



**WIPTA**

WISCONSIN PUBLIC TRANSPORTATION ASSOCIATION

# **Strategic Plan**

## **2022 – 2025**

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October 4, 2021

# Table of Contents

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Executive Summary.....	3
Background.....	5
The Strategic Plan Process.....	6
The 2022 – 2025 Strategic Plan.....	8
Legislative.....	8
Membership.....	8
Meetings/Programming/Resources.....	9
Organization/Governance.....	9
Conclusion.....	10
Addendum A: Summary of Interview and Questionnaire Feedback.....	11
Addendum B: Finalized WIPTA Objectives.....	13

# Executive Summary

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The Wisconsin Public Transportation Association is a not-for-profit advocacy group representing a broad range of public transportation providers throughout the state of Wisconsin. Representing 21 bus systems, 3 shared-ride taxi systems, 12 vendors, and 2 association members, it provides a strong and cohesive voice for Wisconsin transit.

In October 2020, WIPTA contracted with Impact Association Management (Impact AMC) to create a new strategic plan. Kirsten Reader was the Impact AMC team member working on the plan.

The plan included herein grew out of three key activities: member interviews, questionnaires for key board members and staff, and two virtual facilitation sessions. Representatives from large and small transit systems across the state participated in both the member interviews and the facilitation sessions. Information from each of these activities is included in this document.

Several themes emerged from these activities:

- Members continue to be supportive of WIPTA and value their association with the organization.
- Members continue to rely on WIPTA to establish and advocate for their legislative agenda. Members regularly receive updates on legislation that relates to their industry and updates from their state regulators. This provides great value to WIPTA members that cannot be found elsewhere.
- WIPTA provides an opportunity for connection and community across the state that would otherwise not exist. Additional opportunities to share across members were discussed at length and are included in the strategic plan.

These themes are the basis of the objectives included in the strategic plan. The plan is split into four objectives: Legislative, Membership, Meetings/Programming/Resources, and Organization/Governance. Key goals are listed under each section to identify the steps needed to move WIPTA forward in each area.

The plan represents an ambitious agenda for WIPTA over the next three years and is accompanied by a spreadsheet that further outlines goals and actionable steps to accomplish each goal.



**WIPTA**

WISCONSIN PUBLIC TRANSPORTATION ASSOCIATION

# **Strategic Plan**

## **2022 – 2025**

# Background

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The Wisconsin Public Transportation Association (WIPTA) is a not-for-profit advocacy and education group representing a broad range of public transportation providers across the state of Wisconsin. The organization is about 46 years old and is run by volunteer officers and directors from member organizations. WIPTA has been staffed by Impact Association Management (Impact AMC), an association management company, since 2019. In October of 2020, WIPTA contracted with Impact AMC to work on an updated strategic plan. Kirsten Reader was the Impact AMC team member working on the plan.

In 1974, WIPTA was founded as the Wisconsin Urban Transit Association (WUTA). The organization changed its name in 2001 to the Wisconsin Urban and Rural Transit Association to reflect the growth of the public transportation options in rural areas and to be more inclusive of those efforts. In 2016, the organization made its final transition to the Wisconsin Public Transportation Association, encompassing all types of public transportation that its members provide to the communities they serve.

As WIPTA nears the end of 2021, it continues to look for ways to provide value to its members and further include other organizations with the common goal of supporting strong and sustainable public transportation across Wisconsin. The Strategic Plan included herein builds on the strategic vision for the organization developed by the prior plans from 2000 and 2015 and provides a comprehensive roadmap for the next three years.

# The Strategic Planning Process

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Oversight for the strategic planning process was provided by the Wisconsin Public Transportation Board of Directors, comprised of the following members:

Pat Douast, WIPTA Member Tier C; BART  
Brian Engelking; Waukesha Transit  
Julie Esch, WIPTA Secretary; Milwaukee Transit  
Mark Jones, WIPTA Member Taxicab; Abby Vans  
Patty Kiewiz, WIPTA Legislative Committee Chair; Green Bay Transit  
Mike Laidlaw; WIPTA Vendor Member; Qstraint  
Ron McDonald; Appleton Transit  
Derek Muench, WIPTA Treasurer; Shoreline Metro (Sheboygan)  
Greg Seubert; Wausau Transit  
Rebecca Smith, WIPTA Vice Chair; Janesville Transit  
Jessy Stammer, WIPTA Member Tier A; Madison Transit  
Tom Wagener, WIPTA Chair; Eau Claire Transit

The planning process began in January 2021 with individual interviews of WIPTA members, as well as a questionnaire that was provided for completion by the current Chair, Tom Wagener, Vice Chair, Rebecca Smith, and WIPTA's Association Managers at Impact AMC. Additionally, a conversation was had with WIPTA's contract lobbyist to understand their view on what WIPTA's legislative aims should be in the years ahead. A summary of the feedback from these interviews and questionnaires is provided in **Addendum A**.

