



R5DC Strategic Plan

2012-2016

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

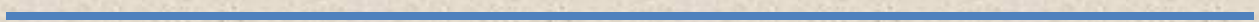


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Mission

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 addresses regional critical issues without duplicating private, public and non-profit entities. We want to know "what's keep you up at night" and address those issues. This results partnering and collaborating with other organizations, businesses, non-profits, and local units of government

The Regional Development Act:

Subd. 2 By creating 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. Region Five is seen as a Region's competitive advantage in an increasingly competitive world. Its communities 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/ "Play Nice in the Sandbox"
- ✚ Excellence in Performance/Learning & Growth
- ✚ ROI-Tax Payer Dollars
- ✚ Have fun!

Executive Summary

The intent of creating the Region Five Development Commission Strategic Plan is to provide a mechanism that can be used to continuously check in with, and align activities with the Region Five 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 Region Five 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 needed a strategic plan to guide the work. This Strategic Plan was developed by the vision of the Region Five Development Commission, a body comprised of 25 elected officials from a diverse spectrum of public,

private and nonprofit sectors throughout the region.

The outcome has assisted the Region Five Development Commission in identifying its core functions and has established a living document that enables Region Five 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 a 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 organizations goals and strategies; the work-plan gives specific action steps, persons responsible and timelines.

By staying true to its mission, the R5DC will be better able to continue focusing its energy in the areas that have the most impact on quality of life for the regions residents and provide the greatest return on investment.

Methodology

Throughout the year of 2012, we asked the R5DC commissioners eight check-in questions at the monthly commission meetings to discover what they believe to be the commissions’ identity and what direction they would like to see the commission follow. The questions were asked in categories: identity, services and measurements. **The questions asked are as follows:**

Identity

1. Who Does R5DC Serve; Does R5DC Have the Right Leaders & Partners to Lead Us Into Tomorrow?
2. Current Trend. . What is R5DC Really Good At?
3. What is R5DC's purpose? Our Mission: What do we do? Are we true to our Mission? Should the Mission be changed?

Services

4. Threats: What are the unknowns that can truly shift the work of R5DC?
5. Opportunities: What might we imagine on the horizon that R5DC should already prepare for? What are the new emerging issues affecting people served by R5DC?
6. Customer Need: In this economic climate what do our stakeholders want us to be doing? Do we stay relevant?
7. Gaps: How do we serve our customers?

Measurements

8. How does R5DC know that our organization is really making a difference? How do we measure our value?

Now that we have heard from the commissioners on what they see as important to the Commission, we have created a Strategic Plan. This plan is built around the vision and measurements have been set to identify success of the plan.

Observations/Goals

Through the process described in methodology, of gathering all of the responses of the commissioners, we created Big Huge Audacious Goals (BHAGS) in the areas of:

- Goal 1: Agency Excellence
- Goal 2: Satisfaction of Partner agencies
- Goal 3: Value to the Region

The BHAGS have been categorized within three areas, internal, external and quality of life in the region. Within each area are goals, objectives and measures. The goals objectives and measures are the actual responses from the commission.

Accountability

Strategic Plan goals & objectives will be addressed in each annual work-plan. Staff shall report progress of strategic plan via the agency Annual Report and through the state required "five year report" due 2016. Next Strategic planning effort is scheduled for 2016.

Goal 1: Agency Excellence

To provide superior agency infrastructure that supports the delivery of exceptional services that address future needs and regional critical issues.

Objective 1: Fill service gaps within the region.

- Grant writing/admin
- Serving as Fiscal Host

Objective 2: 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

Objective 3: Maintain strong brand and outreach.

- Execute annual work-plan
- Deliver a communications plan
- Provide an annual report
- Deliver consistent branding message

Objective 4: Maintain agency fiscal integrity.

- Monthly financials, Annual audits
- Conducts third party – quarterly finance reviews.
- Meets reporting deadlines

Objective 5: Maintain a governing board comprised of locally elected officials and special interest groups from the five county region with 100% active participation.

- Board Composition
- Board Stewardship

Objective 6: Prioritize and provide programs that have a strong value and high potential of success.

- Implement Resilient Region recommendations
- Offer programs/services that include:
 - positive return on investment
 - maximize expertise of staff
 - utilize staff time wisely
 - have a regional need
 - Public Value
(is important to more than one person)
 - Direct Value
 - Political necessity
 - reduction of duplication
 - is self-sustaining
 - align with mission, vision, values

Objective 7: Maintain adequate physical infrastructure.

- Technology, building, equipment

Performance Measures

O1- O6: Satisfaction Survey Results will be used as a measure of success regarding the quality of professional planning.

O2: Annual performance evaluations will be used to determine quality of staff.

O3: Evaluations will act as a measure of success regarding marketing and outreach.

O4: Annual audits used as success measures.

O5: Monthly confidential Commission self-evaluations used to measure stewardship.

O6: **External and internal** program and agency evaluations, based on criteria.

Goal 2: 100% satisfaction from partner agencies

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

Objective 1: Provide clarity of our priority areas of service through the annual work plan. Current activities within the following departments:

- Transportation
- Community Development
- Economic Development
- Finance and Lending

Objective 2: Clearly understand who R5DC partners are & articulate how our work aligns or supports the work of our partners. (how it does reduce duplication)

- Understand the priorities of partner agencies

- Provide knowledge in broad range of regional issues as a resource to partners Community Development
- Share annual work program with partners

Objective 3: Execute deliverables agreed upon in grant/loan agreements on time & on budget.

- Provide timely reports

Objective 4: Inform partners of the future work we are interested in.

- Share through strategic plan, annual work-plan, communications plan, Resilient Region Plan

Performance Measures

O1- O4 Post-Performance Survey Results will be used to measure successes on each Objective. AND The number of continued contracts will be used to measure partner success.

O4: Referrals from partners to potential new partner agencies

Goal 3: Create a Region where PEOPLE thrive

To nurture innovation, boost philanthropic engagement, foster responsibility and to allocate investments toward growth initiatives that will drive long-term resilience.

Objective 1: Continue to assist in advancing the Resilient Region Plan

- Assist the regions Champions in the implementation of the 11 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 RR Plan

Objective 2: To continue facilitate broad stakeholder civic and public engagement opportunities

- Pull together diverse groups to identify future needs and opportunities
- Continue to act as an information clearing house for service areas
- Attend various meetings to provide regional updates.
- Attend Peer-to-Peer learning opportunities (MADO quarterly meetings)

Performance Measures

O1: The Number 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 RR Plan objectives.

O2: The number of individuals that were convened will be used as a measure of success regarding civic engagement.