

Dakota County Community Development Agency



***Strategic Plan
2006-2011***

Dakota County CDA Board of Commissioners



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History of the CDA

The Dakota County Community Development Agency (CDA) was established in 1971 (as the Dakota County Housing and Redevelopment Authority) pursuant to special Minnesota Legislation. In 1975, the agency received funding for its first program and today is administering over 30 different programs and has grown to be one of the largest housing and community development program providers in the state.

In 1983, the CDA issued its first bonds for the First Time Homebuyer Program. Since that time, the CDA has provided low-interest mortgage financing for over 4,700 homeowners purchasing their first home in Dakota County.

In 1984, Dakota County became an entitlement jurisdiction for the federal Community Development Block Grant (CDBG) Program and administers the program on behalf of Dakota County. The program allows local governments to establish programs or develop projects that benefit low- and moderate-income residents or to prevent/eliminate blighted conditions.

In 1988, the CDA and Dakota County embarked on a 10 year plan to locally finance and construct affordable housing for seniors. In 1996, a second 10-year plan was approved and today, the CDA is constructing its 20th senior housing development.

In 1990, the CDA developed the Family Housing Partnership Program which partners the agency with a private corporation to fund the construction of workforce housing for moderate-income families. Since then, 14 workforce housing developments have been constructed.

Overall, the CDA's rental programs alone assist over 4,000 households annually.

CDA Strategic Plan

Purpose

- To establish goals and strategies to address agency critical issues and priority areas for the next five years.
- To advance the CDA's mission, achieve our vision as well as create greater public value.

Process

- Identified critical issues
- Conducted internal and external "condition" assessments, surveyed organizational needs, changing circumstances and available resources
- Conducted internal and external feedback surveys and interviews
- Held a CDA Board retreat
- Updated the Agency's mission statement and created an Agency vision statement and values
- Established five year goals and strategies
- Established a one year work plan

Design

- **Five year plan (2006-2011)**
 - ⇒ Effective 7/1/2006 (FY2007 Budget Year)
- **Identifies:**
 - ⇒ Goals = Broad statements of what the Agency hopes to achieve in the next five years.
 - ⇒ Strategies = Method for attaining goals and resolving specific issues.

Strategic Planning Team

In addition to the CDA Board of Commissioners and Senior Staff, the following individuals were involved in the strategic planning process: Cheryl Jacobson, plan writer; Janet Shefchik; and Sara Swenson, plan writer. The CDA also received feedback from CDA staff and external stakeholders.

Mission

To improve the lives of Dakota County residents through affordable housing and community development.

Vision

To be an innovative leader, creating affordable housing opportunities and strengthening Dakota County communities.

Values

Leadership

Sharing expertise on issues, policies and programs.

Innovation

Using creative ideas and strategies to address housing and community development needs.

Integrity

Demonstrating fairness and honesty and meeting the highest level of ethical conduct.

Quality

Maintaining excellence in the efficient, effective and responsive delivery of services.

Dedication

Committed to the growth and progress of Dakota County.

Collaboration

Creating dynamic partnerships with community stakeholders.

Professionalism

Recruiting, developing, retaining and recognizing an exceptional staff.

Respect

Embracing the diversity of clients, staff and partners.

Goals & Strategies

Goal 1: Create & Maintain Affordable Housing Opportunities

- Strategy 1.1: Initiate Phase III of the Senior Housing Development Program.
- Strategy 1.2: Expand homeownership initiatives.
- Strategy 1.3: Expand the Family Housing Partnership Program.
- Strategy 1.4: Adapt administration of federal and local rent assistance programs in response to decreasing administrative funds.
- Strategy 1.5: Identify strategies to improve program integrity and ensure optimal use of scarce housing resources.
- Strategy 1.6: Operate, maintain, and improve Agency owned properties to maximize useful life.
- Strategy 1.7: Develop a plan for providing senior housing with services.

Goal 2: Strengthen Dakota County Communities

- Strategy 2.1: Continue offering rehabilitation programs to revitalize Dakota County's aging housing stock.
- Strategy 2.2: Define CDA's role in economic development.
- Strategy 2.3: Expand community revitalization services in Dakota County communities.
- Strategy 2.4: Assist private and non-profit developers of affordable housing.

Goal 3: Excellence in the Administration of Programs

- Strategy 3.1: Be an innovative leader in affordable housing and community development.
- Strategy 3.2: Improve and refine maintenance practices and the delivery of maintenance services.
- Strategy 3.3: Maintain 98% or better occupancy rate for each CDA housing program.
- Strategy 3.4: Utilize at least 98% of funding available for each rental assistance program.
- Strategy 3.5: Provide quality service to customers/clients.
- Strategy 3.6: Increase the efficiency and effectiveness of Agency operations through the use of technology.

Goals & Strategies

Goal 4: Increase Public Awareness of Agency & Affordable Housing

Strategy 4.1: Promote CDA initiatives through a comprehensive communications program.

Strategy 4.2: Pursue opportunities for collaboration and partnership.

Goal 5: Attract, Retain and Develop Qualified Staff

Strategy 5.1: Create a Succession Plan for key agency positions (Executive Director, Deputy Executive Director and Department Directors) that develops skills and abilities and prepares employees for advancement.

Strategy 5.2: Offer career opportunities and benefits that successfully compete with other employers.

Strategy 5.3: Foster a workplace environment where employees feel supported and encouraged to pursue on-going professional development.

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If you have questions about the CDA's Strategic Plan, please contact Cheryl Jacobson at (651) 675-4433.