

Section Five:
Strategic Plan

Section V. 2005-2009 Strategic Plan

OVERVIEW

Actions taken in the development of the Consolidated Plan have led to a deliberate evaluation of needs and priorities, and have resulted in the following set of priorities, strategies and objectives for addressing, mitigating, and hopefully overcoming Nebraska's Housing, Homeless, Community and Economic Development needs.

STATEMENT OF PRIORITIES (Outcomes)

The state has developed a five-year course of action that brings priority needs, specific objectives, strategies and measurements together in a coordinated strategic plan. It will describe how federal and state resources that are reasonably expected to be available will address the state's needs to provide decent housing, a suitable living environment and expand economic opportunities, principally for extremely low-, low and moderate-income Nebraska residents.

Through a comprehensive consultation and citizen participation process, data analysis and market studies, four basic priorities have been established related to funding over the next five years in the areas of: Housing, Homeless Services, Economic Development and Community Development.

HOUSING PRIORITY: Respond to regional needs for affordable, decent, safe and appropriate housing as a part of balanced economic development in Nebraska.

HOMELESS SERVICES PRIORITY: Insure appropriate emergency shelter and/or transitional housing and services for people who are homeless or at imminent risk of becoming homeless by distributing Emergency Shelter Trust Funds and Homeless Shelter Assistance Trust Funds to support agencies across the state in meeting these needs.

ECONOMIC DEVELOPMENT PRIORITY: Foster the competitiveness of Nebraska's business and industrial sector—and as a result—assist in the economic development of Nebraska's communities and people.

COMMUNITY DEVELOPMENT PRIORITY: Strengthen Nebraska communities through community development programs and services, which provides a stable platform for economic development.

This strategic plan will (1) outline strategies for the four funding priorities (2) identify specific objectives to initiate and implement over the next five years, and (3) establish quantitative measurements for overall five-year program accomplishments.

HUD Table 1C
Summary of Specific Homeless/Special Needs Objectives
(Table 1A/1B Continuation Sheet)

Obj #	Specific Objectives	Performance Measure	Expected Units	Actual Units
HOMELESS OBJECTIVES				
Prevention Objectives:				
1	Maintain efforts to prevent individuals and families from becoming homeless by:	Individuals served	est. 43,134 near-homeless; 200,000 assists over 5 years.	
1-a	Providing assistance to households at imminent risk of becoming homeless by eviction for non-payment of rent or utilities.	Households assisted with rent & utility arrearages	est. 856 households; 4,280 assisted over 5 years.	
1-b	Working with local agencies to provide case management support that addresses the long-term, root causes of the near-homeless status and supports self-sufficiency.	Households that make measurable progress toward or achieve self-sufficiency with case mgt. support	est. 856 households; 4,280 assisted over 5 years.	
1-c	Continuing to address underlying issues, such as unmet physical, social, and economic needs that result in higher emergency and transitional housing needs.	Identified issues & needs and plan(s) for resolution	See state plan.	
Emergency Objectives:				
2	Provide support for emergency shelter and transitional housing as individuals and families move to permanent housing or permanent supportive housing.	Individuals served	est. 28,105 homeless served; 138,805 over 5 years.	
2-a	Increase transitional housing options across the state.	Transitional housing units	See state plan. Increase from estimated 1,450 existing units. CoC transitional units to increase from 359 units to 450 units.	
2-b	Support Behavioral Health's development of a "Housing First" approach to homelessness, with a focus on partnering to develop more supportive permanent housing through the Super NOFA and other funding opportunities.	Housing First policy	One policy developed and implemented.	
3	Address the needs of migrant farm workers through targeted initiatives.	Individuals served	est. 1,228 individuals	

