

Goal 1

Implement programs and services consistent with vision and mission to meet requirements, fulfill needs, and lead to a more unified vision and plan for the region.

		Strategy 1.1	Strategy 1.2	Strategy 1.3	Strategy 1.4	Strategy 1.5
Tactics	Address all recommendations in federal certification review.					
	Review and develop UPWP to assure it continues to address federally required activities.					
	Monitor and review scoring, grant awards, etc., as part of continual review of grant-making process.					
	Explore improvements to grant-making process and scoring criteria as part of LRTP update.					
	Reinvigorate subcommittees, roundtables, etc., and improve process of communicating up the tree to Tech, Exec and Policy.					
	As water trails moves into fundraising and implementation phase, continue to serve as convener and facilitator of local governments on aspects where coordination is needed.					
	Leverage the success of The Tomorrow Plan Speaker Series and report out the overall progress of The Tomorrow Plan at least quarterly at the events. Share the success and the video recap of the events at Tech and Policy Committee meetings.					
	Establish a Smart Cities Roundtable to support coordinated implementation of smart-city technologies.					
	Solicit requests for service from MPO members as part of the development of the UPWP and budget.					
	Develop decision-making tree to help guide the decision-making process of whether the MPO could or should offer services to member communities.					
		Maintain exceptional performance in the Federally Required Activities and meet the highest expectations of the 10 Planning Factors established by the U.S. DOT.	Maintain exceptional performance in the Surface Transportation Block Grant Program and the Transportation Alternatives Program as measured by federal review processes.	Establish key partnerships, committees, and agreements to jointly coordinate regional multi-modal transportation system.	Convene and facilitate implementation of the multi-modal elements of the Tomorrow Plan and report annually on the overall progress of the Tomorrow Plan.	Provide services to individual member jurisdictions as requested that are within the MPO's vision, mission, and existing organizational capacity to provide.

Goal 2

Develop and maintain mutually beneficial working relationships outside the MPO.

		Strategy 2.1	Strategy 2.2	Strategy 2.3	Strategy 2.4
Tactics	Develop a decision-making tree to guide decisions about if, when, and how the MPO supports regional planning or project initiatives as part of its UPWP.	Actively participate in collaborative regional planning or project initiatives where MPO can gain and bring value.	Provide MPO member or staff representation on community-wide or region-wide organizations or committees consistent with the MPO's vision and mission.	Engage with other jurisdictions and organizations in formal collaborations approved by the Policy Committee to achieve ongoing or short-term program goals in alignment with the MPO vision and mission.	Engage with elected and appointed policymakers at all levels as a resource to provide expertise and current data and information.
	Develop a decision-making tree to guide decisions about if, when, and who from MPO staff should serve on committees, task forces, boards, etc., that advance the Mission and Vision of the MPO.				
	Hold regular meetings between MPO staff and the staff of member governments and partner organizations to identify shared goals and areas where they can mutually benefit through collaboration.				
	Develop staffing plan to proactively manage the MPO's myriad relationships in the region.				
	Produce, publish and communicate performance reports that equips elected and appointed policymakers with relevant information to support data-driven decision making.				
	Make annual presentations to governing bodies of MPO member governments.				

Goal 3

Ensure all MPO members feel adequately represented in broad-based deliberations and decisions.

		Strategy 3.1	Strategy 3.2	Strategy 3.3	Strategy 3.4
Tactics	Review governance structure and offer recommendations to the Executive and Policy Committees.				
	Gauge interest among policymakers for being more involved and communicate those desires to the Nominating Committee.				
	Identify committees, subcommittees, roundtables, etc., where there are leadership needs.				
	Position policymakers to present committee and roundtable recommendations to Tech, Exec and Policy Committees.				
	Use the agendas to tie MPO actions, reports, and recommendations back to the strategic plan.				
	Communicate the “why” as part of the “what” in committee presentations.				
	Offer various options for member orientation.				
	Define and schedule a meeting calendar with policymakers to ensure regular and continuous communication, education, and development.				

Strategy 3.1

Adjust governance structures to address issues of member satisfaction with representation in the work of the MPO.

Strategy 3.2

Create more leadership opportunities for MPO committee members on committees or interim groups established to address needs or issues that may arise.

Strategy 3.3

Identify specific elements of membership expectations and MPO governance to promote consistent communication and enhance effective participation.

Strategy 3.4

Review, update, or develop additional MPO member training, handbook, and other educational information that help members be actively engaged in the work of the MPO.

Goal 4

Maintain a financially sound, strategic, and adaptive organization.

		Strategy 4.1	Strategy 4.2	Strategy 4.3	Strategy 4.4
Tactics	Perform annual audit.	<p>Assure ongoing compliance with acceptable accounting principles and practices required by each funder.</p> <p>Review the balance of revenue sources and cost centers, and establish targets for each on an annual basis.</p> <p>Seek a diversity of revenue sources to support needs of the region, and disseminate relevant information to MPO member communities consistent with the</p> <p>Develop financial contingency plans for various scenarios to be applied should the circumstances require.</p>			
	Develop and execute Unified Planning Work Program.				
	Develop and execute annual budget.				
	Convene Finance Subcommittee.				
	As capacity allows, budget time in the MPO's work plan to take on contracts that bring in additional revenue. Outside contracts should fall under a range of potential MPO activities established in an aforementioned decision-making tree.				

Goal 5

Provide relevant and educational information commensurate with the expertise of the MPO.

		Strategy 5.1	Strategy 5.2	Strategy 5.3	Strategy 5.4	Strategy 5.5
		Establish the MPO's organizational identity and brand in alignment with its mission.	Develop and implement a communications plan focusing on MPO initiatives and timely issues.	Review technology resources, including the MPO website, to optimize opportunities for communication with members, partners, and the public.	Develop and maintain relationships with priority media and other organizations that can be called upon to share MPO information and educational messages.	Ensure communications internally and externally about MPO activities reflect the benefits and financial impacts to the region and member communities.
Tactics	Form a Communications Subcommittee of policymakers to oversee communications strategy.					
	Complete brand refresh for MPO with outside consultant.					
	Review and update job descriptions to make sure they clearly communicate roles externally.					
	Develop a communications plan in consultation with new Communications Subcommittee.					
	Identify preferred methods of communication through the MPO Performance Survey and adjust communications as needed.					
	Develop and adopt a communications policy for employees covering media including social media.					
	Continue to work proactively with members of the media through press releases, data requests and informal meetings to build relationships.					
	Where possible in MPO communications, include financial impact statements about benefits of MPO activities.					

Goal 6

Ensure organizational infrastructure to support MPO mission.

		Strategy 6.1	Strategy 6.2	Strategy 6.3	Strategy 6.4
Tactics	Develop a staffing plan that identifies the key areas of expertise and ability the MPO staff needs to have.	Ensure an integrated staff team with the talent, skills, and capacity to fulfill the MPO's obligations.	Review and utilize professional development opportunities to ensure staff remains current in skills and issues necessary for effectiveness and efficiency of the MPO.	Inventory, determine life cycle, and develop replacement plan for software and hardware necessary for a high-performing MPO office.	Review annually the utilization of the MPO office and meeting space to address emerging needs to accommodate needs of groups and organizations who use the space.
	Offer staff development opportunities such as conferences, continuing education reimbursement, etc.				
	Review and update inventory of MPO equipment, schedule replacement purchases, and build into annual budgets.				
	Explore option of controlling adjacent space in MPO office				