3 Year Strategic Plan

This document includes Narrative Responses to specific questions that grantees of the Community Development Block Grant, HOME Investment Partnership, Housing Opportunities for People with AIDS and Emergency Shelter Grants Programs must respond to in order to be compliant with the Consolidated Planning Regulations.

GENERAL

Executive Summary

The *Three-Year Strategic Plan* is a unified, comprehensive vision for community development in Lincoln, Nebraska. It serves as a tool to coordinate economic, physical, environmental, community, and human development activities for three years, starting September 1, 2010 and ending August 31, 2013.

The *Strategic Plan* is required by the U.S. Department of Housing and Urban Development (HUD) because the City receives funding through HUD's Community Development Block Grant (CDBG) and HOME Investment Partnerships (HOME) programs. These HUD programs have three major statutory objectives:

- **HUD Objective 1: Creating Suitable Living Environments** – this relates to activities that are designed to benefit communities, families, or individuals by addressing issues in their living environment. This objective relates to activities that are intended to address a wide range of issues faced by low- and moderate-income persons, from physical problems with their environment, such as poor quality infrastructure, to social issues such as crime prevention, literacy, or elderly health services.
- **HUD Objective 2: Providing Decent Housing** – this covers the wide range of housing activities that are generally undertaken with HOME, CDBG, or HOPWA funds. This objective focuses on housing activities whose purpose is to meet individual family or community needs. It does not include programs where housing is an element of a larger effort to make community-wide improvements, since such programs would be more appropriately reported under Suitable Living Environments.
- **HUD Objective 3: Creating Economic Opportunities** – this applies to activities related to economic development, commercial revitalization, or job creation.

HUD further identifies three program outcomes to help refine the City's objectives. Program outcomes are designed to capture the nature of the change or expected result of an activity. They are:

- **Outcome 1: Availability/Accessibility** – applies to activities that make services, infrastructure, public services, public facilities, housing, or shelter available or accessible to low- and moderate-income people, including persons with disabilities. In this category, accessibility does not refer only to physical barriers, but also to making the affordable basics of daily living available and accessible to low- and moderate-income people where they live.
- **Outcome 2: Affordability** – applies to activities that provide affordability in a variety of ways in the lives of low- and moderate-income people. It can include the creation or maintenance of affordable housing, basic infrastructure hook-ups, or services such as transportation or day care. Affordability is an appropriate objective wherever an activity is lowering the cost, improving the quality or increasing the affordability of a product or service to benefit a low-income household.
- **Outcome 3: Sustainability** – applies to activities that are aimed at improving communities or neighborhoods, helping to make them livable or viable by providing benefit to persons of low- and moderate-income or by removing or eliminating slums or blighted areas, through multiple activities or services that sustain communities or neighborhoods.

The table below illustrates the 9 possible combinations of objectives and outcomes.

	Outcome 1: Availability/Accessibility	**Outcome 2: Affordability**	**Outcome 3: Sustainability**
HUD Objective 1: Suitable Living Environment	Accessibility for the purpose of creating Suitable Living Environments	Affordability for the purpose of creating Suitable Living Environments	Sustainability for the purpose of creating Suitable Living Environments
HUD Objective 2: Decent Housing	Accessibility for the purpose of providing Decent Housing	Affordability for the purpose of providing Decent Housing	Sustainability for the purpose of providing Decent Housing
HUD Objective 3: Economic Opportunity	Accessibility for the purpose of creating Economic Opportunities	Affordability for the purpose of creating Economic Opportunities	Sustainability for the purpose of creating Economic Opportunities

Within their federal criteria, CDBG and HOME programs are designed to be shaped locally to meet the recipient community's specific needs. Lincoln's specific needs were identified through a public involvement process that included four surveys -- a Community Needs Survey conducted by Urban Development Department, a City-wide survey conducted by the Mayor's Office, a scientific survey conducted by the Planning Department in conjunction with updating the City's Comprehensive Plan, and a client survey conducted by the Center for People in Need.

Social service needs were further defined through the Community Services Initiatives' (CSI) S*trategic Plan for Meeting Basic and Emergency Needs and Moving People to Self-Sufficiency*. A Housing Market Analysis and data provided by HUD were used to further define housing needs.

The local needs identified were grouped into priority areas and then each priority area was evaluated based on the following criteria:

- Would it further or be consistent with a city and/or federal priority area?
- Would it impact a large number of low- and moderate-income households?
- Would it meet unique needs of certain geographic areas?
- Based on past experience, would it successfully meet the identified needs?

Using that evaluation, Lincoln's 2010 - 2013 priority areas were identified:

- Affordable housing – identified as the greatest need through the public involvement process.
- Sustainability – including urban agriculture (community gardens), promoting green space and healthy activities, and rain gardens.
- Food security – addressing the rising problem of low-income families not having enough food.
- Increasing neighborhood livability – through physical improvements to neighborhoods.
- Fair housing – completing and implementing the Analysis of Impediments to Fair Housing.
- Transportation – improving availability for low income people.
- Jobs – training for low-income people.

To achieve these priority areas, local objectives and activities were developed. The table below identifies local objectives and the corresponding HUD Objectives and Outcomes. (See the Housing and Community Development Activities table in the appendix for additional details.)

Local Housing Objectives	HUD Objective/ Outcome
Objective 1: Preserve and provide for safe and decent affordable housing by promoting the preservation and revitalization of affordable housing and rehabilitation of substandard or inadequate housing throughout the City with emphasis on the Neighborhood Revitalization Strategy Area (NRSA) and the low- to moderate-income (LMI) area.	
Activity 1: Continue the Urban Development Housing Rehabilitation Program.	DH - AF
Activity 2: Continue to fund the PRIDE Program with rants to low-income homeowners in NRSA neighborhoods for materials to accomplish exterior repairs.	DH - AF
Activity 3: Continue to use lead-based paint certified housing staff to inform and educate housing clients, non-profit agencies, and the private sector housing community.	DH - AF
Activity 4: Continue to work with the Mayor's Stronger, Safer Neighborhoods Program.	DH - AF
Activity 5: Continue to fund the Troubled Property Program administered by NeighborWorks7Lincoln and support their effort to obtain neighborhood rehabilitation funds from other sources.	DH - AF
Activity 6: Support non-profit landlords to sustain long-term affordability for tenants under 30% of median income and projects with expiring Low-Income Housing Tax Credits.	DH - AF
Activity 7: Support the effort of Paint-a-thon to paint houses of elderly and disabled homeowners.	DH - AF
Objective 2: Assist low-income homeowners in sustaining their home ownership status during emergency situations and reduce the overall instance of emergency situations.	
Activity 1: Continue to fund the Rebuilding Together Project through the HEART (Helping Elderly Access Rebuilding Together) Program.	DH - AF
Activity 2: Continue to fund the Emergency Loan Program.	DH - AF
Activity 3: Continue to fund the removal of physical and architectural barriers in existing owner-occupied housing through the League of Human Dignity.	DH - AF

Key for HUD Objectives and Outcomes:

SL = Suitable Living Environment DH = Decent Housing EO = Economic Opportunity

A/A = Availability/Accessibility AF = Affordability S = Sustainability

Local Housing Objectives -- *continued*	**HUD Objective/ Outcome**
Objective 3: Create and sustain homeownership opportunities and increase the rate of homeownership among households heads by persons who are racial and/or ethnic minorities.	
Activity 1: Continue the First Home Program (with incentives for purchasing in the NRSA and LMI), administered by NeighborWorks®Lincoln.	DH - AF
Activity 2: Explore incentives for returning veterans in the First Home Program.	DH - AF
Activity 3: Continue to fund the First Time Home Buyer Training classes administered by NeighborWorks®Lincoln.	DH - AF
Activity 4: Provide a range of technical resources, including housing program brochures and trainings, from Urban Development and other housing agencies in other languages in addition to English.	DH - A/A
Activity 5: Leverage funds in conjunction with NeighborWorks®Lincoln using the Troubled Property Program for infill housing.	DH - AF
Activity 6: Continue partnering with and leveraging funds for additional home buyer programs of other housing or lending agencies.	DH - AF
Activity 7: Continue to work with the Mayor's Stronger, Safer Neighborhoods Program to encourage and support home ownership.	DH - AF
Activity 8: Continue to fund Affordable Housing Initiative and Habitat for Humanity through the Housing Development Loan Program to create new affordable homeownership opportunities by building affordable homes on infill lots or by substantially rehabilitating dilapidated units.	DH - AF
Activity 9: Continue to assist low-income homeowners using the Housing Rehabilitation Programs to rehabilitate their homes in order to maintain their homeownership status.	DH - AF
Activity 10: Create additional affordable housing opportunities by partnering with the Nebraska Department of Economic Development using Nebraska Affordable Housing Trust Funds or federal stimulus funds.	DH - AF
Activity 11: Continue the function of the Minority Marketing Committee to implement the Minority Marketing Plan.	DH - A/A
Activity 12: Continue to partner with NeighborWorks®Lincoln to develop affordable and mixed income housing as part of the community revitalization portion of the Antelope Valley project.	DH - AF

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Local Housing Objectives -- *continued*	**HUD Objective/ Outcome**
Objective 4: Remove barriers to fair housing and affirmatively further fair housing.	
Activity 1: Encourage providers of affordable housing and special needs housing to work with neighborhood associations before and during the process of obtaining permits.	DH - A/A
Activity 2: Improve and expand the collection and sharing of fair housing and affordable housing information across public and private entities, among housing industry entities, and within the public realm to improve understanding of fair housing laws, encourage reporting of violations, address existing and future housing needs, facilitate implementation of best practices, and reduce discrimination.	DH - A/A
Activity 3: Monitor, evaluate, and update fair housing plans, policies, and programs to ensure that the City is affirmatively furthering fair housing as required by HUD.	DH - A/A
Activity 4: Continue to participate on boards and committees of local organizations (public, private, and nonprofit) to share fair housing information.	DH-A/A
Activity 5: Work with Lincoln Commission on Human Rights to monitor compliance of Title 11 of the Lincoln Municipal Code with Federal Fair Housing Law.	DH - A/A
Activity 6: Monitor compliance with affirmative fair housing requirements by sub-recipients and borrowers.	DH - A/A
Activity 7: Continue to implement and update the "Minority Marketing Plan" for Urban Development programs.	DH - A/A
Objective 5: Strengthen or establish public policies, procedures, and institutions that support and maintain the quality, affordability, accessibility, sustainability and availability of housing for low-income households.	
Activity 1: Continue to work within the Development Services Center to improve policies and procedures to enhance the quality of older neighborhoods.	DH - A/A
Activity 2: Continue to work with the Mayor's Stronger, Safer Neighborhoods Program.	DH - A/A
Activity 3: Continue to work with the Nebraska Department of Economic Development on strengthening our policies and procedures in creating affordable housing.	DH - A/A

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Local Public Facilities and Improvements Objectives	HUD Objective/ Outcome
Objective 1: Further the City's priorities of Antelope Valley and Stronger Safer Neighborhoods.	
Activity 1: Complete public improvements in the Malone neighborhood that implement projects identified in the Focus Area Plan and "Closer To Home" strategies identified in the Antelope Valley Redevelopment Plan. Projects include curbs, alleys, gutters, lighting and streetscape projects, and tree planting.	SL - S
Activity 2: Complete public improvement in the South Capitol area that further the goals of the Stronger, Safer Neighborhood Initiative including implementing projects identified in Near South and Everett Focus Area Plans and the South Capitol Area Redevelopment Plan. Projects include curbs, alleys, gutters, lighting and streetscape projects, and tree planting.	SL - S
Activity 3: Support and utilize the Free to Grow Program in the Malone neighborhood and South Capitol Area. Free to Grow is a neighborhood revitalization program with partners from the private, nonprofit, and public sectors working together to help develop solutions to problems that contribute to crime, an unhealthy environment, and substandard housing.	SL - S
Objective 2: Implement sustainability projects consistent with the Mayor's Energy and Sustainability Policy, and federal emphasis on sustainability.	
Activity 1: Complete park improvement projects in LMI neighborhoods. Recreation and access to open spaces and open lands is an element of sustainable communities -- promoting green space and healthy activities.	SL - S
Activity 2: Design and install rain gardens in LMI parks, and other property owned by the public and nonprofit organizations. Rain gardens are depressions planted with native or adapted plants that help absorb excess water and filter out excess nutrients before rain water enters the groundwater system. This activity complements a rain garden grant program for private property owners offered by the Watershed Management Division of the City Public Works and Utilities Department.	SL - S
Objective 3: Improve the livability of core neighborhoods by improving general neighborhood conditions.	
Activity 1: Provide non-federal funding for LMI neighborhood self-help grants for clean-up and improvement projects.	SL - S
Activity 2: Continue to fund the Tree Management and the Demolition of Secondary Structures Programs. The Tree Management Program provides grants to low-income property owners and investors with low-income tenants for removal of dead and potentially dangerous branches or removal of dead or dangerous trees. The Demolition of Secondary Structures Program provides grants to low-income people for removal of substandard and dangerous buildings.	DH - AF

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Local Public Services Objectives	HUD Objective /Outcome
Objective 1: Increase food security for low-income people and families.	
Activity 1: Support Community CROPS in the installation and operation of community gardens and orchards in LMI parks and other property owned by public and nonprofit organizations. The lack of food and accompanying issue of hunger is a priority need in Lincoln. In addition to providing food for low-income people, community gardens further sustainability by promoting urban agriculture, reducing transportation costs for food, and encouraging healthy and ecologically sound food production.	SL - A/A
Activity 2: Provide scholarships to low-income people to rent garden space in community gardens.	SL - AF
Activity 3: Support operations for Community CROPS.	SL - AF
Objective 2: Provide services and support for returning veterans and their families.	
Activity 1: Install a Community Garden designated for returning veterans and their families.	SL - A/A
Objective 3: Work to improve transportation options for low-income people.	
Activity 1: Support CSI transportation goals for low-income people by continuing to serve on the grant selection committee for Federal Transit Administration Job Access & Reverse Commute (JARC) and New Freedom funds. These programs are intended to expand transportation services to the elderly, low-income, or disabled residents in the Lincoln area.	SL - AF
Objective 4: Increase job opportunities for low-income people.	
Activity 1: Provide funding to support One Stop Employment Solutions.	EO - A/A
Objective 5: Continue to work toward reducing poverty in Lincoln.	
Activity 1: Continue staff participation with CSI and with other agencies, boards, and committees working to reduce poverty in Lincoln.	SL - AF

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Local Economic Development Objectives	HUD Objective/ Outcome
Activity 1: Continue the administration of outstanding economic development loans.	EO - A/A

Additional Local Community Development Objectives	HUD Objective/ Outcome
Objective 1: Actively work to further Fair Housing.	
Activity 1: Complete an updated Analysis of Impediments to Fair Housing	SL - A/A
Activity 2: Educate City staff and elected officials about fair housing laws and the benefits of equal access to affordable housing through the annual Fair Housing Conference hosted by the Lincoln Commission on Human Rights.	SL - A/A
Activity 3: Continue staff participation on the Fair Housing Conference planning committee	SL - A/A
Objective 2: Continue to support for the Homeless Management Information System (HMIS), an electronic data collection system that stores longitudinal person-level information about people who access the homeless services system.	
Activity 1: Continue to fund HMIS.	SL - AF

Local Specific Special Needs Objectives	HUD Objective/ Outcome
Objective 1: Create and sustain affordable housing opportunities for Special Needs Populations.	
Activity 1: Assist in maintaining the stock of rental and owner housing for Special Needs Populations.	DH - AF
Activity 2: Assist in increasing the supply of rental and owner housing for Special Needs Populations.	DH - A/A
Activity 3: Enhance the provision of supportive housing services.	DH - A/A
Activity 4: Remove regulatory barriers to housing for Special Needs Populations	DH - A/A

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As the new Strategic Plan was being prepared, evaluation of the previous plan, the *Five-Year Strategic Plan for 2005 - 2009*, showed the majority of activities achieving planned results. A further look shows:

- The strongest successes were in activities that helped provide or maintain housing for low- and moderate-income households.
- Activities that helped first-time homebuyers responded to the difficult economy by slowing, but then stabilized.
- Activities aimed at stabilizing or improving neighborhood living environments achieved planned, expected results.
- A few activities were revised mid-plan period, to improve effectiveness, and
- A few activities were discontinued during the five-year period -- some due to ineffectiveness, some due to staffing cuts -- with funds redirected to other activities.

Strategic Plan

Due every three, four, or five years (length of period is at the grantee's discretion) no less than 45 days prior to the start of the grantee's program year start date. HUD does not accept plans between August 15 and November 15.

Mission:

The City of Lincoln, Nebraska 3-Year Strategic Plan for 2010-2012 establishes a unified vision for community development by integrating economic, physical, environmental, community, and human development in a comprehensive and coordinated fashion.

The goals set forth in this Strategic Plan are in keeping with the overall mission of the U.S. Department of Housing and Urban Development's (HUD) Community Planning and Development Programs: Community Development Block Grants (CDBG) and HOME Investment Partnerships (HOME). The statutes for these programs set three primary goals for the benefit of low-, very low- and extremely low-income persons:

Provide Decent Housing, which includes:

- Assisting homeless persons to obtain affordable housing;
- Assisting persons at risk of becoming homeless;
- Retaining the affordable housing stock;
- Increasing the availability of affordable permanent housing in standard condition to low-income and moderate-income families, particularly to members of disadvantaged minorities without discrimination on the basis of race, color, religion, sex, national origin, familial status, or disability;
- Increasing the supply of supportive housing which includes structural features and services to enable persons with special needs (including persons with HIV/AIDS) to live in dignity and independence; and
- Providing affordable housing that is accessible to job opportunities.

Provide a Suitable Living Environment, which includes:

- Improving the safety and livability of neighborhoods;
- Eliminating blighting influences and the deterioration of property and facilities;
- Increasing access to quality public and private facilities and services;
- Reducing the isolation of income groups within areas through spatial deconcentration of housing opportunities for lower income persons and the revitalization of deteriorating neighborhoods;
- Restoring and preserving properties of special historic, architectural, or aesthetic value; and
- Conserving energy resources and use of renewable energy sources.

Expanded Economic Opportunities, which includes:

- Job creation and retention;
- Establishment, stabilization and expansion of small businesses (including micro-businesses);
- The provision of public services concerned with employment;
- The provision of jobs to low-income persons living in areas affected by those programs and activities, or jobs resulting from carrying out activities under programs covered by the plan;
- Availability of mortgage financing for low-income persons at reasonable rates using non-discriminatory lending practices;
- Access to capital and credit for development activities that promote the long-term economic and social viability of the community; and
- Empowerment and self-sufficiency for low-income persons to reduce generational poverty in federally assisted housing and public housing.

