

Executive Summary
“Strategic Doing” Report
Wyoming Workforce Development Council
May, 2008

The Wyoming Workforce Development Council (the Council), at the direction of David Scriven, Chair, and through the Department of Workforce Services, contracted with Phil Van Horn and Jessica Binning of Align® Organizational Development and Training to facilitate a Council retreat in which emphasis would be placed on “strategic doing” as opposed to strategic planning. The Strategic Doing retreat was held at the Saratoga Inn in Saratoga, WY on April 2, 3, and 4, 2008. The Council consists of thirty (30) members, twenty-one (21) of whom attended the retreat.

The purposes for the retreat were to generate understanding and consensus among the Council members regarding its mission and goals, and to develop immediate objectives and strategies to be achieved by August 2010.

The following goals and near-term objectives were established by the Council:

1. The Council will be the recognized authority for workforce issues in Wyoming.
Objective: A comprehensive marketing plan.
Due: DRAFT November 2008
2. The Council will drive workforce training and education initiatives within the State.
Objective: Sector strategies that are representative of Wyoming’s industries and that will influence workforce training.
Due: November 2008
3. The Council will be comprised of committed members who ensure good governance and who advocate the mission, goals and objectives of the Council.
Objective: Orientation and training for all Council members.
DUE: DRAFT orientation manual, September 2008. Ongoing orientation and follow up.
4. Provide oversight of financial and compliance accountability.
Objective: Concise executive summary reporting.
DUE: DRAFT report, November 2008

5. Establish and maintain effective communication and administration channels.

Objective: Restructure Council committees

DUE: Summer 2008

The ensuing Comprehensive Analysis by Align provides details on these, as well as observations and recommendations for the Council.

Comprehensive Analysis

History of the Project and Organization

The Wyoming Workforce Development Council (the Council) was created by Executive order of Governor Jim Geringer in 1998 in response to federal legislation, the Workforce Investment Act (WIA). It is important to note that, whereas most other states have a statewide as well as several local workforce boards, the Wyoming Workforce Development Council serves as the sole official state and local workforce board under the federal Workforce Investment Act.

The Council has a total of 30 members from across the State. Per the Executive order, and in accordance with WIA, the majority of voting members of the Council are chosen from private sector employers from across the state and its policies are to be private sector driven. Private sector members are appointed by the Governor and include representatives from labor and skilled trades. Council membership also consists of representatives of key State entities from education, employment, economic development and workforce training. These entities include the Community College Commission, the University of Wyoming, the Wyoming Business Council, the Wyoming Department of Education, the Wyoming Department of Employment, and the Wyoming Department of Workforce Services. The chief executive officers of these entities (e.g. University president, superintendent of public instruction, director, etc.) are ex-officio members of the Council. Four legislators, two from the House of Representatives and two from the Senate, are appointed to the Council by the leadership in the State legislature. The seven community college presidents are represented by one of the college presidents.

The Council is in its tenth year. The Council has a few members whose membership exceeds six years and several members who have been with the Council for less than two years.

Staff support for the Council comes from the Department of Workforce Services (DWS). Jerimiah Rieman, policy analyst with the DWS, serves in the principal administrative position for the Council. Other DWS staff members contribute support services for the Council. Although the Council has no formal administrative or operational authority over the DWS, it is the desire of the Council and the DWS leaderships that both entities work toward a more unified approach toward common goals, objectives and measurements.

It is of note that prior to 2006 the Youth Council was separate from the Council, having its own membership and meetings, and reported to the Council at large through the Chair of the Youth Council. Since 2007, the Youth Council is no longer separate. Each member appointed

to the Youth Council serves on the Workforce Council. The Youth Council is, in actuality, a committee of the Council.

Since the Council had not used a third-party facilitator for a planning session in several years, the Council engaged the services of Align to facilitate a “strategic doing” retreat. The purpose of the retreat, in the words of David Scriven, Chairman of the Council, “. . .is to go beyond merely planning so that the Council is actually doing.”

