

BOARD OF COUNTY COMMISSIONERS
SARPY COUNTY, NEBRASKA

RESOLUTION AUTHORIZING CHAIRMAN TO SIGN MEMORANDUM OF
UNDERSTANDING WITH THE METROPOLITAN AREA PLANNING AGENCY
REGARDING THE HEARTLAND 2050 CONSORTIUM

WHEREAS, pursuant to Neb. Rev. Stat. §23-104(6) (Reissue 2007), the County has the power to do all acts in relation to the concerns of the county necessary to the exercise of its corporate powers; and,

WHEREAS, pursuant to Neb. Rev. Stat. §23-103 (Reissue 2007), the powers of the County as a body are exercised by the County Board; and,

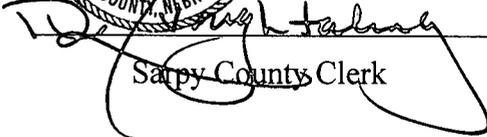
WHEREAS, an memorandum of understanding has been proposed with the Omaha Council-Bluffs Metropolitan Area Planning Agency ("MAPA") to participate in the Heartland 2050 Consortium for regional planning pursuant to a federal grant, and said memorandum of understanding is in the best interest of the citizens of Sarpy County.

NOW, THEREFORE, BE IT RESOLVED BY THE SARPY COUNTY BOARD OF COMMISSIONERS THAT the Chairman of this Board, together with the County Clerk, be and hereby are authorized to execute on behalf of this Board a Memorandum Of Understanding with the Omaha Council-Bluffs Metropolitan Area Planning Agency ("MAPA") regarding the Heartland 2050 Consortium, a copy of which is attached hereto.

The above and foregoing Resolution was duly approved by a vote of the Sarpy County Board of Commissioners at a public meeting duly held in accordance with applicable law on this 7th day of August, 2012.



 Chairman, Sarpy County Board

 Sarpy County Clerk

Sarpy County Board of Commissioners

1210 GOLDEN GATE DRIVE
PAPILLION, NE
593-4155
www.sarpy.com

ADMINISTRATOR Mark Wayne
DEPUTY ADMINISTRATOR Scott Bovick
FISCAL ADMIN./PURCHASING AGT. Brian Hanson



COMMISSIONERS

Rusty Hike District 1
Jim Thompson District 2
Tom Richards District 3
Jim Nekuda District 4
Jim Warren District 5

To: Sarpy County Commissioners

From: Mark Wayne, County Administrator

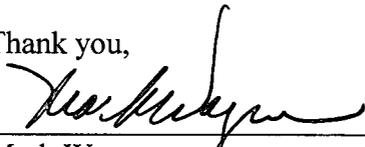
RE: Resolution Supporting Heartland 2050 Project

The August 7th Board agenda includes a Resolution to participate in the Heartland 2050 Consortium conducted by MAPA. As you recall MAPA applied for and received a \$2,000,000 grant to conduct a regional visioning and planning study. MAPA will be present at both the Administrative Briefing and Board agenda to explain the Work Plan and answer any questions. The County is not being asked to pay any of the 20% local match other than staff time to participate in the study.

August 1, 2012

MW/lt

Thank you,



Mark Wayne
Sarpy County Administrator

Mark Wayne

From: Mullen, Paul (Mapa) <Paul_Mullen@Mapacog.org>
Sent: Thursday, July 12, 2012 9:45 AM
To: Mark Wayne
Subject: Heartland 2050 Consortium Agreement
Attachments: Sarpy_H2050_ConsortiumAgreementPacket.pdf;
Sarpy_H2050ConsortiumAgreement.docx; ExhibitA_H2050_workplan.pdf

Mark,

As you may recall, MAPA applied for and received a \$2 million dollar grant from the U.S. Department of Housing and Urban Development to undertake Heartland 2050, a regional visioning project for the Omaha-Council Bluffs Metropolitan Area. At the time of application, we asked for a memorandum of understanding supporting the project and declaring your intent to participate in the visioning and planning process. We now ask that you formalize this understanding by signing a Consortium Agreement.