General Questions

1. Describe the geographic areas of the jurisdiction (including areas of low income families and/or racial/minority concentration) in which assistance will be directed.
2. Describe the basis for allocating investments geographically within the jurisdiction (or within the EMSA for HOPWA) (91.215(a)(1)) and the basis for assigning the priority (including the relative priority, where required) given to each category of priority needs (91.215(a)(2)). Where appropriate, the jurisdiction should estimate the percentage of funds the jurisdiction plans to dedicate to target areas.
3. *Describe the Neighborhood Revitalization Strategic Area (NRSA), History and Rational*
4. Identify any obstacles to meeting underserved needs (91.215(a)(3)).

<u>3 Year Strategic Plan General Questions response:</u>

1. The Lincoln city limit boundaries define the jurisdiction; however, assistance will be directed primarily in the low- to moderate-income areas (LMI) and the Neighborhood Revitalization Strategy Area (NRSA). Please see the map in the "Strategic Plan Additional File" folder.

2. Allocating investments geographically was based on the LMI and NRSA and two City priorities: 1) the Stronger, Safer, Neighborhood Initiative in the Near South and Everett Neighborhoods, and 2) the Antelope Valley Project, focusing on the Malone Neighborhood. In addition, client-based programs are based on individual income eligibility. Assigning priorities was based on:

   - Public input through a Community Needs Survey, conducted by Urban Development and other community surveys,
   - City priorities: Mayor's Energy and Sustainability Policy (in progress), Antelope Valley, and the Stronger, Safer Neighborhoods Initiative,
   - Federal priorities: sustainability, homelessness, returning veterans and their families, and Fair Housing,
   - Community Services Initiative (CSI) priorities.

5. *Describe the Neighborhood Revitalization Strategic Area (NRSA), History and Rational*
   Lincoln's NRSA was approved by HUD as part of the FY 2005-2009 Strategic Planning process. There are no changes to the NRSA in this Strategic Plan. A map titled 'LMI_NRSA" illustrates the NRSA boundary and is included in the "Strategic Plan Additional Files" folder.

   Description:

The NRSA is geographically smaller than the Low- to Moderate-Income (LMI) areas and generally covers the oldest residential neighborhoods in the City with some exceptions. The purpose of the NRSA is to provide increased flexibility for the use of Community Development Block Grant (CDBG) funds in meeting the following types of goals (1) Economic Development - Low Priority, (2) Housing - High Priority and (3) Public Services - High Priority. Additionally, the Urban Development Department has used the delineation of the NRSA to concentrate homeownership and neighborhood revitalization activities.

History:
History on how the current area was developed can be found in the 2005-2009 Consolidated Plan. A copy of that plan is available in our office and online at
http://lincoln.ne.gov/city/urban/Reports/index.htm

Rational:
The basic purpose of an NRSA is to make an impact in an area and help turn it around. Our point for re-evaluation of the existing NRSA area is to assess if real progress is being made. For example, maybe goals and objectives are being met for the most part, but the impact is not being achieved. With a re-evaluation, we (1) may determine that different goals and objectives need to be set; (2) the NRSA area needs to be more concentrated, (3) more funds are needed or (4) they need to be re-targeted.

An in-house study, that mimics HUD's CHAS program data projections[1], found that our current boundaries are visually/spatial reasonable in terms of the theories and methodology used. In short, areas of concentrated disadvantage[2] were determined and then modified using our operationalization differential association theory. While the theory initially concentrated on the impacts of individuals … it is also by proxy a reasonable predictor of neighborhood distress. Indicators analyzed include population characteristics (poverty, disability, unemployment, minority, education), housing data (single family homes, housing cost burdens, vacant housing, housing built before 1939, mortgages), neighborhood crime types, neighborhood social resources (Great Neighborhood graduates, neighborhood coordinator, neighborhood association presidents, Neighborhood Watch members, election poll worker, community facilities) which can be assessed against voting behavior, building and safety issues, health department issues and Lincoln Public Schools achievement scores to determine correlations. We believe that our NRSA which was initially defined via 2000 US Census data and augmented with current administrative data and theoretical processes is not only defensible but very communicable to the general public. That report 'Differential Association: A Pilot Neighborhood Assessment Tool' is located in the "Strategic Plan Additional Files" folder should a fuller explanation be required.

[1] We Used base data (i.e. 2000 census data) and then augmented it with additional data (i.e. administrative data).
[2] Please see the report for a list of the risk factors used.

Goals: Goals for activities for the 3 Year Strategic Plan period overall and within the NRSA include:

Activity	3 Year Goal - Total	3 Year NRSA Goal	% in NRSA
Rehab; Single-Unit Residential (7 programs)	537	366	68%
Lead-Based/Lead Hazard Test/Abate	24	12	50%
Homeownership assistance (First Home) Program)	153	69	45%
Parks and/or Recreation Facilities	Improvements to 3 parks	1 park	33%
Tree Planting	3 projects	All are in the NRSA	100%
Flood Drainage Improvements (rain gardens)	30 projects	10 projects	33%
Street Improvements (gravel alleys)	30 alleys	All are in the NRSA	100%
Sidewalks (streetscapes and sidewalk improvements	2 streetscapes, 3 sidewalk projects	All are in the NRSA	100%
Tree Management & demo of secondary structures	18 trees, 3 structures	All are in the NRSA	100%
Public Facilities (General) (construct community gardens)	15	5	33%
Public Services (General) (scholarships for community gardens)	300 people	100 people	33%

3. Obstacles to meeting under-served needs include:

   - The current financial and mortgage crisis:
     More families are in need of services and there is an increased need for affordable housing, both owner and renter, while lenders are making it more difficult for new home buyers, and waiting lists for rental assistance are longer. Social service needs are also greater, resulting in higher needs for food and more families struggling to make ends meet, having to choose between food and other needs. Social service agencies are more stressed to meet needs while the financial crisis has reduced donations.

   - Jobs:
     The need for good paying jobs, problems due to loss of jobs (and resulting family budgetary issues including loss of housing) people working at low paying jobs and not making ends meet.

Managing the Process (91.200 (b))

1. Lead Agency. Identify the lead agency or entity for overseeing the development of the plan and the major public and private agencies responsible for administering programs covered by the consolidated plan.
2. Identify the significant aspects of the process by which the plan was developed, and the agencies, groups, organizations, and others who participated in the process.
3. Describe the jurisdiction's consultations with housing, social service agencies, and other entities, including those focusing on services to children, elderly persons, persons with disabilities, persons with HIV/AIDS and their families, and homeless persons.

   *Note: HOPWA grantees must consult broadly to develop a metropolitan-wide strategy and other jurisdictions must assist in the preparation of the HOPWA submission.

<u>3 Year Strategic Plan Managing the Process response:</u>

1. The City of Lincoln's Urban Development Department is the lead agency for overseeing the development of the Plan and the administration of programs included in the Plan. The Department has six divisions: Administration which includes Downtown Redevelopment, Community Development, Housing Rehabilitation and Real Estate, Workforce Investment Administration, One Stop Employment Solutions (Workforce Investment Act Program) and Parking Services. The Workforce Investment Administration Division and One Stop Employment Solutions Division are responsible for the oversight of job training funds from the U.S. Department of Labor. The Parking Services Division's mission is to protect the City's investment in the parking system by maintaining and improving on safe, reliable, and efficient parking facilities and equipment. The Divisions involved in the administration of this Plan are responsible for the following:

   - Administration:
     General program oversight, fiscal management and program monitoring.
   - Downtown Redevelopment:
     Downtown redevelopment primarily using Tax Increment Financing (TIF).
   - Community Development:
     Research, planning, and report preparation; project management; neighborhood assistance; focus area planning and plan implementation; Fair Housing, homelessness, public participation; non-downtown redevelopment activities using TIF funds; and administration of the City's Economic Development loan programs.
   - Housing Rehabilitation and Real Estate:
     Program development, administration, and staffing of the City's housing rehabilitation programs; management of housing funds to non-profit organizations; relocation, property acquisition for all City departments, and the sale of the City-owned surplus property for various City departments.

Major agencies responsible for administering the programs outlined in the Consolidated Plan include:

- NeighborWorks Lincoln through the Homebuyer Training Program, Troubled Property Program, and the First Home Program which assists with down payment assistance.
- The Lincoln Housing Authority which administers the Security Deposit Program.
- The League of Human Dignity which operates the Barrier Removal Program.
- The Homeless Coalition, Lincoln's Continuum of Care, is an organization of homeless service providers, homeless individuals, and other community stakeholders. Organizational responsibilities include, 1) development of Lincoln's annual Supportive Housing Program Grant, 2) an agency peer review process, 3) administration of the "point-in-Time" count, and 4) strengthening collaboration and efficiency in services proved to the homeless.

2. The process for developing the Strategic Plan was based first on identifying needs. To identify housing needs, input was received from non-profit housing organizations and the results of four surveys (see below under A. Public Involvement). CHAS data was also used along with the Housing Market Analysis. For non-housing needs, two methods were used:

   A. Public involvement:
      Four surveys were used to obtain public input. The primary source was a Community Needs Survey administered by Urban Development that surveyed staff and board members from housing providers (all facets including, realtors, bankers, and agencies providing homeownership, rehab, and rental assistance), social service agencies, and Neighborhood Association Presidents. The survey was also on Urban Development's website and available for the general public to complete. Public input was also received from a City-wide survey conducted by the Mayor's Office and a scientific survey conducted by the City's Planning Department for the update of the City's Comprehensive Plan. Lastly, results from surveys of clients conducted by the Center for People in Need.

B. Social Service Priorities:
Determining social service needs and priorities relied heavily on the Community Services Initiative (CSI), a community-wide planning effort designed to identify emerging issues and critical needs in the local health and human services delivery system. This year CSI has identified hunger as a priority need in Lincoln.

Needs were then considered within the context of local and federal priorities:

C. Local and Federal priorities:
Local priorities include the Mayor's Energy and Sustainability policy (in progress), Antelope Valley, and the Stronger, Safer Neighborhoods Initiative. The City's outcome-based budgeting process was also considered: through an extensive public involvement process, the Mayor has developed three tiers of budgetary priorities for City involvement. For the Urban Development Department, housing and neighborhood revitalization activities are ranked in Tier 1, the highest priority and economic development as Tier 3, the lowest priority.

Federal priorities considered include sustainability, homelessness, returning veterans and their families, and Fair Housing.

Needs were then prioritized based on the following criteria:

- It furthers or is consistent with a city and/or federal priority area.
- It is identified as a need in the community involvement process.
- Its impacts on a large number of low- and moderate-income households.
- It meets unique needs of certain geographic areas.
- It reflects past successes of projects and activities in meeting needs.

Lastly, objectives and strategies were developed to address the identified needs.

3. Describe the jurisdiction's consultations with agencies, groups, organizations, and others who participated in the process:

Consultation with public and private agencies that provide health services, social and fair housing services is an on-going process throughout the year. Urban Development participates in Community Services Initiative (CSI), a community-wide planning effort designed to identify emerging issues and critical needs in the local health and human services delivery system. It includes four coalitions: Basic and Emergency Needs, Behavioral Health, Children and Youth, and Stop Abuse. For the Strategic Plan, contact was also made with the Human Services Federation for survey input. The Federation is comprised of representatives from 125 non-profit agency members dedicated to providing quality health and human services in Lincoln and Lancaster County.

Additional consultation during Plan development included Community CROPS (Combining Resources, Opportunities and People for Sustainability) and the City's Stormwater Management Division of Public Works and Utilities, and the Parks and Recreation Department.

Regarding homeless issues, Lincoln's CoC collaborates with a wide variety of local, state, and federal entities to identify homeless needs. Four primary data collection activities or efforts provide the CoC with information necessary to conduct annual planning efforts: the annual *Point-In-Time count* (PIT), information compiled for the *Annual Homeless Assessment Report* (AHAR), *Lincoln's 2009 CoC Exhibit 1*, which includes Lincoln's Housing and Inventory Chart (HIC), and the *Homelessness Prevention and Rapid Re-Housing Plan* (HPRP) for Lincoln, Nebraska. Data from these four sources provide a snapshot of homelessness in Lincoln, including an estimate of the size and nature of Lincoln's homeless population, an inventory of available beds and services, and ultimately provide the

basis for planning efforts to meet identified gaps in services and anticipate future needs. For detailed information on the agencies, groups, and organizations who participate in Lincoln's CoC, please refer to sections 1A - 1D in *Lincoln's 2009 Continuum of Care (CoC) Exhibit 1.*

On general housing issues, the jurisdiction consulted with the non-profit housing organizations that are subrecipients for the City of Lincoln. NeighborWorks® Lincoln administers our first time home buyer training and they receive HOME funds for downpayment assistance under our First Home Program and the CHDO set-aside Troubled Property Program. NWL receives ongoing feedback from their clients and UD consults with NWL at the end of each fiscal year. Other subrecipient agencies include; Affordable Housing Initiative, Habitat for Humanity, League of Human Dignity, Rebuilding Together. Other agencies consulted on an ongoing basis include; Lincoln Housing Authority, Community Action Partners, REALTORS® , Nebraska Investment Finance Authority, Nebraska Department of Economic Development.

On lead-based paint issues, the City of Lincoln consults with Nebraska Asbestos and Lead Based Paint Abatement Program and Lincoln-Lancaster Health Department.

For public housing issues, consultation was made with the Lincoln Housing Authority (LHA). LHA is a governmental entity established in 1946 with the mission of providing housing to the residents of Lincoln, Nebraska. The Authority fulfills that mission by: (1) The ownership and/or management of 1552 units of affordable and assisted rental housing, (2) The administration of 2929 federal section 8 vouchers, (3) the operation of two home ownership programs, (3) the provision of tenant supportive services and (4) community partnerships with other providers of housing and social services. LHA does not plan on adding to or removing units to/from their existing housing stock. As of December 2009, 5764 total applications were on the wait list with an expected wait of 2.5 years. LHA receives ongoing feedback from their clients and urban development consults with LHA at the end of each fiscal year. For detailed information on the authority, programs, and organizations who participate in the LHA, please refer to most recent 2009 Annual Report

The City of Lincoln is not part of a metropolitan area nor a Council of Governments (COG).

Citizen Participation (91.200 (b))

1. Provide a summary of the citizen participation process.
2. Provide a summary of citizen comments or views on the plan.
3. Provide a summary of efforts made to broaden public participation in the development of the consolidated plan, including outreach to minorities and non-English speaking persons, as well as persons with disabilities.
4. Provide a written explanation of comments not accepted and the reasons why these comments were not accepted.

*Please note that Citizen Comments and Responses may be included as additional files within the CPMP Tool.

<u>3 Year Strategic Plan Citizen Participation response:</u>

1. Provide a summary of the citizen participation process.

   The City of Lincoln has a 'Citizen Participation Guide' that details the public involvement process. Public participation is an on-going process, not confined to preparation of the Strategic Plan. The public is encouraged to participate by becoming involved with their neighborhood association, in other community organizations and in business associations. Residents are also encouraged to attend public hearings and open houses held for special projects and plans.

However, the 'Citizen Participation Guide' specifies that during development of the Strategic Plan, ad hoc committees and/or surveys may be used to obtain additional input. For this Strategic Plan, surveys were heavily relied upon. Four surveys were used to obtain public input: (1) a Community Needs Survey administered by Urban Development that surveyed staff and board members from housing providers (all facets including, realtors, bankers, and agencies providing homeownership, rehab, and rental assistance), social service agencies, and Neighborhood Association Presidents. (2) A City-wide survey conducted by the Mayor's Office. (3) A scientific survey conducted by the City's Planning Department for the update of the City's Comprehensive Plan. (4) Results from surveys of clients conducted by the Center for People in Need were used.

Community Needs Survey:
This non-scientific survey was conducted by the Urban Development Department between March and May, 2010. Its purpose was to identify needs and obstacles regarding housing, social services, and economic issues. The survey was distributed to three groups: 341 people representing the 125 member agencies in the Human Services Federation (HSF), 26 staff and board members of NeighborWorks Lincoln, and neighborhood presidents or the contact person for 53 neighborhood associations. The survey was also on Urban Development's website and available for the general public to complete. E-mails were sent to 356 individuals representing 120 government contacts, 127 community contacts, 56 Lincoln Public Schools principals, and 53 Neighborhood Association leaders (and leadership staff) informing them that the survey was available on the website. Note that neighborhood leaders were contacted twice. In addition, those receiving the e-mail from the following groups were asked to forward the e-mail and survey to their membership: Greater Lincoln Workforce Investment Board and Youth Council = approximately 50 people, Lincoln Realtors = 750, Public Library staff = approximately 50. This represents an additional 850 individuals who received the survey).

Respondents were asked for the location of their agency and home address, both of which were mapped and are included in "Strategic Plan Additional Files" folder – 'Response Distribution' image. The image illustrates that respondents geographically represent a good representation of the LMI area in particular and the city as a whole. The return rate for the HSF group was 38.56%, NeighborWorks Lincoln was 30.76% and Neighborhood Associations 22.64%. Responses were received from the following agencies or neighborhood representatives:

Neighborhood Associations Respondents		
Clinton	Hawley	South Salt Creek
College View	Autumn Wood	Witherbee
Everett	Near South	Woods
Far South	Salt Valley View	Meadowlane

Listing of Agency/Organization Respondents		
ABC	General Assistance	NeighborWorks Lincoln
Affordable Housing Initiatives	Heartland Big Brothers Big Sisters	Peoples Health Center
Albers Co	Home Real Estate	Realtor
Calvary Methodist Church	Houses of Hope	Rebuilding Together Lincoln
CASA for Lancaster County	Human Services	Reinke Property Management
Cedars Youth Services	Indian Center	ServeNebraska
Center for People in Need	Interfaith Housing Coalition	St. Monica's
CenterPointe	Lincoln Housing Authority	The Salvation Army
City of Lincoln	Lincoln Medical … Partnership	Center for Children/Family/Law
Civic Input	Lincoln Public Schools	US Bank Home Mortgage
Community Mental Health Center	Matt Talbot Kitchen and Outreach	Voices of Hope
Complete Children's Health	Mercy Housing	Volunteer Partners
Family Health Services	NAF MHDC	Woods Charitable Fund
Family Service WIC	Nai Fma Realty	
Fresh Start	Nebraska Dept of Econ Dev.	

