

# Wisconsin Propane Education & Research Council Strategic Plan 2015

## EXECUTIVE SUMMARY

The Wisconsin Propane Gas Association, established in 1985, is a business and trade association dedicated to providing support, unity and leadership to the propane gas industry for the success of its membership. The WPGA is committed to continued service to its membership and relevance to the industry it promotes. In order to meet this commitment, WPGA has crafted a strategic plan, a comprehensive document designed to guide the activities of the Board, committees and staff to achieve maximum results.

Faced with challenges and opportunities presented by changing economic, technological and political environments in which it operates, the WPGA's board agreed that for the organization to grow with these changes, a concrete strategic plan would be a necessity. In June 2015, the board began the planning process with an initial meeting where goals and objectives were defined. Goals were then prioritized based on time frame and issue urgency. The WPGA Board has established the following eight strategic planning goals:

**GOAL 1:** Create and maintain a strong board of directors that includes and involves the next generation.

**GOAL 2:** Grow and maintain membership.

**GOAL 3:** Enhance WPGA's government affairs activities to proactively address issues such as natural gas expansion, roadblocks in advancing Autogas, spring road weight limits and other emerging trends impacting the Wisconsin propane industry.

**GOAL 4:** Establish a state WiPERC assessment program.

**GOAL 5:** Establish a plan for future education and training needs and concerns.

**GOAL 6:** Sustain and strengthen the fiscal health of the association.

**GOAL 7:** Advance the understanding and acceptance of propane Autogas while eliminating road blocks.

**GOAL 8:** Expand communications and industry engagement to inform, educate, promote, and enhance the propane industry and the WPGA's value proposition to members, non-members and the general public.

The following strategic plan will help drive the core mission of the WPGA, as well as detail the development and implementation of specific performance measures and associated target levels for achieving the above strategic goals.

# WPGA MISSION STATEMENT

There are records of two different mission statements for the WPGA.

1. *"To promote awareness and growth of propane usage as a safe and reliable source of energy."  
- currently listed on our website*
2. *To serve as an invaluable trade partner to the propane industry in Wisconsin by providing...*
  - *Communication and networking opportunities*
  - *Business education and training*
  - *Shaping regulatory policy*
  - *Building professional membership of the highest standards*

*- 2008 strategic planning session*

# WPGA VISION STATEMENT

*" To provide value added opportunities to its membership and the propane industry"  
- 2008 strategic planning session*

# STRATEGIC GOALS AND OBJECTIVES

**GOAL 1: Create and maintain a strong board of directors that includes and involves the next generation.**

*Managing Committee: Executive Committee*

<p><b>Objective 1:</b> Educate existing and new board members on their responsibilities and expectations.</p>	<p>✓ 1. Establish an orientation program for all new board members.</p>
	<p>✓ 2. Conduct a thorough review of the Board of Directors Handbook and make necessary updates on an annual basis.</p>
	<p>✓ 3. Review and enforce attendance policies.</p>
<p><b>Objective 2:</b> Attract more board members from the next generation.</p>	<p>✓ 1. Develop a list of potential candidates to contact.</p>
	<p>✓ 2. Increase communications on available board opportunities to raise awareness amongst the younger generation.</p>
	<p>✓ 3. Encourage current board members to invite potential board members to a meeting where they can observe the functions of the board prior to making a commitment.</p>