Phil Van Horn and Jessica Binning, Align consultants, facilitated a planning session with the Council’s Executive Committee in December 2007 in preparation for the April 2008 full-Council retreat, scheduled for early April 2008. Executive committee members present were: David Scriven, Council Chair; Ray Fleming Dinneen, Council Member; Charlie Ware, Vice Chair, Curtis Biggs, Youth Council Liaison; Peter Reis, Wyoming Business Council Liaison; Joan Evans, Director of DWS; and Jerimiah Rieman, DWS Policy Analyst.

At the conclusion of that preliminary meeting, the consensus of the Executive Committee was that the objectives of the Council retreat would be:

- Revisit and affirm the mission of the Council
- Define critical workforce sectors
- Eliminate duplication of initiatives
- Establish immediate goals for the next two years (2008-2010)
- Prioritize those goals
- Establish measurements to ensure success

(Facilitators’ note: It was determined at the retreat that the second objective, “define critical workforce sectors” was premature. The first objective is to identify all important sectors, as presented in the Goals, Objectives and Strategies section of this report. All other objectives discussed by the Executive Committee were addressed at the retreat.)

After the Executive Committee’s meeting in December and before the Council retreat in April, Align developed a pre-retreat questionnaire with the consultation and approval of the Executive Committee. The questionnaire was distributed via Survey Monkey® to the entire Council membership. Twenty Council members responded to the survey which helped provide the context in which the Align team developed the agenda for the retreat.

Also during the pre-retreat time frame, Rieman distributed to Council members recent strategic planning documents from other states’ local and statewide WIA boards. These

WWDC

comparative materials and the questionnaire combined to prepare Council members for the two-day retreat in Saratoga, Wyoming the first week in April.

Observations and Recommendations

I. Observation

The Council identified the following successes in the Wyoming workforce arena at the retreat:

- Workforce Summit
- the progress and evolution of DWS
- training grants and programs
- advocacy and support for community college training programs
- national recognition
- advocacy and support for the McMurry Training Center programs
- advocacy and support for Climb Wyoming
- culinary arts training in partnership with Wyoming Lodging and Restaurant Association
- greater accountability
- legislative initiatives

Survey responses as well as discussions with the Executive committee and the Council at large indicate a strong desire among most members for the Council to be more recognized and identified as the leading agent of change. The Council, at ten years of age, tackled the question: “What are the next steps the Council must take to *drive* change?”

Recommendation

Strengthening private sector representation through the restructuring anticipated in Goal #5 on page 13 will serve toward the Council becoming a primary agent of change. But in addition to changes in the makeup of the Council, there must be an attitudinal shift so that the Council’s very identity reflects the private sector. There must be frank discussions at all Council meetings advocating private sector dominance in establishing Council goals and objectives. The private sector representation is the unique strength of the Council. Use it.

2. Observation

The entire Council meets infrequently (five times per year); therefore attendance by all members at the scheduled meetings is important in reaching the goals set forth, as well as fulfilling the mission and working toward the vision. It is also important in strengthening the message that it sends to the other sectors and entities that consistently attend. The Council did not have full participation by all members at this planning session. There was expressed disappointment by the attending Council members that certain entities were not present to contribute expertise and ideas.

The Council seems to allow itself to be stalled at times by the lack of attendance, participation, and commitment by members. There may be several reasons for members' repeated lack of attendance, including: not seeing the meetings as productive or relevant to their mission, the meetings may be tedious to them, they may lack buy-in to the Council's mission, they have other agendas of their own and would prefer not to be bothered by the obligatory Workforce Council meetings, and they may prefer not to become engaged in the Council's mission and goals. The Council provided discussion about alternates or substitutes for Council members who are unable to attend a meeting and how to handle this situation in the future, but reached no conclusion.

