

2021 Strategic Plan



Red Wing Housing & Redevelopment Authority

March 31, 2021



2021 STRATEGIC PLAN

Red Wing Housing & Redevelopment Authority



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INTRODUCTION & BACKGROUND

The Red Wing Housing and Redevelopment Authority ("RWHRA" or "Authority") serves the needs of the elderly, disabled, and family households in the City of Red Wing, Minnesota, through the provision of quality, sustainable and affordable housing via the administration of several local, state, and federal programs. Furthermore, in a close collaborative partnership with the City of Red Wing, the RWHRA supports a variety of community redevelopment programs to assist in developing businesses and their properties in Red Wing.

The RWHRA has an established practice of periodic strategic planning involving the Red Wing City Council-appointed Board of Commissioners and the management staff of the Authority. The most-recent previous strategic plan was prepared and adopted in 2014 and included the following strategic goals and objectives:

- ***Maintain existing and expand new public-private sector housing opportunities***
 - Educate and inform the Board and community on Red Wing housing needs
 - Add seven new rental housing units in 2014
 - Create a community-wide vision and consensus for additional housing units
- ***Explore financial resources to expand community development opportunities***
 - Pursue Small Cities Grant Applications on a three-year rotating basis
 - Engage all community partners to develop a comprehensive economic development strategy
 - Assess the level of homelessness and generational poverty in the community
- ***Organize and operate with effective and efficient business practices***
 - Conduct an assessment of human resources needs (succession planning, etc.)
 - Explore new technology initiatives
 - Build an innovative and family-value based workplace culture
- ***Focus on public engagement, education and community awareness***
 - Prepare a communication and marketing strategy
 - Conduct workshops and forums to educate and inform community partners and citizens
 - Prepare a legislative platform to promote the HRA strategies and goals



In the summer of 2020, the RWHRA issued a Request for Proposals for professional services to lead an update of the 2014 strategic plan. Baker Tilly Municipal Advisors LLC ("Baker Tilly") was engaged for that project and was charged with helping the Authority's leadership create refreshed goals and objectives to guide its policymaking and management decision-making over the next five or more years.

In preparation for the strategic planning process, the Baker Till consultants conducted a series of individual interviews and small group meetings, as shown below:

Red Wing HRA Board of Commissioners

- Roseanne Grosso, Chair
- Glen Witham, Vice Chair
- Dana Borgschatz, Commissioner
- Jane Allen-Calhoun, Commissioner
- Jason Jech, Commissioner
- Jacqueline Luikart, Commissioner
- John Rohan, Commissioner

Red Wing HRA Staff

- Randal Hemmerlin, Executive Director
- Jennifer Cook, Program Management Coordinator
- Jessica Kitzmann, Social Service Coordinator
- Corrine Stockwell, Finance Manager
- Paul Nesteby, Maintenance Supervisor
- Terri Ryan, Property Manager
- Mike Cox, Maintenance
- Justin Simmons, Maintenance
- Robert Wedrickas, Maintenance
- Brock Ganser, Maintenance
- Regan Kilbride, Section 8 Housing Specialist
- Cathy Edblom, Property Manager Assistant
- Grace Cebulla, Resident Support Specialist
- Judy Kliewer, Section 8 Program Assistant
- Kim Odman, Office Clerk

Red Wing HRA Resident Council Focus Group

Goodhue County Officials

- Paul Drotos, County Commissioner
- Linda Flanders, County Commissioner
- Scott Arneson, County Administrator
- Ron Ziegler, Executive Director, Goodhue CEDA

City of Red Wing Officials

- Sean Dowse, Mayor
- Erin Buss, City Council Member/HRA Liaison
- Kay Kuhlmann, City Council Administrator
- Dan Rogness, Community Development Director

Other Public Officials

- Michelle Vang, Minnesota Department of Employment and Economic Development
- Tony Schertler, Executive Director, Dakota County CDA
- Melissa Taphorn, Executive Director, Washington County CDA

Other

- Richard Gorman, Red Wing HRA Legal Counsel
- Kris Kvols, Executive Director, HOPE Coalition
- Sara Kern, Associate Director, HOPE Coalition
- Patty Brown, Executive Director, Red Wing Chamber of Commerce



As indicated above, Baker Tilly consultants engaged a broad range of public housing and redevelopment stakeholders at both the local and state levels to gather observations and constructive input. Topics discussed were wide-ranging, focusing on the issues and challenges the RWHRA faces today and those that may have significant implications for its future. The tables below summarize the feedback received. Note that these summaries represent the input provided and not an exhaustive listing of all comments received.

RWHRA Board of Commissioners	Red Wing HRA Staff
<ul style="list-style-type: none"> – The replacement and transition to a new Executive Director is a critical priority – There is a pressing need to grow the inventory of affordable housing units in Red Wing – Building costs are escalating rapidly – City code requirements drive rehabilitation costs up – There is a pressing need to grow the inventory of affordable workforce housing – A looming economic retraction is of great concern – Homelessness is a growing but not fully recognized issue in Red Wing and Goodhue County – Jordan Tower buildings are aging and will require increasing maintenance focus (and costs) – Substance abuse and mental health issues are increasingly prevalent, stretching available resources – The RWHRA redevelopment mission is likely under-served 	<ul style="list-style-type: none"> – Programs that support residents are strong – Social services aspects of the Authority are outstanding – should expand the social services program staff – The maintenance program is good – Need to strengthen community education/awareness of the challenges of affordable housing and rising homelessness – There is a need to improve outreach to landlords to promote voucher program – Staff is very busy, and there is a need for cross-training of personnel – Growing homelessness is a real and present challenge – Mental health and substance abuse challenges are growing – Internal communication and coordination among HRA staff need improvement – The clarity and consistency in the application of human resources processes can be improved



Community Stakeholders	Resident Council Concerns
<ul style="list-style-type: none"> – Changing national administration may present new funding opportunities – Availability of workforce housing is wanting – The HRA has an important role to play in redevelopment – Multi-family housing inventory is improving – Section 8 demand is growing – Workforce housing demand is strong – Local economic expansion is flat – Lack of available land and topography impact housing costs – Opportunities to create public/private partnerships should be explored – The homeless/very low-income population is under-served by HRA – The "Not in My Backyard" can impede the ability to create new affordable housing opportunities 	<ul style="list-style-type: none"> – Maintenance responsiveness is good – Residents feel safe – Libraries are small, and the collections can be improved – Washers and dryers need to be updated – Jordan 2 needs security cameras on the resident floors – Jordan 1 carpet needs replacement – The number of resident programs and activities have diminished, and it is not clear why this is happening – New computers for resident access are needed – Management should be more proactive/less reactive – Central office staff and Commissioners should be more involved/visible at the Towers – Enforcement of COVID rules is lax – RWHRA staffing levels are low



PLANNING PROCESS OVERVIEW

Effective strategic planning involves the gathering, sorting, and prioritizing of the best thinking of Authority's policy leaders and top-level managers, focused on the core purposes of the organization and the most important attributes of strategic success. The Red Wing HRA's 2021 strategic planning efforts produced a framework to guide the decisions of both the volunteer Board of Commissioners and full-time administrators over the next five years and beyond.

The elements of the strategic planning process included the following steps:

- Assessment of the municipal organization's **strengths, weaknesses, opportunities, and threats**.
- Updated statements of **vision and mission**.
- Identification of the key attributes or **indicators of future success**.
- Articulation of **five strategic goals** – up from four in the 2014 strategy - around which critical policy decisions can be evaluated and important organizational and operational activities can be managed.
- Identification and prioritization of a set of **30 specific operational objectives** spread across the five strategic goals that represent a "to-do" list of activities and programs to undertake over the next several years.

Strategic planning is a product of strategic thinking, which should occur not only at periodic planning sessions such as the one just completed but continuously, as has been the practice of the Red Wing HRA. Good planning involves gathering, sorting, and prioritizing the best thinking of the Authority's Board of Commissioners and the professional management team to effectively address the issues that challenge the RWHRA today and, more importantly, those that will challenge the Authority tomorrow. The strategic planning process, therefore, was an exercise in collective foresight. Over the course of two separate, intensive planning workshops, Board and staff participants sought to clarify what success looks like for the RWHRA in light of the conditions it faces today, expects in the future, and where they intend to lead the organization over the next several years.

Throughout the planning cycle, both the Board of Commissioners and senior staff members – both separately and collectively - endeavored to work at the **strategic** rather than the operational level of housing and redevelopment program management. The strategic planning process's main goal was to identify the **What** rather than the **How** of future service delivery, organization, and operations of the Authority. As such, the planning process encouraged active collaboration and dialog among the members of the Board and leading staff members.



The updated Red Wing HRA strategic plan provides broad policy guidance regarding the desired outcomes/results while establishing a framework that the Authority's staff can subsequently "flesh-out" more specific action plans, timelines, and budgets to achieve the Board's priorities.

With this in mind, activities completed throughout the planning effort sought to create an atmosphere that enabled an open discussion of the Authority's future challenges and opportunities and forge a consensus around the organization's highest order priorities to address over the next five or more years. These priorities, in turn, establish the foundation for defining more specific action steps, resource plans (budgets), and performance measures for the RWHRA staff to provide to the Board. The strategic planning process results provide a unifying frame of reference to guide daily policy and operating decisions, organizational structures, and governance.

The key activities included within the 2021 strategic planning process for the RWHRA included the following:

1. **Completion of an initial project kickoff conference** with the Executive Director to confirm the planning project scope, approach, participants, timing, and deliverables.
2. **Collection and review of various background materials and data**, including the current strategic plan, budgets, organizational charts, community data, and the like.
3. **Development of a stakeholder engagement plan** to guide the gathering of pertinent information on current priorities, issues, opportunities, and constraints facing the RWHRA from the perspectives of multiple participants in housing and redevelopment program planning and delivery, both internal and external to the organization.
4. **Completion of individual interviews and focus groups** with each member of the Board of Commissioners, the Executive Director and his directly reporting managers, a cross-section of the staff of the Authority, the Red Wing HRA's Resident Council, and a broad sample of partners and collaborators in the housing and redevelopment realm at the local, state and not-for-profit sectors
5. **Administration of an online strategic planning survey to the Board of Commissioners and senior staff** to solicit their input on the Authority's current statements of vision, mission and values, to rate the current relevance of the existing goals and objectives included in the 2014 strategic plan, and to suggest specific actions needed for future success.
6. **Design, facilitation, and documentation of two virtual, online strategic planning workshops** with the Board and senior staff that focused, respectively, on:



- a. A visioning workshop that included assessing the RWHRA's strengths and weaknesses, threats and opportunities, and the creation of updated statements of vision, mission and values.
 - b. A goal-setting session to gain consensus on a set of strategic goals for the next five years and develop and prioritize specific operational objectives to support the accomplishment of the strategic goals.
7. ***Documentation of the results of the strategic planning process*** in the written report, including the consolidation of the results obtained in the planning workshops, the development of an updated set of goals and objectives for the Red Wing HRA, and the preparation of a graphical strategy map.

The balance of this report presents in detail the results of the above-described activities.



STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS (SWOT) ANALYSIS

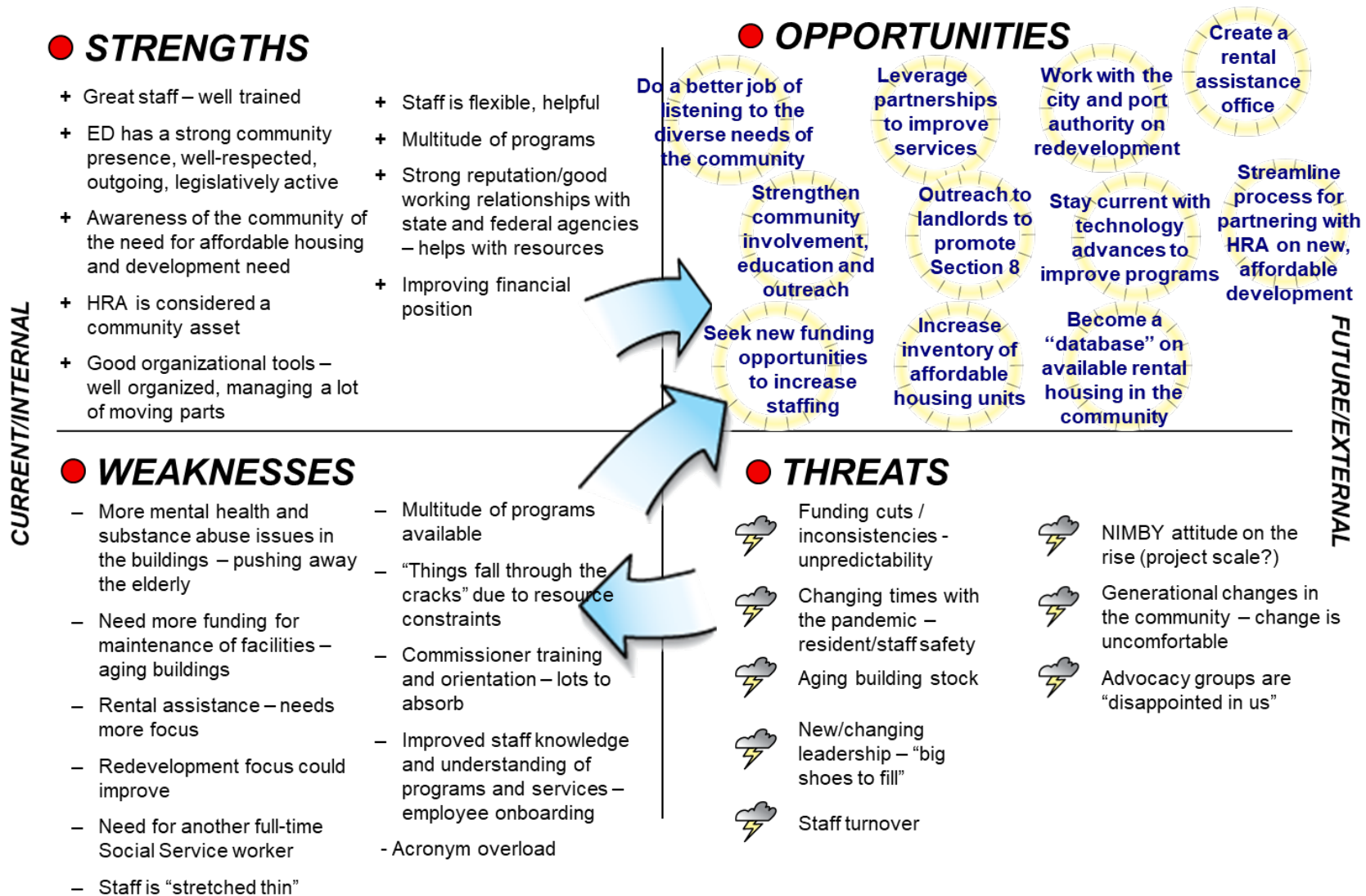
Whereas the environmental scan and context mapping exercise focused on external conditions, the SWOT analysis required workshop participants to critically and constructively consider attributes of the RWHRA as a public service delivery organization.

- **Strengths** are those assets and capabilities currently available within the community and the organization that can be leveraged to achieve desired results.
- **Weaknesses** are those problem areas or aspects of the government organization. In some cases, the community at large that stands in the way of strategic success must be overcome to achieve optimal results.
- **Threats** are current or potential future external events that, if unmitigated, have the potential to impair the Authority's ability to realize its potential. These may be political, economic, societal, natural, or man-made in nature.
- **Opportunities** are future-focused conditions that can, if properly understood, be captured to obtain a strategic advantage through capitalizing on strengths, overcoming weaknesses, and mitigating threats.

The SWOT matrix on the following page displays the Strengths, Weaknesses, Opportunities, and Threats identified by the RWHRA's leadership team.



SWOT MATRIX





In the SWOT analysis, the "Opportunities" section is often the most revealing in terms of the organization's desired future direction. To identify important Opportunities, the participants considered the important things that need to be achieved to take advantage of the organization's and community's strengths, overcome weaknesses, and mitigate or minimize threats.

As illustrated in the SWOT matrix on the preceding page, Red Wing HRA leaders – both Board and staff - listed 11 individual opportunities, in no order of importance or priority, as follows:

STRATEGIC OPPORTUNITIES

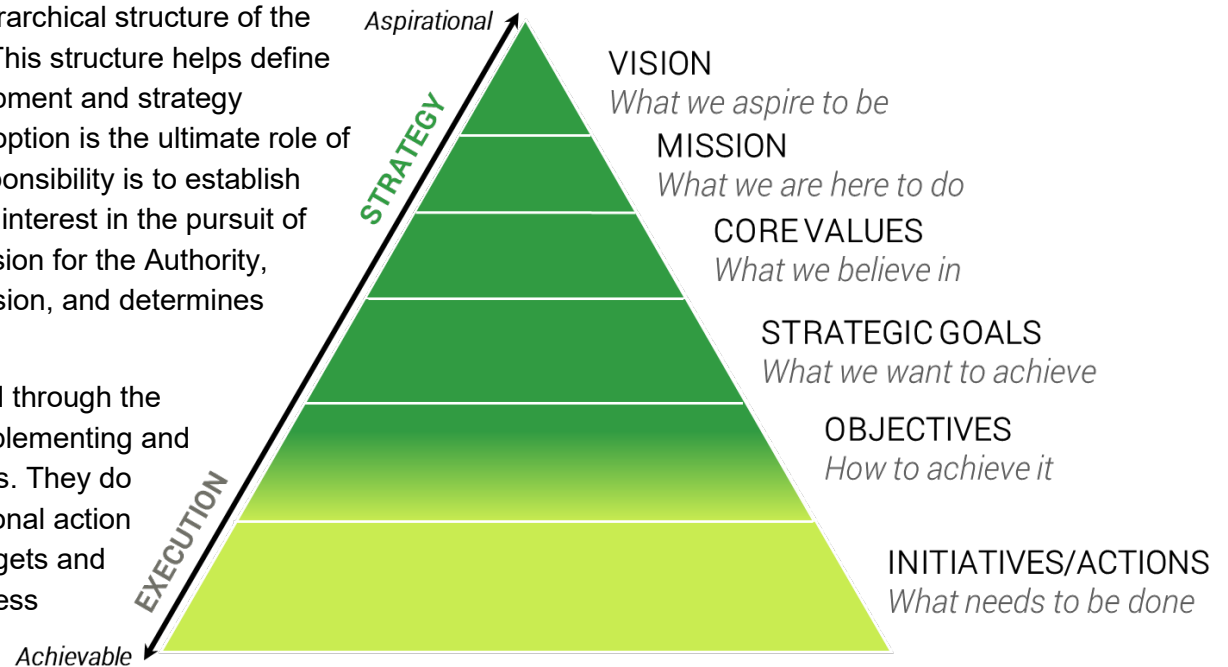
- *Do a better job of listening to the diverse needs of the community*
- *Leverage partnerships to improve services*
- *Work with the City and the Port Authority on redevelopment*
- *Create a rental assistance office*
- *Strengthen community involvement, education, and outreach*
- *Outreach to landlords to promote Section 8 program participation*
- *Stay current with technology advances to improve programs*
- *Streamline processes for (private sector) partnering with the HRA on new affordable housing development*
- *Seek new funding opportunities to increase staffing levels*
- *Increase the inventory of affordable housing units*
- *Become a “database” (and referral source) on available rental housing in the community*



STRUCTURE OF THE STRATEGIC PLAN

The graphic to the right illustrates the hierarchical structure of the updated Red Wing HRA Strategic Plan. This structure helps define the relationship between strategy development and strategy execution. Strategy development and adoption is the ultimate role of the Board of Commissioners, whose responsibility is to establish and articulate policy in the organization's interest in the pursuit of its mission. The Board sets the overall vision for the Authority, defines the organization's vision and mission, and determines the RWHRA's top priorities and goals.

The management team, working with and through the Executive Director, is accountable for implementing and accomplishing the Board's policy priorities. They do this by developing and executing operational action plans, preparing and recommending budgets and regular monitoring and reporting of progress concerning the Board's directives.





RED WING HRA VISION, MISSION & VALUES

An organization's **Vision** is aspirational. It defines what the organization wants to be or to achieve. It is an idealized description of the desired future state of the organization and the population it serves. Using an anonymous online polling tool, visioning workshop participants described their personal vision for the RWHRA's future. The resulting "word cloud" – with the words that appeared most frequently shown in larger/bold text – appears below:





Finally, based on the themes captured through the visioning activities and discussions and with workshop participants' input, the facilitator drafted an updated version of the Authority's existing vision statement for the Board's consideration. After review and comment by the Board, the following vision statement was developed:

RED WING HRA VISION

"Serving our community as a premier provider of affordable housing opportunities, a reliable community development partner, and an organization defined by excellence."

A ***Mission Statement*** describes the organization's purpose. It defines the business of the organization and its relationship with its customers. Board and staff members reviewed the existing mission statement and refined and simplified it as follows:

RED WING RHA MISSION

"The mission of the Red Wing HRA is to provide quality, affordable, sustainable housing and community redevelopment programs."



Organizational **Values** are the fundamental principles that guide how members of the organization conduct themselves while carrying out their mission in pursuit of the overall vision. Together, the values provide an ethical framework for decision-making and action. Workshop participants brainstormed a set of seven core values for the Authority.

RED WING HRA VALUES

Innovation

Initiative

Accountability

Compassion

Respect

Equity

Stability



EVIDENCE OF SUCCESS

How will things be different for the Red Wing HRA if the updated strategic plan is successful at an aspirational level? How should the Board of Commissioners and the Authority's management evaluate whether or not the organization is making progress towards its vision and succeeding in its mission?

During the visioning workshop, Board and staff collaborated to identify several key indicators of future success. These indicators are not a substitute for organizational or community performance measures but, instead, are intended to describe – in broad directional terms – what the Authority's leaders want to occur over the mid to long term.

