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2009

Strategic Plan

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ACKNOWLEDGEMENTS

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- Paul Roback, Associate Professor & Community Development Educator- UW-Extension, Washington County
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EXECUTIVE SUMMARY

OVERVIEW

Representatives from the Healthy People Project of Washington County (HPPWC) contacted Paul Roback, Community Development Educator at UW-Extension Washington County, to conduct a strategic planning process for HPPWC. After several preplanning meetings, a process was designed and strategic planning was facilitated from January-May 2009. The following is a brief summary of the results of this process. The full strategic planning report follows this summary.

MISSION

"Healthy People Project of Washington County-
Promoting Healthy Living in our Communities"

VISION

The Healthy People Project of Washington County is a coalition that:

- Raises community awareness of our mission and is recognized as a reputable community resource
- Influences policy decisions and is action oriented with diverse projects
- Partners with other organizations and community stakeholders to fulfill our mission
- Strives for community buy-in to ensure organization longevity
- Recruits and maintains a diverse and active board with rotating leadership

GOALS

In order to ensure the success of the Healthy People Project, the following broad based goals were identified to accomplish over the next 12-18 months:

- Internal Organization
- Marketing
- Programs
- Forum & Success
- Funding
- Policy

ACTION PLAN

A detailed action plan was developed for each broad based goal. Each goal will include one or more objectives and each step needed to complete the objective. These steps include:

- The expected outcome
- Identification of the human and financial capital needed to complete the objective
- Identification of the person responsible for completing the objective
- Determination of when this objective must be completed

BACKGROUND

BREIF HISTORY & ACCOMPLISHMENTS

In 2006, UW-Extension Community Development Educator Dan Wilson facilitated a broad based coalition of individuals that were interested in increasing physical activity and good nutrition for Washington County residents. This resulted in the development of a Healthy People Conference, which was attended by over 100 businesses and community members. Several participants from this conference continued to meet with Dan Wilson and developed the Healthy People Project of Washington County (HPPWC). In March of 2007, Dan facilitated strategic thinking activities with HPPWC, which resulted in the development of an organizational mission, vision and prioritized goals.

Since formation, HPPWC has developed and implemented a successful workplace farmers' market program and have developed a tool kit so that other local businesses can replicate this project. Additionally, HPPWC completed a 12-month training course through the Healthy Wisconsin Leadership Institute's Community Teams Program.

HPPWC, through the Kettle Moraine YMCA, was recently selected to participate in Activate America®: Pioneering Healthier Communities. Funded through a cooperative agreement with the Centers for Disease Control and Prevention (CDC), the Pioneering Healthier Communities project will bring together high-level representatives from the government, non-profit and private sectors to drive change in the community. This team-based approach allows communities to develop programs that improve opportunities for physical activity and healthy eating. As part of the Pioneering Healthy Communities Project, a $10,000 grant from the CDC was received to send a team to Washington DC for the Pioneering Healthier Communities National Conference from December 10-12, 2008.

STRATEGIC PLANNING OVERVIEW

UW-Extension Community Development Educator Paul Roback met with Shari Winter of the Washington County Public Health Department and Aaron Schmidt of the Kettle Moraine YMCA regarding providing organizational development resources for the Healthy People Project of Washington County (HPPWC). Specifically, they requested that Roback facilitate:

- Reassessment of organizational goals and actions plans that were developed in March 2007, shortly after the organization was formed. This would also include identifying and prioritizing goals for 2008-09 and the development of action plans.

- Development of an organizational structure that utilizes the talents and interests in the HPPWC members in fulfilling organizational mission and vision.
- Identification of a process that HPPWC can implement to identify the gap between community interests and current community infrastructure / policies. This community assessment will be utilized in the development of a program for grant funding through the Centers for Disease Control and Prevention.

As a result of this meeting, a strategic planning process was designed to include:

- Review and Update Mission Statement
- Create a Vision Statement
- Stakeholder Analysis
- Strengths, Weaknesses, Opportunities & Threats (SWOT) Analysis
- Goals Identification and Prioritization
- Action Plan Development
    - Prioritize short-term and long-term goals
    - Brainstorm action steps, assign tasks & dates for completion

ORGANIZATIONAL STRUCTURE

Photo: Microsoft Clip Art

Although the Healthy People Project of Washington County has been meeting for several years, members wanted to revisit the name of the group to ensure that there was buy-in from all members. There was some concern that the word "project" implied that after one project is completed, the group would no longer need to be in existence. The members agreed that HPPWC was a long-term commitment, greater than the accomplishment of one project. Since the name the Healthy People Project of Washington County has been used for several years, the group has begun to experience name recognition in the community. Therefore, it is beneficial to build upon that recognition. As a result of these discussions, members agreed that the official name of the organization will remain "Healthy People Project of Washington County."