Recommendation

Align urges an immediate dialogue between the Executive committee and those who are consistently absent from scheduled meetings. Expectations must be clearly conveyed regarding attendance and participation, and must outline the options and consequences. One possible consequence could be that the Council decides these entities serve as a resource to the Council rather than a Council member. However, we recommend the Council reach out to these departments and members in frank and respectful conversations, first with the respective agency's designee and then with the designee and the agency executive in a joint meeting. The desired outcome of these discussions is that the executive and designee become as passionate about the mission, goals and objectives of the Council as the majority of membership.

3. Observation

As previously noted, it had been several years since the Council created a formal strategic plan.

Recommendation

It is imperative to review this Strategic Doing plan at the end of the first year before all of the goals are met to determine if the Council is still on track and that its goals are still attainable. The plan should be revisited at the end of its two year life to determine if it was effective, what goals were met, what items need to transition into the next two year plan, as well as to create the next plan.

4. Observation

The Council's decision to implement a comprehensive marketing plan is timely. However, it is clear from survey responses, the meeting with the Executive committee, and from the retreat that the Council members are feeling a lack of relevancy and authority: private sector awareness of the Council is reportedly minimal and public sector acceptance of the Council's policies and recommendations are reportedly ignored at times.

Recommendation

Part of the marketing strategy should be to get the Governor to publicly reaffirm the Council's authority as stated in Goal #1. Of course, the Council has to earn that endorsement every day through results, and then update and market those results.

5. Observation

The Council's strategy to enhance marketing efforts to the State's youth through a focus group is also timely. In performing a simple internet search to find information on the Wyoming Youth Council, the results revealed there is no basic information about this specific Council that is easy to locate on the web. If Wyoming's youth hear about the Council and want to learn more, they will have difficulty finding it through the internet and the internet is a key research tool for youth.

Recommendation

Prior to the creation of a focus group, enhance marketing efforts to the State's youth by providing information on the Council and DWS websites about what the Youth Council is and what it does. If not done prior to the focus group, the Council may include this as a topic of discussion with the youth asking them how they prefer to gather information and where the information should be accessible online.

6. Observation

Becoming the driver of change is the acid test for the Council. If the Workforce Development Council, with its private-sector majority and sector representation, is to be able to influence policy and strategic change, then the workforce education and training providers must be engaged.

Recommendation

In addition to adding sector representation to the Council, make opportunities for the community colleges and the Wyoming Department of Education to get one-on-one with key targeted industries. These should be much smaller meetings and should occur outside the Council meetings. Invite individual college presidents for a meeting or dinner with a targeted company, with a few Council members facilitating the discussion.

As the Council enhances sector representation, find out what is needed in workforce training and get those sector representatives to commit to one-on-one meetings with community college presidents in order to request the training be added to curricula.

7. Observation

The Council ranked board orientation and training as the #3 goal.

Recommendation

Orientation and training for new and returning Council members should be in the order of the first priority.

8. Observation

Orientation and training are necessary and should be conducted on an annual basis. Too many boards, commissions, and Councils do not take the time to focus on the organization, preferring instead to focus on projects. This is particularly true of boards which meet fewer times during a year. All organizations need direction and members need to understand that direction. Orientation and training are never “over and done with” as healthy organizations are constantly undergoing positive change. The Council itself is evidence of this, having changed substantially from its beginnings ten years ago.

Recommendation

The Council should commit a major portion of one meeting annually (September seems to be the optimum meeting at which to do this) for board orientation. The concept of “pre-orientation,” (i.e. the Chair meeting with newly appointed members prior to their first meeting) has merit but should not be limited to new Council members. An annual orientation and training for all Council members, new and returning, provides powerful momentum and fosters greater teamwork and commitment. All members will have the opportunity to articulate and reaffirm the long-range mission and orient themselves toward immediate goals. Most importantly, annual orientation and training affords the leadership of the Council to articulate expectations and achieve members’ commitment to their responsibilities:

- Attendance at Council meetings
- Participation, including committee assignments and meetings
- Short-term goals to be accomplished and how
- Advocacy for the Council
- Accountability and budget constraints
- Authority of the Council and its relationship to DWS

As the Council moves forward with its sector strategies, it is imperative that *annual* orientation and training be conducted for *all* members. Align has expertise in board training and orientation.

