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Fiscal Year 2015 Work Program



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R5DC Core Values

Integrity
Transparency/honesty
Innovation/creativity
Collaboration
Excellence in performance
ROI- Tax payer \$
Have Fun!!



OVERVIEW

Mission Statement

The mission of Region Five Development Commission is to enhance the vitality and quality of life of Cass, Crow Wing, Morrison, Todd and Wadena Counties.

Role of R5DC

The role of the Region Five Development Commission (R5DC) is to address critical regional issues without duplication of the private, public and non-profit sectors. It is the aim and intention of R5DC to utilize all available resources to address the issues that are of importance to the citizens of our region.

Vision

Region Five Development Commission is a critical contributor to the success of the entire region. It brings a combination of passion, commitment, leadership and skill to each community's most important problems and opportunities, a combination that is unmatched by any other organization. Region Five is seen as the Region's competitive advantage in an increasingly competitive world. Our communities cannot imagine how they could have achieved what they had without the help of Region Five Development Commission.

Purpose of Work Plan

The following Work Plan sets forth **action steps** that will be taken in the upcoming FISCAL year to address the overarching goals that were developed as part of the "Strategic Plan 2012- 2016". Progress on meeting stated goals will be incorporated into the Annual Report and Comprehensive Economic Development Strategy (CEDS), thus tying all documents and focus into one vision.

The R5DC Work Plan directs staff to implement measurable action that will address identified issues resulting in positive impacts.



STRATEGIC PLAN 2012-2016

A Strategic Plan was developed by the Region Five Development Commission, which is comprised of 25 elected officials from a diverse spectrum of public, private and non-profit sectors throughout the region. The Plan creates a process to continuously check that current activities align with the overall vision for the Region.

The Commission analyzed and identified critical regional issues including current trends, threats, opportunities and gaps. This Strategic Plan will be used continuously to monitor and align activities with the Region Five Mission to enhance the vitality and quality of life within the Region, while adapting to impending changes and opportunities.

The Strategic Plan views goals and crafts a broad range of issues to focus on from a 10,000 foot view. The Work Plan drills down and identifies specific action, people and responsibilities for a short time frame.

Strategic Goals and Objectives include:

Goal 1: Agency Excellence

To provide an organizational base that supports the delivery of exceptional services that addresses future needs and critical regional issues.

Objective 1: Fill service gaps within the region.

- a) Identify gaps in service.
- b) Be open to new ideas and programs.
- c) Identify issues of critical importance to the region.

Objective 2: Provide high quality, professional planning services.

- a) Strong executive leadership.
- b) Skilled staff.
- c) Complete projects on time.
- d) Meet/surpass expectations.
- e) Tweak programs.
- f) Honor core values.

Objective 3: Maintain strong brand & outreach.

- a) Deliver a consistent branding message.
- b) Participate in speaking opportunities.
- c) Follow Work Plan, Communications Plan and distribute Annual Report.

Objective 4: Maintain agency fiscal integrity.

- a) Develop/maintain audit controls.
- b) Develop/maintain fiscal processes.
- c) Commission oversight.
- d) Financial training as needed.

Objective 5: Maintain a governing board comprised of locally elected officials and special interest groups from the five-county region with 100% active participation.

- a) Seek the best.
- b) Provide orientation.
- c) Welcome diversity, respect differences and different ideas.
- d) Seek/bring new ideas.
- e) Encourage discussion.
- f) Understand programs.

Objective 6: Prioritize and provide programs that have a strong value and high potential of success.

- a) Align with Mission, Vision & Values.
- b) Promote/evaluate core program.
- c) Reduce duplication.

Objective 7: Maintain adequate physical infrastructure.

- a) Respect/maintain building and equipment.
- b) Update technical hardware as necessary.
- c) Gain knowledge of new technology/obtain training.

Goal 2: Satisfaction of partner agencies

Objective 1: Clearly identify our priority areas of service through the annual Work Plan.

Objective 2: Clearly understand who R5DC partners are and articulate how our work aligns or supports the work of our partners.

Objective 3: Execute deliverables agreed upon in grant/loan agreements on time and on budget. Meet contractual deadlines.

Objective 4: Inform partners of future work we are interested in

- a) Consider companion programs that enhance existing programs.
- b) Be open to new ideas.

Goal 3: Create a value to the Region

Objective 1: Continue to assist in advancing the Resilient Region Plan.