General Thoughts and Outcomes:
Survey results indicated that by far the greatest need in Lincoln is affordable housing, for both homeowners and renters. All groups indicated affordable housing as the greatest need. The need for good paying jobs was also cited repeatedly by all groups as a high priority. Other issues identified most often included:

- Learning to spend and save wisely
- Medical costs and access
- Mental health, behavioral health and substance abuse assistance
- Transportation issues
- Special needs housing – the need for more and for more services
- Housing discrimination as a barrier to fair housing
- Immigrant needs and discrimination
- Need for tenant education
- Cleaning up the core of the City of Lincoln, Nebraska
- Homelessness and the need for emergency and transitional housing

City-Wide Satisfaction Survey:
This was a scientific survey coordinated by the Mayor's Office. This survey was conducted from December 1 through December 6, 2009, by Opinion Research Corporation out of Princeton, New Jersey. All statistical analysis was completed by the University of Nebraska –Lincoln Public Policy Center. In total, 607 Lincoln residents completed the survey, yielding a +/- 4.4% margin of error. At the request of Urban Development, University of Nebraska Public Policy Center compiled results comparing responses from people living in zip codes primarily representing the LMI neighborhoods to the rest of the city. Results were generally the same with a few exceptions:

- The number of unsightly or blighted properties in the city: 46.2% of LMI respondents were dissatisfied or very dissatisfied compared to 35.6% for the rest of the city.
- Availability of affordable quality housing: 22.5% of LMI respondents were dissatisfied or very dissatisfied compared to 14.4% for the rest of the city.

- General safety and security in your neighborhood: 18.3 % of LMI respondents were dissatisfied to very dissatisfied compared to 8.2% of the remaining city. Conversely, 84.1% of the remaining city was satisfied to very satisfied compared to 66.3% for LMI residents.

2010 Public Opinion Survey of Planning and Development Issues in Lincoln and Lancaster County.* This survey was completed by the Sigma Group, LLC for the Lincoln-Lancaster County Planning Department as part of the Comprehensive Plan update. A total of 700 residents were surveyed between February 18 and March 29, 2010. The margin of error is +/- 3.7%. Some of the major survey findings regarding perceptions of growth and development include:

- Respondents were more likely to agree that there are plenty of housing choices by type and size (90%) than by price range (79%). People living the North East area were less likely than others to agree that housing choices were adequate across price ranges (72%).
- Five out of six respondents agreed that more production of local food sources should be encouraged (84%). Agreement on this issue was greater among those under 45 (89%) compared to those 65 and older (72%).
- Limiting energy consumption is an important issue to 82% of residents.

Overall, residents put the greatest importance on six planning priorities:

- Investing in clean alternative energy sources.
- Developing and maintaining a system of parts and recreation facilities.
- Developing water conservation policies that reduce water usage.
- Widening existing roads to provide better traffic flow in the north-south direction.
- Preservign the quality of rural life and highly productive agricultural land in the county.
- Maintaining and preserving existing wetlands, streams, trees, flood plains, wildlife habitat, and other natural resources.

*Source: Sigma Group, LLC draft report, April 2010, pp. *i., vi*.

Center For People in Need (CFPIN)
CFPIN has completed four annual poverty surveys and published results in *The Face of Poverty Today in Lincoln, Nebraska*. Results of the most recent survey have not yet been made public. However, CFPIN shared the draft report and survey results with Urban Development staff for use in preparing the Strategic Plan. According to the report, "The information in this report comes from a survey conducted by the Center for People in Need in December 2009. Data were collected during a toy distribution event for parents and caregivers in need. The survey was given to over 2,300 respondents; it was available in four languages – English, Spanish, Vietnamese, and Arabic. Participation was voluntary and data were kept confidential. Only one person per family completed a questionnaire….the goal of this annual survey…is to gather information about the personal experiences of people in need…the Center aims to give a voice and put a face to the actual experience of poverty – what individuals struggle with, what they need, and how they use community resources to get by. The Face of Poverty report provides information for others to better understand and respond to the needs of the poor." Some key findings from last year's survey and report (December, 2008) are included below, reprinted with permission:

- **Challenges Faced in Finding Employment:**
  Concerns/Challenges were somewhat similar for US- and foreign-born respondents…one exception is that the top concern for the foreign-born respondents was that lack of proficiency in English was a hindrance to getting a good job.
- **Food Challenges**:

Majority of respondents reported having problems buying enough food for their families – sometimes, often, or always (80%). Patterns did not differ between US- and foreign-born respondents (p. 15).

- **Other Community Resources Accessed for Aid with Food**:
  Majority of participants utilized some form of assistance to help them afford/obtain enough food for their households. However, a large percentage still experience challenges even after receiving government and/or community assistance. Among those who are working **AND** using food stamps **AND/OR** accessing one or more of the resources above, 79% still report having problems obtaining enough food for their families (p. 18).
- **Problems Paying for Utilities…Rent or Mortgage**:
  More than half of the respondents reported having experienced some type of challenge in paying for utilities. 32% of respondents reported a utility had been disconnected within the past year because they could not pay the bill. 72% of respondents report either "always", "often", or "sometimes" having problems in paying for rent or mortgage. This is higher than last year's figure of 62% (p.26).
- **Challenges Faced in Finding Employment**: Concerns/Challenges were somewhat similar for US- and foreign-born respondents…one exception is that the top concern for the foreign-born respondents was that lack of proficiency in English was a hindrance to getting a good job. Like last year, the top challenge for US born respondents was finding a job that paid enough to support oneself and one's family, followed by a need for more education…the top challenge for foreign-born respondents was language, followed by finding a job that paid enough (p. 13).
- **Food Challenges**: Majority of respondents reported having problems buying enough food for their families – sometimes, often, or always (80%). The most common response to lack of money for food was choosing between paying bills and paying for food, followed by skipping meals by someone (not children) in the family. Several respondents commented that the adults, but not the children, skipped meals. Patterns did not differ between US- and foreign-born respondents (p. 15).
- **Other Community Resources Accessed for Aid with Food**: Majority of participants utilized some form of assistance to help them afford/obtain enough food for their households. However, a large percentage still experience challenges even after receiving government and/or community assistance. Among those who are working **AND** using food stamps **AND/OR** accessing one or more of the resources above, 79% still report having problems obtaining enough food for their families (p. 18).
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The full report can be requested from the Center For People in Need
*www.*CenterforPeopleInNeed.org

Other public involvement included

- Presentation of the draft plan at the Mayor's Neighborhood Roundtable on June 14, 2010. The Roundtable meets with the Mayor monthly to discuss issues and topics of interest and concern to neighborhoods.
- A 30 day public comment period began on June 12, 2010. A "notice of availability" was published in the legal notices section of the *Lincoln Journal Star* and at *ww.lincoln.ne.gov*, keyword: *urban*. Residents were advised that the document is available: 1) on the Urban

Development Department Web page: *www.lincoln.ne.gov*, keyword: *urban;* and 2) at the Urban Development Department office: 555 S. 10th, room 205, Lincoln, NE 68508.

- The Plan also went before the Lincoln City Council on DATE for public hearing and approval. Notice of the public hearing was placed in the *Lincoln Journal Star* on DATE
- The Urban Development Department also held a public open house to present goals, objectives and proposed actions in the Strategic Plan. The meeting was held on DATE at LOCATION. Notice of the meeting containing date, time, place, and purpose was published on DATE in the *Lincoln Journal Star*, posted on the Urban development website, and posted on the City of Lincoln website government calendar. XXX people attended.

2. Citizen Comments

   <Finish after Roundtable, open house, public hearing, public comment period>

3. Efforts were taken to encourage participation and input of all residents as follows:

   - Low- and moderate-income residents where housing and community development funds may be spent: through surveys, on-going attendance by Urban Development staff at neighborhood and business association meetings.
   - Minorities and non-English speaking persons, as well as persons with disabilities: through surveys, particularly use of The Center for Families in Need, and through contact with agencies serving non-English speaking people and those with disabilities.
   - Local and regional institutions and other organizations (including businesses, developers, community and faith-based organizations): through one-on-one meetings, surveys, and attending meetings of organizations and business associations.
   - Residents of public and assisted housing developments and recipients of tenant-based assistance: through surveys and agencies.
   - Residents of targeted revitalization areas: through surveys and attending neighborhood association meetings.

Institutional Structure (91.215 (i))

1. Explain the institutional structure through which the jurisdiction will carry out its consolidated plan, including private industry, non-profit organizations, and public institutions.

2. Assess the strengths and gaps in the delivery system.

3. Assess the strengths and gaps in the delivery system for public housing, including a description of the organizational relationship between the jurisdiction and the public housing agency, including the appointing authority for the commissioners or board of housing agency, relationship regarding hiring, contracting and procurement; provision of services funded by the jurisdiction; review by the jurisdiction of proposed capital improvements as well as proposed development, demolition or disposition of public housing developments.

<u>3 Year Strategic Plan Institutional Structure response:</u>

1. The Urban Development Department has an established Institutional Structure in place. Please see the "Strategic Plan Additional Files" folder for the Institutional Structure description. Included in the description is an explanation of efforts to enhance coordination with private industry, businesses, developers and social service agencies, particularly with regard to the development of the city's economic development strategy.

2. Strengths and gaps in the delivery system are as follows:

   - Strengths in the delivery system:
     - General willingness of public and private agencies to share information and work together to accomplish goals to help the citizens of our community.
     - Numerous task forces that bring coalitions of agencies together to coordinate services and case management for clients.
   - Potential gaps in the service delivery system:
     - Financial support to meet individual, community, and agencies needs at all levels and from both public and private resources.

3. Assess the strengths and gaps in the delivery system for public housing

   - Strengths in the delivery system:
     - Financially stable: has access to non-HUD funding streams
     - Model tax credit projects
     - Experienced leadership and proficient staff

   - Potential gaps in the service delivery system:
     - Need exceeds the supply
     - Financial support is variable

Monitoring (91.230)

1. Describe the standards and procedures the jurisdiction will use to monitor its housing and community development projects and ensure long-term compliance with program requirements and comprehensive planning requirements.

<u>3 Year Strategic Plan Monitoring response:</u>

1. Describe the standards and procedures the jurisdiction will use to monitor

   General grant administration activities include preparation and management of annual operating and programmatic budgets, including allocation of personnel and overhead costs; analysis of past and current year performance and expenditures in all program areas (i.e., housing rehabilitation and homeownership, economic development, community services, public improvements, etc.); oversight of revenues, “timeliness” of expenditures; and coordination and utilization of HUD’s IDIS system for reporting and fund drawdowns.

   Program/project monitoring ensures that the City and its subrecipients (or borrowers) meet performance objectives within schedule and budget. Most importantly, it provides documentation of the City’s compliance with program (CDBG, HOME) objectives, rules, and regulations. A critical part of the City’s monitoring system is an assessment of each subrecipient or borrower to identify high risk agencies that require more extensive oversight and monitoring. Agencies identified as high risk include those who are new to the program, are experiencing turnover in key staff positions, have been plagued by past compliance or performance problems, are undertaking multiple funding activities for the first time, and/or are not submitting timely reports. These agencies are provided with regular on-site visits and desk-top reviews and at least one on-site visit per year.

   A standardized procedure for review and monitoring has been established, and monitoring manuals have been prepared utilizing monitoring tools developed for CDBG, HOME, ESG, and ADDI programs

(although ESG and ADDI funds are no longer received by the City of Lincoln. Areas addressed include the following: (1) Project or Program Status; (2) Program Benefit; (3) Fair Housing/Equal Opportunity; (4) Consistency of Records; and (5) Financial Accountability. Desk-top reviews involve examining progress reports, compliance reports, and financial information. On-site monitoring visits are performed to determine adequate control over program and financial performance and to verify proper records maintenance. On-site visits also involve examining beneficiary documentation, audit reports, accounting records, invoices, payroll documentation, and timesheets.

The Program Monitor also works with sub recipients and borrowers to ensure compliance with all Federal rules and regulations. Occupancy reports submitted for assisted housing projects are examined to determine compliance with affordability and tenant eligibility. Interviews with contractor employees are conducted and certified payrolls are examined to ensure compliance with Fair Labor Standards and Davis-Bacon wage requirements.

Priority Needs Analysis and Strategies (91.215 (a))

1. Describe the basis for assigning the priority given to each category of priority needs.
2. Identify any obstacles to meeting underserved needs.

<u>3 Year Strategic Plan Priority Needs Analysis and Strategies response:</u>

1. The following resources were used to assign priority given to each category of priority needs in Lincoln:

    - The Needs/Housing Table <see the Strategic Plan Additional Files" folder>
    - CPMP Tool's Needs.xls workbook <see the Strategic Plan Additional Files" folder>
    - Non-homeless Special Needs - CPMP Tool, the Needs.xls workbook <see the Strategic Plan Additional Files" folder>
    - The *Antelope Valley Redevelopment Plan*, particularly the section on Neighborhood Enhancement and Housing Strategies.
    - Stronger Safer Neighborhoods Initiative, including previously completed Focus Area Plans for the Near South and Everett Neighborhoods.
    - Input from community surveys.
    - Input from the public at the open house.
    - The City of Lincoln, Mayor's priority policy on Energy and Sustainability (under development).
    - Federal emphasis areas of Fair Housing, Sustainability, and returning veterans and their families.
    - Priority needs areas identified by the Community Services Initiative.
    - Consultations with service providers, other City departments, and other funding agencies.
    - City of Lincoln outcome-based budgeting process.

2. Obstacles to meeting underserved needs include:

    - The current financial and mortgage crisis:
      More families are in need of services and there is an increased need for affordable housing, both owner and renter, while lenders are making it more difficult for new home buyers, and waiting lists for rental assistance are longer. Social service needs are also greater, resulting in higher needs for food and more families struggling to make ends meet, having to choose between food and other needs. Social service agencies are more stressed to meet needs while the financial crisis has reduced donations.
    - Jobs:
      The need for good paying jobs, problems due to loss of jobs (and resulting family budgetary issues including loss of housing) people working at low paying jobs and not making ends meet.

- Lack of financial support to meet individual, community, and agencies needs at all levels and from both public and private resources.

Lead-based Paint (91.215 (g))

1. Estimate the number of housing units that contain lead-based paint hazards, as defined in section 1004 of the Residential Lead-Based Paint Hazard Reduction Act of 1992, and are occupied by extremely low-income, low-income, and moderate-income families.
2. Outline actions proposed or being taken to evaluate and reduce lead-based paint hazards and describe how lead based paint hazards will be integrated into housing policies and programs, and how the plan for the reduction of lead-based hazards is related to the extent of lead poisoning and hazards.

<u>3 Year Strategic Plan Lead-based Paint response</u>:

1. Estimate the number of housing units that contain lead-based paint hazards, as defined in section 1004 of the Residential Lead-Based Paint Hazard Reduction Act of 1992, and are occupied by extremely low-income, low-income, and moderate-income families.

    - According to the National Safety Council, about two-thirds of homes built before 1940, half of the homes built between 1940 and 1960 and a lesser number of homes built between 1960 and 1978 contain lead from lead-based paint. In the City of Lincoln's Low to Moderate Income Area, there are 20,512 housing units; 12,930 are owner-occupied and 7582 are rental.
    - It is estimated that lead can be found in two-thirds or 3,996 of the 5,909 owner-occupied houses built before 1940. Of the 4,224 built between 1940 and 1960, one-half or 2,112, probably contain lead. The date is unclear as to percentage but a reasonable figure of one-third or 932 of the 2,797 houses built between 1960 and 1979 contained lead. In our LMI area, 7,040 owner-occupied houses are estimated to contain lead.
    - Two-thirds or 2,934 of the 4,405 rental units built before 1940 are likely to contain lead. Of the additional 2,170 units built between 1940 and 1960, about one-half or 1,085 contain lead. Another 1,007 rental units were built between 1960 and 1979, of which an estimated one-third or 336 contain lead. In our LMI area, 4,355 rental units are estimated to contain lead.

2. Outline actions proposed or being taken to evaluate and reduce lead-based paint hazards and describe how lead based paint hazards will be integrated into housing policies and programs, and how the plan for the reduction of lead-based hazards is related to the extent of lead poisoning and hazards.

    - Since September of 2000, the City of Lincoln has integrated lead-based paint hazard reduction activities into their HUD-assisted housing policies and programs.
    - The Urban Development Department is involved with between 300 to 400 housing units a year providing rehabilitation and home ownership assistance. Urban Development operates various in-house rehabilitation programs and work with several non-profit organizations to provide a full range of housing options.
    - All of the in-house rehabilitation projects receive a lead paint inspection based on the requirements set forth in 24 CFR Part 35 by one of our three Rehabilitation Specialists who are Certified Lead Risk Assessors. They also lend their technical expertise to assist smaller non-profits that have lead procedure questions.
    - The First Home Program is administered by NeighborWorks Lincoln, a recipient of HOME funds from the Urban Development Department. The funds are used to provide downpayment and rehabilitation assistance. The Rehabilitation Specialist that conducts the housing inspections for NeighborWorks Lincoln is also a Certified Lead Risk Assessor.

- The majority of our program funds benefit households in Lincoln's Low to Moderate Income Area which has the oldest housing stock. This same area is the subject of studies by the Lincoln-Lancaster County Health Department for elevated blood lead levels in children. This program prioritized neighborhoods as high risk based on age of housing and the presence of children under age six below the poverty level.
- The Lincoln Housing Authority implemented 24 CFR Part 35 (Subparts A,B, R & M) into their Tenant Based Rental Assistance Program and continues to work with the Health Department to identify children with elevated blood lead levels.

HOUSING

Housing Needs (91.205)

*Please also refer to the Housing Needs Table in the Needs.xls workbook

1. Describe the estimated housing needs projected for the next five year period for the following categories of persons: extremely low-income, low-income, moderate-income, and middle-income families:
    - renters and owners,
    - elderly persons, persons with disabilities, including persons with HIV/AIDS and their families,
    - single persons,
    - large families,
    - public housing residents, victims of domestic violence,
    - families on the public housing and section 8 tenant-based waiting list,

    and discuss specific housing problems, including: cost-burden, severe cost- burden, substandard housing, and overcrowding (especially large families).

2. To the extent that any racial or ethnic group has a disproportionately greater need for any income category in comparison to the needs of that category as a whole, the jurisdiction must complete an assessment of that specific need. For this purpose, disproportionately greater need exists when the percentage of persons in a category of need who are members of a particular racial or ethnic group is at least ten percentage points higher than the percentage of persons in the category as a whole.