	4. Use the WPGA website to share board related information.
	✓ 5. Utilize social media to share information and target that generation.
<p><b>Objective 3:</b> Maintain board member involvement in the implementation and execution of the strategic plan.</p>	✓ 1. Report on strategic plan progress at all board of director’s meetings.
	✓ 2. Review the need for a strategic planning session on an annual basis.
	3. Assign board members specific goals to ensure objectives are met.
<p><b>GOAL 2: Grow and maintain membership</b>  <i>Managing Committee: Membership Committee</i></p>	
<p><b>Objective 1:</b> Focus attention on securing new members.</p>	<p>1. Complete the new member kit and provide to all board members to share with non-members.  <i>* Pending due to new website, keeping brand imaging aligned.</i></p>
	✓ 2. Promote the importance of member only services and benefits.
	✓ 3. Develop and communicate incentives for new members such as free registration to events during their first year or \$100 introductory rate.
	<p>✓ 4. Maintain a prospective member list.  <i>* Have a list, board is currently working on updating the contact information</i></p>
	5. Develop a referral program.
	<p>✓ 6. Maximize social media presence to raise awareness of the WPGA.  <i>* Ongoing – increased the number of posts and engagement on Facebook</i></p>
<p><b>Objective 2:</b> Develop new membership categories to expand the market of potential members.</p>	1. Look into HVAC focused programs and services into WPGA activities and establish a new membership category.

	<ul style="list-style-type: none"> <li>✓ 2. Consider adding an "allied" membership category for groups and individuals who have a special interest in the industry.</li> </ul>
	<ul style="list-style-type: none"> <li>✓ 3. Build relationships with affiliated associations and organizations to find opportunities for new members. Organizations can include WI Clean Cities, Police Departments, Auto Dealers and Power sports dealers.</li> </ul> <p style="text-align: center;"><i>* Ongoing – increased participation at WI Clean Cities events</i></p>
<p><b>Objective 3:</b> Increase the participation and engagement of current members.</p>	<ul style="list-style-type: none"> <li>✓ 1. Increase promotion and enhance value of current WPGA events.</li> </ul> <p style="text-align: center;"><i>* Attendance increased at all WPGA events in 2016, especially with marketers</i></p>
	<ul style="list-style-type: none"> <li>✓ 2. Strengthen the relationship between current members, the board, and Executive Director through face-to-face, personal interactions.</li> </ul> <p style="text-align: center;"><i>* Increased communications with the board outside of meetings, doubled my travel throughout the state to meet with board members, members, and non-members.</i></p>
	<ul style="list-style-type: none"> <li>✓ 3. Increase marketer participation in events and provide more opportunities for networking opportunities with suppliers.</li> </ul>
	<ul style="list-style-type: none"> <li>✓ 4. Develop awards or a hall of fame program to recognize outstanding members and encourage member participation.</li> </ul> <p style="text-align: center;"><i>* Gave out Government Affairs Awards at Fall Outing</i></p>
<p><b>Objective 4:</b> Improve the design and function of the WPGA website to attract new members and increase current member engagement.</p>	<ul style="list-style-type: none"> <li>✓ 1. Streamline the design of the website with the WPGA's brand standards.</li> </ul>
	<ul style="list-style-type: none"> <li>✓ 2. Update communications, board rosters and calendar of events on a regular basis.</li> </ul>
	<ul style="list-style-type: none"> <li>✓ 3. Develop a member only section to allow members the ability to renew membership, access member only benefits and update contact information.</li> </ul>
	<ul style="list-style-type: none"> <li>✓ 4. Promote use of the website.</li> </ul>
<p><b>GOAL 3: Enhance WPGA's government affairs activities to proactively address issues such as natural gas expansion, roadblocks in advancing Autogas, Spring road weight limits and other emerging trends impacting the Wisconsin propane industry.</b>  <i>Managing Committee: Government Affairs Committee</i></p>	