- a) Provide leadership and guidance to the region.
- b) Solve problems encountered.

Objective 2: Continue to facilitate broad stakeholder civic and public engagement opportunities.

- a) Be a good partner, partner with others to solve problems.
- b) Assist partners with their priorities.
- c) Promote the region and projects in central Minnesota.

The following Work Plan shows steps that will be taken in the upcoming years to address these overarching strategic goals. Progress on meeting these goals will be incorporated into the Annual Report thus tying all documents and focus into one vision.

Goal #1: Agency Excellence –To provide an organizational base that supports the delivery of exceptional services that addresses future needs and critical regional issues.

Objective 1: Fill service gaps within the region.

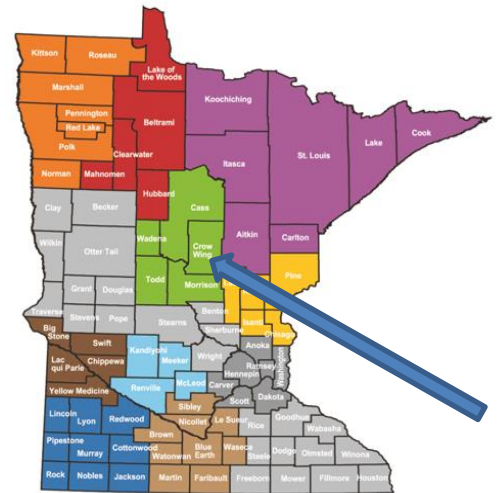
Action steps:

- a) Perform grant writing/administration.
- b) Seek contracts for Region Five to implement which benefit the region.
- c) Respond to inquiries requesting information & make appropriate resource referrals for each request.
- d) Investigate other development initiatives/opportunities.
- e) Communicate with partners, citizens, legislators.

Objective 2: Provide high quality, professional planning services.

Action steps:

- a) Provide strong leadership at executive level.
- b) Provide direction, training and grant application assistance to Commission staff in an effort to obtain funding to support programs.
- c) Explore funding possibilities, resources permitting, to expand R5DC services.
- d) Maintain quality staff that complies with Operations Manual procedures, Code of Conduct, Ethics Policy and Core Values.
- e) Staff is encouraged to attend conferences, workshops, seminars, statewide meetings of planning staff, and other training sessions according to development needs and budget limitations.



- f) Performance evaluations of all staff will be conducted at least annually to determine the quality of work performed and the fulfillment of tasks assigned according to position descriptions, work program elements and local projects assigned.
- g) Conduct bi-annual staff development.

Objective 3: Maintain strong brand & outreach.

Action steps:

- a) Deliver a consistent branding message.
- b) Produce and disseminate an Annual Report.
- c) Implement and monitor the approved Personnel Policy, Code of Conduct and Ethic Policy and By-Laws of the Commission; make recommendations as needed to keep said policies consistent with staff needs of the Commission.
- d) Adhere to the approved communications plan, maintain email contact lists, supply news media with appropriate press releases and articles pertaining to issues and subjects of interest to the area. Maintain website - keep relevant and informative. Deliver a consistent message.
- e) Develop individual program marketing materials and distribute to groups targeted for services.
- f) Submit to the State of Minnesota, a report on programs and activities identified for the next five years, (document submitted is the CEDS whose five year update coincides with this report to the state). Report due in December of following years; 2006, 2011, 2016 and sequentially thereafter.



Objective 4: Maintain agency fiscal integrity.

Action steps:

- a) Prepare and recommend a fiscal year work program and annual budget to be considered and adopted by the Commission at its end of the fiscal year meeting in June.
- b) Develop and implement a budget that utilizes available resources in the most efficient and effective fashion. Prioritize repayment of debt. Issue the annual budget report pursuant to the Regional Development Act. Prepare an annual report, which includes a financial statement of all receipts and expenditures for the year just ended.
- c) Establish and maintain adequate accounting and financial management procedures, which include but are not limited to:
 - i. Submit for Commission review, monthly financial statements showing revenues by funding source, expenditures by line-item and end of month balances.
 - ii. Generate required financial reports to EDA, USDA and others
 - iii. Craft annual NCEDA budget

- iv. NCEDA monthly financials for Commission and NCEDA Loan Board.
- v. Conduct third party quarterly finance reviews, as needed.
- vi. Contract for and complete fiscal year-end audit of Commission/NCEDA financials in accordance with Government Accounting Standards Board (GASB) 34 guidelines.
- vii. Financial reports are prepared and submitted to funding agencies pursuant to contractual requirements.
- viii. Accounting staff receives training to maximize accounting software capabilities.
- ix. Track, administer and process contracts using Customer Relationship Management (CRM) software.