<u>3 Year Strategic Plan Housing Needs response:</u>

1. Describe the estimated housing needs projected for the next five year period for the following categories of persons

    - **<u>Rental Housing Needs</u>**
      According to the Comprehensive Housing Affordability Strategy (CHAS) 2009, an estimated 39,920 total rental units are needed by existing renter households, with 39,405 of those units needed by existing low-income households of which 490 are substandard. There was a surplus of approximately 3,385 rental units in Lincoln in 2009. There was an overall surplus of two- and three-bedroom units by 1,710 units and 475 units respectively. Even with the surplus of 3,385 rental units affordable to low-income households, the fact remains that 17,405 low-income, renter households were cost overburdened in 2009. Of this group, 7,984 were 30% MFI and 8,543 were 50% MFI. More comprehensive data detailing the other categories is only available from the 2000 census. Public housing units are fully occupied and the waiting list for Lincoln Housing Authority units is two and half years.

- **Owner Housing Needs**
  In 2009, there were 68,407 owner-occupied housing units with 290 being substandard. 1104 are 0 or 1 bedroom units with 4 currently vacant, 15,089 are 2 bedrooms with 310 vacant and 51,495 are 3+ bedrooms with 405 vacant. Of this group, 18,059 were cost burdened using 30% MFI and 5,267 at 50% MFI. More comprehensive data detailing the other categories is only available from the 2000 census.

2. To the extent that any racial or ethnic group has a disproportionately greater need for any income category in comparison to the needs of that category as a whole, the jurisdiction must complete an assessment of that specific need

   - **Minority Owner Housing Needs**.
     CHAS data was used to identify when the percentage of black, non-Hispanic, or Hispanic households in an income category are not within 10 percent of the figures found in the "all households" column for that income category. These are the only categories that CHAS data currently provides. According to that data Black, non-Hispanic, and Hispanic renter and owner households are more likely to be in the lowest income category than households in general.

Priority Housing Needs (91.215 (b))

1. Identify the priority housing needs and activities in accordance with the categories specified in the Housing Needs Table (formerly Table 2A). These categories correspond with special tabulations of U.S. census data provided by HUD for the preparation of the Consolidated Plan.
2. Provide an analysis of how the characteristics of the housing market and the severity of housing problems and needs of each category of residents provided the basis for determining the relative priority of each priority housing need category.

   Note: Family and income types may be grouped in the case of closely related categories of residents where the analysis would apply to more than one family or income type.

3. Describe the basis for assigning the priority given to each category of priority needs.
4. Identify any obstacles to meeting underserved needs.

<u>3 Year Strategic Plan Priority Housing Needs response:</u>

1. Identify the priority housing needs and activities in accordance with the categories specified in the Housing Needs Table (formerly Table 2A). These categories correspond with special tabulations of U.S. census data provided by HUD for the preparation of the Consolidated Plan.

   High Priority Needs:
   The highest priority needs are among low-income special needs populations, including physically disabled persons, seriously mentally ill persons, and refugees and immigrants, not only due to housing need, but also supportive housing services. Extremely-low income renters of all household types and very-low income (except single households) are also high priority households. Elderly owners who are extremely low-income are a high priority as well.

   Medium Priority Needs:
   As long as the Lincoln Housing Authority has funds to support extremely and very low-income renters, the majority of the federal funds under the oversight of the Urban Development Department, Housing Division will be targeted toward medium priority need households. Those households that fall under medium priority include owners who are very low- and low-income.

Single households with incomes at 30 to 50 percent of the median, renter households between 50 to 80 percent of the median and not looking to own, and owners with incomes under 30 percent of the median and looking to become renters are also medium priority households. However, these households may not be good candidates for either the Lincoln Housing Authority or Urban Development programs. We don't classify needs as medium priority if it is being served by other programs or agencies.

Additionally, marketing of programs will target single-parent households, immigrants, refugees, and other ethnic and/or racial minorities.

Low Priority Needs:
Households with low priority needs are those making more than 80 percent of the median income for the City. These households tend to be served through other programs or through conventional means.

2. Provide an analysis of how the characteristics of the housing market and the severity of housing problems and needs of each category of residents provided the basis for determining the relative priority of each priority housing need category.

The characteristics of the current housing market continue to put pressure on buyers purchasing their first home and on lower income existing home owners to sustain home ownership. Lender's loan underwriting has become more stringent thus affecting the ability of households below 80% AMI from purchasing a home. Existing home owners have seen a slowing in their equity accumulation and a home improvement loan has been harder to obtain. Elderly home owners, now living on social security, have a reduced capacity of obtaining a loan. Home owners under 50% AMI are especially impacted when an emergency situation arises. Affordable housing is available in Lincoln's Low to Moderate Income Area but the necessary rehabilitation needed to make housing sustainable is a problem. The majority of the federal funds under the oversight of the Urban Development Department, Housing Division will be targeted toward medium priority need households.

Describe the basis for assigning the priority given to each category of priority needs.

The neighborhoods in Lincoln's Low to Moderate Income area have a very low home ownership rate. The priority was to create new home owners in the 50-80% AMI category and to sustain the home ownership of households 80% AMI and below.

3. Identify any obstacles to meeting underserved needs.

High Priority Obstacles:
Because all of the high priority households tend to need supportive services to find and/or remain in affordable housing, these are the most challenging households to serve as well. One of the greatest challenges will be finding additional funds to allow the City and its partners to provide these supportive services.

The Lincoln Housing Authority will continue to serve those extremely low-income and very low-income households, with priorities for special needs populations, families, and the elderly, as federal funds for rental housing assistance remain available. Cuts in assistance will be a difficult barrier to overcome. Another obstacle to meeting these high priority rental housing needs will be maintaining the infrastructure that supports these households. The Urban Development Department has allocated funds toward the preservation of extremely and very low-income rental units. The City will also rely on internal (i.e. Urban Development and the Lincoln Housing

Authority) and external (i.e., Urban Development and the League of Human Dignity for the barrier removal program) partnerships to meet these challenges where appropriate.

Medium Priority Housing Obstacles:
Some of the greatest obstacles include social and cultural barriers in reaching markets that tend not to seek assistance, including Black and Vietnamese householders. Other obstacles include household income, basic financial skills and knowledge about homeownership, tightening bank underwriting, NIMBY attitudes, lack of quality affordable housing for homeownership, and regulations (both local and federal) that limit the supply of affordable housing or the ability to subsidize housing.

Housing Market Analysis (91.210)

*Please also refer to the Housing Market Analysis Table in the Needs.xls workbook

1. Based on information available to the jurisdiction, describe the significant characteristics of the housing market in terms of supply, demand, condition, and the cost of housing; the housing stock available to serve persons with disabilities; and to serve persons with HIV/AIDS and their families. Data on the housing market should include, to the extent information is available, an estimate of the number of vacant or abandoned buildings and whether units in these buildings are suitable for rehabilitation.
2. Describe the number and targeting (income level and type of household served) of units currently assisted by local, state, or federally funded programs, and an assessment of whether any such units are expected to be lost from the assisted housing inventory for any reason, (i.e. expiration of Section 8 contracts).
3. Indicate how the characteristics of the housing market will influence the use of funds made available for rental assistance, production of new units, rehabilitation of old units, or acquisition of existing units. Please note, the goal of affordable housing is not met by beds in nursing homes.

<u>3 Year Strategic Plan Housing Market Analysis responses:</u>

1. Based on information available to the jurisdiction, describe the significant characteristics of the housing market in terms of supply, demand, condition, and the cost of housing; the housing stock available to serve persons with disabilities; and to serve persons with HIV/AIDS and their families. Data on the housing market should include, to the extent information is available, an estimate of the number of vacant or abandoned buildings and whether units in these buildings are suitable for rehabilitation

    - The community has a potential for 51,000 new dwelling units within the 2030 future service limit for Lincoln. Of these units, about 16,700 (single family and multi-family combined) are approved or in the approval process. The remainder of the potential units is currently without infrastructure. The development of the City's six-year Capital Improvement Program, which is annually updated, along with the Comprehensive Plan, should take these market realities into account.
    - The number of building permits for new single family homes declined again last year compared to previous years. (Please see the attached "Number of New Construction Dwelling Units" for detailed historical data.) In 2009, 378 detached single family building permits were issued, the lowest number since 1983, compared to 410 in 2008, 569 in 2007, and 794 in 2006. Each of the past 4 years is significantly lower than the 10-year average of 933. The slowdown in the national economy has been especially harsh on the construction sector, and Lincoln has experienced a related slowdown. With these lower building trends, the supply of final platted detached single family lots has now increased to a 5.1 year supply based on the 3 year building average. Using

the overall number of 8,212 single family detached lots available and in the pipeline (final platted, preliminary platted, and submitted), the lot supply increases to 18.1 years.

- According to the Lincoln Realtors Association, at the end of December 2009, there were 1,672 single-family residential homes on the market; nearly 20% below the number on the market one year ago. Also, there were 6,895 new listings processed through the Multiple List Service (MLS) system during 2009; 8.9% below the number processed one year ago (includes re-listed properties). There were a total of 4,041 single-family homes sold through the MLS system during 2009; 11.4% higher than the total number sold in 2008 (3,626); and 12.8% lower than the total number of record sales in 2004 (4,632). Lastly, the overall median price of single-family home sold through the MLS system during 2009 was $129,900.; 2.3% lower than 2008 ($133,000); and 3.8% below the record high in 2005 and 2006 ($135,000).
- The number of vacant/abandoned buildings within the city limits is always in a state of flux. In 2008 there were 3,160 – as of April 30th, 2010 there are 3,721. The estimate of those units is available or suitable or rehabilitation is unavailable. Additionally, without further third party vendor purchases the ability to know how many of those vacancies are related to recent macro and micro mortgage issues and policies.
- Lastly, those with disabilities and HIV/AIDS compete for the same limited number of rental units and ownership properties as all other low-income residents. An additional difficulty is that a number of these units may not be suitable for their disability and/or have necessary service available. However, there are several organizations that assist with access modifications if they meet income guidelines.
- Please reference the Housing Market Analysis that was completed for the 2010-2012 Consolidated Plan.

2. Describe the number and targeting (income level and type of household served) of units currently assisted by local, state, or federally funded programs, and an assessment of whether any such units are expected to be lost from the assisted housing inventory for any reason, (i.e. expiration of Section 8 contracts).

   - See also section 'Needs of Public Housing (91.210 (b))' (See below)
   - The Lincoln Housing Authority's applicants are very low-income or below 50 percent of the area median income. Preference is given to the homeless or those who will be homeless pending release from transitional housing or treatment facility. Others are assisted based on the date of application. Single individuals who are not disabled or elderly are the lowest priority.

3. Indicate how the characteristics of the housing market will influence the use of funds made available for rental assistance, production of new units, rehabilitation of old units, or acquisition of existing units. Please note, the goal of affordable housing is not met by beds in nursing homes.

   - The housing market analysis showed the need to support five key funding areas with federal funds: owner occupied housing units (maintenance and construction), homebuyer subsidies, renter- occupied housing units (maintenance and construction), rental subsidies, and special needs housing (maintenance, construction, and supportive services).
   - The Lincoln Housing Authority will continue to fund rental subsidies as well as maintain existing public housing for extremely and very low-income households. Funding for the LHA is steady, and hopes to remain steady for the next three years.
   - The Urban Development Department will continue to use funding for four key areas. The market analysis showed the need to maintain existing and create opportunities for more affordable owner-occupancy. In general, the low single-family vacancy rates, return to historically normal median prices for new construction, and concentration of affordable housing in the NRSA and LMI areas is evidence of the need for new construction of affordable housing while construction costs remain suppressed, and use of programs like HDLP (Home Development Loan Program) in meeting the demand for new affordable housing outside of the NRSA and LMI areas. The

declining number of affordable homes for sale without need of substantial rehabilitation is also evidence of the continuing need for programs like the Troubled Property Program and Urban Development Department Rehabilitation Program.

- Previous market analysis also showed that renters were increasingly being priced out of the homebuyer market, as housing prices were raising faster than incomes. However, with the national shift in the economy effort should be placed into assuring that those receiving help are informed and responsible recipients. This highlights the need for programs like the First Home Program to help renters become home owners. This program combined with rehabilitation programs helps to make affordable homeownership attainable by some low-income households.
- The Urban Development Department will also continue to use the Barrier Removal Program to eliminate architectural barriers to affordable housing as the need for barrier-free and modified units exists.
- Not shown in the housing market analysis, but identified as housing barriers are other factors (i.e., increase in predatory lending, NIMBYism) that impact households and the housing market. Housing market factors and these barriers increase the need for strengthening partnerships and institutions, targeting marketing and information dissemination, increasing staff support and technical assistance, and evaluating and measuring outcomes.

Specific Housing Objectives (91.215 (b))

1. Describe the priorities and specific objectives the jurisdiction hopes to achieve over a specified time period.
2. Describe how Federal, State, and local public and private sector resources that are reasonably expected to be available will be used to address identified needs for the period covered by the strategic plan.

<u>3 Year Strategic Plan Specific Housing Objectives response:</u>

1. Describe the priorities and specific objectives the jurisdiction hopes to achieve over a specified time period.

   Objective 1: Preserve and Provide for Safe and Decent Affordable Housing by promoting the preservation and revitalization of affordable housing and rehabilitation of substandard or inadequate housing throughout the City with emphasis on the Neighborhood Revitalization Strategy Area (NRSA) and the Low- to Moderate-Income (LMI) area.

   - Activity 1:
     Continue the Urban Development Housing Rehabilitation Programs.

Project	Matrix Code, National Objective	Goals Per Year			Total
		Year 1	Year 2	Year 3	
UD Housing Rehab Programs	14A Rehab; Single-unit Residential 570.202	83	83	83	249 Projects

   - Activity 2:
     Continue to fund the PRIDE Program with grants to low-income homeowners in NRSA neighborhoods for materials to accomplish exterior repairs.

Project	Matrix Code, National Objective	Goals Per Year			Total
		Year 1	Year 2	Year 3	
Pride Program	14A Rehab; Single-unit Residential 570.202	95	95	95	285 Projects

- Activity 3:
  Continue to use lead-based paint certified housing staff to inform and educate housing clients, non-profit agencies, and the private sector housing industry.
- Activity 4:
  Continue to work with the Mayor's Stronger, Safer Neighborhoods Program.
- Activity 5:
  Continue to fund the Troubled Property Program administered by NeighborWorks® Lincoln and support their effort to obtain neighborhood rehabilitation funds from other sources.

Project	Matrix Code, National Objective	Goals Per Year			Total
		Year 1	Year 2	Year 3	
Troubled Property Program	12 Construction of Housing 570.201(m)	3	3	3	9 Projects

- Activity 6:
  Support non-profit landlords to sustain long-term affordability for tenants under 30% of median income and projects with expiring Low-Income Housing Tax Credits.
- Activity 7:
  Support the effort of Paint-a-thon to paint houses of elderly and disabled home owners.

Project	Matrix Code, National Objective	Goals Per Year			Total
		Year 1	Year 2	Year 3	
Paint-a-thon	14A Rehab; Single-unit Residential 570.202	1	2	2	5 Projects

Objective 2: Assist low-income homeowners in sustaining their home ownership status during emergency situations and reduce the overall instance of emergency situations.

- Activity 1:
  Continue to fund the Rebuilding Together Project through the HEART (Helping Elderly Access Rebuilding Together) Program.

Project	Matrix Code, National Objective	Goals Per Year			Total
		Year 1	Year 2	Year 3	
Rebuilding Together	14A Rehab; Single-unit Residential 570.202	1	2	2	5 Projects

- Activity 2:
  Continue to fund the Emergency Loan Program.

Project	Matrix Code, National Objective	Goals Per Year			Total
		Year 1	Year 2	Year 3	
Emergency Loan Program	14A Rehab; Single-unit Residential 570.202	30	30	30	90 Projects

- Activity 3:
  Continue to fund the removal of physical and architectural barriers in existing owner-occupied housing through the League of Human Dignity.

Project	Matrix Code, National Objective	Goals Per Year			Total
		Year 1	Year 2	Year 3	
League of Human Dignity	14A Rehab; Single-unit Residential 570.202	6	6	6	18 Projects

Objective 3: Create and Sustain Homeownership Opportunities and increase the rate of homeownership among households headed by persons who are racial and/or ethnic minorities**.**

- Activity 1:
  Continue the First Home Program (with incentives for purchasing in the NRSA and LMI) administered by NeighborWorks® Lincoln.

Project	Matrix Code, National Objective	Goals Per Year			Total
		Year 1	Year 2	Year 3	
First Home	13 Direct Home Ownership Assistance 570.201(n)	51	51	51	153 Projects

- Activity 2:
  Explore incentives for returning veterans in the First Home Program.
- Activity 3:
  Continue to fund the First Time Home Buyer Training classes administered by NeighborWorks® Lincoln.

Project	Matrix Code, National Objective	Goals Per Year			Total
		Year 1	Year 2	Year 3	
Home buyer Training	05 Public Services (General) 570.201(e)	150	150	150	450 Projects

- Activity 4:
  Provide a range of technical resources, including housing program brochures and trainings, from Urban Development and other housing agencies in other languages in addition to English.
- Activity 5:
  Leverage funds in conjunction with NeighborWorks® Lincoln using the Troubled Property Program for infill housing.
- Activity 6:
  Continue partnering with and leveraging funds for additional homebuyer programs of other housing or lending agencies.
- Activity 7:
  Continue to work with the Mayor's Stronger, Safer Neighborhoods Program to encourage and support home ownership.
- Activity 8:
  Continue to fund Affordable Housing Initiative and Habitat for Humanity through the Housing Development Loan Program to create new affordable homeownership opportunities by building affordable homes on infill lots or by substantially rehabilitating dilapidated units.

Project	Matrix Code, National Objective	Goals Per Year			Total
		Year 1	Year 2	Year 3	
Affordable Housing Initiative	14G Acquisition for Rehabilitation 570.202	1	1	1	3 Projects

Project	Matrix Code, National Objective	Goals Per Year			Total
		Year 1	Year 2	Year 3	
Habitat for Humanity	01 Acquisition of Real Property 570.201(a)	3	3	3	9 Projects

- Activity 9:

Continue to assist low-income homeowners using the Housing Rehabilitation Programs to rehabilitate their homes in order to maintain their home ownership status.

- Activity 10:
  Create additional affordable housing opportunities by partnering with the Nebraska Department of Economic Development using Nebraska Affordable Housing Trust Funds or federal stimulus funds.
- Activity 11:
  Continue the function of the Minority Marketing Committee to implement the Minority Marketing Plan.
- Activity 12:
  Continue to partner with NeighborWorks® Lincoln to develop affordable and mixed income housing project as part of the community revitalization portion of the Antelope Valley project.