	Delivery System Objectives:	Performance Measure	Expected Units	Actual Units
1	Support capacity building for Continuums of Care by providing: grant writing workshops, technical assistance, video conferences, and Web site information.	Workshops, T.A., video conferences, Web site	30 wrkshps. 10 v. c., 10 meetings, 1 Web up. 300 hrs. TA	
	Delivery System Objectives:	Performance Measure	Expected Units	Actual Units
2	Support the statewide Nebraska Homeless Assistance Program advisory committee, which is the Nebraska Commission on Housing and Homelessness Continuum of Care Committee.	Planning activities and year-end report	5 Year-end reports	
3	Support the work of the Ad Hoc Committee of the Nebraska Commission on Housing and Homelessness to implement the plan to End Chronic Homelessness Through Increasing Access to mainstream Services.	Planning activities and annual report on accomplishments of plan	5 year's activities completed or continued	
	Data Collection & Evaluation:	Performance Measure	Expected Units	Actual Units
1	Work toward full implementation of the statewide Nebraska Management Information System Partnership (NMISP) that will provide standardized, statistically accurate, and consistent information on the size and characteristics of Nebraska's homeless and near-homeless populations.	Agencies that have implemented HMIS	100% of grantees with DV shelter solution for unduplicated counts.	
2	Continue to develop and improve methods of tracking homeless and near-homeless sub-populations and needs met.	Unduplicated individuals served & other data	unknown; estimated 71,239 homeless & near homeless individuals annually.	
SPECIAL NEEDS OBJECTIVES				
1	Affordable rental units will be developed for extremely low-income renters. A disproportionate share of extremely low-income renters experience special needs.	Average 5 rental units per year per extremely low-income renter	25 Units by 2010	
2	Funds will be set-aside for the making homes accessible and homebuyer assistance programs for persons with disabilities.	Amount of funds invested in special needs homebuyer and rehabilitation projects	100 Units by 2010	

HUD Table 2C
Summary of Specific Housing/Community Development Objectives
(Table 2A/2B Continuation Sheet)

Please note that the following performance measures and expected units may increase or decrease depending on the annual allocation of federal funds awarded to the state from the CDBG and HOME programs. Projections are based on the current annual allocation as of 2005.

Obj #	Specific Objectives	Performance Measure	Expected Units	Actual Units
Rental Housing Objectives				
1.	Throughout the next five years, promote additional affordable rental housing units for low-income households and preservation of affordable rental housing in selected markets through investment of NAHP funds.	Average 50 rental units per year developed or preserved	250 rental units by 2010	
2.	Throughout the next five years, target investment of NAHP funds to develop or preserve rental units targeted to extremely low income renters	Average 5 rental units per year developed or preserved for extremely low income renters	25 rental units by 2010	
Owner Housing Objectives				
1.	Throughout the next five years, support lead-based paint program activities by participation in the Lead Hazard Control (LHC) Program, assisting low-income households with the removal of lead hazards through the investment of NAHP and LHC funds.	Average two LMI households assisted per year	10 units assisted by 2010	
2.	Throughout the next five years, invest in the preservation of the existing housing stock through housing rehab activities investing NAHP funds to rehabilitate low-income owner occupied homes.	Average 150 owner occupied housing units rehabilitated per year	750 low income owner occupied units rehabilitated by 2010	
3.	Throughout the next five years, invest NAHP funds to assist low-income homebuyers through direct assistance and development subsidy to increase the availability of affordable units.	Average 200 units per year to be purchased by low income homebuyers	1,000 units purchased by low-income homebuyers by 2010	
Community Development Objectives				
1.	Throughout the next five years, invest CDBG funds in approximately 50 local and regional studies that impact the implementation of economic development, community development and housing projects in low-income communities.	Average benefit to 3,000 LMI persons per year	Benefit 15,000 LMI persons by 2010	
Infrastructure Objectives				
1.	Throughout the next five years, invest CDBG funds to approximately 40 communities for project development and implementation to improve the quality of water and wastewater in Nebraska.	Average benefit to 1,000 LMI persons per year	Benefit 5,000 LMI persons by 2010	

