/Wants/Concerns/Future Focuses

Once the group identifies the issues/wants/concerns/future focuses, they are asked to prioritize these to identify the highest priority focal points for future development.

Based on those issues/concerns/future focuses which are most highly rated by strategic planning process participants, goal statements are formulated.

2.11 Goal Statements

Goal statements represent major initiatives established to enhance achievement of the organization's mission, vision, and values/beliefs.

2.12 Strategies

Following the development of goal statements, participants in the strategic planning process identify and prioritize numerous strategies. Strategies are alternative courses of action for achieving goals.

Draft plans of action are developed for each of the most highly prioritized strategies.

2.13 Plans of Action

For each of the most highly prioritized strategies, draft plans of action are developed. Plans of action are detailed task specifications (e.g. procedural roadmaps) and timetables for achieving strategies.

The draft plans of action serve as guideposts for the organization's leadership to use to achieve the goals identified as highest priority.

CHAPTER III

STRATEGIC PLANNING DOCUMENT

3.0 Introduction

The Minnesota Chief Engineers Guild Executive Board met on Tuesday, May 6th, 2008 for the purpose of developing a Strategic Plan.

3.1 Membership of the Strategic Planning Board

The following individuals were participants in the Strategic Planning Process:

Cris Broin, Dave Holm, Bill Olson, Ken Schmitz, Steve Udell, Fred King, Jim Nieswaag, Howard Berny, Maxine Holm, Connie Norquist, Frank Sahlin.

Dr. Kay Worner served as Facilitator of the Strategic Planning Process.

Mission

Develop and enhance skills, knowledge, and competencies of Minnesota Chief Engineers Guild members to increase effectiveness and efficiency of all participating organizations.

Vision

Establish the Minnesota Chief Engineers Guild as a leader in the State of Minnesota for planning, managing, and maintaining public facilities, equipment, and operating systems.

VALUES/BELIEFS

We believe the Minnesota Chief Engineers Guild and Executive Board should:

- Educate members on new ideas, practices and technologies
- Be recognized as a leading resource for facility issues
- Be accountable to stakeholders
- Promote programs to enhance skills of members and their constituents
- Provide programs/activities to members to encourage participation
- Encourage collective and collaborative interchange of knowledge and experience so that the organization is an effective and highly regarded resource/instrument for all Guild members
- Recognize that the future requires on-going, immediate, and planned change in the management of facilities
- Incorporate expectations for “going green” and LEEDS into planning for member education and activities/services
- Fulfill the obligation to develop member potential through specific program/service offerings

TRENDS

- Political leadership affects fundamental philosophy regarding public facilities.
- Technology will continue to affect the planning and operating of facilities as well as communication capabilities between and among all stakeholders in maintenance and operations of facilities.
- Mandates, particularly unfunded, have far-reaching affects.
- Changing labor force issues (i.e. language barriers, work ethic, availability) will continue to have an effect on all members and their organizations.
- Economic up-turns and down-turns affect businesses.
- The potential for new leadership in CEG is there.
- The leadership of CEG will continue to recruit new members and seek ways to increase attendance at meetings.

THREATS

- Budget restrictions (i.e. out-of-state travel).
- Time/position restrictions (i.e. limited personnel at business sites, too hard to leave for meetings).
- Perceptions regarding use of time, money, amenities.
- State-wide organizations have challenges in bringing all members together in convenient geographic locations.
- Lack of member attendance at quarterly meetings may eventually impact vendor participation.
- Ability to recruit new members and to encourage members to take leadership roles in the organization is an on-going challenge.

STRENGTHS OF THE ORGANIZATION

- Associate members are a tremendous resource
- Leadership works well together—that is important
- Financial stability
- Scholarships
- Strong fall conference
- Communication among leadership is excellent (Fred!)
- Tremendous resource access
- Longevity of the organization
- Trust among members, associate members, and leadership
- Common goals
- Ability to network for ideas, answers, advice

ISSUES/CONCERNS/ FUTURE FOCUS

- Website not user friendly, informative or communication enhancing 2/6
- Value of participating in the Guild needs to be communicated 0/1
- Attracting new members 0/1
- Need storage facility 0/0
- Not doing too much too fast—establishing priorities 1/3
- Need to establish an active speaker's bureau 0/0
- Ascertain if cost (i.e. meeting) is a limiting factor in membership 0/0
- Stagnation of leadership—equity in leader role, no one person does all 0/2
- Committees and their structure (role, meeting time, members, purpose, etc.) need to be defined, clarified and communicated 0/0

- A position/responsibility description for leadership team, officers, needs to be written and communicated 0/4
- Need a single point (person) of contact for the members because this affects communication 0/2
- Attracting new recruits to leadership roles 1/3
- Inequity in quarterly meeting attendance—member vs. associate member 6/8
- Need to become incorporated 0/4

GOALS

Goal 1:

Cultivate and promote member participation in leadership roles

Goal 2:

Increase the number of member attendees at CEG functions

Goal 3:

Increase and strengthen all forms of CEG communication

GOALS/STRATEGIES

Goal 1: Cultivate and promote participation in leadership roles.

- A. Clarify/define, in writing, leadership role positions and responsibilities.**
- B. Identify, approach, and invite members to attend leadership activities (i.e. board meetings, committee meetings).**
- C. Recognize member participation and service in leadership roles.**
- D. Explore incentives that may encourage leadership participation.**

Goal 2: Increase the number of member attendees at CEG functions.