After reviewing the definitions for the terms coalition, collaboration and partnership, members agreed that the term coalition most accurately reflects the HPPWC. According to Merriam-Webster dictionary, a coalition is "the act of coalescing." Coalescing is defined as "to grow together" and "to unite for a common end."

In order to assist the HHPWC in fulfilling its mission and vision, members discussed and reviewed several organizational structures. A structure was developed in order to utilize the talents and interests in the HPPWC members while also connecting to the needs of the community. The organizational chart can be found in Appendix A.

The Action Team consists of the eight individuals that have been meeting as the HPPWC over the past two years. The Action Team is responsible for developing and implementing projects. Additionally, the Action Team is responsible for the day-to-day operations of HPPWC.

The Community Planning Advisory Team is responsible for connecting the Action Team to the community to ensure that the programs and activities of the HPPWC are relevant to community needs. Additionally, the Community Planning Advisory Team provides guidance with the development of HPPWC goals and assistance with action plan implementation.

MISSION & VISION

MISSION STATEMENT

Mission statements get to the heart of an organization's focus. Typically, the statement should be short, understandable, recognizable and used repeatedly. Mission statements are often stated in an active tense to help others recognize that the organization is focused on action.

Members reviewed the current mission statement and agreed to the existing language of:

"Promoting Healthy Living in our Communities"

Members also agreed that the mission statement should be used in conjunction with the organizations name.

"Healthy People Project of Washington County-
Promoting Healthy Living in our Communities"

VISION STATEMENT

A vision provides a good view of what the organization will be like, feel like, act like and look like in the future. A vision statement is often a description of how the organization will function at the completion of its strategic plan. Sometimes, vision statements are used as a motivational tool that utilizes an idealistic image that the organization cannot realistically achieve.

Photo: Microsoft Clip Art

In order to start drafting a vision statement, board members were asked to respond to the following questions:

- Looking two to three years into the future, describe your ideal Healthy People Project of Washington County.
- What are your wildest dreams for the organization?

The complete listing of wildest dreams can be found in Appendix B of this document.

Utilizing the ideas generated on this list, the HHPC agreed to the following vision statement:

The Healthy People Project of Washington County is a coalition that:

- Raises community awareness of our mission and is recognized as a reputable community resource
- Influences policy decisions and is action oriented with diverse projects
- Partners with other organizations and community stakeholders to fulfill our mission
- Strives for community buy-in to ensure organization longevity
- Recruits and maintains a diverse and active board with rotating leadership

STAKEHOLDER ANALYSIS

Organizations have a variety of stakeholders (individuals, groups, and agencies) that deserve attention. Considering stakeholders when identifying issues to be addressed and creating action plans is important.

Stakeholders are classified as either internal or external. Internal stakeholders are those that are influenced by your organization while external stakeholders influence your organization in some way. Sometimes, stakeholders can be considered both internal and external. The following stakeholders were identified:

Internal Stakeholders

- Kettle Moraine YMCA
- Washington County Health Department
- Washington County Aging and Disability Resource Center
- City of West Bend Park, Recreation and Forestry Department
- West Bend Clinic
- West Bend Mutual Insurance Company
- West Bend Joint School District #1
- Community Memorial Hospital

External Stakeholders

- Government
  - Local municipal governments
  - Local municipal park & recreation departments – Hartford, Slinger, Jackson
  - County government
  - State Health Department
  - Wisconsin Department of Transportation

- Community Groups
  - Biking network
  - Trail groups

- West Bend Trail Blazers (Biking)
- Badgerland Striders
- YMCA running group
- Ice Age Trail group
- Parent Teacher Organizations
- Non-profits (Volunteer Center)
- Boys & Girls Clubs
- Senior Centers
- Civic groups – Rotary, Lions …
- Injury Prevention Coalition

- Business
  - Chambers of commerce
  - Economic Development Washington County
  - Business Improvement Districts (Downtown West Bend Association)
  - Local Restaurants (WI Restaurant Association)
  - Media (paper, radio)
  - Day care/After school providers
  - Farmers
  - Developers
  - Fitness clubs – Snap, Anytime Fitness, Curves
  - Healthcare providers

- Others
  - American Heart Association and others
  - Agriculture group to help with Farmers Market – UW-Extension
  - WI Leadership training
  - Pioneering Healthier Communities (PHC)

FORCE FIELD ANALYSIS

A number of internal and external forces affect the ability of an organization to carry out its mission through action plans. Positive forces (strengths and opportunities) should be built upon and hindering forces (weaknesses and threats) should be proactively addressed in action plans. A Strengths, Weaknesses, Opportunities & Threats (SWOT) Analysis is a participatory activity that assists in the identification of these forces.