Two facilitated sessions were conducted for the above WIPTA members on March 11<sup>th</sup> and April 27<sup>th</sup>, 2021. The goal of these sessions was to collaborate and discuss the direction of WIPTA over the next three years as well as determine what objectives and goals should be included in WIPTA's strategic plan. Session attendees were provided with the interview feedback prior to the initial session, and guided discussion included topics on WIPTA's strengths and weaknesses as well as WIPTA's mission.

At the end of the first session, WIPTA finalized the objectives that were to be included in their strategic plan. These objectives focused on Legislative, Membership, Meetings/Programming/Resources, and Organization/Governance within WIPTA. Discussion regarding what goals would be included under each objective began during the first session and was finalized during the second session.

The results of these two sessions were compiled into an Excel spreadsheet that clearly outlines the objectives, goals, action items, and timeline for completion for WIPTA. This plan is provided in **Addendum B**.

The strategic plan described below provides an overview of the objectives and goals that WIPTA has included in their plan for the next three years. This should be read in conjunction with the action plan in **Addendum B**, which provides the complete picture and details of WIPTA's strategic plan.

# The 2022 – 2025 Strategic Plan

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## Legislative

Based on the interview with WIPTA's contract lobbyist and discussion during the facilitated sessions, included below are WIPTA's major legislative initiatives for the next three years. It is important to note that each of these initiatives will need cohesive plans jointly developed by the WIPTA Board of Directors and WIPTA's contract lobbyist.

1. Maintain long term and stable state funding for transit operating purposes. Aim for reasonable increases and funding expansion.
2. Secure increased capital funding resources through the state and/or federal government.
3. Secure statewide Local Transportation (LTO) enabling legislation.
4. Review and implement virtual opportunities for WIPTA membership interaction with elected officials.
5. Develop a way for WIPTA members to more consistently interact with their state of Wisconsin elected officials.

## Membership

One of the values that was clearly communicated by WIPTA members at every step in the strategic planning process was the importance and necessity for WIPTA members to be able to share knowledge and expertise with one another. All of the goals related to the membership objective are aimed at all transit systems in Wisconsin either becoming a member of WIPTA or maintaining their membership with WIPTA. Additionally, WIPTA wants to ensure partnerships with other organizations or associations that share WIPTA's mission are established or strengthened. Outlined below are initiatives and goals for WIPTA to ensure an engaged membership and meaningful partnerships.

1. Develop a membership recruitment campaign.
2. Determine the best method for member-to-member communication and execute.
3. Continue to cultivate a welcoming environment for members or people new to WIPTA.
4. Build and strengthen the relationship with WIPTA coalition partners.
5. Vendor/Associate Partner Outreach



## Meetings/Programming/Resources

Much of the value that members derive from WIPTA comes from the resources and knowledge that can only be found with WIPTA members. Outlined below are initiatives to ensure that knowledge and expertise can be shared more widely and consistently among WIPTA members.

1. Develop and execute on a WIPTA membership website education campaign.
2. Develop plug-and-play marketing materials that can be made available to WIPTA members.
3. Develop roundtable discussions for WIPTA members.
4. Provide WIPTA-sponsored training to WIPTA members.
5. Build a searchable document library on WIPTA's members-only website accessible to WIPTA members.
6. Determine if board meetings and all-member meetings should be separated.

## Organization/Governance

Finally, there were goals related to the management of WIPTA as well as updating WIPTA's mission to reflect the current goals and direction of the organization. These are included below.

1. Update WIPTA's mission.
2. Create an annual plan of work for WIPTA.
3. WIPTA board of directors will make final decision on Executive Director role.