Objective 4: Remove Barriers to Fair Housing and Affirmatively Further Fair Housing:

- Activity 1:
  Encourage providers of affordable housing and special needs housing to work with neighborhood associations before and during the process of obtaining permits.
- Activity 2:
  Improve and expand the collection and sharing of fair housing and affordable housing information across public and private entities, among housing industry entities, and within the public realm to improve understanding of fair housing laws, encourage reporting of violations, address existing and future housing needs, facilitate implementation of best practices, and reduce discrimination.
- Activity 3:
  Monitor, evaluate, and update fair housing plans, policies, and programs to ensure that the City is affirmatively furthering fair housing as required by HUD.
- Activity 4:
  Continue to participate on boards and committees of local organizations (public, private, and nonprofit) to share fair housing information.
- Activity 5:
  Work with Lincoln Commission on Human Rights to monitor compliance of Title 11 of the Lincoln Municipal Code with Federal Fair Housing Law.
- Activity 6:
  Monitor compliance with affirmatively fair housing market requirements by subrecipients and borrowers.
- Activity 7:
  Continue to implement and update the "Minority Marketing Plan" for Urban Development Department programs.

Objective 5: Strengthen or establish public policies, procedures, and institutions that support and maintain the quality, affordability, accessibility, sustainability and availability of housing for low-income households.

- Activity 1:
  Continue to work within the Development Services Center to improve policies and procedures to enhance the quality of older neighborhoods.
- Activity 2:
  Continue to work with the Mayor’s Stronger, Safer Neighborhoods Program.
- Activity 3:
  Continue to work with the Nebraska Department of Economic Development on strengthening our policies and procedures in creating affordable housing.

2. How sector resources that are reasonably expected to be available will be used to address identified needs for the period covered by the strategic plan.

   The State of Nebraska Department of Economic Development will continue to have the Nebraska Affordable Housing Trust Fund available to the City of Lincoln. This fund will be used by the City and our non-profit housing partners for the creation and preservation of affordable housing. It is anticipated NDED will have available $300,000 each year for the next three years.

   - The private sector lenders will continue to be the first mortgage source for the affordable homeownership programs with the Federal HOME funds as down payment assistance.
   - The private sector will supply approximately $6,600,000 in first mortgage funds per year over the next three years.
   - The federal entitlement funds in the form of CDBG, HOME and stimulus will be used in conjunction with the above mentioned resources to leverage and/or finance projects in the plan.

Needs of Public Housing (91.210 (b))

In cooperation with the public housing agency or agencies located within its boundaries, describe the needs of public housing, including:

- The number of public housing units in the jurisdiction,
- The physical condition of such units,
- The restoration and revitalization needs of public housing projects within the jurisdiction, and other factors, including
- The number of families on public housing and tenant-based waiting lists and
- Results from the Section 504 needs assessment of public housing projects located within its boundaries (i.e. assessment of needs of tenants and applicants on waiting list for accessible units as required by 24 CFR 8.25).

The public housing agency and jurisdiction can use the optional Priority Public Housing Needs Table (formerly Table 4) of the Consolidated Plan to identify priority public housing needs to assist in this process.

<u>3 Year Strategic Plan Needs of Public Housing response:</u>

1. Number of public housing units (05/18/2010): 320
   Number of section 8 units (05/18/2010): 2865 Section 8, 35 Veterans Affairs Supportive Housing (VASH) and 20 Mainstream Housing Opportunities (for disabled individuals or familes)
2. Physical Condition of units: Good to Excellent
3. Restoration and Revitalization needs: Improvements as needed. Preventative modifications were complete with recent stimulus funds
4. …
   Number of families in Public Housing waiting lists (05/18/2010): 900
   The Public housing waiting list is currently open and taking applications.

   Number of families on the Section 8 waiting list (05/18/2010): 4,083
   The section 8 waiting list is currently open
   A wait list does exist and is modified monthly

5. LHA has 16 public housing units and 28 other managed units that are 504 compliant

Public Housing Strategy (91.210)

1. Describe the public housing agency's strategy to serve the needs of extremely low-income, low-income, and moderate-income families residing in the jurisdiction served by the public housing agency (including families on the public housing and section 8 tenant-based waiting list), the public housing agency's strategy for addressing the revitalization and restoration needs of public housing projects within the jurisdiction and improving the management and operation of such public housing, and the public housing agency's strategy for improving the living environment of extremely low-income, low-income, and moderate families residing in public housing.

2. Describe the manner in which the plan of the jurisdiction will help address the needs of public housing and activities it will undertake to encourage public housing residents to become more involved in management and participate in homeownership. (NAHA Sec. 105 (b)(11) and (91.215 (k))

3. If the public housing agency is designated as "troubled" by HUD or otherwise is performing poorly, the jurisdiction shall describe the manner in which it will provide financial or other assistance in improving its operations to remove such designation. (NAHA Sec. 105 (g))

<u>3 Year Strategic Plan Public Housing Strategy response:</u>

The Lincoln Housing Authority (LHA) is finding it extremely difficult to serve the needs of Lincoln's extremely low-income, low-income, and moderate-income families. Limited federal funding has resulted in no new Section 8 vouchers available to serve Lincoln's lower-income population. This particular population is growing as Lincoln's general population base continues to grow. The average cost per unit of subsidy for each Section 8 voucher has continued to rise from $353 per unit in April 2004 to $365 per unit in March 2010. The increased cost is due primarily to serving more, larger families than elderly/small families and a decline in the income of households assisted. When combined with the federal funding limitations, the number of families the LHA will be able to assist will remain almost the same number. The demand for section 8 vouchers has risen from roughly 1,500 in 2000 to 4,083. LHA receives roughly 500 new applications each month.

The Lincoln Housing Authority continues to efficiently operate/provide a supply that is determined within their annual Moving to Work (MTK) program. Furthermore, the Lincoln Housing Authority continues to and make needed improvements on a priority basis. Its current public housing stock is in good to excellent condition with a very low vacancy rate.

1. The Strategy to serve the needs of low-income families in Lincoln served by the Public Housing Agency

Note: Lincoln's Housing Authority continues to be involved in HUD's Moving to Work (MTW) program

GOAL I: Increase the number of Section 8 Housing Choice Voucher and Public Housing participants working or making progress towards educational goals, work experience, and self sufficiency.

Objectives:

1. Provide incentives for able-bodied participants to work or seek self-sufficiency through job training or education. Also provide disincentives to able-bodied participants who choose not to work, seek job training, or further education
2. Form community and state partnerships to provide needed programs and services that encourage participation in recognized self-sufficiency programs.

GOAL II: Reduce administrative costs and achieve greater cost effectiveness in federal housing assistance expenditures while ensuring the continued integrity of the program.

Objectives:

1. Simplify the operation of the Section 8 Housing Choice Voucher program and the Public Housing program with the purpose of reducing calculation errors, staff review time, and program administrative costs.
2. Work with landlords, housing participants, and human service organizations to identify areas of needed change in the operation of the Section 8 Housing Choice Voucher program and the Public Housing program.

GOAL III: Expand the spatial dispersal of assisted rental units and increase housing choices for voucher holders.

Objectives:

1. Provide incentives to seek housing opportunities outside areas of low-income concentration.
2. Create affordable housing opportunities in growth areas of the community.

SUPPLEMENTAL INFORMATION:

ONGOING MOVING TO WORK (MTW) INITIATIVES: The Lincoln Housing Authority will continue to implement the following HUD-approved initiatives:

- Rent Reform Initiatives
- Reduce annual and interim reexaminations
- Implement minimum rent policies and 27% TTP requirements
- Calculate annual income using Minimum Earned Income (MEI)
- Cap rent burden at 50% (voucher only)
- Implement average utility allowances bedroom size (voucher only)
- Implement biennial reexaminations for elderly & disabled households

Other Initiatives:

- Restrict portability (voucher only) as a result of work requirements
- Implement voucher inspection waiver for properties meeting HQS at initial inspection

2. The manner in which the strategy addresses the Needs:

The Lincoln Housing Authority has participated in the HUD Moving To Work Demonstration program since 1999. Lincoln's Moving To Work program has concentrated its efforts in the following long-term operational vision for the MTW program.

- Retain program flexibility to meet the many changes encountered in program funding, local housing market conditions, and the needs of the families and individuals participating in Lincoln's Moving To Work program.
- Continue to seek ways to simplify and streamline the Section 8 Housing Choice Voucher program and Public Housing programs while protecting the integrity of the program and accepting accountability for administrative requirements. The Section 8 Housing Choice Voucher program is needlessly complicated for participants, landlords, and implementing staff. The complexity of the system results in several areas where errors occur with substantial frequency. Tenants are confused about deductions allowed and disallowed and

how their portion of rent is determined. Landlords are frustrated by the amount of paperwork and complex rules and regulations that the landlord must follow to be paid. The complexity is limiting needed landlord participation. Lack of housing choices results when landlords refuse to participate.
- Continue to promote opportunities for tenant self-sufficiency either through education or meaningful work experience. The need for lower-income participants to complete their education and expand their work experiences will provide a solid base for continued success in their personal and family development.
- Continue the various community partnerships required to enhance participant opportunities in expanding family support services such as social services, education, transportation, and health care programs.

3. Not applicable to Lincoln

Barriers to Affordable Housing (91.210 (e) and 91.215 (f))

1. Explain whether the cost of housing or the incentives to develop, maintain, or improve affordable housing are affected by public policies, particularly those of the local jurisdiction. Such policies include tax policy affecting land and other property, land use controls, zoning ordinances, building codes, fees and charges, growth limits, and policies that affect the return on residential investment.
2. Describe the strategy to remove or ameliorate negative effects of public policies that serve as barriers to affordable housing, except that, if a State requires a unit of general local government to submit a regulatory barrier assessment that is substantially equivalent to the information required under this part, as determined by HUD, the unit of general local government may submit that assessment to HUD and it shall be considered to have complied with this requirement.

<u>3 Year Strategic Plan Barriers to Affordable Housing response:</u>

1. The cost of housing or incentives to develop, maintain or improve affordable housing is affected by policies and other issues such as the following:

    - Zoning, subdivision regulations, and building codes can hamper the development of new affordable housing, rehabilitation of existing affordable housing, and creation of housing for special populations. New affordable housing development could be hindered by requiring large minimum lot sizes in newly developing areas of Lincoln. However, Planned Unit Developments and other more flexible regulations permitted by the City may allow affordable housing developers to include affordable housing in their plans.
    - The rehabilitation of existing structures for affordable housing can also be hindered by existing building codes. The City does not have a rehabilitation sub-code, which would allow for more flexibility in the rehabilitation of existing structures. Those who wish to rehabilitate the upper floors of commercial buildings deconvert converted single-family homes, and reuse industrial or other building types may find the cost of meeting codes for new structures cost prohibitive
    - Property taxes may discourage the rehabilitation of existing housing and maintenance of housing. Property assessments that occur as a result of rehabilitation increases annual owner costs.
    - Local incentives to develop and preserve affordable housing are mostly limited to financial incentives provided through federal sources (directly or indirectly through the state and local government, private, and non-profit entities). The City does not provide local tax breaks for affordable housing (i.e., tax abatement). The money the City does contribute toward affordable housing is federal (i.e. CDBG and HOME) and insufficient in addressing existing needs.
    - The City also does not require developers to construct or preserve affordable housing (i.e. set-asides) as part of their plans. For example, tearing down low-income housing to build higher

income housing in older areas can displace households and reduce their affordable housing options. The lack of both a carrot and stick approach to developing and preserving affordable housing could contribute to the existing supply problem.

- Service providers, both public and private, find that federal regulations and programs are difficult to work with at times. Strict federal program requirements addressing specific local needs can be difficult. Lead-based paint abatement requirements are an unfunded mandate that adds to the cost of rehabilitation projects; and, therefore, makes some projects unfeasible. Environmental regulations can also add to the cost of developing affordable housing.
- Loan officers, REALTORS®, and others that assist clients in the home buying process have expressed concern with being able to keep current with local and federal program changes. In their view these changes are not communicated with regularity and, at times, are not clear. Additionally, those in the private sector that do not frequently work with federal or local programs feel that they have difficulty keeping informed.
- Because of the current financial and mortgage crisis, more families are in need of affordable housing. Both homeowner and renter, are encountering lenders who are making it more difficult for new home buyers, and waiting lists for rental assistance are longer.

2. Strategies identified to remove or ameliorate negative effects of public policies that serve as barriers to affordable housing include:

   - The City offers an impact fee exemption to low income, owner-occupied home buyers. This popular and successful program has been in existence for six years. The funding source is the City's General Fund. The purpose of the incentive is to provide home buyers with additional funds for down payment or payment of fees associated with originating their mortgage.

   - In the Strategic Plan FY 2005-2009, one strategy identified to remove the barriers to affordable housing specified that the City would work with developers on ways to reduce the length of the development process. In March 2010, the City opened the Development Services Center (DSC). The DSC is a centralized location with the capacity to meet efficiently all the development services needs for builders, developers and property owners. This centrally located function includes staff from five departments including Urban Development.

   - The Urban Development Department and Neighborworks Lincoln have established programs to help finance the rehabilitation of owner-occupied and investor-owned units in the NRSA and LMI areas that help to remove or ameliorate the negative effects that some public policies may have on affordable housing.

HOMELESS

Homeless Needs (91.205 (b) and 91.215 (c))

*Please also refer to the Homeless Needs Table in the Needs.xls workbook

Homeless Needs— The jurisdiction must provide a concise summary of the nature and extent of homelessness in the jurisdiction, (including rural homelessness and chronic homelessness where applicable), addressing separately the need for facilities and services for homeless persons and homeless families with children, both sheltered and unsheltered, and homeless subpopulations, in accordance with Table 1A. The summary must include the characteristics and needs of low-income individuals and children, (especially extremely low-income) who are currently housed but are at imminent risk of either residing in shelters or becoming unsheltered. In addition, to the extent information is available, the plan must include a description of the nature and extent of homelessness by racial and ethnic group. A

quantitative analysis is not required. If a jurisdiction provides estimates of the at-risk population(s), it should also include a description of the operational definition of the at-risk group and the methodology used to generate the estimates.

3 Year Strategic Plan Homeless Needs response:

Homeless Needs Response

Summary of the nature and extent of homelessness in Lincoln
Lincoln's Continuum of Care (CoC) relies on several data collection efforts that form the basis for all planning, evaluation, and program development for homeless services. Key planning or data collection efforts include the annual Point-in-Time (PIT) count, the Annual Homeless Assessment Report (AHAR), and Lincoln's Homeless Prevention and Rapid Re-Housing Program (HPRP) Plan.

- All homeless service goals, objectives, strategies, and analysis of need are ultimately developed and reported as part of Lincoln's yearly CoC application, specifically referred to as Lincoln's 2009 CoC application.
- Lincoln's (PIT) homeless count was conducted between January 22nd and January 31st of 2009. The results indicate there were 973 homeless persons; 521 were in families with children, 452 were individual adults, and 62 were chronically homeless.
- Although the State Department of Health and Human Services considers Lincoln's PIT process as a model for PIT counts in Nebraska, the PIT does have limitations. PIT counts likely under report some aspects of homelessness that are difficult to quantify.
- Lincoln's CoC participated in HUD's 2009 Annual Homeless Assessment Report (AHAR) to Congress. Data from this report is based primarily on Homeless Management Information Systems (HMIS) data about homeless persons who used emergency shelter or transitional housing programs during the 12 month period between October 1, 2008 to September 30, 2009. Theoretically, this year long data tracking process addresses some of the weaknesses of the "one-time" PIT counts.
- All AHAR data is based on unduplicated counts, such that each person is counted only once regardless of how many different programs the person used.
- To provide further depth to the evaluation of the nature of homelessness in Lincoln, AHAR data is included to aid in the identification of needs, priorities, and goals.
- Lincoln's 2009 AHAR estimated that between 10/1/2008 – 9/30/2009, there were a total of 3,237 individuals who experienced homelessness in Lincoln.
- Based on the PIT and the AHAR, there are roughly 973 homeless individuals any given night in Lincoln, with approximately 3,237 individuals experiencing homeless over the course of a year. These numbers are significantly higher than reported in previous years, and likely a reflection of the current economic downturn.

Description of the nature and extent of homelessness by racial and ethnic group
The AHAR, which to reiterate, reflects unduplicated data over the course of a year, reveals the following demographic characteristics of sheltered homeless persons:

Demographic Characteristics of Sheltered Homeless Persons
Reporting Year: 10/1/2008 – 9/30/2009

	Persons in / Families in Emergency Shelters	Individuals in Emergency Shelters	Individuals Transitional Housing
Gender			
Female	84%	21%	63%
Male	16%	79%	37%
Ethnicity			
Non Hispanic / Non Latino	90%	88%	92%
Hispanic / Latino	10%	12%	12%
Race			
White	29%	53%	70%
African American	40%	21%	8%
Asian	0%	1%	0%
American Indian Or Alaska native	4%	4%	3%
Native Hawaiian Or other Pacific Islander	1%	0%	0%
Several Races	19%	12%	13%
Unknown	5%	5%	3%
Age			
Under 1	6%	1%	2%
1 to 5	26%	4%	1%
6 to 12	25%	3%	0%
13 to 17	8%	1%	12%
18-30	19%	26%	33%
31 to 50	15%	47%	44%
51 and up	1%	18%	8%

Need for facilities and services

Lincoln's CoC used data from the PIT, the AHAR, waiting list information, and other data to identify the following gaps in service or unmet needs, as identified in the 2009 CoC Housing Inventory Chart (HIC). See the *Lincoln 2009 HIC chart* in the "Strategic Plan Additional Files" folder. On-going planning efforts and data review are a regular feature of monthly CoC subcommittee meetings, including the CoC Executive Committee, the Suppportive Housing Committee, and the Data and Planning Committee. Consideration of the data presented here, ultimately drives the process for identifying needs and priorities.

Unmet Need
Total Additional Beds Needed to Meet Demand

	Beds for Households w/ Children	Units for Households w/ Children	Beds for Individuals	Total Beds Needed
Emergency Shelter	35	14	134	169
Transitional Housing	34	14	215	249
Permanent Supportive Housing	62	25	375	437

The HPRP Plan for Lincoln, Nebraska identifies additional needs regarding homeless prevention efforts, specifically regarding rent and utility assistance. Please refer to "Section II. Data Collection and Analysis" for additional information.

Priority Homeless Needs

1. Using the results of the Continuum of Care planning process, identify the jurisdiction's homeless and homeless prevention priorities specified in Table 1A, the Homeless and Special Needs Populations Chart. The description of the jurisdiction's choice of priority needs and allocation priorities must be based on reliable data meeting HUD standards and should reflect the required consultation with homeless assistance providers, homeless persons, and other concerned citizens regarding the needs of homeless families with children and individuals. The jurisdiction must provide an analysis of how the needs of each category of residents provided the basis for determining the relative priority of each priority homeless need category. A separate brief narrative should be directed to addressing gaps in services and housing for the sheltered and unsheltered chronic homeless.