The HPPWC brainstormed the following strengths, weaknesses, opportunities and threats:

Strengths

- Committed team members
- Diversity
- Ideological support of member organizations
- Highly recognizable organization names

- Passionate team members
- Experience
- Recognition of existing evidence based programs
- Work well together
- Common interest
- Take on challenges
- Foundation – good building block exposure - knowledge base
- Good leadership
- Devotion
- Communicate well
- Network and collaboration
- Respectful of each other
- Flexible

Weaknesses/Challenges

- Size of Action Team
- May lose Action people waiting in the wings
- Time restraints – volunteer effort
- No staff
- Inexperience with projects – Trial & Error
- Organization of files and documents – clerical
- Lack of funding
- Group structure
- Leadership transition
- Volunteer vs. paid staff
- Awareness of community activities and programs
- Resources – printing
- Lots of directions to go in and don't know where to start
- Follow through to completion – due to lack of staff and time
- No program prioritization
- Inexperience in effecting policy change

Opportunities

- Grow
- Lots of interest on topic – science based evidence
- Untapped funding
- Other groups with similar goals
- Political and economic ideological shift from individual to community
- Community buy-in
- Public relations
- Government – more buy-in from Feds
- Insurance companies – health risk assessments
- Openings on community advisory team
- Sustainability of HPP by working on policy change
- Reputation – action oriented group

- Existing environmental assets – increase access to parks & trails
- Getting into school fundraisers – walks vs. buying food
- Reaching throughout Washington County
- Community events - family fun day and step on to trails
- Add community representative from another community to mentor for future community partnerships
- Some politicians are receptive
- Media

Threats

- Receptiveness in community
- Small government / policy makers resistance - lack of political willingness
- Funding for HPP projects, community projects
- Economy
- Culture and habits
- Lack of awareness of team and what team wants to do
- Ideology of elected officials and public
- Long-term solutions
- Action team and community energy level
- Reaching limited resources, individual / families - "the healthy challenged"
- Potential for those with self-interest becoming involved
- Complexity of issues
- Companies resistance to HPP goals / ideology
- Convenience of unhealthy options/choices
- Media

GOALS

Goals are broad statements of what the organization hopes to achieve in the next few years. They focus on outcomes or results and are qualitative in nature. The Board agreed to focus on short term goals that should be accomplished within the next year.

Photo: Microsoft Clip Art

Participants brainstormed on the following question:

- In order to ensure your success, what would you like the Healthy People Project of Washington County to accomplish over the next 12-18 months?

Ideas were generated and then placed in broad goal categories.

A. Internal organization

- Create database of groups with similar missions as HPP and create a plan for outreach / collaboration with these groups
- Activate people waiting in the wings
- Divide into implementation teams to accomplish goals – recruit additional members
- 15-hour per week dedicated employee for HPP
- Non-profit status

- What data will we gather to measure our success – measurable objectives
- Set meeting dates and times to keep group together and on track
- Establish meeting ground rules
- Organization of HPP files
- Developing long-term goals
- Have Community Partner Advisory team meet at least two times

B. Marketing

- Outreach outside of West Bend
- Marketing brochure – general and Farmers' Market
- Website
- Create database of groups with similar missions as HPP
- Recognition by Board of Public Health – endorsement
- Endorsement by other community/business stakeholders
- Name recognition
- Get HPP name out to other organizations to provide resources to them
- Participation in other health fairs and events to promote HPP
- Getting farmers' markets est. with HPP name – brochure
- Develop good talking points
- Tie into Discover Wisconsin – more than a Destination - Get Host involved
- EDWC Healthcare Initiative – 2010?

C. Programs

- Implement CHLI Assessment
- Establish working relationship with Injury Prevention Coalition (walking to school)
- Getting farmers' markets est. with HPP name – brochure
- Establish breastfeeding as the norm in Washington County
- Tie into Discover Wisconsin – more than a Destination - Get Host involved
- Corporate Challenge
- Identify key audiences and specific action items that link to original HPP goals- utilize criteria to prioritize, such as who is the group, where are they located, how many people does this group research, ability to implement & resources needed. This may help to identify low hanging fruit and 1-2 larger objectives to focus on.