Premier Provider of Diverse Housing Opportunities	Reliable and Viable Community Development Partner	Organization Defined by Excellence	Visible and Recognized Community Partner	Redevelopment
<ul style="list-style-type: none"> – Increased inventory of affordable housing units – Continue to have a homebuyer assistance program – Provide opportunities for seniors to move into affordable housing – Expand downtown housing opportunities, Old West Main and Pottery Place – The continued quality of maintenance programs – More loans extended – Expand the rental market – more rental units 	<ul style="list-style-type: none"> – Improved blighted area of town – improved values – Increase housing development – permit volumes increase 	<ul style="list-style-type: none"> – Other HRA's look to Red Wing for leadership – Staff and board participation in HAHRO – Increased staffing in support roles – Encouraging staff to achieve certifications and professional education in their area of expertise – Staff is comfortable with using technology – Increase in community outreach – more community awareness of the HRA, its programs, and funding 	<ul style="list-style-type: none"> – Provide better resources for rental property to benefit both renters and landlords 	<ul style="list-style-type: none"> – New business coming into Red Wing – Schools are full again – Redevelopment that includes riverfront properties



STRATEGIC GOALS & OBJECTIVES

After systematically evaluating the strengths and weaknesses of the organization, identifying opportunities and threats, and confirming the Authority's overall vision, mission and values, Board and staff members next turned their attention to the specific areas of organizational focus that they believe likely to have the most significant and positive impacts on the long-range success of the Red Wing HRA.

To identify these strategic impact areas for the Authority, the Board of Commissioners and senior members of the staff were invited to complete an online strategic planning survey. The survey asked the participants to go forward in time and imagine that the Authority is executing its mission and making progress on its vision, according to the organization's values. Then, participants were asked:

"Looking back from a position of great success, what, specifically, did you do to achieve that success?"

Each participant had the opportunity to list concrete action steps that they believed would, if taken, lead the RWHRA to that future position of strategic success. They thought about leveraging the identified strengths to overcome weaknesses and how to mitigate threats to create opportunities. They considered what actions would help to drive the accomplishment of the future success indicators they envisioned for the organization. Many individual ideas were generated and summarized by the Baker Tilly planning consultant for presentation in goal setting workshop.

From this online brainstorming exercise, a total of five common themes emerged to define the most important **strategic goals** for the next five years of the RWHRA's future. These are the areas in which the Board and senior staff believe results are required, and that accomplishment of these goals will move the Authority and the Red Wing community as a whole towards its long-term vision of housing service excellence.

The five strategic goals established by the Board of Commissioners are as follows:



Red Wing HRA STRATEGIC GOALS

- **Maintain existing and expand new housing opportunities**
- **Explore financial resources to support and expand HRA programs and services**
- **Organize and operate with effective and efficient business practices**
- **Focus on public engagement, education and community awareness**
- **Strengthen redevelopment programs and services**

Whereas **strategic goals** reflect the Board of Commissioners' major policy priorities, **strategic objectives** constitute the specific projects, programs, or results needed to achieve each goal. During the goal-setting workshop, the planning process facilitator reviewed the objectives included in the 2014 plan with the participants and the additional suggestions developed through the online survey to create an initial set of objectives for consideration. Workshop participants then reviewed and revised the preliminary objectives to develop a set of objectives for each of the five strategic goals, resulting in a total of 30 specific operating objectives for inclusion in the 2021 plan, as follows:

GOAL 1: Maintain existing and expand new housing opportunities

- 1.1 Provide housing assistance, education and guidance to low-income families.
- 1.2 Educate and inform the Board and community on Red Wing housing needs.
- 1.3 Create more workforce housing.
- 1.4 Become a dependable provider of rental housing education and guidance.
- 1.5 Create a community-wide vision and consensus for additional housing units.
- 1.6 Increase the inventory of affordable housing units.



- 1.7 Continuously evaluate affordable housing needs.
- 1.8 Evaluate options for a homeless shelter and emergency housing.
- 1.9 Build lasting, positive relationships with local landlords.

GOAL 2: Explore financial resources to support and expand HRA programs and services

- 2.1 Utilize all state, federal, and other funding and assistance programs to their fullest.
- 2.2 Use the resources of the Affordable Housing Trust Fund to increase housing supply.
- 2.3 Pursue Small Cities Grant applications on a three-year rotating basis.
- 2.4 Participate in the implementation of the Red Wing comprehensive economic development strategy.
- 2.5 Increase the number of housing units utilizing incentives such as TIF or loans.
- 2.6 Seek new funding sources to support staffing as needed.
- 2.7 Identify funding sources to address homelessness and generational poverty in the community.

GOAL 3: Organize and operate with effective and efficient business practices

- 3.1 Hire a competent and qualified Executive Director.
- 3.2 Continuously evaluate current programs for sustainability, economic feasibility and client service.
- 3.3 Create a rental assistance program to provide accurate education and guidance to those seeking housing.
- 3.4 Support and encourage professional growth, development and training of staff
- 3.5 Provide access to financial education for future homebuyers
- 3.6 Stay current with technology advances to improve programs
- 3.7 Sustain an innovative and family-value based workplace culture.
- 3.8 Assess the effectiveness and efficiency of human resource management processes and practices.
- 3.9 Expand Social Services to family units

GOAL 4: Focus on public engagement, education and community awareness

- 4.1 Maintain a visible presence through community engagement, education and outreach.
- 4.2 Actively participate in the Minnesota NAHRO chapter.



GOAL 5: Strengthen redevelopment programs and services

- 5.1 Hire a Redevelopment Coordinator and become more active with redevelopment in the community.
- 5.2 Actively collaborate with the City and Port Authority.
- 5.3 Rejuvenate areas of the city with housing investments.

Following the Board of Commissioners' review, approval and adoption of the strategic goals and objectives, RWHRA staff should build out the lower-level initiatives and action items required to achieve the policy intent of the Board, designate a senior member of the staff to serve as the overall "sponsor" or "champion" for each goal, assign individual accountability for each objective and initiative included in the plan, and establish target completion dates. The following pages include an illustrative template to support the operationalization of the RWHRA Strategic Plan.



GOAL 1: MAINTAIN EXISTING AND EXPAND NEW HOUSING OPPORTUNITIES

Senior Management Sponsor: [INSERT LEAD SPONSOR]

Objectives	Initiatives (Action Steps)	Accountability	Target Completion
Objective 1.1 <i>Provide housing assistance, education and guidance to low-income families.</i>	1.1.1 How? 1.1.2 How? 1.1.3 How?	<ul style="list-style-type: none"> Who? 	<ul style="list-style-type: none"> When?
Objective 1.2 <i>Educate and inform the Board and community on Red Wing housing needs.</i>	1.2.1 How? 1.2.2 How? 1.2.3 How?	<ul style="list-style-type: none"> Who? 	<ul style="list-style-type: none"> When?
Objective 1.3 <i>Create more workforce housing.</i>	1.3.1 How? 1.3.2 How? 1.3.3 How?	<ul style="list-style-type: none"> Who? 	<ul style="list-style-type: none"> When?
Objective 1.4 <i>Become a dependable provider of rental housing education and guidance.</i>	1.4.1 How? 1.4.2 How? 1.4.3 How?	<ul style="list-style-type: none"> Who? 	<ul style="list-style-type: none"> When?
Objective 1.5 <i>Create a community-wide vision and consensus for additional housing units.</i>	1.5.1 How? 1.5.2 How? 1.5.3 How?	<ul style="list-style-type: none"> Who? 	<ul style="list-style-type: none"> When?



GOAL 1: MAINTAIN EXISTING AND EXPAND NEW HOUSING OPPORTUNITIES

Senior Management Sponsor: [INSERT LEAD SPONSOR]

Objectives	Initiatives (Action Steps)	Accountability	Target Completion
Objective 1.6 <i>Increase the inventory of affordable housing units.</i>	1.6.1 How? 1.6.2 How? 1.6.3 How?	<ul style="list-style-type: none"> Who? 	<ul style="list-style-type: none"> When?
Objective 1.7 <i>Continuously evaluate affordable housing needs.</i>	1.7.1 How? 1.7.2 How? 1.7.3 How?	<ul style="list-style-type: none"> Who? 	<ul style="list-style-type: none"> When?
Objective 1.8 <i>Evaluate options for a homeless shelter and emergency housing.</i>	1.8.1 How? 1.8.2 How? 1.8.3 How?	<ul style="list-style-type: none"> Who? 	<ul style="list-style-type: none"> When?
Objective 1.9 <i>Build lasting, positive relationships with local landlords.</i>	1.9.1 How? 1.9.2 How? 1.9.3 How?	<ul style="list-style-type: none"> Who? 	<ul style="list-style-type: none"> When?



GOAL 2: EXPLORE FINANCIAL RESOURCES TO SUPPORT AND EXPAND HRA PROGRAMS AND SERVICES

Senior Management Sponsor: [INSERT LEAD SPONSOR]

Objectives	Initiatives (Action Steps)	Accountability	Target Completion
Objective 2.1 <i>Utilize all state, federal and other funding assistance programs to their fullest.</i>	2.1.1 How? 2.1.2 How? 2.2.3 How?	<ul style="list-style-type: none"> Who? 	<ul style="list-style-type: none"> When?
Objective 2.2 <i>Use the resources of the Affordable Housing Trust Fund to increase housing supply.</i>	2.2.1 How? 2.2.2 How? 2.2.3 How?	<ul style="list-style-type: none"> Who? 	<ul style="list-style-type: none"> When?
Objective 2.3 <i>Pursue Small Cities grant applications on a three-year rotating basis.</i>	2.3.3 How? 2.3.2 How? 2.3.3 How?	<ul style="list-style-type: none"> Who? 	<ul style="list-style-type: none"> When?
Objective 2.4 <i>Participate in the implementation of the Red Wing comprehensive economic development strategy.</i>	2.4.1 How? 2.4.2 How? 2.4.3 How?	<ul style="list-style-type: none"> Who? 	<ul style="list-style-type: none"> When?



GOAL 2: EXPLORE FINANCIAL RESOURCES TO SUPPORT AND EXPAND HRA PROGRAMS AND SERVICES

Senior Management Sponsor: [INSERT LEAD SPONSOR]

Objectives	Initiatives (Action Steps)	Accountability	Target Completion
Objective 2.5 <i>Increase the number of housing units utilizing incentives such as TIF or loans.</i>	2.5.1 How? 2.5.2 How? 2.5.3 How?	<ul style="list-style-type: none"> Who? 	<ul style="list-style-type: none"> When?
Objective 2.6 <i>Seek new funding sources to support staffing as needed.</i>	2.6.1 How? 2.6.2 How? 2.6.3 How?	<ul style="list-style-type: none"> Who? 	<ul style="list-style-type: none"> When?
Objective 2.7 <i>Identify funding sources to address homelessness and generational poverty in the community.</i>	2.7.1 How? 2.7.2 How? 2.7.3 How?	<ul style="list-style-type: none"> Who? 	<ul style="list-style-type: none"> When?



GOAL 3: ORGANIZE AND OPERATE WITH EFFECTIVE AND EFFICIENT BUSINESS PRACTICES

Senior Management Sponsor: [INSERT LEAD SPONSOR]

Objectives	Initiatives (Action Steps)	Accountability	Target Completion
Objective 3.1 <i>Hire a competent and qualified Executive Director.</i>	3.1.1 How? 3.1.2 How? 3.1.3 How?	<ul style="list-style-type: none"> Who? 	<ul style="list-style-type: none"> When?
Objective 3.2 <i>Continuously evaluate current programs for sustainability, economic feasibility and client service.</i>	3.2.1 How? 3.2.2 How?	<ul style="list-style-type: none"> Who? 	<ul style="list-style-type: none"> When?
Objective 3.3 <i>Create a rental assistance program to provide accurate education and guidance to those seeking housing.</i>	3.3.1 How? 3.3.2 How? 3.3.3 How?	<ul style="list-style-type: none"> Who? 	<ul style="list-style-type: none"> When?
Objective 3.4 <i>Support and encourage professional growth, development and training of staff.</i>	3.4.1 How? 3.4.2 How? 3.4.3 How?	<ul style="list-style-type: none"> Who? 	<ul style="list-style-type: none"> When?



