



MISSION FORWARD:

OUR STRATEGIC PLAN TO SERVE THE MILITARY AND COMMUNITY

EXECUTIVE DIRECTOR'S MESSAGE

Dear Colleagues and Friends:

Because of a series of Federal Base Realignment and Closure Commission actions in closing military installations across the country in the early 2000's, Utah leaders took decisive action to ensure that Hill Air Force Base continued to remain active and viable as the largest single employer and economic contributor in the state. The Military Installation Development Authority (MIDA) was established with a mission to facilitate development of public-private projects that would make use of underutilized military land (in order to safeguard our bases from future closures) and that would enhance the quality of life for both our service members and local communities.

Since our inception, MIDA has been a cornerstone of economic development in Utah. To date we have generated \$ 1.5 billion of property tax value growth for the state and we are proudly on track to more than triple the economic growth contributed by MIDA project areas by 2030. Given our pivotal role, refining a strategic plan was natural and necessary in defining MIDA's future trajectory over the coming critical years.

At the direction of MIDA Board leadership, we engaged staff and stakeholders in a series of meetings throughout the fiscal year of 2024 where we gathered valuable insights and identified essential priorities that have shaped the strategic direction outlined in the attached document.

This strategic plan is more than a document—it is a roadmap for MIDA. It articulates our mission, vision, and core values, and it details our strategic themes, work plans, and the goals and objectives we aim to achieve over the next five years. Furthermore, it provides a framework to measure our success through key performance indicators and a means to guide our daily operations.

Central to our mission is a steadfast and unwavering support for the military community; for those stationed in Utah and those who travel from afar to experience the many offerings in this great state. As we move towards 2029, I challenge every member of MIDA to keep this commitment at the heart of all we do.

Thank you for your continued dedication and support. Together, we will continue to make a significant impact on our military service members and our community.



A handwritten signature in dark ink, appearing to read "Paul Morris". The signature is fluid and cursive.

PAUL MORRIS

EXECUTIVE DIRECTOR



OUR MISSION

The Military Installation Development Authority (MIDA) is a political subdivision with statewide jurisdiction whose mission is to support the military community and base installations through facilitating development that promotes economic health and sustainable projects in partnership with communities in Utah.

OUR VISION

We strive to serve the State of Utah for the next century by creatively developing and constructing civil and environmental improvements for military projects, initiating public policies that promote healthy economic ecosystems in military communities, and incentivizing new missions with a pipeline to the national security strategy through diversified financial models.

OUR VALUES

In the performance of our duties the following values represent our guiding principles. At MIDA we are:



Pro-Military

We are privileged to serve past and present members of the armed forces. We work for and alongside service members, civilians, and contractors who develop projects that impact veteran and military families and their communities. We honor all who make and have made sacrifices for our freedoms.



Ethical

We uphold and obey the rule of law and remain above reproach in our personal and professional conduct. We do not engage in any activity that could potentially compromise our mission, our stakeholder partnerships, and our stewardship of taxpayer dollars.



Transparent

We operate openly, candidly, and truthfully. We endeavor to share information with staff, partners, and the public in order to foster clarity, trust, and accountability surrounding and throughout the organization.



Flexible

We offer powerful solutions to problems by adapting to the needs of our stakeholders and partners with timely and unbureaucratic responsiveness.



Creative

We are innovative and original. We think outside-the-box and explore beyond conventional models for results.



Collaborative

We cooperate with public and private partners and stakeholders across the state, at all levels of government, and at all grades of armed services command structures. We grow and foster these relationships and welcome new opportunities to collaborate in service of our mission.



OUR OBJECTIVES AND KPI'S

We are constantly measuring key performance indicators against our mission, the hallmarks of which are **ensuring contractual compliance** and **generating economic benefits** to facilitate our outlined goals and objectives, which drive our organization's outcomes. Goals and objectives provide guard rails, help guide decision making, and serve as milestones to evaluate progress. Our objectives are to:

- Facilitate development to aid the military mission. Identify and facilitate new projects and new uses for underutilized military land.
- Infuse buildings with natural environments harmoniously; beautify and remediate places within MIDA project areas with appropriate environmental action.
- Establish and expand recreational opportunities for past and present service members in various MIDA jurisdictions.
- Initiate public policies that will improve quality of life for citizens and service members across the state.
- Assist in improvement and/or sustainment efforts for regional economic development ecosystems within the state.
- Discover new financial streams and methods for gap funding and develop new ways to diversify old financial models in service of our mission.
- Bring new military missions to Utah and create a state pipeline to satisfy national security needs.

OUR GOALS

Falcon Hill Project Area

(goals for next 5 years)

1. 2024-2025 Participate in the IGSA program on base and with our community partners
2. 2025-2026 Facilitate the 1200 series replacement buildings
3. 2026-2027 Complete 3-Gate Trail improvements in concert with our state and local partners
4. 2026-2030 Complete all major infrastructure projects including 1800 North, North Gate and water infrastructure upgrades
5. 2025-2030 Work with our partners to continue to build out of the master plan to include flex office, retail establishments (including food offerings), and other commercial establishments

Military Recreation Facility Project Area

(goals for next 5 years)

1. 2024 Initiate Military Recreational Programming with Regional Partners
2. 2024-2030 Facilitate affordable housing building project
3. 2025 Implement Public Infrastructure Operations
4. 2025-2030 Develop Jordanelle Marina Recreation Area

Dugway Proving Ground & Utah Army National Guard Project Areas

(goals for next 5 years)

1. 2025-2026 Develop funding streams for road infrastructure improvements (DPG)
2. 2025-2025 Develop aggregate mining project (UTARNG)
3. 2025-2029 Construct new base entry point (UTARNG)
4. 2025-2030 Develop designs for new Hanger and Aviation Facility (UTARNG)

Sundance Project Area

(goals for next 5 years)

1. 2024 Issue bonds to construct 62-room ADA compliant lodge at Sundance Resort
2. 2025 Oversee the construction of the public infrastructure that will host Veterans Rehabilitation and Recovery programming
3. 2026 Contemplate additional phases of project area expansion
4. 2025-2030: In partnership with Mountain Veterans Program (MVP), introduce and oversee the Veterans program at the Sundance Inn

OUR STRATEGIES AND TACTICS

The following strategies are general operational directives. project area directors, supervisors, and other functional managers are encouraged to develop additional tactical postures for their respective areas of responsibility. MIDA will:

- Study national security trends and survey the needs of state and federal military leaders in order to sustain current and deliver new military missions and contracts to the state.
- Synergize with local governments and state installations to create policies, leverage resources, and develop innovative solutions to benefit local and military communities.
- Foster relationships with state and federal leaders and agencies, and together, sensibly rule-make in service to MIDA's charter.
- Consult with subject matter experts to effectively guide and plan MIDA projects.
- Creatively collaborate with development partners, land owners, and other relevant stakeholders to identify, produce, and leverage public and private funding and financing mechanisms for MIDA projects.
- Serve on boards, committees, and associations as an advocate for the state and of military missions in Utah in service to MIDA's mission.
- Refine best practices and continually improve processes that scaffold the organization and its mission.
- Conduct annual reviews to ensure compliance with MIDA's public purpose and to safeguard tax-payer investment and public trust.
- Conduct regular reviews of the efforts outlined in this document.

FY 2024-2025 ANNUAL WORK PLAN