Public Facilities Objectives				
1.	Throughout the next five years, invest CDBG funds in approximately 40 communities and counties to assist in developing and financing appropriate public facilities and infrastructure needs that have been identified in a formal community plan.	Average benefit to 2,000 LMI persons per year	Benefit 10,000 LMI persons by 2010	
2.	Throughout the next three years, invest CDBG redistributed funds and CDBG allocation for public works in up to eight designated communities with populations between 20,000 and 49,999 to complete comprehensive revitalization activities in targeted neighborhoods.	Average benefit to 5,000 LMI persons over three year period	Benefit 5,000 LMI persons by 2008.	
Public Services Objectives				
	Not Applicable in Nebraska State Program	N/A	N/A	N/A
Economic Development Objectives				
1.	Throughout the next five years, invest CDBG funds in quality projects for eligible businesses for the purpose of creating and retaining jobs targeted to LMI persons.	Average 500 jobs per year; 255 of which will benefit LMI persons	2500 jobs created/retained, 1,275 of which will benefit LMI persons by 2010.	
2.	Throughout the next five years, invest CDBG funds to intermediary service/assistance providers to provide assistance to microenterprises and other small entrepreneurial enterprises in Nebraska.	Assistance to 200 microenterprises and other smaller entrepreneurial enterprises per year	1,000 microenterprises and other smaller entrepreneurial enterprises assisted by 2010.	
Other Objectives				
	Not Applicable	N/A	N/A	N/A

I. HOUSING PRIORITY: RESPOND TO REGIONAL NEEDS FOR AFFORDABLE, DECENT, SAFE AND APPROPRIATE HOUSING AS A PART OF BALANCED ECONOMIC DEVELOPMENT IN NEBRASKA.

The Outcome Statement related to the Housing Priority for New Rental Units Constructed and Rental Units Rehabilitated is:

The State of Nebraska will improve affordability for the purpose of providing decent affordable housing through investments in constructing affordable new rental units and investments in rental rehabilitation activities.

The Five-Year Outcome Indicators for New Rental Units Constructed and Rental Units Rehabilitated include:

- 200 affordable rental units will be newly constructed.
- Of the 200 newly constructed affordable rental units, 40 will be section 504 accessible.
- Of the 200 newly constructed affordable rental units, zero (0) will be qualified as Energy Star.
- In addition to the indicator goals above, data will be collected and reported in IDIS at the time of project closeout for HOME and CDBG funded projects on the below outcome indicator measurements to track achievements of the new rental construction activities:
 - Number of units occupied by elderly
 - Number of units subsidized with project-based rental assistance
 - Number years of affordability per unit
 - Number of housing units that have been designated for persons with HIV/AIDS, including units which receive assistance for operations and of those units the number of units designated for the chronically homeless
 - Number of units of permanent housing designated for homeless persons and families, including those units receiving assistance for operations; and of those, number of units for the chronically homeless.
- 50 affordable rental units will be rehabilitated.
- Of the 50 rehabilitated affordable rental units, zero (0) will be section 504 accessible.
- Of the 50 rehabilitated affordable rental units, zero (0) will be qualified as Energy Star.

- 50 rehabilitated affordable rental units will be created through conversion of non-residential buildings to residential buildings
- Zero (0) rehabilitated affordable rental units will be brought from substandard to standard condition (HQS or local code)
- Zero (0) rehabilitated affordable rental units will be brought into compliance with lead safe housing rule (24 CFR part 35)
- In addition to the indicator goals above, data will be collected and reported in IDIS at the time of project closeout for HOME and CDBG funded projects on the below outcome indicator measurements to track achievements of the affordable rental rehabilitation activities:
 - Number of units occupied by elderly
 - Number of units subsidized with project-based rental assistance
 - Number years of affordability per unit
 - Number of housing units that have been designated for persons with HIV/AIDS, including units which receive assistance for operations and of those units the number of units designated for the chronically homeless
 - Number of units of permanent housing designated for homeless persons and families, including those units receiving assistance for operations; and of those, number of units for the chronically homeless.

The Outcome Statement related to the Housing Priority for Homeownership Units Constructed, Acquired and/or Acquired with Rehabilitation Activities is:

The State of Nebraska will improve affordability for the purpose of providing decent affordable housing through investments in construction, acquisition and/or acquisition with rehabilitation of new units for homeownership.

The Five-Year Outcome Indicators for Homeownership Units Constructed, Acquired and/or Acquired with Rehabilitation Activities include:

- 550 affordable units will be newly constructed, acquired or acquired with rehabilitation.
- All units that are newly constructed, acquired, and/or acquired with rehabilitation will require 5 years of affordability period.
- 25 units constructed, acquired, or acquired with rehabilitation will be section 504 accessible.
- Homeownership activities will benefit 25 households previously living in subsidized housing.

