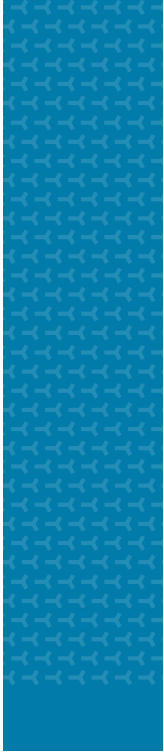


METROPOLITAN AREA PLANNING AGENCY

2024-2028 STRATEGIC PLAN



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OVERVIEW

MAPA's Strategic Plan guides agency work and serves as a foundation for staff decision-making. A new Strategic Plan is created every five years, and the Plan is annually reviewed and updated as part of the budgeting process and the development of MAPA's work programs.

This Strategic Plan is effective from July 1, 2023 through June 30, 2028, and includes a detailed plan of work for Fiscal Year 2024.

PROCESS

MAPA's Board of Directors and staff participated in a series of in-person sessions from December 2022 to January 2023 to develop this strategic plan.

Session 1 was held with members of the Board of Directors and MAPA's Leadership Team. During this session, participants completed an Environmental Assessment, to understand how current or anticipated factors may drive or influence the organization, and developed the Vision, identifying ideal outcomes of MAPA's work at the end of the five years.

Sessions 2 & 3 included all MAPA staff members. During these sessions, staff identified the Strategic Directions, the broad actions needed to move us toward the Vision, and created the First Year Plan of Work, a detailed set of actions to be completed by staff during fiscal year 2023/24.

ENVIRONMENTAL ASSESSMENT

In the early stages of the strategic planning process, we identified the key factors driving and influencing the organization. An environmental assessment was conducted to help ensure our participants began with the same context of where the organization currently stands and to ground the work moving forward.

Accomplishments

MAPA's recent major accomplishments.

- Internal successes (Heartland 2050 Mini-Grant Program, completion of major studies, implementing changes to our organizational structure)
- Securing Funding for Key Infrastructure Projects
- Mitigating the Impacts of the COVID-19 Pandemic
- Flood Relief in Disaster Impacted Communities

Focus

The key focus areas of MAPA's work.

- Problem Solver
- Diversity of Voices
- Convener

Partners

Critical partnerships and potential collaborations.

- Smaller communities
- Disenfranchised groups/communities
- Schools/Universities

Challenges

The barriers or issues that may prevent strategic initiatives from being implemented.

- Right-sizing staffing
- "Mission Creep"
- Sustainability of Programs

Assets

The benefits, strengths or advantages that can help propel MAPA forward.

- Trust between municipalities, regional cooperation
- People/staff with diverse skills and ideas
- Support of members boards and committees
- Federal Funding Opportunities
- Partnerships
- Strong Leadership
- Financial sustainability

Trends

External factors that may influence MAPA's work.

- National/Regional economy
- Changing region (demographics, workforce, housing, culture, funding, etc.)
- Urban sprawl/development
- Finances (cost of materials/labor)
- Labor market volatility

VISION

Before MAPA can truly understand what must be done in the next five years, there must first be a vision of where the organization wants to be. This Vision represents the desired outcomes of MAPA's work; it answers the question "What do we want to see in five years as a result of our actions?"

Administrative Excellence and Mission Focus

MAPA staff collaborate easily and efficiently across departments. Strategic hiring and training have increased organizational capacity and allow MAPA to offer additional services to members. All work aligns with MAPA's mission.

Community Partnership and Intentional Engagement

MAPA encourages growth and vibrancy in the region through inclusive, collaborative processes. The community is engaged and feels heard in MAPA projects and decision-making.

Responsive and Proactive Member Services

MAPA serves as a resource to members, supporting community needs identified through continuous, proactive engagement. MAPA is known for helping address new or emerging issues in the region.

Collaborative Leadership as a Trusted Convener

MAPA is a trusted partner in local decision-making, and uses its unique resources to support collaborative regional solutions.

Solutions-Focused Planning

MAPA supports members through all stages of a project from ideation through funding and implementation. Projects are developed comprehensively, leveraging investments to meet broad community goals.

STRATEGIC DIRECTIONS & FISCAL YEAR 2024 PLAN OF WORK

Strategic directions focus our work and identify the ways in which MAPA will move towards our vision over the next five years. These strategic directions encompass the work ahead for MAPA. Included below is a detailed plan of work for Fiscal Year 2024.

Refine Strategies to Increase Meaningful & Visible Impact

Develop a coordinated internal strategy to meet member needs.

Fiscal Year 2024 Plan of Work

- Create a standardized approach for project kick-off meetings
- Utilize technology to assign tasks for project management
- Unify cross-departmental teams, rather than individuals working on projects
- Increase staff's understanding of each department's functions, programs and projects
- Orient new staff with detailed description of work program for each department
- Host departmental round table discussions (presentations to share about departmental programs)

Unify and Automate our Processes

Invest in tools to increase agency efficiency and capacity.

Develop a strong project management process.

Fiscal Year 2024 Plan of Work

- Train staff on process documentation
- Develop a process map
- Develop approved processes
- Develop policies that take the guesswork out of processes
- Acquire an efficient suite of tools to accomplish our work

Redirect Resources to Prioritize Historically Marginalized Communities

Prioritize equity in MAPA's planning processes, programs and policies.

Fiscal Year 2024 Plan of Work

- Evaluate ways to increase representation on committees
- Perform outreach to marginalized communities
- Research and provide input on eligible funding opportunities and share with partners
- Update local funding project selection criteria with an equity lens
- Develop process for project awards (application processes, initial planning)

Enhance Awareness of MAPA's Services and Resources

Increase accessibility of MAPA resources.

Create a cohesive and consistent brand identity and marketing plan.

Fiscal Year 2024 Plan of Work

- Document the existing agency website (content mapping & process documentation)
- Develop internal communications strategies (calendar, newsletter, etc)
- Increase reach of the MAPA newsletter
- Increase use of existing communications channels
- Create & implement process for reporting and analyzing communications metrics
- Determine funding options & staff capacity for a potential website revamp
- Develop video capacity and processes to support agency and member needs

Strengthen MAPA's Mission with a Focus on Excellence

Align staffing with proposed activities and planned efforts. Define and own our lane.

Fiscal Year 2024 Plan of Work

- Create professional development plan for each staff member
- Create resources to connect departments work to the mission
- Organize training resources for new and existing staff