GOAL 3: ORGANIZE AND OPERATE WITH EFFECTIVE AND EFFICIENT BUSINESS PRACTICES

Senior Management Sponsor: [INSERT LEAD SPONSOR]

Objectives	Initiatives (Action Steps)	Accountability	Target Completion
Objective 3.5 <i>Provide access to financial education for future homebuyers.</i>	3.5.1 How? 3.5.2 How? 3.5.3 How?	<ul style="list-style-type: none"> Who? 	<ul style="list-style-type: none"> When?
Objective 3.6 <i>Stay current with technology advances to improve programs.</i>	3.6.1 How? 3.6.2 How? 3.6.3 How?	<ul style="list-style-type: none"> Who? 	<ul style="list-style-type: none"> When?
Objective 3.7 <i>Sustain an innovative and family-value based workplace culture.</i>	3.7.1 How? 3.7.2 How? 3.7.3 How?	<ul style="list-style-type: none"> Who? 	<ul style="list-style-type: none"> When?
Objective 3.8 <i>Assess the effectiveness and efficiency of human resource management processes and practices.</i>	3.8.1 How? 3.8.2 How? 3.8.3 How?	<ul style="list-style-type: none"> Who? 	<ul style="list-style-type: none"> When?
Objective 3.9 <i>Expand Social Services to family units.</i>	3.9.1 How? 3.9.2 How? 3.9.3 How?	<ul style="list-style-type: none"> Who? 	<ul style="list-style-type: none"> When?



GOAL 4: FOCUS ON PUBLIC ENGAGEMENT, EDUCATION AND COMMUNITY AWARENESS

Senior Management Sponsor: [INSERT LEAD SPONSOR]

Objectives	Initiatives (Action Steps)	Accountability	Target Completion
Objective 4.1 <i>Maintain a visible presence through community involvement, education and outreach.</i>	4.1.1 How? 4.1.2 How? 4.2.3 How?	<ul style="list-style-type: none"> Who? 	<ul style="list-style-type: none"> When?
Objective 4.2 <i>Actively participate in the Minnesota NAHRO chapter.</i>	4.2.1 How? 4.2.2 How? 4.2.3 How?	<ul style="list-style-type: none"> Who? 	<ul style="list-style-type: none"> When?



GOAL 5: STRENGTHEN REDEVELOPMENT PROGRAMS AND SERVICES

Senior Management Sponsor: [INSERT LEAD SPONSOR]

Objectives	Initiatives (Action Steps)	Accountability	Target Completion
Objective 5.1 <i>Hire a Redevelopment Coordinator and become more active with redevelopment in the community.</i>	5.1.1 How? 5.1.2 How? 5.2.3 How?	<ul style="list-style-type: none"> Who? 	<ul style="list-style-type: none"> When?
Objective 5.2 <i>Actively collaborate with the City and the Port Authority.</i>	5.2.1 How? 5.2.2 How? 5.2.3 How?	<ul style="list-style-type: none"> Who? 	<ul style="list-style-type: none"> When?
Objective 5.3 <i>Rejuvenate areas of the city with housing investments.</i>	5.3.3 How? 5.3.2 How? 5.3.3 How?	<ul style="list-style-type: none"> Who? 	<ul style="list-style-type: none"> When?



STRATEGY MAP

A strategy map is a simple graphical depiction of the Red Wing HRA strategic plan regarding its vision, mission, values, strategic goals, and key objectives. It serves as a quick reference guide to the plan. It is a useful tool for organizing and aligning departmental business plans, objectives, and resources to support the overall strategy. The map summarizing the RWHRA strategic plan is shown on the following page.



OUR GOALS

OUR VISION

Serving our community as a premier provider of affordable housing opportunities, a reliable community development partner, and an organization defined by excellence.

OUR MISSION

The mission of the Red Wing HRA is to provide quality, affordable, sustainable housing and community redevelopment programs.

OUR VALUES

Innovation
Initiative
Accountability
Compassion
Respect
Equity
Stability

1

Maintain &
Expand
Housing
Opportunities

2

Explore
Financial
Resources

3

Effective &
Efficient
Business
Practices

4

Public
Engagement,
Education,
Awareness

5

Strengthened
Redevelopment
Programs

OUR STRATEGY

- 1.1 – Provide housing assistance, education and guidance to low income families.
- 1.2 – Educate and inform the Board and community on Red Wing housing needs.
- 1.3 – Create more workforce housing.
- 1.4 – Become a dependable provider of rental housing education and guidance.
- 1.5 – Create a community-wide vision and consensus for additional housing units.
- 1.6 – Increase the inventory of affordable housing units.
- 1.7 – Continuously evaluate affordable housing needs.
- 1.8 – Evaluate options for homeless shelter and emergency housing.
- 1.9 – Build lasting, positive relationships with local landlords.

- 2.1 – Utilize all state, federal and other funding assistance programs to their fullest.
- 2.2 – Use the resources of the Affordable Housing Trust Fund to increase housing supply.
- 2.3 – Pursue Small Cities grant applications on a three-year rotating basis.
- 2.4 – Participate in the implementation of the Red Wing comprehensive economic development strategy.
- 2.5 – Increase the number of housing units utilizing incentives such as TIF or loans.
- 2.6 – Seek new funding sources to support staffing as needed.
- 2.7 – Identify funding sources to address homelessness and generational poverty in the community.

- 3.1 – Hire a competent and qualified Executive Director.
- 3.2 – Continuously evaluate current programs for sustainability, economic feasibility and client service.
- 3.3 – Create a rental assistance program to provide accurate education and guidance to those seeking housing.
- 3.4 – Support and encourage professional growth, development and training of staff.
- 3.5 – Provide access to financial education for future homebuyers.
- 3.6 – Stay current with technology advances to improve programs.
- 3.7 – Sustain an innovative and family-value based workplace culture.
- 3.8 – Assess the effectiveness and efficiency of human resources management processes and practices
- 3.9 – Expand Social Services to family units.

- 4.1 – Maintain a visible presence through community involvement, education and outreach.
- 4.2 – Actively participate in the Minnesota NAHRO chapter.

- 5.1 – Hire a Redevelopment Coordinator and become more active with redevelopment in the community.
- 5.2 – Actively collaborate with the City and the Port Authority.
- 5.3 – Rejuvenate areas of the city with housing investments.



RECOMMENDATIONS

The strategic planning process is an important milestone in the Red Wing HRA's continued focus on long-term strategic thinking, planning, and management. The time, thought, and effort invested by both the Board of Commissioners and the HRA's housing and redevelopment professionals allowed them to think strategically about the possibilities for the Authority that go well beyond the routine meeting-to-meeting, tactical decision-making routine. The significance of the commitment of resources to this effort is commendable. The results have established a foundation for future improvement.

RECOMMENDATION *Support and complete the Board of Commissioners' review, discussion, refinement, and strategic plan adoption as necessary.*

The Board, working with and through the next Executive Director (once appointed), should work together to review and confirm all elements of the strategic plan presented in this report, including the statements of Vision, Mission, and Values, the strategic goals and objectives, and the prioritization of those objectives. Reviewers should pay particular attention to the strategic objectives listed for each of the five goals to verify that they accurately reflect the intent of the Board. While the adoption of the updated strategy is the ultimate responsibility of the Board, the Executive Director and her/his managers should be closely involved in this review and refinement process. A revised draft of the strategic plan, reflecting the appropriate parties' input, should then be prepared and presented to the Board for formal adoption.

RECOMMENDATION *Assign the staff to build-out the supporting operating details required to link the strategic goals and objectives to the HRA's operational and capital planning and budgeting processes.*

The Board, acting in its role as policy leaders, should take lead responsibility for **strategy formulation**. In turn, the Executive Director in the Authority's chief executive officer's role should have the primary responsibility for **strategy execution**. Just as policy is the province of the Board and administration is the staff's province, so it is with strategy. The Board sets strategic goals, defines how their accomplishment will be measured and holds management accountable for the effective execution. The Executive Director should consider creating a strategy implementation team consisting of a representative cross-section of staff members across the organization. This implementation team should take responsibility for identifying specific operational initiatives and tasks necessary



for accomplishing the plan's objectives. While every department may not be required to produce individual initiatives for every one of the 30 objectives, each should carefully assess those objectives and determine which of them will require some level of effort. Additionally, each objective should be assigned an accountable owner responsible for accomplishing the objective, along with a target date for completion. Finally, the implementation team should be assigned to develop a set of strategic performance indicators and targets to be used to measure, monitor, and report progress to the organization, the Board, and the community.

RECOMMENDATION *Continue the practice of regular process of strategic planning closely linked to the budget process.*

Going forward, the Board and management staff should continue the existing practice of regular, periodic reviewing and update the strategic plan. An annual planning retreat – with or without an outside facilitator - could be used to evaluate progress made on objectives and supporting initiatives established for the year, to review current and projected financial conditions and to consider needed updates to the strategic goals, objectives, and priorities. The results of the annual planning retreat and any guidance provided by the Board should become the foundation for the staff's development of the yearly budget and supporting operating plans, performance measures, and targets.

RECOMMENDATION *Adopt tools and processes to track and report results, identify further improvement opportunities, and document outcomes.*

Once the Board adopts the Authority's strategy, that strategy becomes the governing body's documented policy. The Executive Director and her/his designees are, in turn, are accountable for the execution of the plan as it applies to their areas of responsibility. The Board should focus more on the desired outcomes/results they expect the Authority to achieve and less on the particular means/tactics by which results are obtained, subject to limitations and guidelines established by the Board and law. By ensuring that strategic goal attainment and operating results are measured and reported by management to the Board and the general public, an improved focus on accountability is created and can foster a climate of confidence and trust between the policymaking officials and the appointed professional staff.