The Heartland 2050 Consortium Agreement delineates the rights, roles, and responsibilities of members of the core partnership directing the Heartland 2050 visioning project. It does not require a specific level or type of commitment of resources to the project, though it does call on signatories to contribute some level of in-kind resources – such as staff time – to help us meet our 20% local match requirement.

We realize, and actually expect, that joining the Heartland 2050 Consortium would require action by your governing body. We ask that this document be placed on the August 7th briefing and regular agenda of the Sarpy County Board of Commissioners for consideration and action. One or two of our staff members will be present at that meeting to discuss the project and agreement, and to answer any questions Sarpy County might have.

Three documents are attached to this e-mail:

- 1) *Sarpy_H2050ConsortiumAgreementPacket* (PDF) contains an executive summary of the project goals and work plan, describes the Consortium, and spells out the terms and conditions accompanying membership in the Consortium;
- 2) *Sarpy_H2050ConsortiumAgreement* (Word document) affirms your organization's membership in the Consortium and spells out rights and responsibilities. It is presented in the form of a resolution for your convenience;
- 3) *ExhibitA_H2050_workplan* (PDF) is our HUD-approved scope of work for the project. It is included for your reference.

We are very excited to work with you on this important project, and hope you are, too. Please feel free to contact me with any questions. I'll look forward to hearing from you on the date and time we can meet with Sarpy County.

Thank you,

Paul F. Mullen
Executive Director
Metropolitan Area Planning Agency (MAPA)
2222 Cuming Street
Omaha, NE 68102-4328
402-444-6866, ext 214 (Office)
402-342-0949 (Fax)
paul_mullen@mapacog.org
www.mapacog.org

HEARTLAND 2050

CONSORTIUM AGREEMENT

July 2012

Omaha-Council Bluffs Metropolitan Area Planning Agency [MAPA]



TABLE OF CONTENTS

SECTION 1: HEARTLAND 2050 PROJECT OVERVIEW 1

SECTION 2: MISSION AND GOALS 1

SECTION 3: PROGRAM OF WORK..... 2

SECTION 4: TYPES OF PARTICIPATION 3

SECTION 5: HEARTLAND 2050 CONSORTIUM DESCRIPTION 4

SECTION 6: ROLES AND GOVERNANCE 5

SECTION 7: DECISION-MAKING PROTOCOLS 7

SECTION 8: ACCOUNTABILITY 8

SECTION 9: COMPLIANCE WITH HUD REQUIREMENTS 8

ATTACHMENT 1: HEARTLAND 2050 CONSORTIUM AGREEMENT 9

SECTION 1: HEARTLAND 2050 PROJECT OVERVIEW

HEARTLAND 2050 is a three-year, multimillion dollar regional planning effort for the Omaha-Council Bluffs metropolitan area. The project will examine regional growth and development futures for the full eight counties of the metropolitan statistical area (MSA), taking as its focus the core infrastructural systems and services that the public sector provides. Because these systems generate substantial externalities – positive and negative – that affect various dimensions of sustainability and livability, scenarios will be developed that visualize different ways of configuring these systems and thus balancing sometimes competing values related to social equity, environmental impact, and economic growth and development. Heartland 2050 will culminate in a regionally preferred vision for future growth and development, and a regional plan for sustainable development that highlights specific strategies and actions for the region's core infrastructural systems.