- In addition to the indicator goals above, data will be collected and reported in IDIS at the time of project closeout for HOME and CDBG funded projects on the below outcome indicator measurements to track achievements of homeownership activities:
 - Number of units occupied by elderly
 - Number of housing units that have been designated for persons with HIV/AIDS, and of those units the number of units designated for the chronically homeless
 - Number of units specifically designated for homeless and of those units the number of units specifically for chronically homeless.

The Outcome Statement related to the Housing Priority for Owner Occupied Units Rehabilitated or Improved is:

The State of Nebraska will improve affordability for the purpose of providing decent affordable housing through investments in owner occupied rehabilitation activities.

The Five-Year Outcome Indicators for Owner Occupied Units Rehabilitated or Improved include:

- 375 units rehabilitated will be owned and occupied by the elderly.
- 500 units will be brought from substandard to standard condition (HQS or local code).
- Zero (0) units will be qualified as Energy Star.
- 250 units will be brought into compliance with lead safe housing rule (24 CFR part 35).
- 25 units will be made accessible for persons with disabilities.

The Outcome Statement related to the Housing Priority for Direct Financial Assistance to Homebuyers (down-payment assistance programs) is:

The State of Nebraska will improve affordability for the purpose of providing decent affordable housing through investments in direct financial assistance to homebuyers.

The Five-Year Outcome Indicators for Direct Financial Assistance to Homebuyers (down-payment assistance programs) include:

- 250 first-time homebuyers will benefit from direct financial assistance to homebuyers.

- Of those first-time homebuyers receiving assistance, 250 will receive housing counseling.
- 250 first-time homebuyers will receive down-payment assistance/closing costs.

The State of Nebraska's Strategies developed to meet the Housing Priority and the Objectives to carry out these Strategies include:

Strategy One: Promote housing preservation by improving the quality of Nebraska's existing affordable housing stock.

Objectives to carry out Strategy One for Housing:

Continue supporting lead-based paint program activities by participation in the Lead Hazard Control Program.

Support effective successful rehabilitation programs through investment in the rehabilitation of affordable owner-occupied units through ongoing and regional efforts.

Invest in the preservation of the existing housing stock through housing rehabilitation activities.

Strategy Two: Promote additional households into homeownership by expanding affordable homeownership opportunities.

Objectives to carry out Strategy Two for Housing:

Invest Nebraska Affordable Housing Program funds in assisting low-income homebuyers through direct assistance and development subsidy to increase the availability of affordable units.

Strategy Three: Promote additional affordable rental housing and preservation of affordable rental housing in selected markets.

NDED may include Tenant-based Rental Assistance as an eligible use of HOME funds.

NDED may include refinancing of rental housing as an eligible use of HOME funds to preserve affordable rental housing.

Objectives to carry out Strategy Three for Housing:

Invest in affordable rental housing that market conditions indicate need for the design, location, and cost to the beneficiary of the proposed rental housing.

Invest in rental projects that include earmarking units that are affordable to extremely low-income renters.

Strategy Four: Enhance statewide understanding of fair housing law through outreach and education.

Objectives to carry out Strategy Four for Housing:

Enhance education and outreach concerning fair housing law, including education about the fair housing complaint system, as well as design and construction standards.

Support the development and maintenance of an information clearinghouse on Nebraska law, design and construction standards, and other resources.

II. HOMELESS SERVICES PRIORITY: INSURE APPROPRIATE EMERGENCY SHELTER AND/OR TRANSITIONAL HOUSING AND SERVICES FOR PEOPLE WHO ARE HOMELESS OR AT IMMINENT RISK OF BECOMING HOMELESS BY DISTRIBUTING EMERGENCY SHELTER TRUST FUNDS AND HOMELESS SHELTER ASSISTANCE TRUST FUNDS TO SUPPORT AGENCIES ACROSS THE STATE IN MEETING THESE NEEDS.

The Outcome Statement related to the Homeless Services Priority for Homeless Services and Prevention Activities is:

The State of Nebraska will improve accessibility for the purpose of creating suitable living environments or for the purpose of providing decent affordable housing by insuring appropriate emergency shelter and/or transitional housing and services for people who are homeless or at imminent risk of becoming homeless.