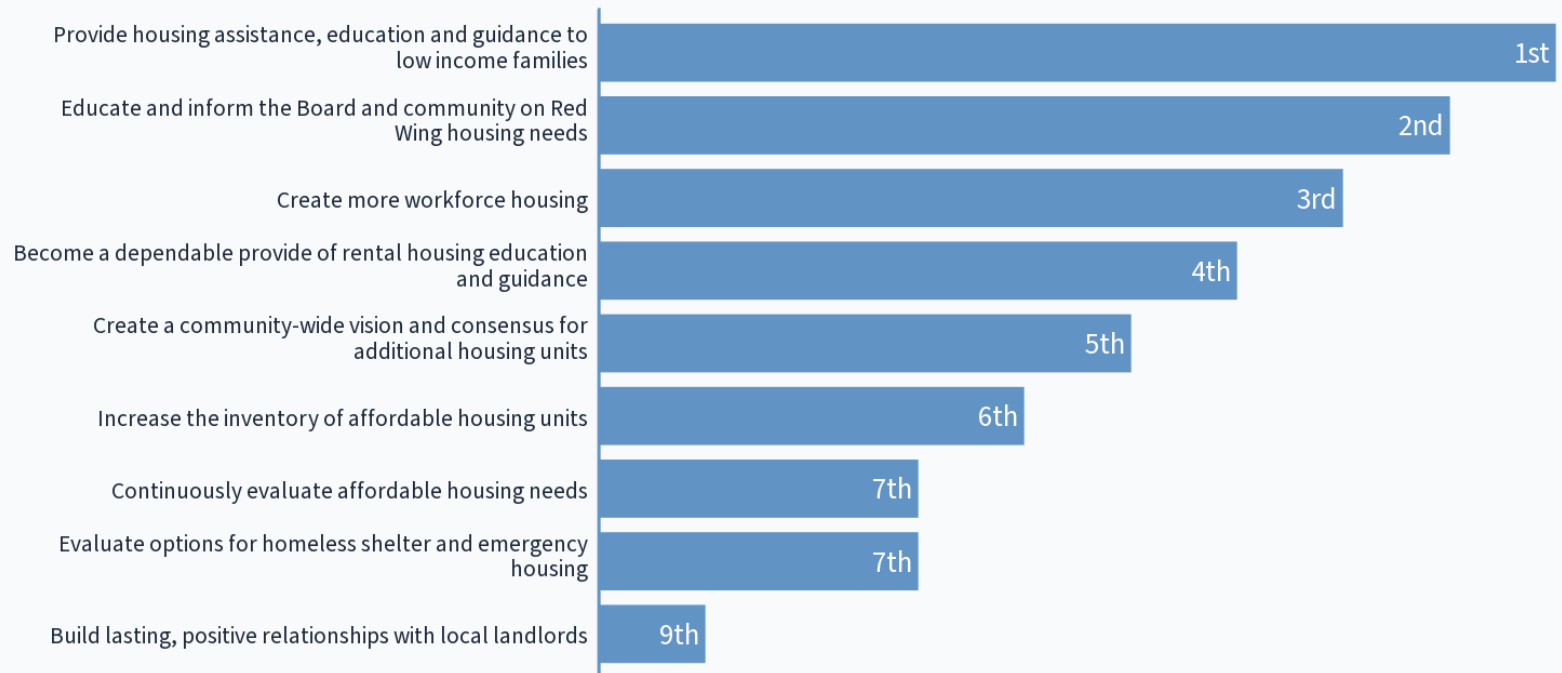


APPENDIX 1: PRIORITIZATION POLLING RESULTS



🖥️ When poll is active, respond at pollev.com/davide675

Please prioritize the following "Maintain existing and expand new housing opportunities" objectives in order of their importance to the RWHRA:

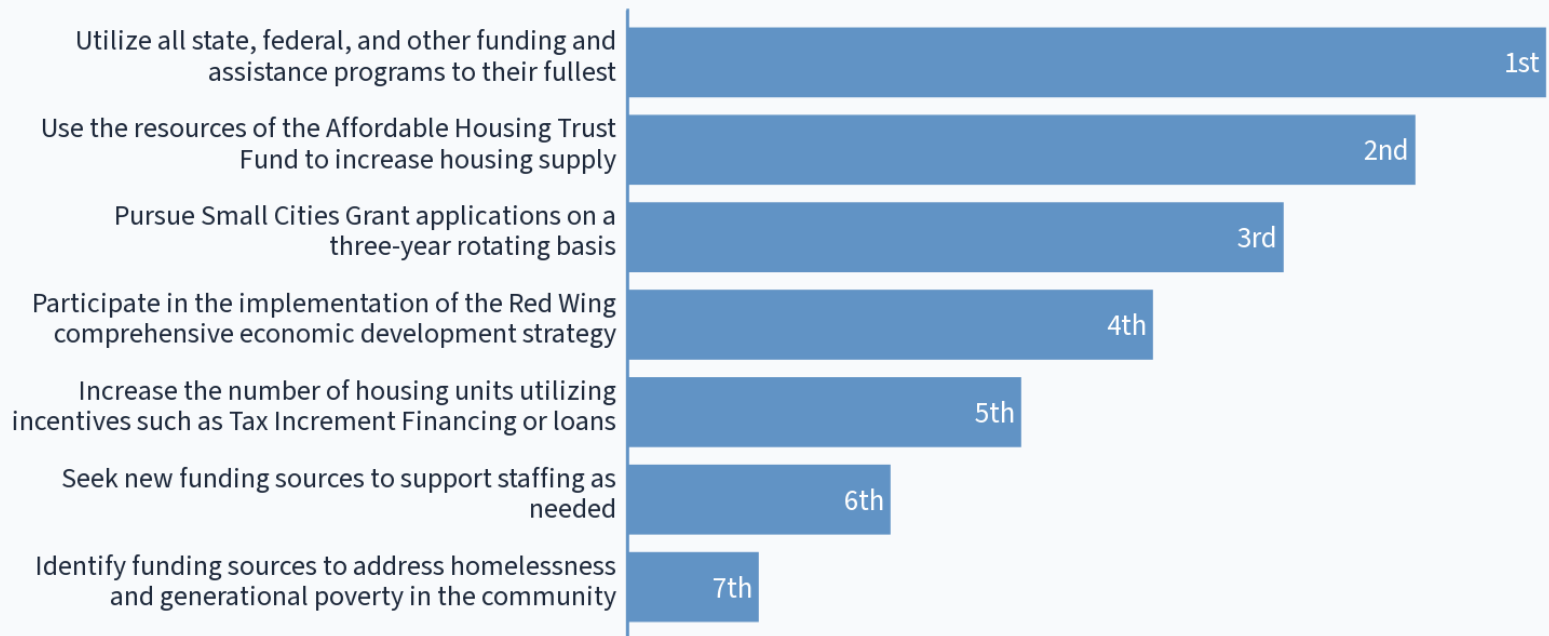


Total Results: 6



When poll is active, respond at pollev.com/davide675

Please prioritize the following "Explore financial resources to support and expand HRA programs and services" objectives in order of their importance to the RWHRA:

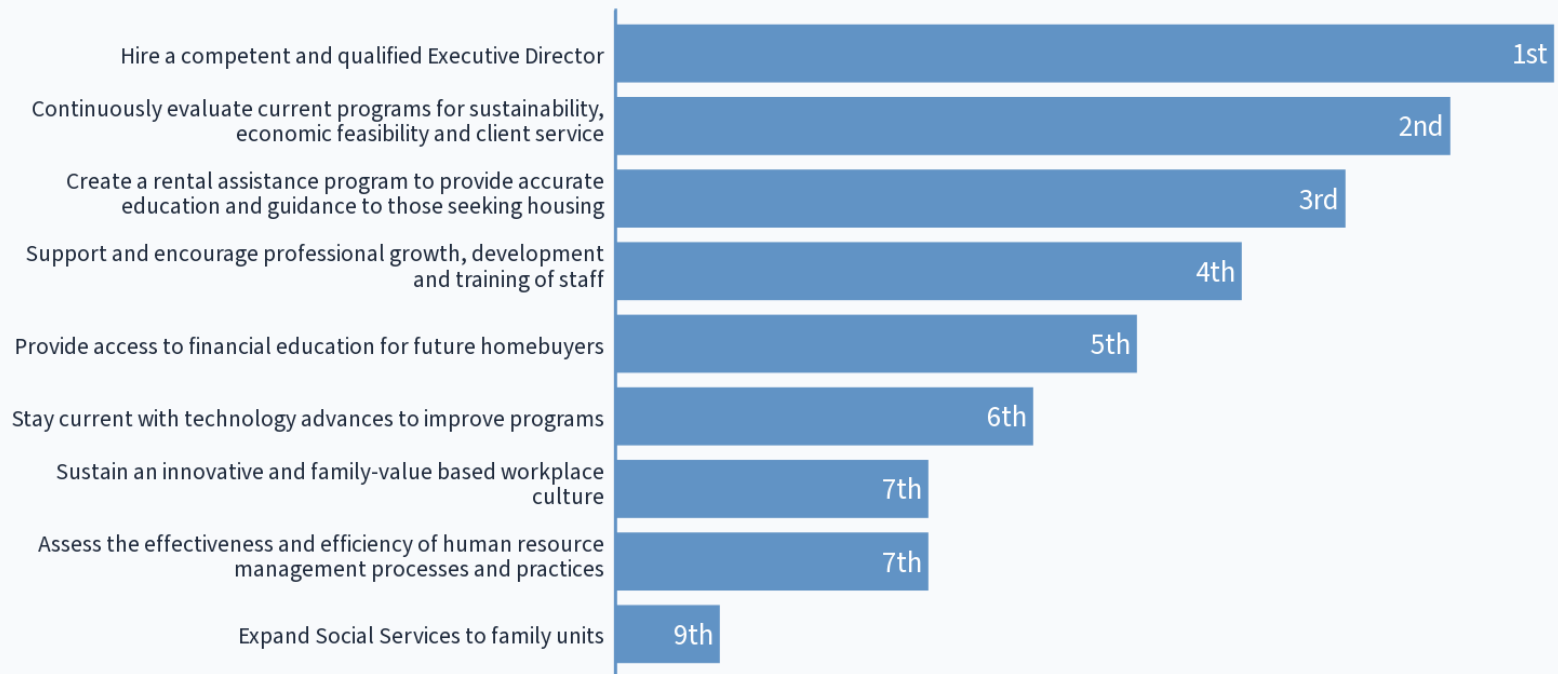


Total Results: 7



When poll is active, respond at pollev.com/davide675

Please prioritize the following "Organize and operate with effective and efficient business practices" objectives in order of their importance to the RWHRA:



Total Results: 7



When poll is active, respond at pollev.com/davide675

Please prioritize the following "Focus on public engagement, education and community awareness" objectives in order of their importance to the RWHRA:

Maintain a visible presence
through community
engagement, education and
outreach

1st

Actively participate in the
Minnesota NAHRO chapter

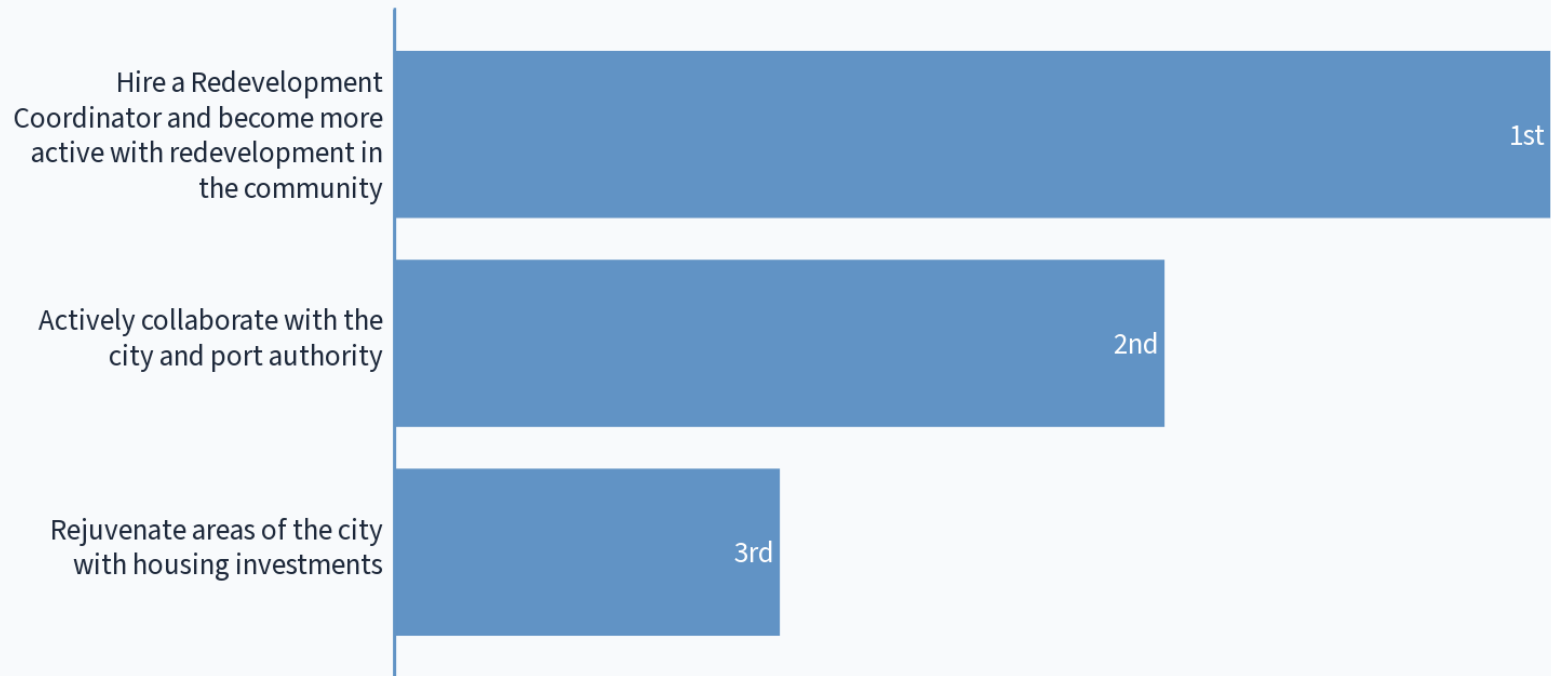
2nd

Total Results: 7



🖥️ When poll is active, respond at pollev.com/davide675

Please prioritize the following "Strengthen redevelopment programs and services" objectives in order of their importance to the RWHRA:



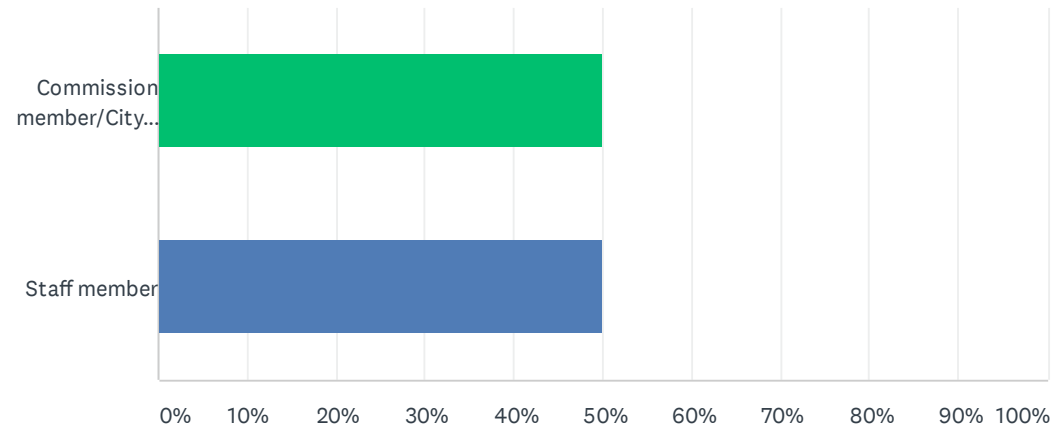
Total Results: 7



APPENDIX 2: ONLINE SURVEY RESULTS

Q1 For analytical purposes only, which of the following best describes your role with the RWHRA?

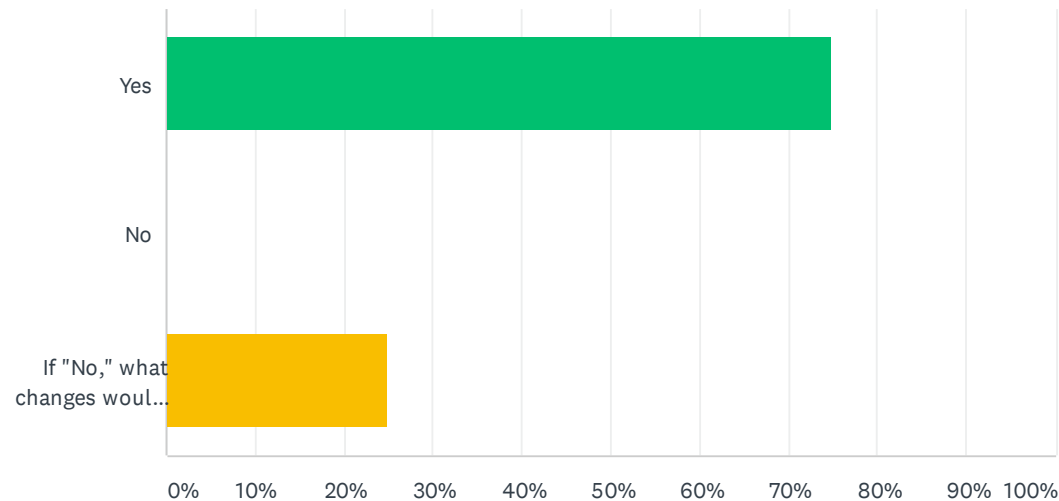
Answered: 8 Skipped: 0



ANSWER CHOICES	RESPONSES	
Commission member/City Council liaison	50.00%	4
Staff member	50.00%	4
TOTAL		8

Q2 The current vision statement of the RWHRA is as follows:- Premier premier provider of diverse housing opportunities- Reliable and visible community development partner- An organization defined by excellence- A visible and recognized community partnerThinking ahead for the next five years or more, are the above statements still valid?

Answered: 8 Skipped: 0

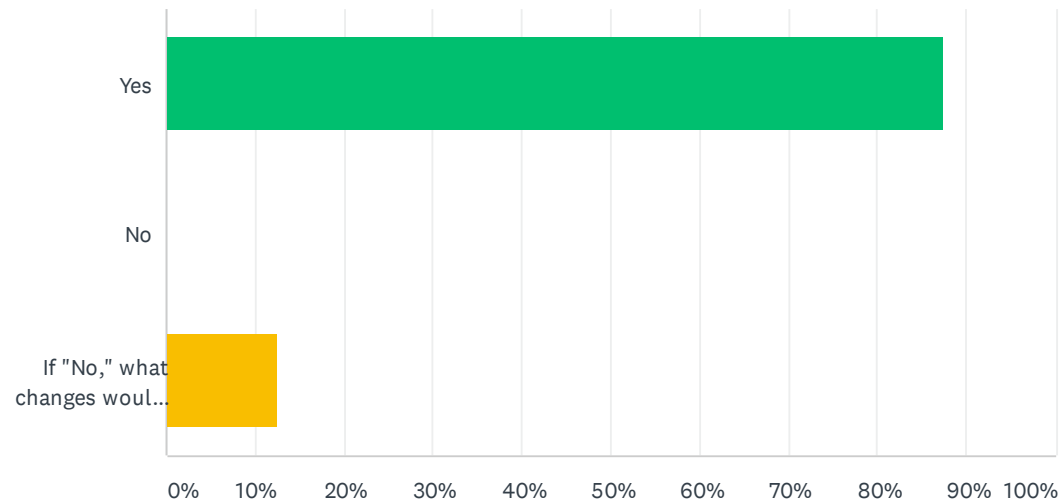


ANSWER CHOICES	RESPONSES	
Yes	75.00%	6
No	0.00%	0
If "No," what changes would you like to suggest?	25.00%	2
TOTAL		8

#	IF "NO," WHAT CHANGES WOULD YOU LIKE TO SUGGEST?	DATE
1	The meaning of the word 'diverse' has a different connotation now than when this vision statement was written. Diversity is more of a sociological descriptor; it feels out of touch in reference to housing. Perhaps 'variety' or some other word would be more appropriate.	1/22/2021 4:23 PM

Q3 Red Wing HRA Mission Statement "The mission of the Red Wing HRA is to provide quality, affordable, sustainable housing and community redevelopment programs utilizing resources that develop public and private partnerships." Thinking ahead for the next five years or more, is this mission statement still valid?

Answered: 8 Skipped: 0



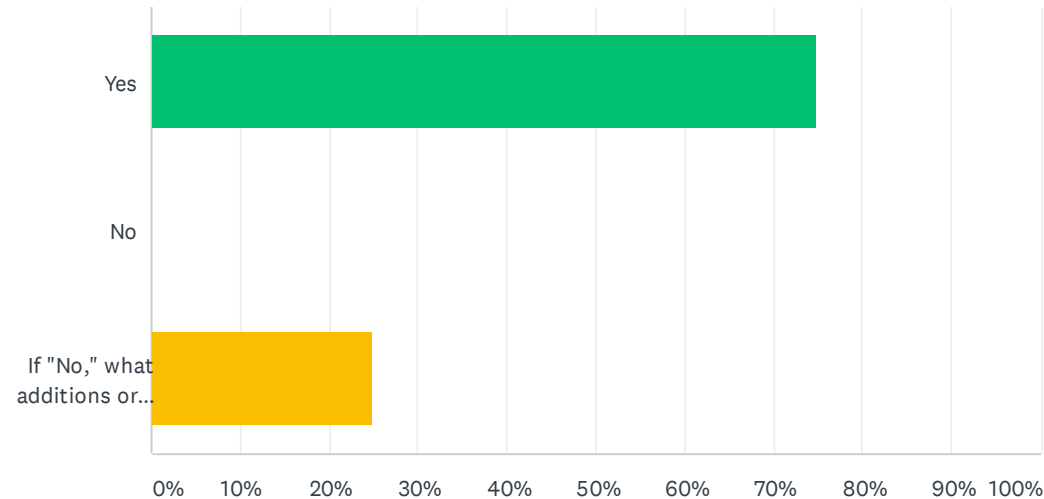
ANSWER CHOICES		RESPONSES	
Yes		87.50%	7
No		0.00%	0
If "No," what changes would you like to suggest?		12.50%	1
TOTAL			8

#	IF "NO," WHAT CHANGES WOULD YOU LIKE TO SUGGEST?	DATE
1	The mission of the Red Wing HRA is to provide quality, affordable, sustainable housing and community redevelopment programs.	1/19/2021 1:05 PM

Q4 Red Wing HRA Values

The current values of the RWHRA are:- Sustainability- Innovation- Initiative- Transparency Thinking ahead for the next five years or more, are these value statements the most valid/relevant values of the HRA?