D. Forum and Success

- Community forum – update people where HPP is at
- Complete Streets- Mark Fenton event
- Celebrate our success

E. Funding

- Obtain additional Pioneering Healthier Communities (PHC) money- What will we use this money for?
- Identify additional local and matching funding sources

F. Policy

- Development of policy around bike paths for city in order to move forward with
- Establish breastfeeding as the norm in Washington County
- Have one policy influence – bike, breastfeeding…
- Research, statistics, evidence to support and enact change- politicians will need this

ACTION PLANS

The details of how an organization focuses on goals are set forth in a plan of action. In an action plan, each goal will include one or more objectives and each step needed to complete the objective. Each step also includes:

- The expected outcome
- Identification of the human and financial capital needed to complete the objective
- Identification of the person responsible for completing the objective
- Determination of when this objective must be completed

The HPPWC agreed that short term goals will be addressed in 2009 and long term goals will be addressed beyond 2009 and will be discussed in further detail at a later date.

Photos: Microsoft Clip Art

GOAL STATEMENT: Internal Organization

Objectives	Inputs – What Steps/Actions Do We Need to Take For Each Objective?	Expected Outputs/Outcomes	Human And/Or Capital Resources Needed?	Who's Responsible?	By When?	Date Completed
Short Term						
1) Est. mtg. dates & times for Action Team	1) Review individual calendars	1.) Scheduled mtgs. to ensure attendance	1) Time	1) Action team	1) Third Thursday	1) 5/21/09
2) Est. mtg. ground rules	2) Research other coalition mtg. ground rules	2) Formal process to conduct mtgs. & make decisions	2) Time	2) Shari & Paul	2) June	2)
3) Organize HPP Files	3) Gather docs. in central place & burn onto disc & distribute	3) Easy reference & use	3) Time	3) Jennifer	3) On-going	3)
4)Create database similar of groups	4a.) Review Stakeholder Analysis 4b) Review Resource Directory 4c) Brainstorm additional groups	4a-c) Est. network communications	4a-c) Time	4a) Action Team 4b) Jennifer 4c) Action Team	4a-c) On-going	4)
5) Develop long-term goals	5) Research community needs (CHLI Assessment)	5) Measure program outcomes	5) Time	5) Aaron & Shari	5) Fall	5)
6) Community Partner Advisory Team Mtg.	6a) Est. Team 6b) Agenda- strategic plan, CHLI and PHC Project	6a-b) Issue ID & increase community support	6a-b) Time	6a-b) Aaron	6) Late Summer or Early Fall- Mon. or Fri.-AM	6)
7) Obtain non-profit status	7) Research process & resources	7) Funding opportunities	7) Time & money	7) Shari, Kristen, Paul & Aaron	7) On-going	7)
Long Term						
1) Hire part-time employee	1) Job description & funding source	1) Project coordinator	1)Time & money	1)	1)	1)

GOAL STATEMENT: Marketing						
Objectives	**Inputs – What Steps/Actions Do We Need to Take For Each Objective?**	**Expected Outputs/Outcomes**	**Human And/Or Capital Resources Needed?**	**Who's Responsible?**	**By When?**	**Date Completed**
Short Term 1) Create brochure	1) Outline info to include (Marysville example)	1) Increase name recognition	1) Time & printing money	1) Sara & Jennifer	1) May- Content draft June- Layout July- Final	1)
2) Develop talking points	2) Brainstorm an elevator speech & 3 key talking points	2) Common response	2) Time	2) Paul & Pat	2) May	2)
3) Endorsement by Board of Public Health	3) Develop 10 minute presentation, handout & letter of support	3) Support for org & PHC project funds	3) Time	3) Shari & Linda	3) Get info together in early July, present on Aug 5th, endorsement in Sept	3)
4) Endorsement by community & business stakeholders	4) Develop presentation & letter of support	4) Support for org & PHC project funds	4) Time	4) Jackie – City Jackie – Chamber Aaron- EDWC Shari- PCPC Jennifer, Sara & Aaron- Hospitals	4) July-Aug to get info together, present in Aug, endorsement in Sept	4)
5) EDWC Health Initiative	5) Get HPP Logo on Oct. Wellness Seminar	5) Increase name recognition	5) Time	5) Aaron & Linda	5) June	5)
6) Com. & Workplace Farmers Market	6) Distribute brochure	6) Increase name recognition	6) Time	6) Kristen & Kristi	6) August	6)
Long Term 1) Create website	1) ID info to include, host & funds	1) Increase name recognition	1) Time & money	1) Aaron	1) January	1)
2) Participate at health fairs	2) ID health fairs, dates, costs & info to distribute	2) Promote org. & recruit volunteers	2) Time	2)	2)	2)

