

STRATEGIC PLAN

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The Strategic Plan focuses on those activities that will be funded through the Department of Housing and Urban Development's (HUD) Community Development Block Grant Program (CDBG) over the next five years.

The Strategic Plan is used to establish Rapid City's general strategy, objectives and goals for housing, community development, economic development, and support of public services designed to address the identified needs of individuals and households with incomes at or below 80 percent of the HUD area median income (AMI) for household size.

TABLE 5
HUD Income Categories

Income (% AMI) ¹	Federal CDBG
0-30%	Extremely Low
31-50%	Very Low
51-80%	Low
81-95%	Middle
95%+	Upper

¹ Income as a percentage of the HUD Area Median Income (AMI)

Rapid City's Area Median Income ranges by family size for the 2008 fiscal year are:

TABLE 6
Rapid City, SD HUD Area Median Household Income Limits
FY 2008

Median Household Income - \$57,400

FY 2008 Income Limit Category	1 Person	2 Person	3 Person	4 Person	5 Person	6 Person	7 Person	8 Person
Extremely Low Income (30%)	\$12,050	\$13,750	\$15,500	\$17,200	\$18,600	\$19,950	\$21,350	\$22,700
Very Low Income (50%)	\$20,100	\$22,950	\$25,850	\$28,700	\$31,000	\$33,300	\$35,600	\$37,900
Low Income (80%)	\$32,150	\$36,700	\$41,300	\$45,900	\$49,550	\$53,250	\$56,900	\$60,600

Source: HUD Database 2008

Rapid City's five-year strategy was developed as a result of a logical progression of information gathering from the community, an evaluation of the information and gaps in services, and discussions on goals and priorities from the collaborative efforts of the Mayor's Affordable Housing Task Force and Task Force on Strengthening Families for Better Outcomes for Youth and Children, the Black Hills Area Homeless Coalition, area non-profit, for-profit, governmental and faith-based service providers. The plan was then presented to City Council for review and preliminary approval. A 30-day public comment period solicited input from the community prior to City Council's final review and approval of the plan and submission to HUD's regional Community Planning and Development Division in Denver.

The City's priority needs, goals and objectives were presented to City Council for review and approval after City staff gathered information and input from community residents and stakeholders and accomplished an extensive analysis of needs, constraints and resources.

MISSION

Rapid City's overall mission is to:

- achieve a continuum of safe, decent and affordable housing for all households and income groups in the community;
- affirmatively further fair housing choice;
- support provision of services that promote household stability;
- provide life-skills and job training programs to promote financial advancement through asset building;
- improve the quality of life for low-income residents by supporting and enhancing facilities and services; and
- improve the quality of life and economic opportunity for low-income people.

Funding allocations will be guided by the following principles:

- **Need:** Need for the services or program substantiated through surveys
- **Leverage:** Leverage dollars with local, county, state or other federal programs to maximize the number of people served whenever possible.
- **Collaboration:** Support and promote collaborations with and between non-profit, for-profit, public, private and governmental agencies to avoid duplication of services.
- **Cost Effectiveness:** Cost per unit served is reasonable for the service provided.
- **Stability:** Sub-grantee is financially and organizationally stable and able to carry out the funded activity within the program year.
- **Community Involvement:** Encourage community involvement by educating the public about funding opportunities available, services funded with City and CDBG dollars, and provide opportunities for citizen participation in the process and preparation of documents.
- **Verifiable Results:** Projects should be able to provide verifiable results and accomplishments.

CONSOLIDATED PLAN PROCESS

The Consolidated Plan serves as an application to HUD for Community Development Block Grant funds for the City of Rapid City. Consolidated Plans are due every three, four or five years, no less than 45 days prior to the start of the grantee's program year start date, with the length of period left to the grantee's discretion. HUD does not accept plans between August 15 and November 15. Rapid City has chosen to work with the longer five-year plan, to coincide with other local strategic plans and funding source cycles.

The City must also prepare an Action Plan each year in addition to the Consolidated Plan. The Annual Action Plan details how funds will be allocated to address the high priority issues and goals identified in the five-year Consolidated Plan. The Annual Plan is due in HUD's regional office by February 15 of each year. The fiscal year for Rapid City's Consolidated Plan and Community Development Block Grant program runs from April 1 to March 31 of each year. This five-year strategic Consolidated Plan will govern the period of time from April 1, 2008 to March 31, 2012. The City Council may amend the Consolidated Plan or Annual Action Plans at any time they deem necessary, in order to address the changing needs of the community.

At the end of each fiscal year, the City must compile and submit to HUD an accounting of how funds were spent, the goals addressed and the accomplishments realized from programs and services provided. This report is called the Consolidated Annual Performance and Evaluation Report (CAPER). The CAPER is submitted to HUD within 90 days of the conclusion of each fiscal year, no later than June 15 of each year.

Table 7
Consolidated Plan Submission Schedule

PLAN REPORT	HUD DUE DATE	FREQUENCY OF SUBMISSION
Consolidated Plan	February 15, 2008	Every five years
Annual Action Plan	February 15, 2008	Annually
CAPER	June 15, 2008	Annually