Answered: 8 Skipped: 0

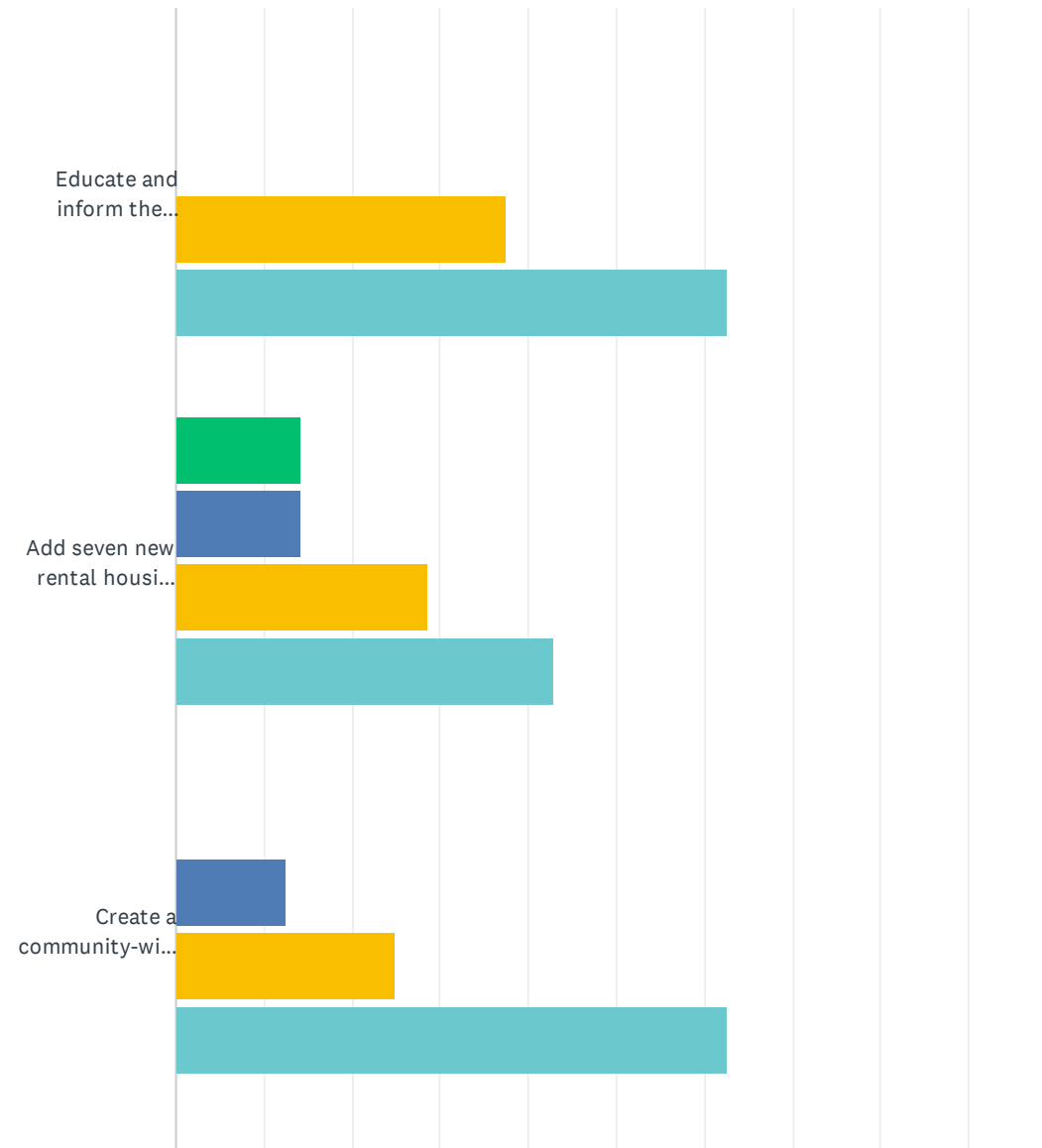


ANSWER CHOICES		RESPONSES	
Yes		75.00%	6
No		0.00%	0
If "No," what additions or deletions would you like to suggest?		25.00%	2
TOTAL			8

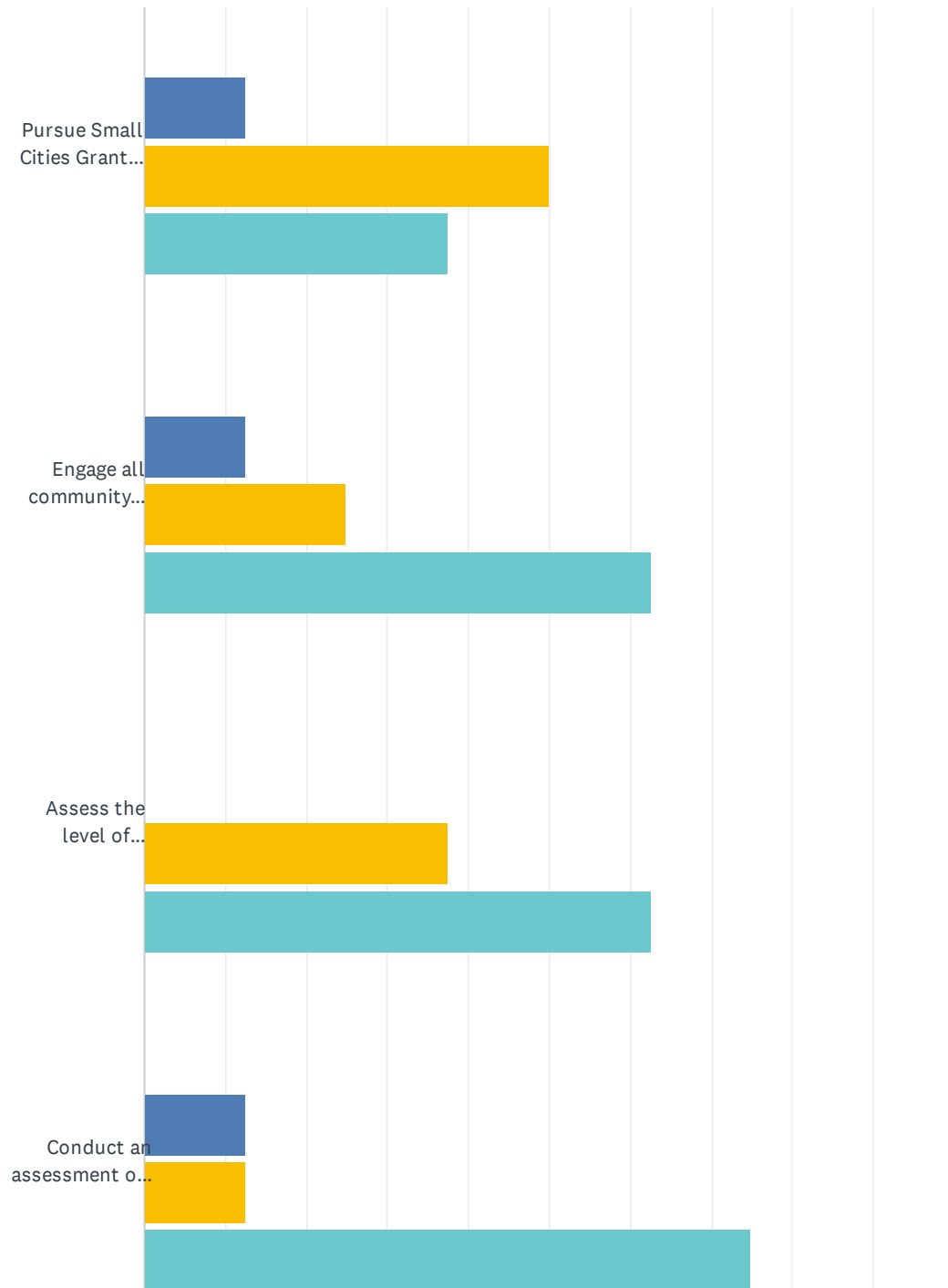
#	IF "NO," WHAT ADDITIONS OR DELETIONS WOULD YOU LIKE TO SUGGEST?	DATE
1	Equity should be added.	1/22/2021 4:23 PM
2	compassionate progressive	1/19/2021 9:14 PM

Q5 The following 12 strategic objectives are included in the 2014 RWHA Strategic Plan. Please rate their relevance for the coming five-plus years.