<p><b>Objective 1:</b> Continue to foster productive working relationships with public agencies, officials and national affiliates.</p>	<ul style="list-style-type: none"> <li>✓ 1. Schedule a Propane Roundtable Advisory Committee follow-up meeting with Maria Redmond, WI State Energy Office, to continue discussion on how to help eliminate roadblocks to facilitating the greater use of Autogas across Wisconsin.</li> <li>✓ 2. Build a relationship with Lesley Garland, NPGA Director of State Associations for future support in WPGA's legislative efforts.</li> <li>✓ 3. Encourage members to establish relationships with their elected officials by attending fundraisers, hosting legislative tours, and meeting with their elected officials.</li> <li>✓ 4. Increase communications through newsletters and e-blasts with state agencies.</li> </ul> <p style="text-align: center;"><i>* Updated mailing lists to include state agency contacts</i></p>
<p><b>Objective 2:</b> Increase member awareness and involvement in legislative initiatives.</p>	<ul style="list-style-type: none"> <li>✓ 1. Include an advocacy-related article in each Flame newsletter and in one WPGA update per month.</li> <li>✓ 2. Be more proactive in sharing legislative/advocacy victories with members.</li> <li>✓ 3. Develop educational materials on legislative related issues; for example, a handout on the do's and don'ts of meeting with legislators.</li> </ul> <p style="text-align: center;"><i>* GA Booklet, letter, talking points, information in the Flame, etc.</i></p> <ul style="list-style-type: none"> <li>✓ 4. Provide information and talking points in order to provide consistent messaging on key legislative issues.</li> </ul>
<p><b>Objective 3:</b> Build the WI Propane Conduit.</p>	<ul style="list-style-type: none"> <li>✓ 1. Provide more information to members about WPGA's legislative efforts.</li> <li>✓ 2. Develop a comprehensive marketing package to educate and promote the purpose of the conduit to all members.</li> </ul> <p style="text-align: center;"><i>* GA program with PAC, booklet and mailing, Flame article</i></p> <ul style="list-style-type: none"> <li>✓ 3. Find new opportunities for contributions; for example, make a contribution if your cell phone rings during a meeting.</li> </ul>

**GOAL 4: Establish a state WiPERC assessment program.**  
*Managing Committee: Government Affairs Committee*

<p><b>Objective 1:</b> Educate the industry, members and legislators on what the assessment program is and why it is needed.</p>	<p>✓ 1. Develop educational pieces for each target audience.</p>
	<p>✓ 2. Distribute educational materials for members to use when talking to legislators.</p>
	<p>✓ 3. Encourage members to talk with their legislators about the WiPERC assessment either in Madison or their district.</p>
	<p>✓ 4. Send legislative alerts to members guiding them to contact their elected officials, committee members and legislative leaders as needed during the process.</p>
	<p>✓ 5. Coordinate a Legislative Day specifically to discuss the assessment program with legislators.</p>

**GOAL 5: Create a plan for future training needs.**  
*Managing Committee: Training Task Force*  
*\* Established a task force to focus solely on this goal*

<p><b>Objective 1:</b> Secure qualified instructors to replace Jerry Kowalski and Ken Kirn after retirement.</p>	<p>✓ 1. Schedule a meeting with Mr. Kowalski and Mr. Kirn to discuss their retirement plans, assess future training needs and define a timeline.</p>
	<p>✓ 2. Request recommendations for potential instructors and interview qualified candidates.</p>

<p><b>Objective 2:</b> Proactively monitor safety and training related issues that impact the industry, including the risks associated with the increased number of online training, lack of understanding on how to stay compliant and improper management of training records.</p>	<p>1. Conduct an analysis on the number of students who completed training in an online format over the last couple of year.</p>
	<p>✓ 2. Develop more resources to assist members and non-members in understanding how to stay compliant with training regulations.</p> <p style="text-align: center;"><i>* CETP Skills Evaluator How-to Guide</i></p>
	<p>✓ 3. Encourage companies that complete WiPERC training to take advantage of their online training account where they can manage all of records and view their transcripts.</p>
	<p>4. Implement a reminder program for members that will notify them when they are due for refresher training.</p>

<p><b>Objective 3:</b> Expand on training opportunities offered through the WPGA.</p>	<p>✓ 1. Utilize the National PERC training programs that offer specialized training through the WPGA at no cost to the Association or its members.</p> <p style="text-align: center;"><i>* MTST Training in 2017</i></p>
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	<del>2. Co-host a webinar with Endorsed Service Providers SASid and Veracity on issues that are impacting WPGA members.</del>
	✓ 3. Monitor industry trends and issues and watch for additional opportunities.