9. Observation

The Council membership is comprised entirely of engaged and busy leaders from across the state. Meetings are scheduled relatively infrequently in order to not unduly intrude on Council members' schedules.

Recommendation

Not all meetings have to be scheduled the same length. The meeting that will include orientation as well as regular business meeting should add one extra day for the orientation.

10. Observation

Council participants at the retreat initially had a difficult time reaching consensus on the vision of the Council. This was also evident from the responses to the pre-retreat survey. These were not unexpected. The Council has a relatively new membership, with eight of the participants having served on the Council less than 1.5 years. Turnover on the Council occurs regularly. These factors reinforce the need for annual orientation and board training for new as well as returning Council members.

Recommendation

Rather than a separate orientation manual, the orientation materials should be included as part of each Council member's customary board manual. Orientation materials that are separate will be looked at once and then shelved. The history, heritage and expectations of the Council are important and should be readily available for each member at each meeting. Council leadership should state the expectation that members bring their manuals to each meeting. Also, orientation materials should include a description of the all committees and their relationship to the mission of the Workforce Council.

In addition to orientation, the Council should conduct team building activities to enhance involvement of new members with existing members. Committees should also conduct team building to make sure new members to the committees build relationships necessary to contribute at that level.

11. Observation

As pointed out several times, the Council's work is, at times, hindered by lack of regular attendance by Council members. In addition, new Council members express a lack of understanding of the "broad picture" as well as specific issues facing the Council.

Recommendation

The addition of newly appointed and statutorily required members is bound to result in members who have not committed to the Council's purpose and goals. It will behoove the Council to identify prospects for Council membership in advance of appointments, and at the very least request of the Governor and legislative leaders Council input on potential designees.

12. Observation

Restructuring is a major process, and while some Council members have a clear vision of how and why committees are created, it requires constant discussion in order that all members understand. Communication among Council members is critical, given that members are from all across the State and that there are few regular meetings during the year. Keeping Council members engaged and informed is a primary objective.

Recommendation

Develop and use organization and communication charts which should be included with each Council member's manual. Address the purposes and desired outcomes for each committee at each meeting and in other communications.

13. Observation

The term "oversight" can have negative connotations which could distract from the important functions of the committee. In particular, it is a "governmental" term, conjuring up images of Congressional hearings on everything from housing to baseball. While current Council members understand what is intended, future Councils, the Governor's office or the legislature may give "oversight" more credence and authority than actually intended.

Recommendation

Consider a name that will be more generally accepted in the private sector, such as Evaluation, Allocation, Accountability, Performance, or Assessment.

Action Items

The Council identified these items to be accomplished immediately:

- Follow up on the Council's investment on the **Job Corps** center to determine the progress of the advisory board. Specifically, Curtis Biggs will request information from key advisory board members and report back to the Council—Due: APRIL 2008
- Effect a successful **Workforce Summit**—JUNE 2008
- Include youth on monthly **Youth Council** phone calls—JULY 2008
- Finalize the **youth career guidance projects**—AUGUST 2008
- Present **full explanation of the programs and expenditures of 15% committee**—at the Council meeting that follows the Workforce Summit—SEPTEMBER 2008
- Achieve **greater accountability** on the programs and monies the Council approves under the 15% set-aside expenditures—NOVEMBER 2008
- Advocate for and achieve legislation for a **career/technical grant program** similar to the current Wyoming Hathaway Scholarship-- MARCH 2009
- Complete this Strategic Doing plan by addressing the objectives identified on pages 13 and 14 of this report.