Heartland 2050 is supported by a \$2.045 million grant awarded to the Omaha-Council Bluffs Metropolitan Area Planning Agency (MAPA) and its partners by the U.S. Department of Housing and Urban Development (HUD), Office of Sustainable Housing and Communities. The grant program is a product of the Partnership for Sustainable Communities (PSC), a unique interagency consortium of HUD, the U.S. Environmental Protection Agency (EPA), and the U.S. Department of Transportation (DOT). The PSC organized in 2009 to promote alignment and reduce duplication in Federal investments in the nation's metropolitan regions, and to encourage collaborative approaches to infrastructure planning and investment within these regions. Six "Livability Principles" guide the activities of the PSC, including:

- + *Provide more transportation choices*
- + *Promote equitable, affordable housing*
- + *Enhance economic competitiveness*
- + *Support existing communities*
- + *Coordinate and leverage Federal policies and investment*
- + *Value communities and neighborhoods*

SECTION 2: MISSION AND GOALS

At the time of application, MAPA and its partners identified a mission for the project and a basic outline of goals of the project. These elements became binding upon award of the HUD/Sustainable Communities Regional Planning Grant (HUD/SCRPG) to MAPA, and signature of the cooperative agreement between MAPA and HUD. MAPA and Heartland 2050 partners may expand upon and provide greater resolution to the below items, but the integrity of the mission and goals must not be compromised by any such modification.

HEARTLAND 2050 MISSION STATEMENT

Develop a vision, based in shared community values, of how the region should grow and develop over the next 40 years.

HEARTLAND 2050 GOALS

1. Define a vision for the region's future that strikes a balance between the three key dimensions of sustainability – environment, social equity, and economic development;
2. Develop a strategic framework for delivery and maintenance of vital public services and infrastructure in specific sectors, including transportation, housing, utilities, and land use;

3. Identify the consequences of and synergies between investments in physical infrastructure and socioeconomic outcomes, including education, job accessibility, and public health
4. Improve legibility, resolution, and availability of data collected regionally to foster collaborative, evidence-based policy-making
5. Engage and involve all segments of the population, particularly those marginalized from traditional planning processes, including minorities and residents of rural communities.

SECTION 3: PROGRAM OF WORK

In the application, MAPA laid out a project approach and identified general expected outcomes of the planning process. The project approach was refined in the Heartland 2050 Work plan, which was approved by HUD in April 2012. MAPA, and by extension any partners, commit to delivering the work elements identified in the approved work plan.

HEARTLAND 2050 WORKPLAN

From the mission statement and the goals outlined in the previous section, MAPA identified four “work streams,” thematic groupings of activities and tasks that advance a narrative of regional collaboration on a common future. These work streams delineate the scope of work of the Heartland 2050 initiative and form the basis of the project work plan (attached as Exhibit A).

1. ORGANIZING FOR SUCCESS

Organizing for Success lays the foundation for a successful and meaningful planning process by setting up the necessary management systems and tools. Capacity-building and relationship-building will be key foci of this work stream, as will be institutional and programmatic strategies for ensuring equitable and diverse engagement.

2. LEARNING TOGETHER

Learning Together sets into action the framework created in *Organizing for Success*. Through a subgrant and microgrant program, the Heartland 2050 Consortium will seek out community intermediaries to host “focus group”-style meetings with their stakeholders and constituents. These meetings will start the conversation on the region’s future in an appropriate context while generating a useful set of qualitative data from citizens throughout the region. Gathering, processing, and analysis of quantitative data will proceed in tandem with the focus group program, and data from both activities will provide a complete portrait of current conditions in the region; acquaint policymakers and citizens with different perspectives, needs, and desires; and yield valuable inputs for the process of developing and presenting scenarios.

3. CONSTRUCTING THE FUTURE

Constructing the Future is the pivot point in the project. It will take the data inputs and knowledge generated in *Learning Together* and apply it to the development of a range of alternative growth and development scenarios. The scenario planning process will culminate in a series of meetings from which a regionally preferred scenario for growth and development will emerge. Following this, technical working committees will set to work on preparing plans for specific infrastructural systems, including housing, transportation, utilities, as well as a policy framework for land use, that operationalizes the regional vision. All of this work will be compiled into a final regional plan for

sustainable development (RPSD) document, to be completed by the 36-month mark following signature of the contract.

