



## PRG Strategic Direction: 2010 Executive Summary

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2017 East 38th Street  
Minneapolis, MN 55407  
Ph 612.721.7556  
F 612.721.7708  
www.prginc.org

### PRG's Identity & Distinctive Competencies

PRG provides quality affordable housing and related services that contribute to family self-sufficiency and neighborhood stability. In particular, we serve low-income, special-needs and at-risk populations whose needs are not fully met by conventional housing markets and products.

Our distinctive competencies—as recognized and affirmed by stakeholders we contacted during this strategic planning process—are PRG's ability to *listen, understand and respond as an organization* to the unique needs of particular communities and populations. This is why our work has evolved and continues to evolve in response to the changing needs of the communities we serve.

PRG is also recognized as an especially *good partner*: an organization that develops respectful, productive working relationships with organizations that complement our strengths, and has the stamina to take on complex, long-term projects.

### Building Tools for Dynamic Decision Making

Throughout our 2010 strategic planning process, we have focused on sharpening our organizational identity and on building decision-making tools to help us evaluate and respond dynamically to present and future challenges and opportunities.

This process resulted in four important outcomes:

1. A sharper definition of PRG's identity and distinctive competencies
2. An affirmation of PRG's decision to align its services in specific places
3. A sustainable approach to unique, special-needs housing development
4. An effective decision-making tool we will continue to use and refine

### Aligning Our Work to Maximize Impact

PRG assists 800 households a year with pre-purchase and foreclosure services, and has begun a process of strategically aligning those services with the locations of our physical housing development work. We are literally “overlaying the maps” of the people we serve with the places we are engaged in physical redevelopment. (The attached page is a visual representation of what this will mean.)

As we evaluated alternative strategies to increase our impact, we concluded the synergies available through this approach have the best potential to enhance the benefits of our work for the communities we serve. We are working to monitor and evaluate the impact of this approach in three targeted locations.

### **Sustainable Special-Needs Housing Development**

Like many organizations, PRG has struggled to balance mission and financial health, especially considering the pre-development costs and long timelines associated with our unique, special-needs housing projects.

Because the demand for specialized affordable multi-family housing continues to grow—and because PRG’s ability to produce appropriate housing for special-needs populations continues to be one of our distinctive competencies—we are committed to positioning our organization to pursue this work in the future.

To do so, PRG has instituted a three-year plan to strengthen our financial footing. And we have determined, as part of our strategic direction, that PRG will not pursue additional multi-family development until we have adequate financial strength to support the pre-development stages of such projects.

### **Dynamic, Strategic Decision-Making**

PRG is known as a nimble, responsive organization that has the capacity to change with the needs of a changing community. We know we will continue to face opportunities and challenges that demand timely, strategic responses.

During this strategic planning process, we developed a matrix of criteria that serves as a customized decision-making tool and allows PRG to evaluate options and choose strategies on an ongoing basis.

Specifically, this decision-making tool allows us to evaluate how a proposed strategy or decision relates to our mission and values, our distinctive competencies and current organizational capacity, and the expressed priorities and genuine input of the communities we seek to serve.

We used this tool to address the strategic issues described above and will continue to use and refine it to address opportunities and challenges in the future. For more information about how we applied this decision-making tool to the key questions we considered during our strategic planning process, we invite you to review the complete ***PRG Strategic Direction: 2010*** report.