2. A community should give a high priority to chronically homeless persons, where the jurisdiction identifies sheltered and unsheltered chronic homeless persons in its Homeless Needs Table - Homeless Populations and Subpopulations.

3 Year Strategic Plan Priority Homeless Needs response:

Priority 1 - Homeless Prevention.
- Implement Lincoln's Homelessness Prevention and Rapid Re-Housing Program (HPRP) Plan.

Priority 2 - Emergency Shelter Housing & Supportive Services.
- Sustain the availability of emergency housing and maintain support services for homeless individuals and families.

Priority 3 - Transitional Housing & Supportive Services.
- Sustain the availability of transitional housing and maintain support services for homeless individuals and families.

Priority 4 - Permanent Supportive Housing.
- Sustain the availability of permanent supportive housing and support efforts by Lincoln's CoC to attain new funding for permanent supportive housing and services for the chronically homeless.

Priority 5 - Homeless Management Information System (HMIS).
- Sustain the availability, growth, and management of Lincoln's HMIS to aid in the development of quality data collection and encouraging collaboration and data sharing across the CoC.

Priority 6 – Addressing chronic homeless
- Please Refer *to Lincoln's 2009 CoC Application*, Exhibit 1, Section 3A, Strategic Planning Objectives, Objective 1

Homeless Inventory (91.210 (c))

The jurisdiction shall provide a concise summary of the existing facilities and services (including a brief inventory) that assist homeless persons and families with children and subpopulations identified in Table 1A. These include outreach and assessment, emergency shelters and services, transitional housing, permanent supportive housing, access to permanent housing, and activities to prevent low-income individuals and families with children (especially extremely low-income) from becoming homeless. The jurisdiction can use the optional Continuum of Care Housing Activity Chart and Service Activity Chart to meet this requirement.

3 Year Strategic Plan Homeless Inventory response:

- Please see *Lincoln's 2009 HIC* in the "Strategic Plan Additional Files" folder.

Homeless Strategic Plan (91.215 (c))

1. Homelessness— Describe the jurisdiction's strategy for developing a system to address homelessness and the priority needs of homeless persons and families (including the subpopulations identified in the needs section). The jurisdiction's strategy must consider the housing and supportive services needed in each stage of the process which includes preventing homelessness, outreach/assessment, emergency shelters and services, transitional housing, and helping homeless persons (especially any persons that are chronically homeless) make the transition to permanent housing and independent living. The jurisdiction must also describe its strategy for helping extremely low- and low-income individuals and families who are at imminent risk of becoming homeless.

2. Chronic homelessness—Describe the jurisdiction's strategy for eliminating chronic homelessness by 2012. This should include the strategy for helping homeless persons make the transition to permanent housing and independent living. This strategy should, to the maximum extent feasible, be coordinated with the strategy presented Exhibit 1 of the Continuum of Care (CoC) application and any other strategy or plan to eliminate chronic homelessness. Also describe, in a narrative, relationships and efforts to coordinate the Conplan, CoC, and any other strategy or plan to address chronic homelessness.

3. Homelessness Prevention—Describe the jurisdiction's strategy to help prevent homelessness for individuals and families with children who are at imminent risk of becoming homeless.

4. Institutional Structure—Briefly describe the institutional structure, including private industry, non-profit organizations, and public institutions, through which the jurisdiction will carry out its homelessness strategy.

5. Discharge Coordination Policy—Every jurisdiction receiving McKinney-Vento Homeless Assistance Act Emergency Shelter Grant (ESG), Supportive Housing, Shelter Plus Care, or Section 8 SRO Program funds must develop and implement a Discharge Coordination Policy, to the maximum extent practicable. Such a policy should include "policies and protocols for the discharge of persons from publicly funded institutions or systems of care (such as health care facilities, foster care or other youth facilities, or correction programs and institutions) in order to prevent such discharge from immediately resulting in homelessness for such persons." The jurisdiction should describe its planned activities to implement a cohesive, community-wide Discharge Coordination Policy, and how the community will move toward such a policy.

3-5 Year Homeless Strategic Plan response:

1. Homelessness— Describe the jurisdiction's strategy for developing a system to address homelessness and the priority needs of homeless persons and families (including the subpopulations identified in the needs section).

   To allow for a coordinated and comprehensive planning process for developing a system to address homelessness in Lincoln, the CoC gathers information from a number of collaborative sources and partners with a variety of community coalitions and groups. It is important to note that homeless persons contribute insight and opinions to the Homeless CoC, as meetings routinely feature input and information from homeless individuals. In general, the data and goals presented here represent a link between the Consolidated Plan and Lincoln's annual CoC Application, in an effort to reduce duplication.

   Strategies for meeting homeless needs are structured by considering housing and supportive services needed along a "continuum" of homelessness – from outreach efforts to those living on the streets at one end of the spectrum, through emergency shelter, then transitional housing, and ultimately to permanent housing and independent living at the other end.

   Lincoln's overall strategy or vision to combat homelessness is to develop and sustain a coordinated, comprehensive, community-based system which can respond to various needs of homeless and near homeless individuals and families and to move them to safe, decent, affordable, permanent housing and self-sufficiency. Lincoln's vision strives for the full development of quality services in each component of the Continuum of Care. Components for combating homeless are listed below.

   - Quality data collection
   - Outreach to homeless populations
   - Flexible and collaborative homeless prevention programs
   - Adequate emergency shelter facilities
   - Effective transitional housing services
   - Competent supportive services and case management
   - Sustainable permanent housing with supportive services

   A strong homeless prevention component is key to Lincoln's vision of combating homelessness, since it is far easier and more cost efficient to assist people before they become homeless. Towards this end, implementation of Lincoln's HPRP Plan represents the first time that Lincoln has had the resources to develop a collaborative community wide program aimed specifically at prevention.

2. Chronic homelessness—Describe the jurisdiction's strategy for eliminating chronic homelessness by 2012.

   This should include the strategy for helping homeless persons make the transition to permanent housing and independent living. This strategy should, to the maximum extent feasible, be coordinated with the strategy presented Exhibit 1 of the Continuum of Care (CoC) application and any other strategy or plan to eliminate chronic homelessness. Also describe, in a narrative, relationships and efforts to coordinate the Conplan, CoC, and any other strategy or plan to address chronic homelessness.

3. Homelessness Prevention—Describe the jurisdiction's strategy to help prevent homelessness for individuals and families with children who are at imminent risk of becoming homeless.

   Please Refer to *The HPRP Plan for Lincoln, Nebraska*, in the "Strategic Plan Additional Files" folder.

4. Institutional Structure—Briefly describe the institutional structure, including private industry, non-profit organizations, and public institutions, through which the jurisdiction will carry out its homelessness strategy.

   The City of Lincoln's Urban Development Department serves as the liaison between the City and Lincoln's CoC. The CoC is comprised of more than two dozen homeless service providers, as well as representatives from local businesses, the Lincoln City Council, the Lincoln Police Department, the State Health and Human Services Department, and the faith-based community.

   The CoC is led by an executive committee comprised of a chair, co-chair, immediate past chair, recorder, and a representative of the Urban Development Department staff. The executive committee is nominated and elected by CoC members on an annual basis. As part of the executive committee, Urban Development staff work with the CoC to set the monthly agenda and assist in facilitating meetings. Participation by Urban Development assures integration of the Homeless CoC into the City's Consolidated Plan.

   The CoC and several key CoC subcommittees meet monthly to assess the adequacy of current services in the continuum, coordinate community-wide efforts to serve special needs populations, identify service gaps, prioritize needs, and create strategies to leverage resources in the community. The CoC recognizes the importance of being pro-active in educating and informing Lincoln about its homeless population situation and being future-oriented in planning efforts. In addition, the Homeless CoC provides technical assistance to provider agencies to develop project proposals for the consolidated application process and ranks these proposals based upon community gaps and needs.

   In addition, the local CoC collaborates with the State CoC, and the Nebraska Management Information System to coordinate efforts regionally and state wide.

   Please Refer to *Lincoln's 2009 CoC Application*, Exhibit 1, Sections 1A – 1D for more details on the structure of Lincoln's CoC in the "Strategic Plan Additional Files" folder.

5. Discharge Coordination Policy—Every jurisdiction receiving McKinney-Vento Homeless Assistance Act Emergency Shelter Grant (ESG), Supportive Housing, Shelter Plus Care, or Section 8 SRO Program funds must develop and implement a Discharge Coordination Policy, to the maximum extent practicable. Such a policy should include "policies and protocols for the discharge of persons from publicly funded institutions or systems of care (such as health care facilities, foster care or other youth facilities, or correction programs and institutions) in order to prevent such discharge from immediately resulting in homelessness for such persons." The jurisdiction should describe its planned activities to implement a cohesive, community-wide Discharge Coordination Policy, and how the community will move toward such a policy.

   Please Refer to *Lincoln's 2009 CoC Application*, Exhibit 1, Section 3B. "CoC Discharge Planning" for more details on the structure of Lincoln's CoC in the "Strategic Plan Additional Files" folder.

Emergency Shelter Grants (ESG)

(States only) Describe the process for awarding grants to State recipients, and a description of how the allocation will be made available to units of local government.

<u>3 Year Strategic Plan ESG response:</u>

The City of Lincoln does not receive Emergency Shelter Grants

COMMUNITY DEVELOPMENT

Community Development (91.215 (e))

*Please also refer to the Community Development Table in the Needs.xls workbook

1. Identify the jurisdiction's priority non-housing community development needs eligible for assistance by CDBG eligibility category specified in the Community Development Needs Table (formerly Table 2B), – i.e., public facilities, public improvements, public services and economic development.
2. Describe the basis for assigning the priority given to each category of priority needs.
3. Identify any obstacles to meeting underserved needs.
4. Identify specific long-term and short-term community development objectives (including economic development activities that create jobs), developed in accordance with the statutory goals described in section 24 CFR 91.1 and the primary objective of the CDBG program to provide decent housing and a suitable living environment and expand economic opportunities, principally for low- and moderate-income persons.

NOTE: Each specific objective developed to address a priority need, must be identified by number and contain proposed accomplishments, the time period (i.e., one, two, three, or more years), and annual program year numeric goals the jurisdiction hopes to achieve in quantitative terms, or in other measurable terms as identified and defined by the jurisdiction.

3 Year Strategic Plan Community Development response:

Please also refer to Needs workbook, 'CommunityDev' tab in the in the "Strategic Plan Additional Files" folder.

1. The City of Lincoln non-housing needs are listed below.

Public Facilities and Improvements	
Community Development Need	**Priority**
Parks and/or Recreation Facilities	High
Tree Planting	High
Flood Drainage Improvements	High
Street Improvements	High
Sidewalks	High
Other	High

Public Services	
Community Development Need	**Priority**
Transportation Services	High
Employment/Training services	High
Neighborhood Clean-ups	High
Other Services	High

Economic Development	
Community Development Need	**Priority**
CI Land Acquisition/Disposition	Low
CI Infrastructure Development	Low
CI Building Acquisition, Construction, rehabilitation	Low
Other Commercial/Industrial Improvements	Low
ED Assistance to For-Profit	Low

ED Technical Assistance	Low
Micro-enterprise Assistance	Low

2. Needs were then prioritized based on the following criteria:

   - It furthers or is consistent with a city and/or federal priority area.
   - It is identified as a need in the community involvement process.
   - Its impact on a large number of low- and moderate-income households.
   - It meets unique needs of certain geographic areas.
   - It reflects past successes of projects and activities in meeting needs.

City and federal priority areas and needs identified through the public involvement process are discussed below.

City Priorities:

A. Energy and Sustainability:

The Mayor's Energy and Sustainability Policy, currently being developed, addresses key priority areas for the City of Lincoln, including:

- Energy production – solar, wind
- Food production – urban agriculture, greenhouses, farmers markets, community gardens
- Water conservation – tree preservation and planting, rain barrels, rain gardens
- Reduction of green house gases – reduce reliance on the automobile through mixed-use development; carbon-neutral developments: avoid deforestation or require more tree planting
- Climate change – green roofs to offset CO2 emissions and help cool off the city
- Health – walkable, bikeable communities; stress relief – recreation and access to open spaces and open lands
- Safety – pedestrian safety
- Other issues: waste recycling, air quality, housing choices, transportation, habitat protection and wildlife mitigation

As this policy is further developed, it is anticipated it will be incorporated into existing city regulations, guide how growth and development occurs in the city, and improves existing neighborhoods.

B. Antelope Valley Redevelopment Plan

The Antelope Valley Project is a partnership between the City of Lincoln, University of Nebraska-Lincoln (UNL), and the Lower Platte South Natural Resources District (LPSNRD). Its purpose is to address flooding, transportation and community revitalization in the core of the city. The project has been on-going since 1998 with the stormwater and transportation construction projects nearly complete. The showcase of Antelope Valley is the Union Plaza Park, a three-block park in the Malone Neighborhood, being referred to as "Lincoln's Central Park." A Redevelopment Plan for community development was completed and adopted by the Lincoln City Council in November, 2004 that identifies projects for revitalizing the core Antelope Valley neighborhoods. Strategies referred to as "closer to home" are identified in the plan that includes alley paving or rocking, sidewalk improvements, tree trimming, planting and removal; street improvements, park improvements/expansion; clean up of trash and weeks; street and alley light

improvements; fences and screening programs; street calming and abatement of cut-through traffic; dilapidated housing; affordable housing, high density issues; porch building program; neighborhood based retail; trails; convenient public transportation; and vacant buildings and lots.

C. Stronger Safer Neighborhoods Initiative

On March 13, 2008 Mayor Beutler launched the Stronger Safer Neighborhoods Initiative, a partnership between government, non-profits, schools, neighborhoods, churches, and the business and development community. The program is designed to improve neighborhoods and revitalize problem areas. The focus is currently on an area referred to as South Capitol, and includes parts of the Near South and Everett Neighborhoods. A redevelopment plan is in the process of being developed for South Capitol and implementation of previously completed Focus Area Plans for both neighborhoods will continue. The Focus Area plans identify strategies for improving the are area, including many of the same "closer to home" strategies described in the Antelope Valley section, above.

D. City Budget Process

Through an extensive public involvement process titled Taking Charge, the Mayor has developed three tiers of budgetary priorities for City involvement. For the Urban Development Department, redevelopment, downtown and neighborhood focus areas; first time homebuyer loans and affordable housing rehab programs are ranked in Tier 1, the highest priority. Business improvement districts, Workforce investment act (WIA) programs and public parking as Tier 2, and the Regional Innovation Grant (RIG), and non-profit public facility loans as Tier 3, the lowest priority.

Federal Priorities:

A. Sustainability

HUD is also placing new emphasis on sustainability, notably through creation of the Office of Sustainable Housing and Communities whose mission is "to create strong, sustainable communities by connecting housing to jobs, fostering local innovation, and helping to build a clean energy economy" (HUD web site, Sustainable Housing and Communities). In addition, HUD along with the Department of Transportation (DOT) and the Environmental Protection Agency (EPA) have joined together in creating the Interagency Partnership for Sustainable Communities. The Partnership has identified six "livability principles" to coordinate policy (from DOT 80-09 Press release) :

- Provide more transportation choices. Develop safe, reliable and economical transportation choices to decrease household transportation costs, reduce our nation's dependence on foreign oil, improve air quality, reduce greenhouse gas emissions and promote public health.
- Promote equitable, affordable housing. Expand location- and energy-efficient housing choices for people of all ages, incomes, races and ethnicities to increase mobility and lower the combined cost of housing and transportation.
- Enhance economic competitiveness; Improve economic competitiveness through reliable and timely access to employment centers, educational opportunities, services and other basic needs by workers as well as expanded business access to markets.
- Support existing communities. Target federal funding toward existing communities – through such strategies as transit-oriented, mixed-use development and land recycling –

to increase community revitalization, improve the efficiency of public works investments, and safeguard rural landscapes.
- Coordinate policies and leverage investment. Align federal policies and funding to remove barriers to collaboration, leverage funding and increase the accountability and effectiveness of al levels of government to plan for future growth, including making smart energy choices such as locally generated renewable energy.
- Value communities and neighborhoods. Enhance the unique characteristics of all communities by investing in healthy, safe and walkable neighborhoods – rural, urban or suburban.

B. Fair Housing

Although not new, HUD appears to be placing renewed efforts into Fair Housing. HUD, "…is committed to eliminating racial and ethnic segregation, illegal physical and other barriers to persons with disabilities and other discriminatory practices in housing. Additionally, the Department will use all of its programmatic and enforcement tools to achieve this goal. The fundamental goal of HUD's fair housing policy is to make housing choice a reality through Fair Housing Planning (FHP)" (Fair Housing Planning Guide, p. 1-1).

C. Veterans Assistance

Assisting veterans and their families was urged by HUD as an important matter to consider in the planning process. A letter dated April 9, 2010 to Mayor Beutler from Mercedes Marquez, Assistant Secretary, states, "Our fellow Americans have served our nation on the battlefields of Iraq and Afghanistan and countless other places around the globe. Many veterans are returning to our communities with wounds and injuries that may make it difficult for them to find housing or support themselves and/or their families. I ask that you consider their sacrifice and ensure that these men and women receive every appropriate consideration in the use of these funds at the local level."

Needs Identified Through the Public Participation Process:

A. Community Survey Results

The Urban Development Department Community Needs survey identified that by far the greatest need in Lincoln is affordable housing, for both homeowners and renters. All groups responding (housing sector, social services, neighborhoods) indicated affordable housing as the greatest need. The need for good paying jobs was also cited repeatedly by all groups as a high priority. Other issues identified most often included:

- Learning to spend and save wisely
- Medical costs and access
- Mental health, behavioral health and substance abuse assistance
- Transportation issues
- Special needs housing – the need for more and for more services
- Housing discrimination as a barrier to fair housing
- Immigrant needs and discrimination
- Need for tenant education
- Cleaning up the core of the City of Lincoln, Nebraska
- Homelessness and the need for emergency and transitional housing

Priorities from other surveys included energy, parks and recreation facilities, water conservation polices, preserving natural resources, and local food production. In general, residents in older

areas of the city are more dissatisfied with blighting conditions in their neighborhoods, housing affordability and general safety.

Survey data from the Center for People in Need identified areas in which families are struggling including housing, food, and employment.