## Conclusion

This plan and **Addendum B** represent WIPTA's objectives and goals for the next three years. It ensures a strong advocacy plan, a dedicated and engaged membership, and continued resources for current and future WIPTA members. This plan is meant to be flexible and to evolve as WIPTA grows and changes. It should be reviewed on an annual basis by the WIPTA Board of Directors to ensure an implementation plan is in place for each year's goals or to discuss updates that may need to occur. This plan puts in place the actionable steps for WIPTA to ensure it remains a strong and healthy organization.

# Addendum A

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## WIPTA 2020-21 Strategic Planning: Member Interview Feedback

### Member Interviews

6 members (League of Municipalities, La Crosse, Oshkosh, Beloit, Merrill, and Racine) and WIPTA's lobbyist were interviewed during January 2021.

### Appreciate:

- Community – networking, being able to be together to exchange information, annual meeting, incredibly welcoming to new people in public transit
- Legislative outreach, lobbying, information:
  - Increase state aid
  - How aid is distributed should be looked at – more equitable and not unfair when those systems that grow receive larger share, shouldn't those who are saving money also be rewarded?
  - More exposure connections outside of transit – DWD for example or DNR with climate change/energy as examples. Connecting the dots on transit outside of the obvious.
  - Day on the Hill

### Don't appreciate/steer from:

- None!

### Would like to see:

- More sharing of resources – database of procurement documents, job positions, plans, grant information, etc. Basically, searchable for them to find what they're looking for.
  - How to get this from the members – evergreen content, role of the Impact AMC AMs to sort, “file” and upload
  - Marketing materials – could plug and play templates be provided by WIPTA to the transit systems?
- Forward facing – pilots (on-demand system), electric vehicles – how to pursue
- More opportunities for non-director roles – subcommittees that would be invaluable in sharing resources. Ex. Maintenance or procurement.
- More networking/information sharing

Challenges:

- COVID-19 – how to bounce-back
- Political environment
- Branding/image for private sector employers – how can they see value?

Legislation from AJ – some modifications from their previous plan:

1. Maintain long term and stable state funding for transit operating purposes. Aim for reasonable increases and funding expansion.
2. Secure increased capital funding resources through the state and/or federal government.
3. Secure statewide LTO (Local Transportation Option) enabling legislation.

**Addendum B: WIPTA Strategic Plan Objectives & Goals**

WHAT?	WHO?	HOW?	WHEN?	ACCOUNTABILITY
<b>A OBJECTIVE #1</b>				
Legislative - Sustain public transportation and meet changing needs.				
<b>Director: Hubbard, Wilson, Zelenkova</b>				
1. Maintain long term and stable state funding for transit operating purposes. Aim for reasonable increases and funding expansion.		HWZ with support from WIPTA	Biennially during Wisconsin budget process	Updates provided at WIPTA board meetings
2. Secure increased capital funding resources through the state and/or federal government.		HWZ with support from WIPTA	Biennially during Wisconsin budget process	Updates provided at WIPTA board meetings
3. Secure statewide Local Transportation (LTO) enabling legislation.		HWZ with support from WIPTA	Biennially during Wisconsin budget process	Updates provided at WIPTA board meetings
4. Review and implement virtual opportunities for WIPTA membership interaction with elected officials.	Explore what types of virtual opportunities for engagement might be available for WIPTA members to engage with elected officials with HWZ.  This is largely dependent on what is available via elected officials.	HWZ with support from WIPTA	January/February of each biennial legislative session	Updates provided at WIPTA board meetings
5. Develop way for WIPTA members to more consistently interact with their state of Wisconsin elected officials.	WIPTA leadership with Impact AMC should explore when and for what Calls to Action (CTAs) can be used by all WIPTA members for interacting with their state of Wisconsin elected officials.  To be considered: - introducing new transit directors/managers to elected officials	WIPTA Board of Directors and Impact AMC AMs	Review the year over year opportunities for elected official outreach. Determine what/when a CTA should be used to drive outreach to elected officials.  Budget process and what members can do is a high priority.  Impact AMC can develop a form email that can be utilized by new directors/managers to initiate introduction to state elected officials.	January/February of each biennial legislative session  December 31, 2022 for development of introductory content for new directors/managers  Updates provided at WIPTA board meetings
<b>B OBJECTIVE #2</b>				
Membership - Have every transit system in the state of Wisconsin as a member of WIPTA and create and maintain meaningful partnerships with other organizations and associations who stand behind the WIPTA mission.				