GOAL STATEMENT: Programs

Objectives	Inputs – What Steps/Actions Do We Need to Take For Each Objective?	Expected Outputs/Outcomes	Human And/Or Capital Resources Needed?	Who's Responsible?	By When?	Date Completed
Short Term						
1) Implement CHLI	1) Conducting survey	1) Needs Assessment	1) Time	1) Aaron & Shari	1) May - ?	1)
2) Est. ongoing partnership with Injury Prevention Coalition	2) Kristen sits on Coalition & will represent HPP	2) Partner with Walk to School Day & increase number of events	2) Time	2) Kristen	2) Ongoing, May 12/13 is next IPC meeting, event is in the Fall	2)
3) Continue & grow farmers markets	3) Identify farmers and businesses to participate	3) Increasing access to fruits & vegetables for workforce	3) Time, Farmers & Promotional $	3) Kristen & Sara	3) On-going	3)
4) Corporate Challenge	4) YMCA working to ID 8 businesses to participate	4) Increase moral & physical activity	4) YMCA staff time	4) Rob & Aaron	4) Fall 2009	4)
5) Est. criteria to prioritize future programs & projects	5) Brainstorm criteria to tie into long-term goals	5) Ability to prioritize program requests	5) Time	5) Paul & Action Team	5) Fall 2009	5)
Long Term						
1) Tie into Discover WI	1) Utilize host Stephanie for program / event promotion (walking school bus)	1) Promote county rec. opportunities & increase physical activity	1)	1)	1)	1)
2) Partner with restaurants & orgs. that purchase local produce & organics	2) ID restaurants that utilize local produce & organics	2) Increase awareness of healthy food options	2)	2)	2)	2)

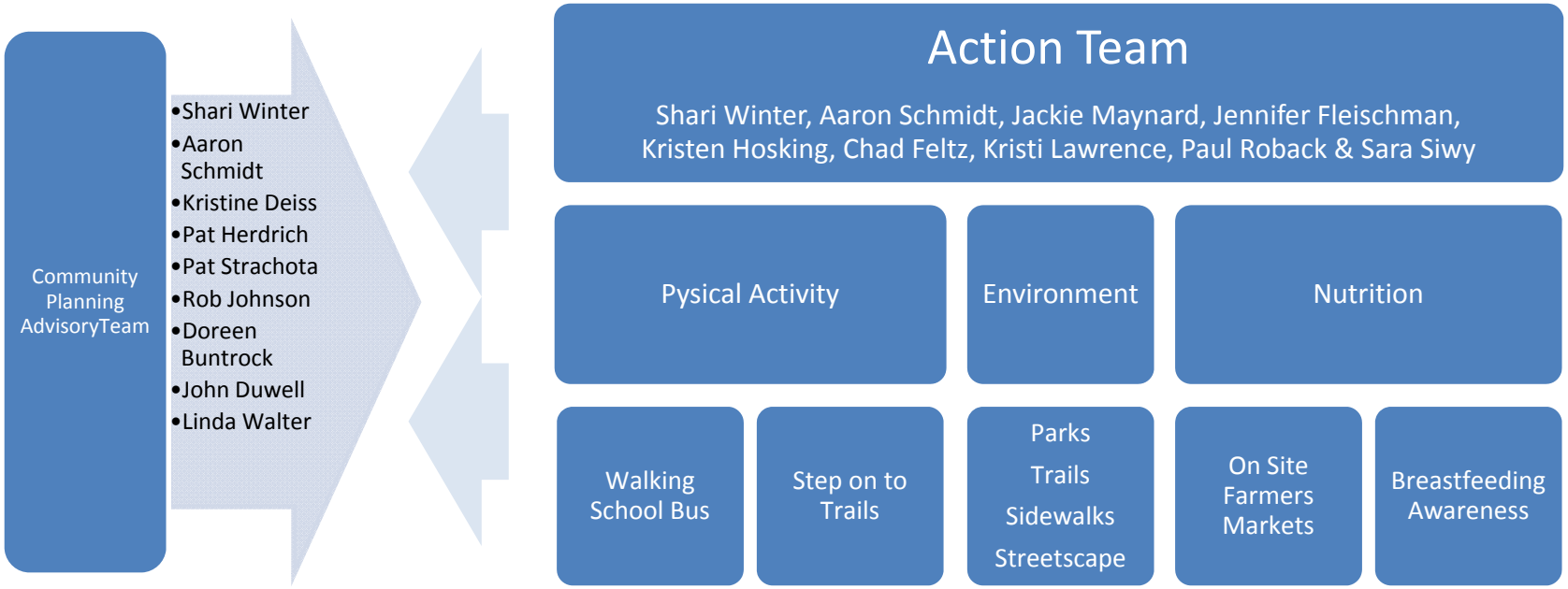
GOAL STATEMENT: Forum & Success						
Objectives	**Inputs – What Steps/Actions Do We Need to Take For Each Objective?**	**Expected Outputs/Outcomes**	**Human And/Or Capital Resources Needed?**	**Who's Responsible?**	**By When?**	**Date Completed**
Short Term 1) Facilitate community forum / Mark Fenton Event Draft Agenda: Morning- meeting & walking assessment with West Bend & invite other community local officials Evening- Community forum	1) Continue to meet with Mayor Deiss, obtain community support letter, obtain PHC funding & contact Mark Fenton	1) Education & momentum for policy change (bike lanes)	1) $3,000+ (part of PHC funding)	1) Jackie, Aaron, Shari & Kristi	1) Spring / Summer 2010	1)
2)	2)	2)	2)	2)	2)	2)
Long Term						