B. Community Services Initiative (CSI)

Hunger is CSI's current priority and is completing A Food and Hunger Report. The Report is intended to provide information and recommendations for planning efforts related to increasing food security for low-income people. The draft report states, "Food security for families should be Lincoln's goal – hunger, missing meals, and inability to provide nutritious meals for a family is the symptom that indicates the community has not achieved the food security goal" (p. 1).

Based on priority needs and local and federal priorities, for non-housing, emphasis is given to the following areas:

- Sustainability – including urban agriculture (community gardens), promoting green space and healthy activities, and rain gardens.
- Food security – due to the rising problem of low-income families not having enough food.
- Increasing neighborhood livability – through physical improvements to neighborhoods
- Fair housing – completing and implementing the Analysis of Impediments to Fair Housing
- Transportation – improving availability for low income people.
- Jobs – training for low-income people

3. Obstacles to meeting underserved needs are:

- The current financial and mortgage crisis:
  More families are in need of services and there is an increased need for affordable housing, both owner and renter, while lenders are making it more difficult for new home buyers, and waiting lists for rental assistance are longer. Social service needs are also greater, resulting in higher needs for food and more families struggling to make ends meet, having to choose between food and other needs. Social service agencies are more stressed to meet needs while the financial crisis has reduced donations.
- Jobs:
  The need for good paying jobs, problems due to loss of jobs (and resulting family budgetary issues including loss of housing) people working at low paying jobs and not making ends meet.
- Lack of financial support to meet individual, community, and agencies needs at all levels and from both public and private resources.

4. Long- and short-term objectives:

The long-term non-housing community development goal is to provide opportunities and services for low- and moderate-income people, increase job opportunities, enhance the quality of life, and provide a suitable living environment including quality neighborhoods.

Short-term objectives to help meet the long-term goal were developed based on priority needs and projects developed to meet those needs. Objectives and activities are listed below. Also see the Housing and Community Development Activities Table the "Strategic Plan Additional Files" folder.

Public Facilities and Improvements Objectives

Objective 1: Further the City's priorities of Antelope Valley and Stronger Safer Neighborhoods. This objective addresses the priority area of Increasing Neighborhood Livability.

Activity 1:
Complete public improvements in the Malone neighborhood that implement projects identified in the Focus Area Plan and "closer to home" strategies identified in the Antelope Valley Redevelopment Plan. Projects include curbs, alleys, gutters, lighting and streetscape projects, sidewalk improvements, and tree planting.

Project	Matrix Code, National Objective	Goals Per Year			Total
		Year 1	Year 2	Year 3	
Gravel Alleys	03K Street Improvements 570.201(c)	3	3	3	9 Alleys
Streetscape Project	03L Sidewalks 570.210(c)	1	Continue Year 1	Continue Year 1	1 Project
Tree Planting	03N Tree Planting 570.201(c)	1	1	1	3 Projects

Activity 2:
Complete public improvements in the South Capitol area that further the goals of the Stronger Safer Neighborhood Initiative including implementing projects identified in Near South and Everett Focus Area Plans and the South Capitol Area Redevelopment Plan. Projects include curbs, alleys, gutters, lighting and streetscape projects, sidewalk improvements, and tree planting.

Project	Matrix Code, National Objective	Goals Per Year			Total
		Year 1	Year 2	Year 3	
Gravel Alleys	03K Street Improvements 570.201(c)	7	7	7	21 Alleys
Streetscape Project	03L Sidewalks 570.210(c)	1	Continue Year 1	Continue Year 1	1 Project
Sidewalk Improvements	03L Sidewalks 570.201(c)	1	1	1	3 Projects
Tree Planting	03N Tree Planting 570.201(c)	1	1	1	3 Projects

Activity 3:
Support and utilize the Free to Grow Program in the Malone Neighborhood and South Capitol Area. Free to Grow is a neighborhood revitalization program with partners from the private, non-profit and public sectors working together to help develop solutions to problems that contribute to crime, an unhealthy environment, and substandard housing. No federal funds are allocated to this activity, other than Community Development Division staff time.

Objective 2: Implement sustainability projects consistent with the Mayor's Energy and Sustainability Policy, and federal emphasis on sustainability. This objective addresses the priority area of Sustainability.

Activity 1: Complete park improvement projects in LMI neighborhoods. Recreation and access to open spaces and open lands is an element of sustainable communities by promoting green space and healthy activities.

Project	Matrix Code, National Objective	Goals Per Year			Total
		Year 1	Year 2	Year 3	
Park Improvements in LMI Neighborhoods	03F Parks, Recreational Facilities 570.210(c)	1	1	1	3 Parks

Activity 2: Design and install rain gardens in LMI parks, and other property owned by the public and non-profit organizations. A growing awareness of the pollutants in rainwater has led to the use of rain gardens – depressions planted with native or adapted plants that help absorb excess water and filter out excess nutrients before entering the groundwater system. This activity complements the City of Lincoln, Watershed Management Division of Public Works and Utilities Department's rain garden grant program for private property owners.

Project	Matrix Code, National Objective	Goals Per Year			Total
		Year 1	Year 2	Year 3	
Construct Rain Gardens	03I Flood Drain Improvements 570.210(c)	10	10	10	30 Projects

Objective 3: Improve the livability of core neighborhoods by improving general neighborhood conditions. This objective addresses the priority area of Increasing Neighborhood Livability.

Activity 1: Provide non-federal funding for LMI neighborhood self-help grants for clean-up and improvement projects. No federal funds are allocated to this activity, other than Community Development Division staff time.

Activity 2: Continue to fund the Tree Management and the Demolition of Secondary Structures Programs. The Tree Management Program provides grants to low-income property owners and investors with low-income tenants for removal of dead and potentially dangerous branches or removal of dead or dangerous trees. The Demolition of Secondary Structures Program provides grants to low-income people for the removal of substandard and dangerous buildings.

Project	Matrix Code, National Objective	Goals Per Year			Total
		Year 1	Year 2	Year 3	
Tree Management	06 Interim Assistance 570.210(f)	6	6	6	18 Trees
Demolition of Secondary Structures	04 Clearance and Demolition 570.201(d)	1	1	1	3 Structures

Public Services Objectives

Objective 1: Increase food security for low-income people and families. This objective addresses the priority areas of Sustainability and Food Security.

Activity 1: Support Community CROPS in the installation and operation of community gardens and orchards in LMI parks and other property owned by the public and non-profit organizations. The lack of food and accompanying issue of hunger is a priority need in Lincoln. In addition to providing food for low-income people, community gardens further sustainability by promoting urban agriculture, reducing transportation costs for food, and encourages healthy and ecologically sound food production.

Project	Matrix Code, National Objective	Goals Per Year			Total
		Year 1	Year 2	Year 3	
Construct and Operate Community Gardens and Orchards	03 Public Facilities and Improvements (General) 570.210(c)	5	5	5	15 Projects

Activity 2: Provide scholarships to low-income people to rent garden space in community gardens.

Project	Matrix Code, National Objective	Goals Per Year Year 1	Year 2	Year 3	Total
Provide Scholarships	05 Public Services (General) 570.201(e)	100	100	100	300 People

Activity 3: Support operations for Community CROPS.

Project	Matrix Code, National Objective	Goals Per Year Year 1	Year 2	Year 3	Total
Operations Support for Community CROPS	05 Public Services (General) 570.201(e)	1,500	1,500	1,500	4,500 People

Objective 2: Provide services and support for returning veterans and their families. This objective addresses the priority areas of Sustainability and Food Security and a HUD area of emphasis.

Activity 1: Install a Community Garden designated exclusively for veterans and their families.

Objective 3: Work to improve transportation options for low-income people. This objective addresses the priority area of Transportation – improving availability for low-income people.

Activity 1: Support CSI transportation goals for low income people by continuing to serve on the grant selection committee for Federal Transit Administration Job Access & Reverse Commute (JARC) and New Freedom funds. These programs are intended to expand transportation services for the elderly, low income or disabled residents in the Lincoln area. No federal funds are allocated to this activity, other than Community Development Division staff time.

Objective 4: Increase job opportunities for low-income people. This objective addresses the priority area of Jobs – training for low-income people.

Activity 1: Provide funding to support One Stop Employment Solutions.

It is worth noting is that the Nebraska Department of Labor has designated a portion of the City of Lincoln as an "area of substantial unemployment." An area of substantial unemployment (ASU) is defined as a contiguous area with a current population of at least 10,000 and an average unemployment rate of at least 6.5 percent for the month reference period (July 2009 – June 2010 and July, 2010 to June 2012).

This ASU designation is a factor in the distribution of Workforce Investment Action (WIA) funds and means an increase in funding for adults, dislocated workers and youth programs for the program year beginning July 1, 2010.

Project	Matrix Code, National Objective	Goals Per Year Year 1	Year 2	Year 3	Total
Funding for One Stop	05H Employment Training 570.201(e)	2	2	2	2 Partial

Employment Solutions					Staff Positions

Objective 5: Continue to work toward reducing poverty in Lincoln.

Activity 1: Continue staff participation with CSI and with other agencies, boards and committees working to reduce poverty in Lincoln. Although not specifically identified as a priority area in the plan development process, reducing poverty is an on-going priority for HUD and Urban Development. No federal funds are allocated to this activity, other than Community Development Division staff time.

Economic Development Objectives

In the 2008 City outcome-based budget process, economic development was rated a low-priority since it was identified as a Tier 3 (lowest priority) activity. This does not mean it is a low priority for the city as a whole, just for Urban Development Department involvement, and it was eliminated in 2009. Participants in the process generally believed that economic development activities are best pursued by other agencies, City departments and the private sector.

Activity 1: Continue the administration of outstanding economic development loans.

Project	Matrix Code, National Objective	Goals Per Year			Total
		Year 1	Year 2	Year 3	
ED Administration	18A ED Direct Financial Assistance to For-Profits 570.203(b)	10	10	10	30 Jobs

Additional Community Development Division Objectives

Objective 1: Actively work to further Fair Housing. This objective addresses the priority area of Fair Housing – completing and implementing the Analysis of Impediments to Fair Housing.

Activity 1: Complete an updated Analysis of Impediments to Fair Housing.

Activity 2: Educate City staff and elected officials about fair housing laws and the benefits of equal access to affordable housing through the annual Fair Housing Conference hosted by the Lincoln Commission on Human Rights.

Activity 3: Continue staff participation on the Fair Housing Conference planning committee.

Objective 2: Continue support for the Homeless Management Information System (HMIS). HMIS is an electronic data collection system that stores longitudinal person-level information about people who access the homeless services system. Although not specifically identified as a priority area in the plan development process, addressing homelessness issues is an on-going priority for HUD and Urban Development.

Activity 1: Continue to fund HMIS.

Project	Matrix Code, National Objective	Goals Per Year			Total
		Year 1	Year 2	Year 3	
HMIS Funding	05 Public Services (General) 570.210(e)	10,000	10,000	10,000	Data for 30,000 People

Antipoverty Strategy (91.215 (h))

1. Describe the jurisdiction's goals, programs, and policies for reducing the number of poverty level families (as defined by the Office of Management and Budget and revised annually). In consultation with other appropriate public and private agencies, (i.e. TANF agency) state how the jurisdiction's goals, programs, and policies for producing and preserving affordable housing set forth in the housing component of the consolidated plan will be coordinated with other programs and services for which the jurisdiction is responsible.

2. Identify the extent to which this strategy will reduce (or assist in reducing) the number of poverty level families, taking into consideration factors over which the jurisdiction has control.

<u>3 Year Strategic Plan Antipoverty Strategy response:</u>

1. Describe the jurisdiction's goals, programs, and policies for reducing the number of poverty level families (as defined by the Office of Management and Budget and revised annually).

   Community Action Partnership (CAP) of Lancaster and Saunders Counties (formerly known as Lincoln Action Program - LAP) is a non-profit agency that has often been a leader in reducing poverty by working with families in moving them towards self-sufficiency. Using a self-sufficiency assessment tool called FAT, Family Assessment Tool, family strengths are assessed and, using case management, families are helped in getting what they need to achieve self-sufficiency. They receive assistance in areas such as housing, employment, education, and nutrition.

   The approach is based on Maslow's Hierarchy of Needs coupled with an assessment of a family's strengths in the areas of employment, health linkages, education, housing, nutrition, emergency assistance, income, and self-sufficiency.

   In working with these families, CAP has established a mechanism to meet basic and emergency needs in the short-term and engage families in the longer-term process to help them achieve self-sufficiency.

   Other agencies provide case management targeted at special populations such as people with developmental disabilities or illness, or people with substance abuse problems. Examples of such agencies are, St. Monica's, Fresh Start, Catholic Social Services, Cedar's Youth Services, CenterPointe, and Vocational Rehabilitation.

   Another anti-poverty strategy is the Community Services Initiative (CSI) involving the City of Lincoln and the Human Services Federation. The overall purpose of CSI is to give the community direction in human services; to show how CSI work impacts the City of Lincoln and Lancaster County; and to ensure ongoing funding needs. Specifically, five broad goals have been identified:

   - To identify the emerging issues and critical needs in the Health and Human Services delivery system based on accurate data.
   - To develop plans to address those issues.
   - To recognize where Lincoln is compared to its economic sister cities.

- To anticipate where the City might be three years from today in the Health and Human Services system.
- To share knowledge and intentions with funders, consumers, and the general public.

CSI is administered by the Human Services Federation, a consortium of health and human services agencies in Lincoln and Lancaster County. In order to meet these goals, the Federation is working with the CSI Implementation Coalitions specializing in the following four areas: 1) Stop Abuse (Family Violence), 2) Behavioral Health, 3) Early Child and Youth Development, and 4) Basic and Emergency Needs. Urban Development staff continues to be involved with the Basic and Emergency Needs Coalition.

Affordable housing is a primary goal for reducing poverty. In keeping with the goals, programs, and policies outlined in the Housing Section of the Strategic Plan, Urban Development works and coordinates with the agencies listed below in producing and preserving affordable housing stock:

- NeighborWorks® Lincoln through the Homebuyer Training Program, Troubled Property Program, and the First Home Program which assists with downpayment assistance.
- Affordable Housing Initiative and Habitat for Humanity
- The Lincoln Housing Authority which administers the Security Deposit Program.
- The League of Human Dignity which operates the Barrier Removal Program.
- Lincoln's CoC is an organization of homeless service providers, homeless individuals, and other community stakeholders. Organizational responsibilities include the development of Lincoln's annual CoC Grant, an agency peer review process, administering the "Point-in-Time" count, and strengthening collaboration and efficiency in services provided to the homeless.

Good paying jobs are also a priority goal for reducing poverty. The Workforce Investment Act of 1998, Public Law 105-220, states as its purpose "…to provide workforce investment activities, through statewide and local workforce investment systems, that increase the employment, retention, and earnings of participants, and increase occupational skill attainment by participants, and, as a result, improve the quality of the workforce, reduce welfare dependence, and enhance the productivity and competitiveness of the Nation." The Lincoln Workforce Investment Board (LWIB) oversees the implementation and operation of the Lincoln Area Workforce System and One Stop Career Center that offers expanded services to job seekers and area businesses.

The extent to which programs offered through CAP, NeighborWorks® Lincoln, the Lincoln Housing Authority, the League of Human Dignity, Affordable Housing Initiative, Habitat for Humanity and the activities of the Homeless Coalition, CSI and One Stop Center reduces or assists in reducing the number of poverty-level families is difficult to quantify. Documentation does exist on the success of the CAP's efforts as evident in reports from independent evaluators, but as the population of Lincoln continues to grow, so does the number of people who need assistance.

Low Income Housing Tax Credit (LIHTC) Coordination (91.315 (k))

1. (States only) Describe the strategy to coordinate the Low-income Housing Tax Credit (LIHTC) with the development of housing that is affordable to low- and moderate-income families.

<u>3 Year Strategic Plan LIHTC Coordination response:</u>

1. Not Applicable

NON-HOMELESS SPECIAL NEEDS

Specific Special Needs Objectives (91.215)

1. Describe the priorities and specific objectives the jurisdiction hopes to achieve over a specified time period.
2. Describe how Federal, State, and local public and private sector resources that are reasonably expected to be available will be used to address identified needs for the period covered by the strategic plan.

3-5 Year Non-homeless Special Needs Analysis response:

1. The priorities and specific objectives that Urban Development hopes to achieve over the next three years include the following:

   Objective 1: Create and Sustain Affordable Housing Opportunities for Special Needs Populations.

   Support the ability of special needs populations (i.e., elderly, frail elderly, persons with disabilities, persons with alcohol or drug addiction, persons with HIV/AIDS) to live in permanent affordable housing situations.

   Activity 1:
   Assist in maintaining the stock of rental and owner housing for special needs populations.

   Activity 2:
   Assist in increasing the supply of rental and owner housing for special needs populations.

   Activity 3: Enhance the provision of supportive housing services.

   Activity 4: Remove regulatory barriers to housing for special needs populations.

2. The City will also partner with various special needs providers to maintain and expand the housing units available to this population for existing facilities. The Nebraska Investment Finance Authority (NIFA) and the State Department of Economic Development (DED) are additional available resources for these projects.

Non-homeless Special Needs (91.205 (d) and 91.210 (d)) Analysis (including HOPWA)

*Please also refer to the Non-homeless Special Needs Table in the Needs.xls workbook.

1. Estimate, to the extent practicable, the number of persons in various subpopulations that are not homeless but may require housing or supportive services, including the elderly, frail elderly, persons with disabilities (mental, physical, developmental, persons with HIV/AIDS and their families), persons with alcohol or other drug addiction, victims of domestic violence, and any other categories the jurisdiction may specify and describe their supportive housing needs. The jurisdiction can use the Non-Homeless Special Needs Table (formerly Table 1B) of their Consolidated Plan to help identify these needs.
   *Note: HOPWA recipients must identify the size and characteristics of the population with HIV/AIDS and their families that will be served in the metropolitan area.

2. Identify the priority housing and supportive service needs of persons who are not homeless but may or may not require supportive housing, i.e., elderly, frail elderly, persons with disabilities (mental,

physical, developmental, persons with HIV/AIDS and their families), persons with alcohol or other drug addiction by using the Non-homeless Special Needs Table.
3. Describe the basis for assigning the priority given to each category of priority needs.
4. Identify any obstacles to meeting underserved needs.
5. To the extent information is available, describe the facilities and services that assist persons who are not homeless but require supportive housing, and programs for ensuring that persons returning from mental and physical health institutions receive appropriate supportive housing.
6. If the jurisdiction plans to use HOME or other tenant based rental assistance to assist one or more of these subpopulations, it must justify the need for such assistance in the plan.