**NOTES:**

1. Develop a membership recruitment campaign.	a) Create membership recruitment materials that can be easily shared with potential members and shared on the WIPTA website.	Impact AMC AMs	<p>Review current membership benefits and Join Us marketing materials and update with current information.</p> <p>Consider a peer-to-peer sharing webpage on the WIPTA website that would allow WIPTA members to easily share benefits and materials with potential members. Create if agreed upon.</p> <p>Market membership recruitment materials to current WIPTA members, so they're aware of where they're located and how to share.</p> <p>Initial focus should be on small, rural systems where turnover occurs and who may not be aware of benefits or how to utilize.</p>	February 28, 2022	Updates provided at WIPTA board meetings
	b) Update potential membership list annually.	Impact AMC AMs	Review current members list compared to all transit systems statewide.	October 15, 2022; annually thereafter	Updates provided at WIPTA board meetings
	c) Determine if a first-time member discount will be provided	WIPTA Board of Directors		November 1, 2022; annually thereafter	Discussion at a WIPTA board meeting
	d) Execute potential membership campaign outreach.	WIPTA Board of Directors and Impact AMC AMs	<p>Impact AMC AMs will provide membership recruitment materials to potential members either via email or mail.</p> <p>Impact AMC AMs will provide a list of potential members to the WIPTA board of directors for personal outreach.</p> <p>Efforts will be tracked and evaluated on an annual basis.</p>	November 15, 2022; annually thereafter	Updates provided at WIPTA board meetings

2.	Determine best way for member-to-member communication and execute.	Currently, a large WIPTA member benefit is the ability to communicate directly with other WIPTA members to receive answers on questions that transit systems may have. These member communications are done via email right now.	WIPTA Board of Directors and Impact AMC AMs	<p>This goal will require multiple steps, including, but not limited to:</p> <ul style="list-style-type: none"> <li>- surveying the WIPTA membership to determine if they would prefer for these communications to remain in email, but via a listserv (one email address for all WIPTA members of a certain subset) or if these communications should be moved to a forum function of Wild Apricot.</li> <li>- depending on WIPTA member desires, creating a listserv or populating the forums of Wild Apricot</li> <li>- if listserv: creating one-pager directories that have all WIPTA members for a certain subset (i.e. operations, maintenance, technical assistance, etc.), but also providing the listserv email that would email all individuals in that subset. Impact AMC AMs would be charged with keeping the emails associated with each listserv updated and accurate. This would allow WIPTA members to have 1 email address to email their questions to instead of multiple. An education campaign for WIPTA members would need to be executed on to inform them of this change and to ensure they use the 1 email address vs. the many.</li> <li>- if forums: create the forums on Wild Apricot based on the needed subsets for WIPTA members. An education and training campaign would need to be executed on, so that WIPTA members know how to use the forum.</li> <li>- for either option, copy should be created that can be included in the new member/individual welcome packet, so they're aware of how to communicate their</li> </ul>	February 28, 2022 for survey completion  June 30, 2022 for execution, depending on decision	Updates provided at WIPTA board meetings
3.	Continue to cultivate a welcoming environment for new members or new people to WIPTA.	a) Create a welcome packet that can be shared with new members or new people in positions at transit systems that are already WIPTA members.	Impact AMC AMs	<p>Review what might already exist that can be shared with new members or new people.</p> <p>Create a packet that includes:</p> <ul style="list-style-type: none"> <li>- welcome letter from the President</li> <li>- relevant contact information</li> <li>- schedule of upcoming events</li> <li>- any relevant action items (ex. create their Wild Apricot profile)</li> <li>- renewal expectations</li> <li>- how they can get involved</li> <li>- WIPTA glossary (Derek has this!)</li> <li>- mentor information (see c) below)</li> </ul>	March 31, 2022	Updates provided at WIPTA board meetings
		b) Develop process to introduce any new members to the larger membership via the WIPTA emails.	Impact AMC AMs	<p>Create template copy that can be used in emails by the Impact AMC AM to the listserv.</p> <p>Ensure process includes:</p> <ul style="list-style-type: none"> <li>- internal updates made to any listserv one-pagers</li> <li>- email addresses changes/updated on the listserv</li> </ul>	April 30, 2022	Updates provided at WIPTA board meetings

c) Develop and implement mentorship program for new WIPTA members or new people to WIPTA.