4. ACHIEVING RESULTS

Achieving Results sets up the collaborative structures and tools that will ensure steady progress toward the regional vision. This will entail aligning existing regional planning documents to the RPSD, the creation of a special compact or protocol to which area jurisdictions can accede, as well as development of a web-based progress tracking platform accessible to a wide range of users. It will also require setting up structures for delivering technical assistance to partners aligning their policies and plans to the RPSD.

SECTION 4: TYPES OF PARTICIPATION

A core principal of the Heartland 2050 initiative is transparency and inclusion. This applies both to general public outreach as well as direct involvement of key organizational stakeholders in the planning process. We realize that the region contains many layers of local knowledge, technical expertise, and sensibilities that can add tremendous value to the process if properly harnessed. To facilitate this, MAPA and its original partners from the Sustainable Communities Regional Planning Grant application have created several ways in which local organizations and stakeholders can interface with the process.

Membership in the Heartland 2050 Consortium is the highest level of formal participation in the Heartland 2050 process. Consortium members sign a Heartland 2050 Consortium Agreement, included as Attachment 1, in which they commit to the same elements as identified above, as well as contribution of in-kind resources that help the region achieve its local match obligations to leverage Federal funding. These commitments may be specified at a later date in a supplementary protocol to the Consortium Agreement. Consortium members will be eligible to join the Heartland 2050 Steering Committee, the prime decision-making and policy advisory body of the planning process, as well as any of the subsidiary working and advisory groups. They will also be able to access all capacity-building and networking opportunities over the life of the grant.

In addition to Consortium membership, an additional layer of participation exists in ***subgrantees***. A subset of Consortium members may be asked to directly undertake whole activities or tasks identified in the project work plan, the scale of which will require remuneration. In addition to the Consortium Agreement, such subgrantees will enter into a separate contract with MAPA that includes associated deliverables and time frames. Smaller grants (\$5,000 or less) will be available on a competitive basis to organizations interested in participating in the Heartland Community Focus Microgrant Program. Smaller grants will not require accession to the Heartland 2050 Consortium, though organizations wishing to affiliate will be welcome to do so.

Finally, local stakeholders and organizations will be welcome to serve on ***advisory groups***, either technical working groups or communities of practice advisory groups, which are described in greater detail in *Section 6 – Roles and Governance*.

SECTION 5: HEARTLAND 2050 CONSORTIUM DESCRIPTION

The “Heartland 2050 Consortium” constitutes the core partnership guiding the Heartland 2050 initiative. Consortium members will work with MAPA on key elements of project planning and delivery, and will be expected to contribute substantively to the process, whether in the form of staff time and expertise, facilities and other in-kind resources, or funding. A list of core responsibilities as well as a “menu” of options for meeting the qualifications for membership in the Heartland 2050 Consortium are included in Attachment 1, the Heartland 2050 Consortium Agreement. Membership in the Consortium shall be open to any entity willing and able to commit to the qualifications outlined therein, and subject to general terms and conditions outlined in “General Terms and Conditions of Consortium Membership.” The Consortium will meet monthly during the 6-month project ramp-up period, thereafter transitioning to quarterly meetings.

Membership in the Heartland 2050 Consortium contains a number of benefits. First and foremost is the opportunity to play a leading role in an unprecedented and unique civic effort. It is the explicit goal of the Heartland 2050 process to articulate a shared vision for the future growth and development of the region, and to begin aligning investments in key infrastructure to that vision. Another benefit is the opportunity for networking and collaboration potential across key sectors in the region, not just in terms of the public-private distinctions, but in areas of focus and technical expertise as well. This will serve any participating entity well in pursuit of future funding opportunities through Federal agencies and local and national foundations. Last but certainly not least, membership in the Consortium will give organizations access to a wealth of primary and secondary data that can be used to shape future programming and better target areas of need and opportunity in the region.

