R5DC Strategic Plan

2017-2021

The intent of the Strategic Plan is to provide a mechanism that can be used to continuously check in with, and align activities with, the mission of Region Five Development Commission (R5DC), while adapting to the changes and opportunities of a dynamic region.
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Mission
The Region Five Development Commission’s mission is to enhance the vitality and quality of life in Cass, Crow Wing, Morrison, Todd and Wadena counties.

Our Role
Region Five Development Commission (R5DC) addresses regional critical issues without duplicating private, public and non-profit entities. We want to know “what’s keeping you up at night” and address those issues. This results in partnering and collaborating with other organizations, businesses, non-profits, and local units of government.

The Regional Development Act:
Subd. 2 By creating a regional commission. It is the purpose of sections 462.381 to 462.398 to authorize the establishment of regional development commissions to work with and on behalf of local units of government to develop plans or implement programs to address economic, social, physical, and governmental concerns of each region of the state. The commissions may assist with, develop or implement plans or programs for individual local units of government.

Vision
Region Five Development Commission is a critical contributor to community success for the entire region. It brings a combination of passion, commitment, leadership and skill to each community’s most important problems and opportunities, a combination that is unmatched by any other organization. R5DC is seen as the region’s competitive advantage in an increasingly competitive world. Its communities and rural entities cannot imagine how they could have achieved what they had without the help of Region Five Development Commission.

Core Values
- Integrity
- Transparency/Honesty
- Innovation/Creativity
- Collaboration/Inclusion of All Diverse Voices
- Excellence in Performance/Learning & Growth
- ROI-Tax Payer Dollars
- Have Fun!
Executive Summary

The intent of creating the Region Five Development Commission (R5DC) Strategic Plan is to provide a mechanism that can be used to continuously check in with, and align activities with, the R5DC mission, while adapting to the changes and opportunities of a dynamic region.

The challenges of a changing population are certainly not unique to Region Five alone; however, being poised to maximize the opportunities and minimize the risks associated with change, is where R5DC feels it can set our region apart, and hopefully be a model for other communities and regions across the nation.

In order to accomplish this goal, the Commission understood that we had to address these “critical regional issues” effectively; it required a strategic plan to guide the work.

The outcome has assisted R5DC in identifying its core functions and has established a living document that enables R5DC to continuously check in with, and align, its activities to its mission.

The strategy of this plan is to set goals and objectives with performance measures that will be tracked via our Dashboard posted on www.regionfive.org.

The difference between a Strategic Plan and a Work-Plan is where the Strategic Plan gives a 100,000 ft. view of the organization’s goals and strategies; the Work-Plan gives specific action steps, persons’ responsible and timelines.

Methodology

The Strategic Plan vision was created via the vision of the Commissioners (25 elected officials and special interest groups) and a diverse spectrum of public, private and nonprofit sectors throughout the region.

December 10, 2015, R5DC Commissioners hosted an “Elected Official Summit” and received feedback from local elected officials from across the region as to regional priorities. Through our self-evaluation of monthly meetings, the Commission has opportunity to share comment on the commissioner’s roles and effectiveness of R5DC.
Over the summer of 2016, staff and interns collected 138 partner surveys and convened focus groups that provided input as to how R5DC can honor its mission and continue focusing its energy in the areas of work that have positive impact on quality of life and that provide the greatest return on investment.

At the September 14, 2016 strategic planning day, 9 of the Commissioners reviewed the surveys and community focus groups input and based upon that input, set forth organizational direction to pursue through 2021.

The enclosed Addendum A is the Commission Strategic Planning Day Agenda.

Accountability
This Strategic Plan is built around the vision of the region and our Commissioners; measurements have been set to identify success of the plan.

Strategic Plan goals & objectives will be addressed annually by a committee of 5 Commissioners as part of each annual W-Plan. Staff shall report progress of the Strategic Plan via the agency’s Annual Report and through the state required “five-year report” due 2016 and then in 2021. Our next strategic planning effort is scheduled for 2020 to align with 5 year reports.

Goals
The BHAGs (Big Heavy Audacious Goals) have been categorized within three areas to provide internal, external and quality of life benefits. Each goal has objectives and measures associated.

- Goal 1: Foster Value to the Region
- Goal 2: Achieve Maximum Partner Satisfaction
- Goal 3: Agency Excellence
Goal 1: Foster Value to the Region
To nurture innovation, boost philanthropic engagement, own responsibility and to allocate investments toward growth initiatives that will build upon assets and drive long-term resilience.

Objective 1: Continue to facilitate diverse broad stakeholder civic engagement opportunities
- Identify emerging needs and opportunities through inclusionary public engagement process
- Model/practice, expect and teach civility and respectful dialog throughout the region

Objective 2: Practice the Plan-Do-Learn-Adjust-Teach methodology
- Build on 8 forms of community capitals: Built, Financial, Individual, Intellectual, Natural, Political, Social and Cultural
- Continue to act as an information clearing house of opportunities

Objective 3: Continue to advance the Resilient Region Plan
- Assist the region’s Champions in the implementation of the 10 Resilient Region theme areas
- Seek support and partnerships that will lead to measurable progress
- Celebrate and tell the stories of the region and our residents as we advance the Resilient Region Plan

Performance Measures
O1: The number of individuals that were engaged in R5DC activities and measured their interaction as “good” or above.

O2: The number of print materials (publications, stories, press releases) that share the qualitative and quantitative impacts of R5DC projects and programs.

O3: The quality of programs and services delivered, and number of grants applied/received will be used as a measure of success regarding how well we are filling service gaps within the region.