3-5 Year Non-homeless Special Needs Analysis response:

1. Estimate, to the extent practicable, the number of persons in various subpopulations that are not homeless but may require housing or supportive services

Elderly Housing. A total of 4,570 rental units are needed that support households with householders aged 62 and older. Of these rental units, 3,478 units are needed by low-income, elderly households.

Because almost 39 percent of persons 65 and older have some type of disability (i.e., physical, mental, sensory, self-care) and five percent of persons 65 and older with a disability are institutionalized, an estimated 1,550 total rental units (1,180 low-income units) should have some type of supportive services for elderly persons with disabilities (i.e., transportation, individualized care). (This figure does not include services for elderly persons with disabilities who were not in one- or two-person family households in 2000, such as those living with extended families or in group care facilities.) However, the number of total rental units needing these services could be higher or lower due to lack of information about householders with disabilities and the proportion of elderly renters who are disabled compared to homeowners. Some people have speculated that a higher proportion of elderly disabled householders may be renters than homeowners.

Approximately 16 percent of Lincoln's non-institutionalized elderly population were estimated to be chronically disabled in 2000, 12 percent needed in-home human assistance with daily living, and three percent used a mobility device (based upon national Department of Health and Human Services statistics). Therefore, in 2000 an estimated 550 rental units (400 low-income units) needed more extensive, daily supportive services (i.e., assisted living), in addition to the need for 1,200 beds in an institutionalized setting for frail elderly persons with a disability.

A total of 12,009 owner units are needed to meet the needs of households with householders aged 62 and older. Of these owner units, 5,306 units are needed by low-income elderly households.

Again, because almost 39 percent of persons 65 and older have some type of disability (i.e., physical, mental, sensory, self-care), approximately 4,684 total owner units (2,069 low-income units) should have had some type of supportive services for persons with disabilities (i.e., transportation, individualized care). Additionally, an estimated 2,486 owner units (1,098 low-income units) needed more extensive, daily supportive services (i.e., assisted living) for frail elderly persons with a chronic disability.

Housing for Other Persons with a Disability. In addition to the rental units needed for persons 65 and older with a disability, an estimated 850 rental units are needed by households with a person aged 18 to 64 with a disability. This estimation, however, assumes that persons with a disability are as likely to be renters as the general population. If persons with a disability are more likely to be renters because they are more likely to be low-income, then the need for rental housing with supportive services will be higher. While approximately two-thirds of *all* rental units need to be

affordable to those with low-incomes, because persons with a disability are more likely to be low-income, a greater portion of these 850 units should be affordable to those with low-incomes.

Barrier-free homes are particularly important to persons who rely on mobility devices, such as wheelchairs and walkers. There is no reliable local data on the need for barrier-free households. However, based on national data, there is an estimated need for at least 500 barrier-free rental units and 450 modified units were needed for persons with limited mobility in 2000.

An estimated 1,012 owner units are needed by households with a person aged 18 to 64 with a chronic disability.

In 2000, an estimated 700 units were needed to be barrier-free, with another 800 units for persons with limited mobility.

Urban Development is unable to determine an accurate housing need for people with HIV/AIDS because the number of people with HIV/AIDS, for Lancaster County, varies depending on the source of the data. Estimates range any where from 150 to 300 persons with HIV/AIDS but we do not have data on their housing needs.

2. Identify the priority housing and supportive service needs of persons who are not homeless but may or may not require supportive housing

The highest priority housing and supportive services needs are for low-income special needs populations, including physically disabled persons, seriously mentally ill persons, and persons with other disabilities (including frail elderly). Extremely low- (below 30 percent of median) and very low-income (30 to 50 percent of median), elderly renters and extremely low-income owners are also high priority households. Those households that fall under medium priority include other low-income elderly renters (between 50 and 80 percent of median) and elderly owners who are very low- and low-income.

Urban Development is unable to determine an accurate housing need for people with HIV/AIDS because the number of people with HIV/AIDS, for Lancaster County, varies depending on the source of the data. Estimates range any where from 150 to 300 persons with HIV/AIDS but we do not have data on their housing needs.

Below is additional information regarding some of the high priority need areas.

Needs in Housing for Persons with a Disability.
On average, Assistive Technology Partnership and the League of Human Dignity receive approximately 75 requests (about half of which they can assist) for home modifications, including interior and exterior, rental and owner-occupied, for persons of all ages in the City of Lincoln. Households can apply for additional modifications to the same house year after year.

There is no one source of data on the number of owner-occupied units that have been modified or built for persons with disabilities. Additionally, because the modifications are often dependent upon the level of disability and type of disability, there will likely always be a gap in this type of housing. However, it is encouraging that more architects and builders are aware of universal design and building houses that are more adaptable.

Needs in Housing for Other Persons with a Severe Mental Illness. According to the Hanna:Keelan "Statewide Consumer Housing Needs Study for Extremely Low Income Persons with a Serious Mental Illness" (SMI), there was a need for creating 593 additional units for persons 19 years of age and older with an SMI by the year 2008 in the City of Lincoln. No New projections are available. The need was

estimated at 31 percent of the 2005 population. There are currently 27 providers serving over 4,100 individuals in the area of the State that includes the City of Lincoln and several rural counties. Affordable and independent apartment units and transitional housing are the types of units most needed in the area.

Needs in Elderly Housing. Over half of all low-income, elderly, renter households, or a total of 1,663 were cost overburdened in 2000. This group is more likely than small-family or large-family households to be cost overburdened. However, they are less likely to experience overcrowding or other housing problems.

Because most elderly households do not choose to become first-time homeowners late in life the gap in elderly owner housing may be very low. In fact the gap may be negative. Over half of the extremely low-income, cost overburdened owner households, or a total of 439, were elderly households in 2000. An additional 489 very low-income, elderly households and 368 other low-income, elderly households were also cost overburdened. These households may need to be added to the gap in elderly rental housing. If these households could be relocated to affordable rental housing, this could ease housing problems and add 1,296 units (if they are safe and sound) to the affordable housing market for families. There are an additional 4,010 units owned by elderly households with incomes less than 80 percent.

3. The basis for assigning the priority given to each category of priority needs was determined through analysis of survey results, provider input, community objectives and institutional knowledge.

4. Identify any obstacles to meeting underserved needs.

   Because all of the special needs households tend to need supportive services to find and/or remain in affordable housing, these are the most challenging households to serve. One of the greatest challenges is finding additional funds to allow the City and its partners to provide these supportive services.

   The Lincoln Housing Authority will continue to serve those extremely low-income and very low-income households, with priorities for special needs populations, families, and the elderly as federal funds for rental housing assistance remain available. Cuts in assistance will be a difficult barrier to overcome, and will mean additional wait times for special needs populations and no housing for others. Another barrier to meeting these high priority rental housing needs, will be maintaining the infrastructure that supports these households. The Urban Development Department has allocated funds toward the preservation of extremely and very low-income rental units. The City will also rely on internal (i.e. Urban Development and the Lincoln Housing Authority) and external (i.e., Urban Development and the League of Human Dignity for the barrier removal program) partnerships to meet these challenges where appropriate.
   Additionally, persons with special needs, because they are more likely to be low-income than the general population, often face income barriers to housing. Also, the supportive services and/or additional health care expenses can further reduce income available for housing. Therefore, special needs groups, including persons who are elderly, persons with physical or mental disabilities, etc., are more likely to be effected by public and private policies that limit the availability of affordable housing. These groups are more likely to live in substandard housing and experience cost overburden because of the shortage of housing for extremely low-income households, and the condition of housing affordable to those households. As another barrier, special needs households are further limited by the location of services needed by these households.

   Institutional barriers, whether public or private, can also limit access to housing by special needs populations. In particular, the lack of sufficient financial support/subsidies for housing for persons with special needs is an obstacle. NIMBY attitudes, especially toward multi-family and special needs

housing, manufactured housing, public housing, and other types of affordable housing, that influence public policy can create barriers. Barriers in filing fair housing complaints, including lack of awareness of fair housing policies and procedures and fears associated with the process of filing a complaint, also limits one's ability to find relief from barriers.
Private policy, whether discriminatory or legal, including action by landlords, financial institutions, REALTORS®, developers, insurers, etc., can exacerbate existing supply problems and create additional barriers. Lack of awareness of the requirements of the Fair Housing Act, Fair Housing Amendments Act, and subsequent related regulations, by the industry can create barriers. Other barriers include, landlords and property managers not accepting Section 8 vouchers, lenders not making multi-family loans, lenders unaware of housing programs, and practices which limit loans or insurance in low-income areas, etc.

5. Facilities and services that assist persons who are *not homeless* but require supportive housing, and programs for ensuring that persons returning from mental and physical health institutions receive appropriate supportive housing include the following:

Facilities and Services

Agency	Description
AARP	Issues related to senior citizens such as training, employment, medical, advocacy, etc.
Active Community Treatments, Inc.	Helps adults and children with disabilities to gain skills, knowledge, and experience to increasingly use and benefit from the resources and settings available to all citizens of the Lincoln community.
ARC of Lincoln	Advocacy, self-advocacy, recreation, and individual and family support services for people with mental retardation and other developmental disabilities.
Bel-Air Homes	Assisted living facility for people with serious mental illness.
Bryan/LGH	Daily reassurance calls for those who live alone. Information, evaluation, and treatment services for people with chemical dependency, dual diagnosis and their families and 24-hour information and crisis assistance. Evaluation and treatment of behavioral and emotional problems, information and referral.
CenterPointe	Residential dual disorders treatment program, day rehabilitation and outpatient services for adults. Residential and outpatient treatment for youth.
Champion Homes	Assisted living facility for adults with mental disabilities.
Child Guidance	Out patient mental health clinic for children, adolescents, and their families, including individual, family, group, and home-based therapy. Day treatment.
Community Alternatives Nebraska	Provides opportunities to persons with developmental disabilities to learn skills to enable them to participate and contribute actively in the community.
Community Mental Health Center	Outpatient, community support, partial care, consultation, education, vocational, 24-hour emergency services.
Cornhusker Place	Medically supervised emergency detoxification, short- and long-term substance abuse programs.
Developmental Services of Nebraska, Inc.	Services for people with developmental disabilities and mental health needs. Includes intensive residential group homes, independent living, emergency shelter care, and outpatient mental health.
Goodwill Industries	Employment and training opportunities for individuals who face barriers to employment.
Harvest Project	Substance abuse and mental heath services for the elderly.
Home Services for Independent Living	In-home services for aged persons with disabilities.
Houses of Hope	To provide affordable comprehensive counseling services in a supportive residential environment to individuals in recovery from substance abuse.
League of Human Dignity	Independent living services for those with disabilities, including, information and referral, Medicaid waiver coordination, peer counseling, advocacy, skill and awareness training; accessibility consultation; home and business medication; housing relocation and referral; modification, sales and repairs of vans, scooters,

	power wheelchairs and other specialized equipment.
Aging Partners	Offers meals, advocacy, emergency response, assisted living, in-home services, minor home repairs, lawn care, large appliance repair, companionship for homebound and frail elderly, and assistance with financial benefit programs. Daily reassurance calls/friendly visit calls.
Lincoln Medical Education Partnership	Medical services to low-income and elderly including home visits.
Lincoln Housing Authority	Federal subsidized housing for low-income families and elderly persons, and non-subsidized affordable housing units.
Lincoln Lancaster County Health Department	Community health services, health clinics, home visitation, immunizations, early intervention services, childhood lead poisoning prevention, school health programs, Mobile Health Clinic, child's environmental health programs, child care, WIC, dental services, youth risk behavior studies, Summer Food program, injury prevention, tobacco prevention, Healthy Homes minority outreach, and information and referral services.
Lutheran Family Services	Adult outpatient, intensive outpatient, and aftercare services for alcohol/drug abuse. Counseling.
Lincoln Regional Center	Comprehensive mental health services.
Madonna	Day care for people with disabilities or older persons, health monitoring, assistance with personal care, recreation, meals, supervision, and transportation.
Medicaid Waiver	In-home services for those eligible, 65+.
Mercy Services Corporation	Provides affordable housing for individual families of low- to moderate-income and a neighborhood learning center.
MOSIAC	Provides support and advocates for people with disabilities.
Nebraska Advocacy Services, Inc.	Advocacy services for people with mental and physical disabilities.
Nebraska Health & Human Services	Financial aid and social services to families and individuals. Includes Food Stamps, Medicaid, ADC, etc.
Nebraska Urban Indian Health Center	Primary health care for people with Medicaid or other health insurance regardless of race, religion, income status or age.
O.U.R. Homes	Residential facility for people with serious mental illness.
People's Health Center	Provides affordable, comprehensive primary health care especially for those with limited resources. Services include medical, dental, pharmacy, WIC, HIV/STD testing, translation, mental health on a referral basis, and a physician house call program for chronically ill homebound elderly.
Prescott Place	Assisted living facility for people with serious mental illness.
Region V	Residential services in small group homes, own home and apartments, as well as, LEAP and SOAR daytime support and training for individuals with developmental and other disabilities. Small group home, own home, Extended Family Home, apartment and employment daytime – support and training for individuals with developmental and other disabilities.
Serenity Place	Assisted living facility for people with serious mental illness.
ServiceLinc	Services for the successful employment of people with disabilities.
St. Elizabeth's Hospital	Hospital, health care outreach and wellness, burn center, oncology, pediatric center, radiology.
St. Monica's	Full continuum of substance abuse and mental health treatment, primary treatment, residential program for women/women with children under 10, and adolescent and outpatient relapse prevention/aftercare.
Tabitha	Non-acute health care services, including Medicare certified and private, round-the-clock home health care; hospice; rehabilitation, including inpatient and outpatient physical therapy, occupational therapy and speech/language pathology; case management; subacute and long-term care; Meals on Wheels; adult day services; Alzheimer's/dementia care, intergenerational services, pastoral care; and retirement housing.
Therapy Plus	Comprehensive rehabilitation facility for children and adults with injuries or debilitating illness. Inpatient and outpatient therapy programs; adult day services; work injury rehabilitation and prevention programs; driver retraining; and

	ventilator-assisted, Alzheimer's and extended care units. Assisted living facility for young adults with severe disabilities.
V. A. Services	Substance abuse treatment for veterans. Domestic violence program.
Valley Hope	Regular and intensive outpatient treatment, continuing care sessions, DWI classes, education/awareness, alcohol/drug evaluations, and referral for chemically dependent.
Villa Marie	Boarding and day school for mild/moderate mentally handicapped children.
Vital Services, Inc.	Group homes and day services for people with disabilities.
Women in Community Services	Female residential program, women's Job Corps, halfway house program for adolescents continuing their recovery.
Workforce Development	Job referral, career counseling, special services for veterans, older workers, youth, and people with disabilities.

6. The Urban Development Department does not do tenant-based rental assistance therefore no HOME funds are used. However, the Lincoln Housing Authority has a number of units that uses tenant-based rental assistance.

Housing Opportunities for People with AIDS (HOPWA)

*Please also refer to the HOPWA Table in the Needs.xls workbook.

1. The Plan includes a description of the activities to be undertaken with its HOPWA Program funds to address priority unmet housing needs for the eligible population. Activities will assist persons who are not homeless but require supportive housing, such as efforts to prevent low-income individuals and families from becoming homeless and may address the housing needs of persons who are homeless in order to help homeless persons make the transition to permanent housing and independent living. The plan would identify any obstacles to meeting underserved needs and summarize the priorities and specific objectives, describing how funds made available will be used to address identified needs.
2. The Plan must establish annual HOPWA output goals for the planned number of households to be assisted during the year in: (1) short-term rent, mortgage and utility payments to avoid homelessness; (2) rental assistance programs; and (3) in housing facilities, such as community residences and SRO dwellings, where funds are used to develop and/or operate these facilities. The plan can also describe the special features or needs being addressed, such as support for persons who are homeless or chronically homeless. These outputs are to be used in connection with an assessment of client outcomes for achieving housing stability, reduced risks of homelessness and improved access to care.
3. For housing facility projects being developed, a target date for the completion of each development activity must be included and information on the continued use of these units for the eligible population based on their stewardship requirements (e.g. within the ten-year use periods for projects involving acquisition, new construction or substantial rehabilitation).
4. The Plan includes an explanation of how the funds will be allocated including a description of the geographic area in which assistance will be directed and the rationale for these geographic allocations and priorities. Include the name of each project sponsor, the zip code for the primary area(s) of planned activities, amounts committed to that sponsor, and whether the sponsor is a faith-based and/or grassroots organization.
5. The Plan describes the role of the lead jurisdiction in the eligible metropolitan statistical area (EMSA), involving (a) consultation to develop a metropolitan-wide strategy for addressing the needs of persons with HIV/AIDS and their families living throughout the EMSA with the other jurisdictions within the EMSA; (b) the standards and procedures to be used to monitor HOPWA Program activities in order to ensure compliance by project sponsors of the requirements of the program.
6. The Plan includes the certifications relevant to the HOPWA Program.

<u>3 Year Strategic Plan HOPWA response:</u>

The City of Lincoln does not receive HOPWA Funds.

Specific HOPWA Objectives

1. Describe how Federal, State, and local public and private sector resources that are reasonably expected to be available will be used to address identified needs for the period covered by the strategic plan.

3-5 Year Specific HOPWA Objectives response:

The City of Lincoln does not receive HOPWA Funds.

OTHER NARRATIVE

Include any Strategic Plan information that was not covered by a narrative in any other section.

The Greater Lincoln Regional Innovation Grant (RIG) is a 12-county collaborative initiative to generate opportunities for further regional economic prosperity. Education, economic and workforce development entities in southeast Nebraska have collaborated to develop a strategic regional plan with a focus on addressing present and future economic dislocation events; to support regional economic growth and competitiveness, and to enhance workers' employment and advancement.

The project covers the Greater Lincoln local workforce investment area of Lancaster and Saunders counties along with the surrounding counties of Fillmore, Gage, Johnson, Nemaha, Otoe, Pawnee, Richardson, Saline, Seward, and York. The key partners are the Greater Lincoln Workforce Investment Board, the City of Lincoln Urban Development Department, Lincoln Partnership for Economic Development & the Lincoln Area Development Partners, Southeast Community College, University of Nebraska, Peru State College, and Aquila.

Activities include conducting outreach to potential stakeholders, preparing a map of the regional assets, producing a detailed assessment of the region to identify strengths, weaknesses, opportunities and threats (SWOT), and developing a regional communication network. Participants are now developing and prioritizing short and long-term strategies in line with the newly defined regional economy and aimed at shortening or eliminating the time from worker dislocation to re-employment.

The RIG reports can be found on-line at www.lincolnarearig.com