The Five-Year Outcome Indicators for Homeless Services Priority for Homeless Services and Prevention Activities include:

- Overnight shelter will be provided to 95,000 homeless persons.
- 95 beds will be created in overnight shelter or other emergency housing.
- 89,500 households will receive emergency financial assistance for the purpose of preventing homelessness.
- 500 households will receive emergency legal assistance to prevent homelessness.

The State of Nebraska's Strategies developed to meet the Homeless Services Priority and the Objectives to carry out these Strategies include:

Strategy One: Provide needed services and appropriate shelter and/or housing to people who are homeless and/or at imminent risk of becoming homeless.

Objectives to carry out Strategy One for Homeless Services:

1. Maintain efforts to prevent individuals and families from becoming homeless by:
 - Providing assistance to households at imminent risk of becoming homeless by eviction for non-payment of rent or utilities;
 - Working with local agencies to provide case management support that addresses the long-term, root causes of the near-homeless status and supports self-sufficiency;
 - Continuing to address underlying issues, such as unmet physical, social, and economic needs that result in higher emergency and transitional housing needs.
2. Provide support for emergency shelter and transitional housing as individuals and families move to permanent housing or permanent supportive housing;
 - Increase transitional housing options across the State;
 - Increase use of a “Housing First” approach to homelessness, with a focus on partnering to develop more supportive permanent housing through the Super NOFA and other funding opportunities; and,
3. Address the needs of migrant farm workers through targeted initiatives.

Strategy Two: Support and facilitate an active and effective regional Continuum of Care planning and delivery system focusing on a comprehensive approach to housing and service delivery to people who are homeless and near homeless.

Objectives to carry out Strategy Two for Homeless Services:

1. Support capacity building for Continuums of Care by providing:
 - Grant writing workshops;
 - Technical assistance;
 - Video conferences; and
 - Web site information.
2. Support the statewide Nebraska Homeless Assistance Program advisory committee, which is the Nebraska Commission on Housing and Homelessness Continuum of Care Committee;
3. Support the work of the Ad Hoc Committee of the Nebraska Commission on Housing and Homelessness to implement the plan to End Chronic Homelessness Through Accessing Mainstream Services.

Strategy Three: Compile data via monthly reporting and disseminate the information to the regions for their use in developing an effective planning and delivery system that focuses on a comprehensive approach to housing and service delivery to people who are homeless and near homeless.

Objectives to carry out Strategy Three for Homeless Services:

1. Work toward full implementation of the statewide Nebraska Management Information System Partnership (NMISP) that will provide standardized, statistically accurate, and consistent information on the size and characteristics of Nebraska's homeless and near-homeless populations.
2. Continue to develop and improve methods of tracking homeless subpopulations and needs met.

III. ECONOMIC DEVELOPMENT PRIORITY: FOSTER THE COMPETITIVENESS OF NEBRASKA'S BUSINESS AND INDUSTRIAL SECTOR—AND AS A RESULT—ASSIST IN THE ECONOMIC DEVELOPMENT OF NEBRASKA'S COMMUNITIES AND PEOPLE.

The Outcome Statement related to the Economic Development Priority for Job Creation and Retention Activities is:

The State of Nebraska will improve availability/accessibility for the purpose of creating economic opportunity through investments in economic development projects for job creation and retention activities.

The Five-Year Outcome Indicators for Job Creation and Retention Activities include:

- 2500 jobs will be created or retained.
- Of those 2500 jobs created or retained, a minimum of 51% of the jobs will be designated for LMI persons.

The Outcome Statement related to the Economic Development Priority for Business Assisted Activities is:

The State of Nebraska will improve availability/accessibility for the purpose of creating economic opportunity through investments in economic development projects by assisting businesses for the purpose of job creation/retention.

The Five-Year Outcome Indicators for Business Assisted Activities include:

- 50 businesses will receive grant or loan assistance through federal funding.
- Assistance will be provided to 3,500 micro-enterprises and other smaller entrepreneurial enterprises.