**GOAL 6: Sustain and strengthen the fiscal health of the association.**  
*Managing Committees: Membership, Convention and Executive Committees*

<b>Objective 1:</b> Identify new avenues of revenue.	1. Introduce a new endorsed service program.
	✓ 2. Develop new membership categories to expand the market of potential members.
	✓ 3. Develop a digital advertising program that allows members to advertising in the WPGA Update email.

<b>Objective 2:</b> Maximize income opportunities from current programs and services.	✓ 1. Offer advertising in fall outing, spring convention and north central convention programs.
	✓ 2. Continue to expand on sponsorship opportunities at all WPGA events.
	3. Introduce a "Job Board" section in the Flame Newsletter.

<b>Objective 3:</b> Find ways to reduce costs and eliminate in-efficiencies.	✓ 1. Review internal budgeting process.
	✓ 2. Reduce printing expenses on the newsletter and brochures by collecting quotes from alternative printing companies.
	✓ 3. Find opportunities to provide more materials in electronic format to reduce the cost of printing and waste.
	✓ 4. Evaluate all service providers on an annual basis.

**GOAL 7: Advance the understanding and acceptance of propane Autogas in the state of Wisconsin.**  
*Managing Committee: Government Affairs Committee and Autogas Task Force*

\*\*\* ESTABLISHED A TASK FORCE IN 2016

<b>Objective 1:</b> Increase communication on the benefits of	✓ 1. Continue building relationships with the school bus industry through consistent presence at industry related tradeshow and events.
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<p>propane as a vehicle fuel to target markets</p>	<ul style="list-style-type: none"> <li>✓ 2. Schedule meetings with the State Energy Office to find new opportunities for partnership.</li> </ul>
<p><b>Objective 2:</b> Remove Roadblocks to advancing propane as an alternative fuel in the state of WI.</p>	<ul style="list-style-type: none"> <li>✓ 1. Meet with State Energy Office to follow-up on grant opportunities for infrastructure costs.</li> </ul>
	<ul style="list-style-type: none"> <li>✓ 2. Communicate challenges by continuing participation in the Propane Road Table Advisory Committee hosted by WI Clean Cities and the State Energy Office.</li> </ul>
<p><b>GOAL 8: Expand communications to inform, educate, promote, and enhance the propane industry and the Association's value proposition to members, non-members and the public.</b>  <i>Managing Committee: Membership Committee</i></p>	
<p><b>Objective 1:</b> Maximize presence on social media.</p>	<ul style="list-style-type: none"> <li>✓ 1. Use social media to share propane related stories and raise industry awareness to the public.</li> </ul>
	<ul style="list-style-type: none"> <li>✓ 2. Create a LinkedIn profile for the WPGA and share propane related stories.</li> </ul>
	<ul style="list-style-type: none"> <li>✓ 3. Use social media to direct viewers to the WPGA website.</li> </ul>
<p><b>Objective 2:</b> Increase the number of communications that the WPGA sends to members.</p>	<ul style="list-style-type: none"> <li>✓ 1. Determine if there is substantial content to launch the Natural Gas Tracker as a stand-alone communications piece.</li> </ul>
	<ul style="list-style-type: none"> <li>✓ 2. Send a yearend review email to all members to re-establish membership value. <i>* Included in yearend issues of the flame, update and dues renewal mailing. NPGA included</i></li> </ul>
	<ul style="list-style-type: none"> <li>✓ 3. Send each issue of the Flame in electronic format, in addition to the existing hard copy format to all members.</li> </ul>
	<ul style="list-style-type: none"> <li>✓ 4. Consider other stand-alone email campaigns to implement.</li> </ul>