Objective 5: Maintain a governing board comprised of locally elected officials and special interest groups from the five-county region with 100% active participation.

Action steps:

- a) Prepare/provide materials including meeting minutes, agendas and issue information needed to conduct meetings of the full Commission.



- b) Provide policy recommendations to the Commission that will, when adopted, utilize resources available to the Commission to best meet the needs of units of government and residents of the Region.
- c) Provide the full Commission with periodic work program progress reports and information/ recommendations pertaining to future direction.
- d) Maintain current Commission membership according to the Regional Development Act. Consider adding new members from special interest groups upon request or as desire to become involved is revealed.
- e) Provide, as resources permit, opportunities for Commission members to participate in activities that will enhance their knowledge and skills relative to issues and work activities of concern to the Commission and the units of government it represents.
- f) Each Commission member will have full orientation prior to their first Commission meeting.
- g) Committees will be established for each department to communicate with commission members on a quarterly basis.
- h) Presentations will be given at Commission meetings to inform Commission members of programs in development for consideration.

Action steps:

- i. Align with Mission, Vision, Values
- ii. Is self-sustaining
- iii. Public value
- iv. Direct value
- v. Positive return on investment
- vi. Maximize expertise of staff
- vii. Have regional need
- viii. Political necessity
- ix. Reduction of duplication

- [illegible]

Action steps:

- ## Performance Measures

1. Annual performance evaluations will be used to determine quality of staff.
2. Evaluations will act as a measure of success regarding marketing and outreach.
3. Annual audits used as success measures.
4. Monthly confidential Commission self-evaluations used to measure stewardship.
5. External and internal program and agency evaluations, based on criteria.
6. Expenditures remain within budget.

Objective 1: Clearly identify our priority areas of service through the annual Work Plan. Current activities within the following departments:

Transportation

Action steps:

- a) Provide staffing and coordination for the Transportation Program.
- b) Provide transportation related communication, information and technical assistance with MN/DOT, RDC staff, boards, and committees, local officials and staff, and the general public on a broad range of transportation issues, information and partnerships. Assist MN/DOT District 3 in carrying out its planning program with programs such as but not limited to:
 - i. Safe Routes to School.
 - ii. Scenic By-way planning
 - iii. Functional classification
 - iv. Access Management
 - v. Walkability/Bikeability Assessments
 - vi. Active Living policies
 - vii. Coordinate and participate with the members of the Transportation Advisory Council (TAC) on a quarterly basis on transportation issues of regional significance.
 - viii. Public transportation/local transit, trail and rail programs and studies.
 - ix. Area Transportation Partnership (ATP).
 - x. Monitor state transportation legislation.
 - i. corridor studies
- c) Facilitate &/or participate in local transportation task forces and studies affecting the region. Participate in development of county transportation plans as needed.
- d) Respond to any new or urgent transportation issue affecting the region.
- e) Monitor and participate in the implementation of the Federal Transportation Bill for the region including active participation in the processes affecting local units of government on the region. Tasks include:
 - i. Soliciting and prioritizing candidate projects for the State Transportation Improvement Program (STIP).
 - ii. Participation in local meetings to evaluate federal candidate projects in District 3.
 - iii. Review the processes our region uses to determine transportation priorities for federal funds.
- f) Provide specialized project assistance to local governments, agencies and programs in addressing local transportation issues and provide technical assistance to local governments.
- g) Participate in state RDO planners meetings.



Community Development

Action steps:

Coordination of Community Development

- a) Provide updated information to Commission on requests for Community Planning/Development.
- b) Staff will provide assistance on certain planning projects by contractual agreement.
- c) Seek additional contracts for Region Five to administer.

Create Regional Networks

- a) Champion Regional Administrators meetings as well as regional history, arts, educational and other special interest groups to identify shared resources.
- b) Prioritize new avenues of intergovernmental planning.