The State of Nebraska's Strategies developed to meet the Economic Development Priority and the Objectives to carry out these Strategies include:

Strategy One: Promote, through investment of CDBG funds (and available Nebraska incentive funds and credits), the retention and expansion of existing businesses in Nebraska, and the startup of new businesses in Nebraska, and the immigration of out-of-state businesses relocating or expanding into Nebraska.

Objectives to carry out Strategy One for Economic Development:

Utilizing a non-subjective, criteria-based application/selection process, to fund quality projects for eligible businesses through the use of CDBG:

- loans to businesses for a variety of business purposes.
- public facilities (infrastructure) grants to applicant communities, where a business agrees to locate or expand premised on the infrastructure improvements.
- job training grants to businesses.
- loans or conditional grants for development of so-called "spec buildings" and "spec industrial parks".
- short-term interim financing programs.

Strategy Two: Provide entrepreneurial assistance to microenterprises and other small entrepreneurial enterprises in Nebraska, through investment of CDBG funds.

Objectives to carry out Strategy Two for Economic Development

The investment of CDBG funds provided to intermediary service/assistance providers—utilizing such intermediaries to provide the following to microenterprises and other small entrepreneurial enterprises in Nebraska:

- business plan development assistance
- entrepreneurial management training
- accounting and finance training and assistance
- sales and marketing training and assistance
- business incubators
- loans

IV. COMMUNITY DEVELOPMENT PRIORITY: STRENGTHEN NEBRASKA COMMUNITIES THROUGH COMMUNITY DEVELOPMENT PROGRAMS AND SERVICES, WHICH PROVIDES A STABLE PLATFORM FOR ECONOMIC DEVELOPMENT.

The Outcome Statement related to the Community Development Priority for Public Facility or Infrastructure Activities is:

The State of Nebraska will improve accessibility for the purpose of creating suitable living environments through investments in public facilities and/or infrastructure activities.

The Five-Year Outcome Indicators for Public Facility or Infrastructure Activities include:

- 5,000 LMI persons will have new access to a facility or infrastructure benefit
- 5,000 LMI persons will have improved access to a facility or infrastructure benefit
- 2500 LMI persons who previously had access to only substandard facilities or infrastructure services will now have access to safe, appropriate facilities and/or infrastructure.

The State of Nebraska's Strategies developed to meet the Community Development Priority and the Objectives to carry out these Strategies include:

Strategy One: Increase capacity, efficiency and effectiveness of local planning efforts resulting in long-term development.

Objectives to carry out Strategy One for Community Development:

Invest CDBG funds in local and regional studies and plans that result in quality projects including:

- Guide local communities with system planning processes;
- Assist communities with prioritization of needs, within planning context, to best identify most critical needs first;
- Encourage applications to be part of a larger planning vision within communities and regions;
- Invest resources to best uses in communities prepared to make such investments;
- Strengthen cooperation and coordination between applicants and the DED by:
 - Encouraging coordination with other agencies within the local community; and,
 - Maintaining and increasing the number of DED staff for purposes of evaluating community development needs and providing technical support to local communities.

Invest CDBG funds in technical assistance and training to local government officials for building capacity in the management and implementation of community planning to include:

- Conduct interactive workshops regarding infrastructure system planning;

- Facilitate public participation in planning process and needs identification for local community development activities;
- Provide technical assistance for community and regional planning;

Strategy Two: Improve the quality of water and wastewater systems in Nebraska.

Objectives to carry out Strategy Two for Community Development:

Provide technical assistance to communities for project development and implementation.

Use a coordinated application process to fund priority projects that leverage other available financial resources.

Strategy Three: Assist in developing and financing appropriate infrastructure for communities and counties that have planned and set priorities for long-term development.

Objectives to carry out Strategy Three of Community Development:

Provide technical assistance to communities, organizations and individuals on capacity building, project development, CDBG financing and implementation from DED.

Invest CDBG funds in quality projects that are:

- Identified in a formal community plan
- Complement or support related community investments
- Leverage maximum private and/or other investment
- Have reasonable plans for long-term operation and maintenance
- Are ready to start and complete construction within 24 months.

Evaluate the application, review, ranking, and selection process, and make necessary changes for improvement.