Strategic Doing Plan for 2008-2010

The Vision of the Council

The Council retreat resulted in a reaffirmation of the vision, with only minor changes: **“The Wyoming Workforce Council’s vision is a state with a strong and growing economy populated by educated, economically self sufficient people in order to enjoy a high quality of life.”**

The Mission of the Council

The Council appropriately redefined its mission from one that had been oriented toward strategies (e.g. “. . .bringing business, labor and the public sector together. . .”) to one that is concise, easily communicated and from which the goals established by the Council naturally flow.

The mission of the Wyoming Workforce Development Council is to shape strategies and policies to develop, recruit and retain Wyoming’s workforce.

Facilitator’s note: *The Council should include any and all stakeholders necessary to get the job done.*

Goals and Strategies

The Council then established new goals and objectives to be achieved by the end of August 2010. The following five goals and underlying objectives and strategies are those that were deemed most urgent by the retreat participants. It should be noted that the **goals**, as presented, represent longer-term direction for the Council while the stated **strategies** are immediate term. These same goals will continue to guide the actions and future strategic objectives of the Council.

The following are listed in order of priority, as consented to by the Council, and include the respective committee and Council member responsible for directing success within the time frame indicated:

Goal #1: The Council will be the recognized authority on workforce issues in Wyoming

Objective: Develop and implement a comprehensive marketing plan for the Council and the workforce efforts of the Council.

Primary responsibility: Communications Committee

Lead: Jim Engel, Committee Chair

Due: Draft of plan due November 2008

Strategies:

Create a marketing toolkit for Council members.

The marketing toolkit will include:

- A list of talking points to be updated every quarter. Talking points topics include mission statement, goals, training grants, career clusters, constantly seeking solutions, & that the Council is private-sector driven.
- Document testimonials. All Council members are to submit testimonials to Rieman by the end of April 2008. Responsible parties: Charlie Ware, Dave Scriven, Jim Engel, Rocky Anderson and Curtis Biggs.
- One single, authoritative and comprehensive Workforce Council website. This “one stop” site will provide links to local and statewide workforce resources and will be updated regularly.

Promote the 2008 Workforce Summit

Responsibility: Whole Council

Due: Starting NOW and up to the beginning of the Summit.

How: Council members will advocate the benefits of the Summit via person-to-person, email, mail, and the talking points.

Measurable items: Jerimiah Rieman will send weekly information/updates to the Council.

Success will be measured by full capacity attendance and with the majority and participants being from the private sector.

Enhance marketing efforts to the State’s youth to increase awareness of opportunities.

Primary responsibility: Biggs and Youth Council

Due: November 2008

How: Assemble a youth focus group, recognizing that members of that group will be in constant change.

First step: Define demographics.

Due: April 21st, 2008

Option for consideration: Include and involve youth at Council meetings.

Goal #2: The Council will drive workforce training and education initiatives within the State.

Objective: Develop and implement sector strategies so that (a) the Council has representatives from industries that are significant to Wyoming's current and future employment and economic development and, (b) the Council will be able to target workforce training initiatives toward specific industries and skills.

Responsibility: New Sector Solutions Committee

Lead: TBD--Scriven, Chair to appoint committee chair

Due: November 2008

Strategies:

Council members obtain the *2008 Projections for Industries and Occupations in Wyoming, 2008-2014 (Wyoming Department of Employment-Research and Planning)*.

The Council will use this as its starting point to identify major employment sectors.

Due: Prior to June 2008

Identify and target 2 or 3 sectors.

The Council will use these to prioritize its next initiatives for workforce development over the next 2-3 years. Invite representatives from those sectors to the September 2008 meeting in order to get information.

Due: before the September 2008 meeting

Goal #3: The Council will be comprised of committed team members who ensure good governance and who advocate the mission, goals and objectives of the Council

Objective: Implement orientation and training for Council members.

Responsibility: Executive Committee

Leads: Scriven, Council Chair, and Rieman, DWS Policy Analyst

Due: Development of manual—by the September 2008 meeting for presentation and discussion at that meeting.