WIPTA Board of Directors and Impact AMC AMs

Identify which WIPTA members are interested in serving as a mentor for new individuals to WIPTA. Determine best way to track this.

April 30, 2023

Updates provided at WIPTA board meetings

Impact AMC will develop a Mentor one-pager that can be shared with mentors before they start to work with the new individual. Included in the one-pager would be:

- by when outreach should be made to the individual
- suggested copy to include in emails or a script for an initial phone call
- any upcoming dates/events they should follow-up with the individual on
- an overview of how to become more involved in WIPTA

Impact AMC AMs will provide the mentor contact information to new individuals to WIPTA and will email both parties to set up the mentorship partnership.

4. Build and strengthen the relationship with WIPTA coalition partners.

a) Annually, review the current and possible WIPTA coalition partners. Determine what partnership(s) will be focused on for the year - no more than 2 per year should be focused on for improvement.

WIPTA board of directors, HWZ (?)

Review current associations/groups that could be a complementary partner in advancing the WIPTA mission.

January 31, 2022, annually thereafter

Discussion at a WIPTA board meeting

- List of partners as of 2021:
- League of Wisconsin Municipalities
  - Wisconsin Counties Association
  - Local Government Institute of Wisconsin
  - Transportation Development Association

b) Annually (or biennially), execute on partnership outreach/establishment.

WIPTA Chair, WIPTA Vice Chair and HWZ

Outreach should be made for a meeting between the WIPTA Chair, WIPTA Vice Chair, and HWZ representation and the leader of the potential partner.

February 28, 2022, annually thereafter

Updates provided at WIPTA board meetings

The goal of this meeting should be to establish what joint goals the two organizations may have heading into the next year (or biennium). The two organizations should establish how they'll communicate over the next year (or biennium) and frequency. A suggested goal for this would be an annual meeting to evaluate the previous year and set new goals.



5.	Vendor/Associate Partner Outreach	<p>Annually, survey the WIPTA vendor/associate partners to evaluate how they feel about their current partnership with WIPTA and how WIPTA could improve the partnership.</p> <p>Discuss and execute on any suggested changes or updates made via the surveys.</p>	Impact AMC AMs and WIPTA board of directors	<p>Impact AMC AMs will create a survey that will be shared with the WIPTA board of directors for approval.</p> <p>Once approved, Impact AMC will survey the vendor and associate partners on the timeline prescribed by the WIPTA board.</p> <p>Survey results will be shared for discussion at WIPTA board meeting. Any action items as a result of this discussion will be executed on.</p> <p>Impact AMC will ensure this annual process is included in Impact's project management tool.</p>	<p>November 30, 2022 for initial survey</p> <p>February 28, 2023 for any discussion of survey results to be completed by WIPTA board</p> <p>November annually thereafter for survey initiation</p>	Discussion at a WIPTA board meeting	Note from Tom Wagener: most of involvement has been and perhaps should be related directly to the conference.
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**C OBJECTIVE #3** Meetings/Programming/Resources

1.	Develop and execute on a WIPTA membership website education campaign.	<p>Currently, the WIPTA website is underused by the WIPTA membership.</p> <p>Determine the best way to educate the membership on the uses of the WIPTA website and execute. This information should be updated and shared with the WIPTA membership regularly, helping to drive members to the website, where resources will exist.</p>	Impact AMC AMs	<p>Ensure information on the member-only section of the website is accurate and timely.</p> <p>Discussion has been had at providing a website update and tutorial at the annual WIPTA conference. This would allow content to be provided to all WIPTA members and any updates can be shown to the full membership. Impact AMC staff could also be on-hand at the annual conference to answer any technical questions from members and to provide any hands-on tutorials/training.</p>	<p>September 30, 2022 for initial decision on execution</p> <p>October 2022 for initial execution</p> <p>October annually thereafter</p>	Discussion and updates provided at WIPTA board meetings	
2.	Develop plug-and-play marketing materials that can be made available to WIPTA members.	Create and provide generic marketing materials that can be utilized by WIPTA members with little to no effort on the part of the WIPTA member.	Impact AMC AMs	Determine what types of materials would be most immediately beneficial to the WIPTA membership. Create and share with the membership, including any instructions for how to update the materials if needed.	March 31, 2024	Updates provided at WIPTA board meetings	