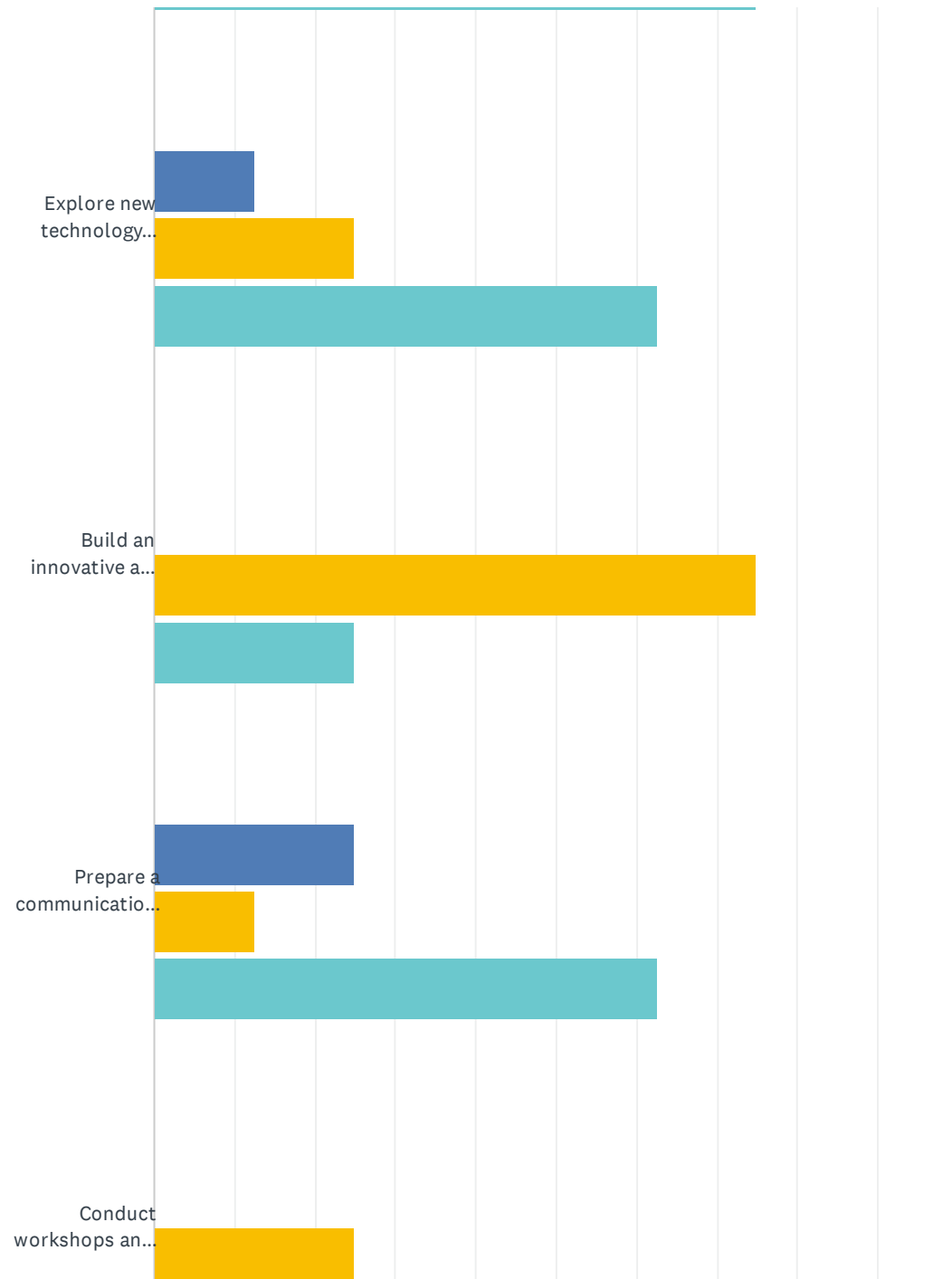
Answered: 8 Skipped: 0



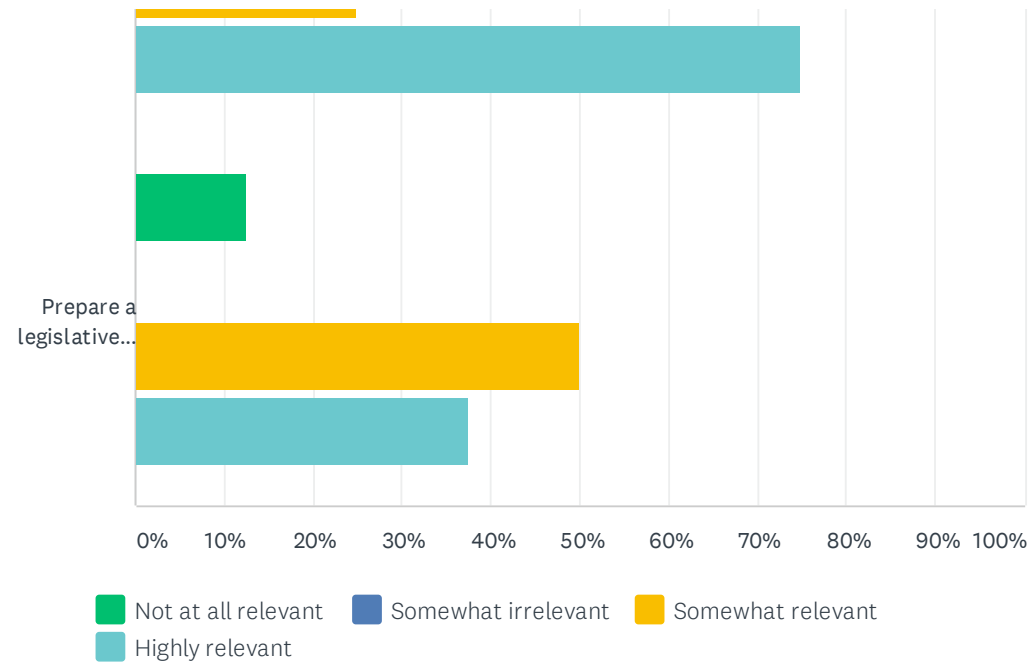
Red Wing HRA Strategic Plan



Red Wing HRA Strategic Plan



Red Wing HRA Strategic Plan



Red Wing HRA Strategic Plan

	NOT AT ALL RELEVANT	SOMEWHAT IRRELEVANT	SOMEWHAT RELEVANT	HIGHLY RELEVANT	TOTAL	WEIGHTED AVERAGE
Educate and inform the Board and community on Red Wing's housing needs	0.00% 0	0.00% 0	37.50% 3	62.50% 5	8	3.63
Add seven new rental housing units in 2014	14.29% 1	14.29% 1	28.57% 2	42.86% 3	7	3.00
Create a community-wide vision and consensus for additional housing units	0.00% 0	12.50% 1	25.00% 2	62.50% 5	8	3.50
Pursue Small Cities Grant applications on a three year rotating basis	0.00% 0	12.50% 1	50.00% 4	37.50% 3	8	3.25
Engage all community partners to develop a comprehensive economic development strategy	0.00% 0	12.50% 1	25.00% 2	62.50% 5	8	3.50
Assess the level of homelessness and generational poverty in the community	0.00% 0	0.00% 0	37.50% 3	62.50% 5	8	3.63
Conduct an assessment of human resources needs (succession planning, etc.)	0.00% 0	12.50% 1	12.50% 1	75.00% 6	8	3.63
Explore new technology initiatives	0.00% 0	12.50% 1	25.00% 2	62.50% 5	8	3.50
Build an innovative and family-vale based workplace culture	0.00% 0	0.00% 0	75.00% 6	25.00% 2	8	3.25
Prepare a communication and marketing strategy	0.00% 0	25.00% 2	12.50% 1	62.50% 5	8	3.38
Conduct workshops and forums to educate and inform community partners and citizens	0.00% 0	0.00% 0	25.00% 2	75.00% 6	8	3.75
Prepare a legislative platform to promote the HRA strategies and goals	12.50% 1	0.00% 0	50.00% 4	37.50% 3	8	3.13

#	WHAT OTHER CONCRETE GOALS SHOULD BE A PART OF THE NEXT RWHRA STRATEGIC PLAN?	DATE
1	Maintain current programs and ensure support for staff in those programs. Looking at new ideas and growing is great but still want to be sure a solid foundation with current programs and staff.	1/22/2021 2:27 PM
2	Evaluate affordable housing shortages in Red Wing and devise a workable solution. Add a rental assistance office to help find and secure housing options for those in need. Hire a redevelopment coordinator and become more active and involved with redevelopment in the community. Work with other agency's in Red Wing to advance redevelopment	1/22/2021 9:00 AM
3	Build a lasting, positive relationship with local landlords to create more housing opportunities Expand Social Services to family units Create financial planning for future homebuyers	1/19/2021 9:35 PM

Q6 Imagine that you are five-ten years out in the future. The Red Wing HRA has made significant progress towards its vision and is accomplishing its mission in accordance with its organizational values. Housing choices are plentiful and diverse, homelessness is on the decline, the Authority is well-led, the local economy is thriving, and the HRA is a leading partner in all of these accomplishments. Looking back to the 2020-21 strategic planning process from a position of great success, what specific actions did the RWHA take to get here?

Answered: 4 Skipped: 4

ANSWER CHOICES	RESPONSES	
1.	100.00%	4
2.	100.00%	4
3.	100.00%	4
4.	100.00%	4
5.	75.00%	3
6.	25.00%	1
7.	25.00%	1
8.	0.00%	0
9.	0.00%	0
10.	0.00%	0

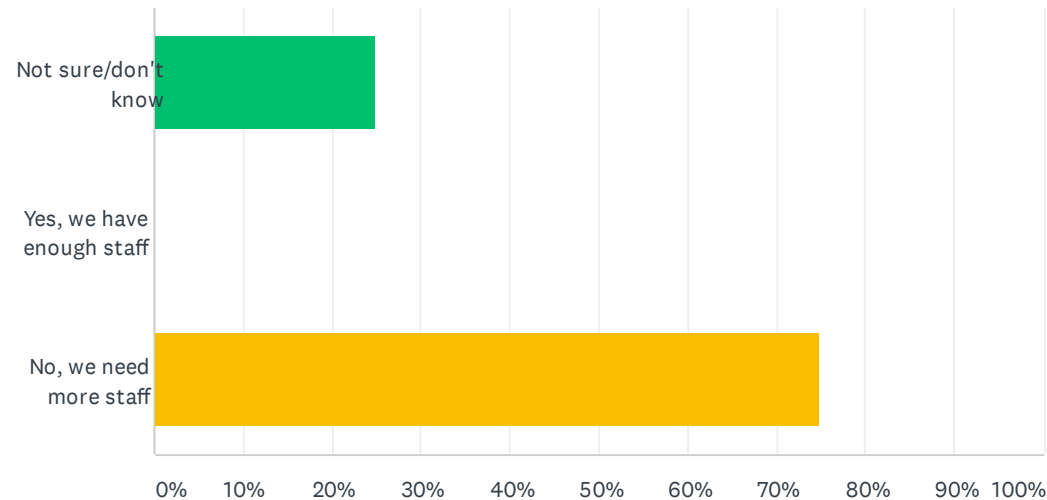
#	1.	DATE
1	seasoned staff are supported	1/22/2021 2:27 PM
2	listen to the community	1/22/2021 9:00 AM
3	work with the City and community to help homelessness	1/19/2021 9:35 PM
4	Increased the number of housing units in Red Wing utilizing incentives such TIF or loans	1/19/2021 1:14 PM

Red Wing HRA Strategic Plan

#	2.	DATE
1	education between organization, collaborations, and public	1/22/2021 2:27 PM
2	devise a map to solving housing needs currently and into the future	1/22/2021 9:00 AM
3	create more work force housing	1/19/2021 9:35 PM
4	Continued making Small Cities Loans to commercial businesses	1/19/2021 1:14 PM
#	3.	DATE
1	training for staff	1/22/2021 2:27 PM
2	Open a rental assistance office	1/22/2021 9:00 AM
3	help teach family self sufficiency/budgeting	1/19/2021 9:35 PM
4	Increased the use of technology at the office and with tenants	1/19/2021 1:14 PM
#	4.	DATE
1	applied and received additional funding	1/22/2021 2:27 PM
2	work together with other agency and organizations in town	1/22/2021 9:00 AM
3	help low income families stay in their owned homes with rehab	1/19/2021 9:35 PM
4	Used the resources of the AHTF to increase housing supply	1/19/2021 1:14 PM
#	5.	DATE
1	become more active with redevelopment	1/22/2021 9:00 AM
2	keep looking for ways to assist families with affordable housing	1/19/2021 9:35 PM
3	Rejuvenated areas of the City through housing investmentsss	1/19/2021 1:14 PM
#	6.	DATE
1	utilize all state and federal funding and assistance programs to their fullest	1/22/2021 9:00 AM
#	7.	DATE
1	hire a competent and qualified executive director	1/22/2021 9:00 AM
#	8.	DATE
	There are no responses.	
#	9.	DATE
	There are no responses.	
#	10.	DATE
	There are no responses.	

Q7 Do you feel that the RWHRA is adequately staffed to successfully execute the mission of the organization?

Answered: 8 Skipped: 0



ANSWER CHOICES	RESPONSES	
Not sure/don't know	25.00%	2
Yes, we have enough staff	0.00%	0
No, we need more staff	75.00%	6
TOTAL		8

#	IF "NO," WHAT SPECIFIC PROGRAMS OR FUNCTIONS NEED ADDITIONAL PERSONNEL?	DATE
1	Education technology outreach	1/22/2021 5:51 PM
2	Community Development, possibly, depending on qualifications of new Executive Director. We need to keep the current positions we have in the office but could use an additional administrative person. We need to have 2 full time social service positions.	1/22/2021 2:27 PM
3	Redevelopment and rental assistance personnel	1/22/2021 9:00 AM
4	One more staff is needed if new ED does not qualify. A Community Development Coordinator	1/19/2021 9:35 PM

Red Wing HRA Strategic Plan

5	We are lacking in Service Coordination and could use another full time person.	1/19/2021 1:22 PM
6	Community Redevelopment	1/19/2021 1:14 PM

Q8 Please provide any additional thoughts or suggestions for possible inclusion in the updated RWHRA strategic Plan

Answered: 3 Skipped: 5

#	RESPONSES	DATE
1	There had been a lot of talk of expanding and looking into new ways for the community development. This is great but I feel there still needs to be an emphasis on current positions and staff too. If there is expansion, there would need to be more staff hired. We need a solid foundation before building too far out.	1/22/2021 2:29 PM
2	Keep with community involvement to assist low income families with affordable housing, decrease homelessness, create a homeless shelter, develop emergency housing for those in desperate need of housing until they can find something more permanent,	1/19/2021 9:41 PM
3	Encourage Staff to become as trained and skilled as possible so that they could leave for a better position somewhere else if they wanted to, but treat them so well, they do not want to leave.	1/19/2021 1:16 PM