Hazard Mitigation Plans

- a) Conduct public meetings to educate the public on the benefits of Hazard Mitigation Planning, as well as the negative aspects of not developing a plan.
- b) Provide leadership in assembling planning and technical teams to identify hazards present in the community. Identify goals and objectives to be achieved to mitigate the identified hazards, and develop strategies to be implemented into new and existing comprehensive plans.
- c) Provide leadership, every three years, to maintain the Hazard Mitigation Plan for each county.
- d) Provide technical support to county Emergency Management Directors to develop and update their plans.
- e) Provide grant writing and grant administration where needed, for implementation projects.

Business Retention & Expansion

- a) Provides communities with a tool to evaluate their business needs and potential.
- b) Provides leadership and planning to execute a business survey and identify goals, objectives, solutions and strategies to enhance the community.
- c) Identify, develop and rank projects to accomplish goals.
- d) Synchronize city and business needs.



Comp Planning

- a) Utilize Region Five regional transportation and regional economic development plans to assist local units of government with their comprehensive planning efforts.
- b) Assist city officials and staff in the development of long term policy guidelines in the areas of housing, land use, transportation, recreation etc.
- c) Align Comp Planning with principals of Resilient Region plan where appropriate.
- d) Compile data.
- e) Draft comprehensive document.
- f) Facilitate public input meetings.
- g) Assist city in adoption and recording of final approved plan.

Economic Development

Action steps:

- a) Staff support to the region's CEDS committee; provide direction on the Economic Development Planning and Assistance Program.
 - i. Carry out needs assessment, feasibility studies, community surveys and data compilation among other activities that provide information necessary to update the CEDS.
 - ii. Implement and update the five-year Comprehensive Economic Development Strategy (CEDS) in accordance with Economic Development Administration (EDA) rules and procedures.
 - iii. Implement strategic core competencies and tactics outlined in the CEDS.
 - iv. Maintain and review the ongoing CEDS governance structure; conform with recent changes to EDA rules and policy.
- b) Write grant application(s) to EDA from list of projects identified in the Resilient Region Plan and chosen through the CEDS process.
- c) Make available information and appropriate referrals about existing federal, state and private resources which can assist local communities (units of government, businesses and others) in their development efforts - serve as a clearinghouse for this information.
- d) Make available contracts for services through which Commission staff will assist in completion of grant and/or loan requests through programs offered by State, Federal and local agencies.
- e) Continue to coordinate with the Minnesota Workforce Centers, DEED and local community colleges to identify, create, develop, and maintain a qualified labor force.
- f) Continue to encourage existing communities to develop opportunities to improve their technology infrastructure.
- g) Work with Minnesota Association of Development Organizations to improve the overall value of the CEDs and economic vitality in MN rural regions.

Business & Loan Development

Action steps:

North Central Economic Development Association (NCEDA)

- a) Maintain NCEDA Full-Corp committee membership and provide semi-annual updates.
- b) Provide staff support to the NCEDA loan committees that enable the committees to make decisions on loan applications.
- c) Market the loan funds; provide business start-up, retention and expansion assistance and process requests that meet the goals and objectives of the RLF Plan. Administer and process loans according to approved financial procedures. Manage active loans.
- d) Engage in activities that promote, identify, encourage and support businesses. Target manufacturing, value-add agriculture and renewable energy processes within the region. Participate in collaborative lending activities if possible. Host and/or attend lending/lender finance meetings.



- e) Follow RLF policies and procedures in the areas of technical assistance/review of loan applications and management of approved loans.
- f) Provide updated information on all loan programs to Commission.
- g) Provide RLF staff training to enhance the capacity of the Commission to operate the RLF effectively.
- h) Conduct yearly site visits to existing loans.
- i) Oversee RMAP, Revolving Loan Fund, Individual Sewage Treatment System (ISTS and Household Water Well (HWWP) programs.
- j) Seek additional loan programs that R5DC can administer for the benefit of the region.