3.	<p>Develop Roundtable Discussions for WIPTA members.</p>	<p>Currently, a need for additional information or discussion can come out of the email conversations between WIPTA members.</p> <p>WIPTA should provide a way to easily move these conversations into roundtable discussions that are marketed to the WIPTA membership as way to have further discussion and disseminate information amongst members outside of email. If needed, speakers could be sourced to speak to WIPTA members on rising issues or as a way to provide additional information to the members.</p>	<p>WIPTA board of directors and Impact AMC AMs</p>	<p>For determining what should be roundtable discussion topics, members should either be polled regularly or topics should be pulled directly from member communications. WIPTA members could also share directly with the board/Impact AMC on topics they would like further discussion on.</p> <p>Roundtable discussions should happen as needed, but a goal should be to have about 3 of these discussions per year.</p> <p>These discussions should also have someone taking notes/minutes, which can then be shared via the WIPTA newsletter for individuals who were not able to attend.</p> <p>Another discussion point would be if these discussions are recorded to allow for future access by WIPTA members.</p> <p>Example of roundtable discussion (and possible first topic) that would be beneficial to WIPTA members would be bringing electric buses to a transit system. For this discussion, WIPTA members who have successfully brought electric buses into their system could prepare a short presentation on what they did/what members should know and also be prepared for a Q&amp;A from other WIPTA members.</p> <p>Execution:</p> <ul style="list-style-type: none"> <li>- determine best way to source roundtable discussion</li> <li>- inform membership as to how they can suggest roundtable discussions</li> <li>- determine marketing schedule (should provide at least 1 month for members to be made aware of and be able to attend)</li> <li>- determine recording and/or notetaking responsibilities, as well as process for providing information to all WIPTA members after the discussion</li> </ul> <p>This is a benefit that should be updated and delineated on any WIPTA member benefits - "Roundtable discussions on</p>	<p>April 30, 2022 for arranging logistics for first roundtable discussion</p>	<p>Updates provided at WIPTA board meetings</p> <p>Next opportunity is the next development of a State Contract Heavy Duty bus procurement.</p>
4.	<p>Provide WIPTA-sponsored training to WIPTA members.</p>	<p>In the past, WIPTA has provided training to WIPTA members from NTI or Transit Mutual.</p> <p>The goal would be to provide training to WIPTA members, including Transit Manager training and Safety Officer training. WIPTA would work to cover the cost of the training</p>	<p>WIPTA board of director and Impact AMC AMs</p>	<p>To accomplish:</p> <ul style="list-style-type: none"> <li>- decision made by WIPTA board of directors as to when trainings will take place. Ensure that decision is made by a time that would allow any costs to be included in WIPTA budget</li> <li>- arrange for location and timing</li> <li>- market to members</li> <li>- provide evaluation after the fact to members on how often they would like training provided (WIPTA board feels every 3 years would be sufficient)</li> <li>- repeat above for next training (Impact AMC will have training details in project management tool)</li> </ul>	<p>August 30, 2022 for initial decision</p> <p>2023 for execution of first training</p>	<p>Updates provided at WIPTA board meetings</p>