Strategies:

Develop and use written orientation materials.

This will include the Wyoming Executive order 1998-1 which created the Council, the new marketing toolkit, business cards, long range vision, mission statement, immediate goals and strategies, Council representation. Rieman is responsible for having this by the September 2008 meeting.

Lead: Rieman

Due: by September 2008 meeting

Pre-orientation with new members as needed.

This will include, at a minimum, conveying the time commitment necessary, responsibilities of Council members, and attendance requirements.

Under consideration: implementing a mentoring program.

Measurement: Beginning February 2009 and each February thereafter, the Chair and Executive committee will meet with new members to gauge the effectiveness of the orientation the preceding September.

Goal # 4: Provide oversight for financial and compliance accountability to the Council and public.

Objective: Concise accountability and evaluation report on 15% Council funds and on the “other” 85% of WIA funds.

Responsibility: New Evaluation/Oversight Committee

Due: Distributed to all members before November 2008 meeting

Strategy:

The Council and DWS leadership shall coordinate to develop and negotiate performance indicators with the U.S. Department of Labor, and the Council shall assist DWS in monitoring progress toward those indicators.

Strategy:

Develop key performance indicators (KPI) that clearly tell the Council and the public what expenditures are made, to which organizations, and the resulting change because of those expenditures. KPIs are appropriate for the Workforce Training Fund grants, 15% discretionary funds expenditures and Council expenditures for its activities. KPI's should conform to the goals and objectives established by the Council.

Responsibility: The Evaluation/Oversight committee working with Evans and Rieman
Due: Present 1st trial of executive summary at the November 2008 meeting. Frequency of these summaries, such as quarterly, semi-annual or annual, will be determined at a later date.

Goal # 5: Establish and maintain effective communication and administration channels that ensure the mission and goals of the Council are accomplished.

Objective: Restructure Council committees so that goals 1-4 are expedited.

Responsibility: Executive Committee, ratified by entire Council

Lead: Scriven, Chair and Rieman, DWS Policy Analyst

Due: Formal action regarding these committees will take place at the May 2008 meeting.

Strategy:

Establish the following committees and their corresponding general responsibilities:

- Executive Committee for Council governance and legislative advocacy.
- Evaluation Committee or oversight committee for recommendations on 15% expenditures and overall financial accountability.
- Sector solutions Committee to make employment sector recommendations to the entire Council, and develop the agenda and program for the annual Summit. (incorporates the former “collaboration” committee.)
- Talent Pipeline Committee to research and recommend strategies that develop, recruit and retain the workforce to meet Wyoming’s demand.
- Youth Council Committee, required under WIA and will continue to represent the interests of youth, as outlined in the “Comprehensive Marketing Plan” above.
- Communications Committee for developing, implementing and updating the marketing plan.

Other Objectives for Strategic Doing

Listed below are those objectives that are equally important to the Council, but did not rise to the same level of urgency by consent to qualify as immediate priorities for the Council. Because of time constraints, the Council was unable to completely address the strategies, timeframes and assignments in all cases. It is expected the Council will complete the planning for these objectives by the end of the calendar year 2008.

Objective: Involve the Wyoming Native American population.

Strategies/First step: Gain knowledge of tribal workforce issues, tribal representative to Council meeting.

Due: April 2009

Objective: Career cluster program utilized by 100% of Wyoming schools.

Possible strategy: Involve media.

Due: Council to take up this objective in June, 2009

Objective: Career readiness assessment in place in 100% of Wyoming High schools.

Strategies: TBD

Due: Accomplished by April, 2010

Objective: Establish Youth Council as the Workforce Council's ear and voice to Wyoming youth.

Strategies: TBD

Due: TBD

Objective: Evaluation of education and training systems in Wyoming.

Strategies: TBD by Evaluation/oversight committee.

Due: TBD

Objective: Establish measurements for all goals.

Strategies: TBD by Evaluation/oversight committee.

Due: TBD

Objective: A comprehensive list of all workforce services.