RMAP – Micro lending (Rural Microenterprise Assistance Program

Action steps:

- a) Market the loan funds to 10 counties served; provide business start-up, retention and expansion assistance and process requests that meet goals and objectives of the lending Plan. Administer and process the loans according to approved financial procedures. Manage active loans.
- b) Engage in activities that identify, encourage and support small businesses; engage in collaborative activities with lending partners if possible. Encourage and support small businesses and entrepreneurs.
- c) Provide technical assistance as required by the grant to loan recipients, increasing the business owner's grasp of business practices and probability of success.
- d) Maintain contact and develop an on-going relationship with loan recipients.
- e) One-on-one direct technical assistance at the business location.
- f) Provide Core4 curriculum classroom and webinar technical training.
- g) Peer-to-Peer mentoring from an experienced professional within appropriate industry.
- h) Involve outside experts from Small Business Development Centers, SCORE chapters, Chamber of Commerce and independent Consultants.
- i) Conduct yearly site visits.

Individual Sewage Treatment System (ISTS) Program & Household Water Well Program (HWWP)

Action steps:

- a) Provide staff support to NCEDA loan committee that enables the Board to make a decision on loan application.
- b) Market the septic loan fund; process requests, communicate with county and landowner, process and close loans according to approved financial procedures. Manage active loans.
- c) Partner with counties to provide additional options; cost share opportunities.
- d) Authorized as a multi-county lender, consider expanding septic loans to other counties.
- e) Communicate effectively with MN Department of Agriculture and US Department of Agriculture on program regulations.
- f) Seek additional funding to repair/replace water wells or other programs that directly assist the regions residents.



Objective 2: Clearly understand who R5DC partners are and articulate how our work aligns or supports the work of our partners.

Action steps:

- a) Share Annual Work Program with partners.
- b) Share Annual Report with partners.
- c) Share CEDS with partners.
- d) Partner with other agencies to reduce duplication.

Objective 3: Execute deliverables agreed upon in grant/loan agreements on time and on budget.

Action steps:

- a) Communicate effectively.
- b) Complete work as agreed.
- c) Provide timely reports.

Objective 4: Inform partners of the future work we are interested in.

Action steps:

Share through:

- a) Strategic Plan.
- b) Annual Work Program.
- c) Communications Plan.
- d) Resilient Region Plan.

Performance Measures

Objective 1-4: Post-performance survey results will be used to measure successes on each objective and the number of continued contracts will be used to measure partner success.

- 1. Number of loan applications.
- 2. Number of contracts signed.
- 3. Hours of technical assistance provided.
- 4. Referral from partners to potential new partner agencies.

Goal #3: Create a value to the Region

Objective 1: Continue to assist in advancing the Resilient Region Plan.

Action steps:

- a) Keep the 26 Resilient Region activities moving forward, be the glue that holds the project together.
- b) Continue to enhance the website; provide planning recommendations and resources consistent with the Sustainable Communities Regional Planning Grant (SCRIP) principles.
- c) Consider using the site to host data, calendars and resources for other projects that are consistent with the SCRIP grant principles.
- d) Continue to use the website to strengthen and build quality relationships throughout the region, state and even nationally.

- e) Assist the regions Champions in the implementation of the 11 Resilient Region themes areas.
- f) Seek support and partnerships that will lead to measureable progress.
- g) Celebrate & tell stories of the region and our residents as we advance the Resilient Region Plan.
- h) Promote policy recommendations to local, state and federal units of government and agencies that complement the SCRP strategies.
- i) Engage in national conversations and conferences that develop tools to move forward SCRP. (Triple Bottom Line scorecard tool: economic, environmental & social development)
- j) Seek additional multi-jurisdictional, multi-agency and multi-discipline sustainable communities' implementation funding to accomplish identified strategies.

Objective 2: Continue to facilitate broad stakeholder civic and public engagement opportunities

Action steps:

- a) Make staff available for informational meetings with public interest groups, community organizations, schools, etc. Promote the region and projects in central Minnesota.
- b) Support and participate in activities of the Minnesota Association of Development Organization (MADO) and National Association of Development Organizations (NADO) when funding permits. Work with MADO on projects that address services, programs, and state legislation that best meets the needs of the Economic Development Districts (EDD's) regions in rural Minnesota.
- c) Continue to act as an information clearinghouse for our service area.
- d) Attend various governmental and civic meetings to provide program information and updates.
- e) Pull together diverse groups to identify future needs and opportunities.



Performance Measures

Objective 1-2: The number of programs and services delivered and the number of grants applied/received will be used as a measure of success regarding how well we are filling service gaps within the region.

1. Dollar amounts leveraged will be used as a measure of success regarding our ability to effectively address Resilient Region Plan objectives.
2. The number of individuals gathered will be used as a measure of success while performing civic engagement.