GOAL STATEMENT: Funding

Objectives	Inputs – What Steps/Actions Do We Need to Take For Each Objective?	Expected Outputs/Outcomes	Human And/Or Capital Resources Needed?	Who's Responsible?	By When?	Date Completed
Short Term						
1) Obtain additional PHC money	1) Conduct CHLI assessment & develop an action plan	1) Project ID & funding to implement	1) Time	1) Aaron & Shari	1) Fall	1)
2) Identify additional local & matching funding sources (Rotary, Lions, Kiwanis…)	2) Research	2) List of possible funding sources	2) Time	2) Action Team & Community Partner Advisory Team	2) On-going	2)
Long Term						

GOAL STATEMENT: Policy						
Objectives	**Inputs – What Steps/Actions Do We Need to Take For Each Objective?**	**Expected Outputs/Outcomes**	**Human And/Or Capital Resources Needed?**	**Who's Responsible?**	**By When?**	**Date Completed**
Short Term						
1) Facilitate one policy influence in 2009	1)	1)	1)	1)	1)	1)
2) Develop a policy around bike paths	2) Research statistics & evidence to support change	2) Policy change	2) Time	2)	2)	2)
3) Establish workplace policy for breastfeeding	3) Research statistics & evidence to support change	3) Policy change	3) Time	3) Shari	3)	3)
4) Establish regular walking school bus program at one school	4)	4)	4)	4)	4)	4)
Long Term						

APPENDIX A: ORGANIZATIONAL CHART



APPENDIX B: WILDEST DREAMS FOR VISION STATEMENT

In order to start drafting a vision statement, Board members were asked to respond to the following questions:

- Looking 2 to 3 years in the future, describe your ideal Healthy People Project of Washington County.
- What are your wildest dreams?

The following is the list of wildest dreams that were brainstormed on 2/19/09. Several of these could be considered organizational goals and were reexamined during the development of action plans.

Members brainstormed the following:

- 501(c)3 or establish relationship with existing 501(c)3
- Community awareness - recognized in community
- Community resource
- Action oriented
- Influence policy decisions
- Convener of groups
- Buy-in from community
- Credible – respected
- Reputable
- Staff person
- Not a one-time project – on-going longevity
- Terms – diversified Board
    - rotating leadership
    - rotating members
- Community Partners (membership)
    - community businesses
    - endorsement sheet
    - commitment letter

Diversified tasks (projects)

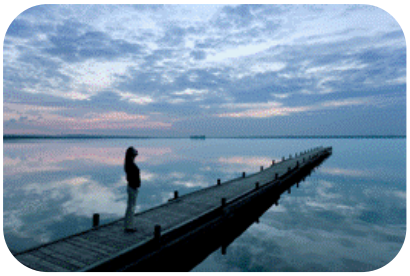


Photo: Microsoft Clip Art

APPENDIX C

To be added at a later date.

APPENDIX D

To be added at a later date.