- A. Establish a speaker's bureau.**
- B. Communicate the value of Guild participation to members, potential members, and their leadership.**
- C. Appeal to and consider venue needs of members.**
- D. Provide timely and technical educational opportunities.**
- E. Contact members and potential members (including city, county and local government building engineers and agency heads in Minnesota) regarding CEG meeting times, locations, agendas, and training opportunities.**

Goal 3: Increase and strengthen all forms of CEG communication

- A. Explore the development of an updated, on-going website to: promote the Guild, inform members, provide links, advertise vendors, recruit new members and other predetermined value-added services.**
- B. Create a position to provide a single point of contact for CEG members, associate members, leadership personnel, and to enhance communication in general.**
- C. Develop and publish a quarterly newsletter.**
- D. Develop a mass email system.**
- E. Publish an annual directory**

ACTION PLANS

Goal 1: Cultivate and promote member participation in leadership roles.

Strategy:

A. Clarify and define, in writing, leadership roles, positions and responsibilities.

Action Plan:

1. Collect current information on position descriptions, officers, committees

5/13/08

Steve and Bill

2. Review current information for accuracy

5/20/08

Steve and Bill

3. Revise, update position descriptions

6/3/08

Steve and Bill

**4. Establish a format for committee descriptions
Include: name of committee, purpose, charge,
membership selection and term, member and chair
roles, meeting frequency, minutes and their format**

6/3/08

Steve and Bill

Strategy:

B. Identify, approach and invite members to attend leadership activities.

Action Plan:

1. Identify who to contact

Board Members

2. Contact state agency people, clients and city, county, local government people

Board Members

3. Develop invitations for city, county, and local government engineering

Point Person

Strategy:

C. Recognize member participation and service in leadership roles.

Action Plan:

1. Identify what is currently done for member recognition

6/3/08

1st VP, Bill Olson

2. Evaluate effectiveness and importance to members

6/24/08

Bill (with board input)

3. Revise/expand recognition: web, newsletter, other

7/8/08

Bill (with board input)

4. Recognize members at annual conference and provide plaques and/or awards

9/4/08

Pres. (with Board input)

Strategy:

- D. Explore incentives that may encourage leadership participation.**

Action Plan:

1. Offer leadership training

2009 AFE 7/13-14 Fred King

2. Select/elect a chair for each committee

6/3/08 Board members

3. Invite members to attend a board meeting

7/8/08 Board members

Goal 2: Increase the number of member attendees at CEG functions.

Strategy:

A. Establish a speaker's bureau.

Action Plan:

1. Contact active associate members to make presentations

2. Build data base of speakers

12/12/12

3. Use available resources including members, associate members, MASMAS, AET, AFE

The program committee is responsible, the Executive Board evaluates.

Strategy:

B. Communicate the value of participation in the Guild to members, potential members, and their leadership.

Action Plan:

1. Review current web information

2. Develop a new website, mass email system, newsletter, and directory

12-24 months Web Committee, membership committee, Executive Board

Evaluate by measuring number of attendees at meetings

3. Develop/explore site membership fees, Certifications and C.E.U. programs

Strategy:

- C. Appeal to and consider location and venue needs of members.**

Action Plan:

- 1. Establish northern and southern chapters, use ITV, webinars, conference calls, and use vendor resources.**

36 months Program Committee Responsible Evaluate by participation

- 2. Use the quarterly meetings to ask venue preferences**

Strategy:

- D. Provide timely and technical education opportunities.**

Action Plan:

- 1. Survey members to establish needs, priorities**

Paper survey at meetings Program Committee responsible

- 2. Survey on WEB when that is up an running**

Use survey monkey or zoomerang

3. Obtain feedback from all participants at current offerings

Evaluation instrument

Program Committee

4. Develop standard checklist to facilitate quick evaluation of current offerings

Strategy:

E. Contact members and potential members (including city, county, and local govt. building engineers and agency heads) regarding meeting times, locations, agendas, and training opportunities.

Action Plan:

1. Establish a list of contacts and a schedule to make sure the contact is made

Members and associate members help develop.

2. Determine how to best contact each on the list—in person, phone, letter, email

Executive Board Responsibility

3. Consider developing a “What’s New” letter and make it a link on the new website—possibly send to potential members for free for 6 months as a membership enticement

Executive board or point person develops Website

Goal 3: Increase and strengthen all forms of CEG communication.

Strategy:

- A. Explore the development of an updated, on-going website to: promote the Guild, inform members, provide links, advertise vendors, recruit new members, and other predetermined value-added services.**

Action Plan:

1. Survey the board to determine wants/needs of website

30 days 0 resources Cris Broin

2. Investigate other website

30 days 0 resources Bill,Cris,Board

3. Research web developers, cost, timeline, amenities,

9/4/08 Connie, Webtech Website Committee

4. Develop content

Sept.30, 08 \$3000 (?) Website Committee

5. Launch Website

November 1, 2008 Website Committee

6. Maintain and update website

Ongoing \$300/year (?)

Strategy:

- B. Create a position to provide a single point of contact for CEG members, associate members, leadership personnel, and to enhance communication in general.**

Action Plan: (all the responsibility of the executive board or their designee)

- 1. Develop job description and title for the position**
- 2. Establish qualifications for the position**
- 3. Establish hours/week to work, salary, any benefits, time line to start, and any other parameters for the position**
- 4. Identify candidate(s) for the position and/or take applications**
- 5. Determine selection procedure and timeline**
- 6. Select individual**

Strategy:

C. Develop and publish a quarterly newsletter.

Action Plan:

- 1. Assign this responsibility to the new contact person when hired**

2009

Mailing costs

Contact person

- 2. Executive Board determines topics and content**

Strategy:

D. Develop mass email system.

Action Plan:

- 1. Incorporate this capability as part of the new website**
- 2. Seek methods to keep member emails up-to-date**

Strategy:

E. Publish an annual directory

Action Plan:

- 1. Update current directory**
- 2. Use advertising to help with costs**