Strategies: Partner with Career Technical Education.

Date: TBD

Objective: Develop a "Talent Pipeline" for a skilled workforce.

Strategies: TBD

Date: TBD

2008 “Strategic Doing” Meeting
Wyoming Workforce Development Council

Saratoga Inn, Saratoga, WY

April 3: 8:00am – 5:00pm

April 4: 8:00am – Noon

Thursday, April 3

- I. Introduction -- Dave Scriven, Council Chair
- II. Overview of the strategic doing process, expectations and outcomes—Phil Van Horn and Jessica Binning, Align™
- III. Warm-up with a purpose
- IV. Success stories: Council accomplishments
- V. Vision
- VI. Mission
- VII. Goals/2 Year Plan/Action Items

Friday, April 4

- Goals/2 year Plan/Action Item (continued)
- VIII. Structure/Council Committees
 - IX. Assignments

WWDC

NOTE: Wear comfortable, seasonally appropriate clothing. We may be outside for some activities, weather permitting.

List of Attendees

The following is a list of attendees at the April 2 – 4, 2008 Wyoming Workforce Development Council “Strategic Doing” session in Saratoga, Wyoming.

Rocky Anderson; Electrical, Labor
Curtis Biggs; Community Colleges, Youth
Cale Case; Legislator, Hospitality
Gary Child; Department of Employment
Jon Conrad; Mining, Youth
Christie DeGrendele; Community Organization, Youth
Jim Engel; Real Estate
Joan Evans; Department of Workforce Services
Peter Reis; Business Council
Ray Fleming Dinneen; Business
John Jackson; University of Wyoming
Laurie Latta; Community Organization
Katie Long; Youth
Bryan Monteith; Education, Youth
Sandy Caldwell; Community Colleges
Amy Brockle; Community College Commission
Leonard Scoleri; Banking
Dave Scriven; Business
Charles Ware; Contractors
Tim Wells; Labor
Jerimiah Rieman

Wyoming Workforce Development Council
“Strategic Doing”
Pre-retreat Survey
Summary
May 2008

After the Executive Committee’s meeting in December and before the Council retreat in April, Align developed a pre-retreat questionnaire with the consultation and approval of the Executive Committee. The questionnaire was distributed via Survey Monkey® to the entire Council membership.

The collective responses to the questionnaire helped the facilitators identify recurring themes and context in which to plan the retreat agenda. Individual responses are not included in this report for two reasons:

1. They almost always detract from the strategic planning process. Dedicated leaders have a tendency to try to address each and every concern. This is counter productive to the more important goal of reaching consensus on a plan of action.
2. Respondents were assured confidentiality. Deny it as we might, it is human nature to try to ascribe certain responses to someone we may “think would respond that way.”

Below are questions included in the survey, followed by a summary of the general themes identified.

1. Why did the Governor appoint you to the WWDC?
2. Why did you agree to be a part of the WWDC?
3. How long have you been on the WWDC?
4. How many meetings have you attended?
5. What is currently determining whether the Council is successful or a failure?
6. What is the Council not getting done?
7. Is the Council supporting the right things?
8. How can the Council determine which projects are the right ones to support?
9. What authority does the Council have?
10. What do you expect to get out from a “Strategic Doing” retreat?

Summary of pre retreat questionnaire responses

Of the twenty respondents, seven (35%) have served on the Council less than eighteen months and six (17%) have served five or more years.

All respondents report a high level of commitment in order to serve the residents of Wyoming as well as a desire to serve existing and potential employers.

There was a general and frequent expression of frustration over the lack of knowledge of what the Council's purposes are, the extent of its authority, how decisions are made and how outcomes are evaluated. *It is important to note that these were not indictments of the Council's current or past decisions. Rather, they represent members' needs to have greater understanding of their individual roles and how those relate to the Council's mission.*

Virtually all respondents expressed a strong desire for "action" and were looking forward to the retreat.