5.	Build a searchable document library on WIPTA's members-only website accessible to WIPTA members.	<p>WIPTA members are often looking for resources from other WIPTA members via their member-to-member communications.</p> <p>The goal would be to house these commonly asked for documents on the members-only section of the WIPTA website. This would allow WIPTA members to first search for items they may ask of other WIPTA members before asking WIPTA members for resources.</p>	Impact AMC AMs	<p>To execute:</p> <ul style="list-style-type: none"> <li>- collect resources from previous email communications. This could be done by Impact AMC reviewing email communications from the last 1-2 years and collecting any attachments or resources that have been shared.</li> <li>- organize resources online in a way that allows them to be searchable by members</li> <li>- ensure that Impact AMC AMs are on any and all email communications among members to collect and keep updated any new resources.</li> <li>- some outreach to members for resources could be done proactively by Impact AMC in direction is provided on what types of resources WIPTA members would like to see on the website.</li> </ul>	<p>January 31, 2023 - determine best way to organize resources on the WIPTA website</p> <p>June 30, 2023 - initial materials and resources have been collected</p> <p>December 31, 2023 - website page is made public and marketed</p>	Updates provided at WIPTA board meetings	Could include information currently regularly generated also, ridership reports, fares, union contracts. These are regularly requested by members
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6.	Determine if board meetings and all-member meetings should be separated.	<p>Based on Impact AMC experience, membership association board meetings are held separate from all-member meetings. This allows the board to discuss strategic items and make decisions without bogging down the general membership with these details and helps to streamline programming for members to be more member-focused rather than operations-focused. Membership is still aware of when board meetings occur, because members can attend open session if they'd like.</p> <p>Currently, WIPTA board meetings are open to all WIPTA members and many of them attend. Board meetings have morphed into more of a membership meeting, without the opportunity for strategic thinking and planning for the board.</p> <p>Discussion should be had as to whether WIPTA board meetings should be separate from a more general WIPTA membership meeting that can be held and open to all members to receive WIPTA updates and programming.</p>	WIPTA board of directors	<p>The WIPTA board of directors should discuss the separation of these two meetings to help streamline discussion in each area: board and membership. Impact AMC is able to provide support and answer questions about what this could look like for WIPTA, as well.</p> <p>Execution, if needed.</p>	<p>June 30, 2022 - discussion/decision</p> <p>October 31, 2022 - execution</p>	Updates provided at WIPTA board meetings	Comments from Tom - I like having as many members present as would like to participate. This allows for immediate input on items that effect membership as a whole. Also, for transparency sake, keeping the meetings open to all members is a good idea. Perhaps if we begin some sort of round-tables, the involvement at board meetings will diminish.
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**D OBJECTIVE #4** Organization/Governance

1.	Update WIPTA's mission.	<p>a) Review current and proposed mission with WIPTA membership. Provide opportunity for feedback from membership.</p> <p>Proposed mission is "Wisconsin Public Transportation Association (WIPTA) will be a strong and cohesive voice advocating for, educating on, and improving public transportation at local, state, and federal levels."</p>	WIPTA board of directors	Determine best avenue to share proposed mission. Options could include: upcoming membership meeting, email update, etc.	November 30, 2021	Update provided at WIPTA board meeting	
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b) Updates made to WIPTA mission, per proposal and any membership changes/updates.	Impact AMC AMs	Review all places that WIPTA's mission resides and make updates. Possible locations could include: - website - letterhead - board member job descriptions	December 31, 2021	Update provided at WIPTA board meeting
c) Update WIPTA's "Who We Are." Right now, this is very general. Goal would be to have this section on the WIPTA website include a better representation of who WIPTA is - their membership make-up, rural/urban, etc.	WIPTA board of directors and Impact AMC AMs	Discuss current "Who We Are" and consider what updates should be made.  Update the "Who We Are" and share with membership for feedback and updates.  Execute on changes.	January 31, 2022	Discussion at WIPTA board meeting

2. Create an annual plan of work for WIPTA.	With the WIPTA board of directors, create an annual overview that includes all the recurring work/discussions/decisions that need to happen throughout the year. This should include any contract reviews that are associated with WIPTA services providers.	WIPTA board of directors and Impact AMC AMs	Impact AMC AMs will develop an initial annual plan of work based on what we know about WIPTA's year over year work. This draft plan will include task or discussion, timing, and who "owns" the task.  This draft will be shared with the WIPTA board of directors for review and for any changes/additions to be made.  When the draft is finalized, Impact AMC will share the final plan with the WIPTA board of directors and will add an annual review of the plan to their project management tool to ensure the plan is reviewed with each new board of directors, as well as annually to ensure that all work is completed for the year.  Each part of the plan will also be added to Impact's project management tool with appropriate reminder deadlines, so Impact can proactively help the WIPTA board of directors stay on target with what needs to be accomplished.	November 15, 2021	Discussion had at WIPTA board meeting
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3. WIPTA board of directors will make final decision on Executive Director role.	WIPTA would like to have a part-time Executive Director-type role that would allow someone separate from the members of the board and the Chair of WIPTA to be the "face of WIPTA."  This role would allow WIPTA to have someone separate from the board available to testify on legislation that impacts WIPTA members.	WIPTA Executive Committee	The WIPTA executive committee will create a job description for the position.  The WIPTA executive committee will review costs/budget as well as what options might be available to their organization.  A proposal will be presented to the WIPTA membership by the WIPTA executive committee at their 2022 annual meeting.	October 1, 2022	Discussion at WIPTA board meetings
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