Dollar amounts leveraged will be used as a measure of success regarding our ability to effectively address Resilient Region Plan objectives.
Goal 2: Achieve Maximum Partner Satisfaction

Provide a vehicle for facilitation and implementation of regional programs that cross over traditional jurisdiction boundaries and varied disciplines by partnering with Local, State and Federal partners, Private, Public and Nonprofit organizations.

Objective 1: Clearly understand who R5DC partners are and articulate how our work aligns or supports partner activities.
- how R5DC seeks to minimize duplication
- Understand partner priorities
- Transfer knowledge of the broad range and interconnectivity of regional issues

Objective 2: Provide clarity of R5DC priority areas of service to partners
- Share through meetings, strategic plan, annual work-plan, communications plan and Resilient Region Plan reports

Objective 3: Execute deliverables agreed upon in grant/loan agreements on time and on budget
- Deliver timely reports

Objective 4: Maintain strong brand
- Publish and execute annual Work-Plan
- Fulfill communication plan objectives
- Publish an annual report
- Deliver consistent branding message at various meetings

Performance Measures

O1: Establish a Strategic Plan Commission Committee who meets annually to conduct self-evaluation of duplication verses collaboration of services.

O2: Referrals from partners to potential new partner agencies.

O3: Post-Performance survey evaluations and the number of continued contracts will be used to measure partner success.

O4: Referrals of partners for future project/program opportunities.
Goal 3: Agency Excellence
To provide superior agency capabilities that support the delivery of exceptional services that address regional critical issues.

**Objective 1:** Maintain agency fiscal integrity
- Monthly financials and annual audits
- Conducts third party – quarterly finance reviews
- Meet reporting deadlines
- Board Composition
- Board Stewardship

**Objective 2:** Prioritize and provide programs that have a strong value and high potential of success
- Offer programs/services that include:
  - Positive return on investment
  - Maximize and use expertise of staff
  - Have a regional need
  - Public Value is important to more than one person
  - Direct Value
  - Political necessity
  - Reduction of duplication
  - Ability to be self-sustaining
  - Alignment with mission, vision, values

**Objective 3:** Provide high quality, professional planning services
- Strong leadership at executive level
- Maintain quality skilled staff that also honor agency core values
- Value a performance-based culture
- Conduct bi-annual staff development
- Attend Peer-to-Peer learning opportunities (MADO & NADO)

**Objective 4:** Fulfill RDC state statute and regulatory requirements
- Maintain a governing board comprised of locally elected officials and special interest groups from the five county region with active participation

**Performance Measures**

O1: Annual audits used as success measures.

O2 - O4: Satisfaction Survey results from partners, customers and residents will be used as a measure of success regarding the quality of professional planning. *(External and Internal)* program and agency evaluations, based on criteria.

O3: Annual performance evaluations of staff.

O4: Monthly confidential Commission self-evaluations used to measure stewardship.
Addendum A

Strategic Planning Agenda

September 14, 2016
10:00 am – 2:00 pm
Location: National Joint Powers Building – Staples MN

Introduction
Welcome and Charge for the day – How will we work together today?
Share from where we have come to where we want to go. We have a Mission, Vision and Core Values that reflect the organization. We “address regional critical issues.”

Information Gathering – Understanding Our Strategic Environment

THE REGION

1. Global Observations
   The Next Big Thing exercise. Per our region, place ideas in appropriate buckets.
   a. Where do you see the region in terms of these trends? What Next Big Things are our regional Strengths/Opportunities & regional Weaknesses/Threats or Challenges?

2. Partner Perceptions
   Review surveys that assess the region and the organization.
   a. What is surprising or what observations do you have?
   b. What strengths/opportunities came out?
   c. What are the weaknesses, threats or challenges?
   d. What are the issues, needs or concerns?

3. Local Observations
   Add additional Commission opportunities and threats.
   a. INCREASE
      i. What does the future look like for the region? What elements may increase in the region? Staff to identify viable economic drivers/industries within the region. What would the Commission revise?
   b. DECREASE
      i. What does the future look like for the region? What elements may decrease in the region? Economic – Social – Political Threats

BREAK
THE ORGANIZATION

1. Review Purpose, Projects/Programs
   a. Staff define R5DC purpose. Commission add additional purpose?
   b. Staff list projects & programs. Commission separate by most beneficial and least impactful. This is an assessment.

2. Review Previous Strategic Plan
   a. What are our learnings from the last plan? What worked in our previous plan? How appropriate was our plan to fulfilling our mission?
   b. What was the impact on the organization? What activity/program area/plan section had the most impact? Why? Can we build on that?
   c. If we pushed for excellence in just one area, which will push us farthest?
   d. What did we learn that we can use during the next period? What are the implications for our next plan?

3. Identify Issues for Next 5 years
   a. What must be done to grow the economic base of the region? Given the local, global factors and forces now we identify most pressing issues relevant and appropriate for R5DC to address. Issues may come from local, global or partner observations.
   b. Use the Eisenhower Matrix and put issues in the appropriate box.

4. Craft Goals
   a. What are the top 3-5 opportunities or challenges that R5DC can address to move us toward our purpose? Do our previous goals still fit?
   b. Given the issues selected, what goals should we set to address those issues?

5. Implementation Plan
   Objectives or Strategies
   a. What objectives and strategies should we adopt for each priority issue?

6. Monitoring and Evaluation
   Communications Plan
   a. What constitutes effective Communication?
   b. How to promote/share learnings and the potential for increased effectiveness?

   Evaluation
   c. What kind of appropriate measures and benchmarks to use that track the impact of the organization and success of the strategic plan?

7. Closing Reflections of the Day