

Response to Questions: Strategic Planning Facilitation Services

Q: What is driving the timeline for this project - why hold the facilitation in February? If there is a weather delay, will an alternate date be selected or will the meeting move to virtual?

A: The timeline is driven by the management team's quarterly meeting schedule. While specific dates have not been selected at this time, the 2-day quarterly meeting is likely to be in early or late February. If weather is a challenge the meeting will be held virtually. There is flexibility to suggest a date in February or even into March.

Q: What tools and resources have been used in the past to define strategy, decision-making, budget decisions (e.g., frameworks, methodologies, past strategic plans)? Will those materials be shared soon to support the development of our proposal?

A: See attached program framework. Additionally, the program management team completes work planning over approximately 6 months each year. The process consists of development of strategic priorities, reaffirming core work, and chartering special projects. Additionally, hours are assigned to all employees, corresponding to the work tasks they are expected to complete. A quarterly review of workplan hours is completed, with a more intense mid-year review.

Q: In Phase 1 Discovery - we typically recommend interviews with other stakeholders to gain a full picture of the organization. Is there flexibility in the planning for additional discovery steps and actions?

A: Flexibility can be provided for this. The list of contacts will be reviewed and approved by the Program Director. Internal stakeholders may be interviewed as well, with PD approval. Ideally, there would be opportunities for a small team to work with the PD and attend some of the prep meetings.

Q: What is the Air Program Director's experience with strategic planning and facilitation of similar sessions?

A: Program Director has led a range of strategic planning activities for over 15 years. Many have had a direction provided ('mall map', agency strategic alignment) or were building on processes already in place (work planning). As this will be more of a ground up exercise, the PD is seeking a thought partner and proven techniques.

Response to Questions: Strategic Planning Facilitation Services

Q: What is the approval process for the strategic plan? Who else might need to be involved (e.g., other governing bodies or leaders) in approving and implementing the plan after the meeting?

A: This is for program use, but it is possible (though unlikely) that the Environmental Management Division leadership may seek involvement from awareness to approval. The Air Management Program is one of 7 programs in the EM Division.

Air Management Strategic Framework

Our Goals and Objectives:

Long Term Outcome:

Enhanced quality, management and protection of the state's air resources.

Program Role:

Responsibly uphold and implement both state and federal statutes related to air quality in Wisconsin.



Ensure an inclusive work culture that engages and inspires all Air Program personnel

- 1A Engage program personnel at every level by providing personalized growth and development opportunities.
- 1B Evaluate, identify and train on skill sets critical to continuous improvement.
- 1C Increase opportunities for communication and feedback in the program.
- 1D Increase opportunities for people to bring their individual perspectives, ideas and approaches forward.



Facilitate collaboration across the program, division, department and other agencies

- 2A Align around a shared vision and purpose.
- 2B Create avenues for teams to interact.
- 2C Build upon successful work products and interactions.
- 2D Leverage outreach and communication platforms.



Enhance customer service

- 3A Increase transparency, efficiency and online engagement.
- 3B Remain at the forefront of messaging to the public.
- 3C Continue to build and expand easily accessible subject matter expertise and information.
- 3D Provide leadership and take ownership of program responsibilities.



Increase agility in the work we do

- 4A Continue to foster a growth and learning mindset.
- 4B Evaluate and operate based on core work and values.
- 4C Recognize opportunities and act upon them.
- 4D Improve the ability to mobilize appropriate resources quickly.