The Heartland 2050 Consortium partnership already consists of the following organizations and entities:

COUNTIES

Douglas (NE)	Pottawattamie (IA)
Sarpy (NE)	Mills (IA)
Washington (NE)	Harrison (IA)
Saunders (NE)	

CITIES

Omaha	La Vista
Council Bluffs	Blair
Bellevue	Gretna
Papillion	

OTHER PUBLIC ENTITIES

Metro Transit	Douglas County Housing Authority
Omaha Housing Authority	Metropolitan Community College
Bellevue Housing Authority	University of Nebraska at Omaha
Council Bluffs Housing Authority	Iowa Western Community College

NON-PROFIT/CIVIC

African-American Empowerment Network	Iowa West Foundation
Family Housing Advisory Services	Latino Center of the Midlands
Greater Omaha Chamber of Commerce	Omaha by Design
Heartland Workforce Solutions	Golden Hills Recreation and Conservation District

SECTION 6: ROLES AND GOVERNANCE

In its application to the HUD Sustainable Communities Regional Planning Grant, MAPA proposed a layered organizational and governance structure for the Heartland 2050 process. This is necessary given the many constituencies and conditions present in our region, and the fact that the project geography is larger than MAPA's membership composition.

MAPA will act as the overall project manager and fiscal agent for Heartland 2050 and the HUD/SCRPG. As such, MAPA will manage the program of work and be responsible for the timely completion of all deliverables specified in the Cooperative Agreement. It will have ultimate right-of-review of work products and be the principal contracting agent with any consultants or subgrantees procured to deliver said work products. It will also be the primary gateway through which HUD funds are drawn down and disbursed, with all applicable HUD and internal requirements related to procurement and appropriations applying.

The **Heartland 2050 Steering Committee** will provide overall leadership of the Heartland 2050 visioning and planning process. Specifically, this will include, but not necessarily be limited to, the following roles:

- + Oversee and advise on critical matters of grant administration;
- + Establish subsidiary advisory and working groups, and confirm appointment of chairs of said committees;
- + Provide guidance to MAPA project management staff;
- + Provide policy direction for the Heartland 2050 regional visioning and planning process;
- + Ensure adherence to Heartland 2050 Outreach and Engagement Policy;
- + Identify and resolve in the first instance significant issues or disputes that arise over the course of the project;
- + Review and approve the regionally preferred development scenario;
- + Review and approve sector-specific plans and complete Heartland 2050 Regional Plan for Sustainable Development.

The Steering Committee will draw its membership from the Heartland 2050 Consortium, according to a formula to be determined by Consortium members prior to the seating of the committee in summer 2012. All meetings will be open to the public in accordance to Open Meetings Laws of both Nebraska and Iowa.

The **Equity and Engagement Committee** will serve two essential roles in the process: first, as a working committee developing and approving communications and outreach products; as well as an ombudsman ensuring the integrity and accessibility of the process to all constituents and stakeholders, including the general public and traditionally marginalized groups. Specifically, it will be able to recommend the regionally preferred development scenario and final RPSD for approval by the Steering Committee on the basis of the integrity of the outreach and engagement process around both products, as well as to formally track progress of the Heartland 2050 Outreach and Engagement Policy and issue recommendations to the Steering

Committee and subsidiary entities accordingly. The Equity and Engagement Committee will draw its membership partially from the Heartland 2050 Consortium, and partially from partners and interested stakeholders.

The **Project Working Committee** will be the formal point of interface between project management staff, essential committee chairs or members, consultants, and subgrantees. This group will meet most frequently of all of Heartland 2050's governance bodies, in person and, if necessary, via conference call. The purpose of these meetings will be to track progress on work plan elements, discuss technical and project management issues, ensure mutual cognizance among the various entities involved in the visioning and planning process, and provide a first-order consultative decision-making point on tactical matters that are deemed not to require broader Steering Committee action.

The **Heartland 2050 Technical Working Groups** will be the working reservoirs of technical and subject matter expertise that assist in data collection, analysis, and quality control in technical products from consultants in earlier phases of the project; and drafting of plans and recommendations for Steering Committee approval in later phases. The Heartland 2050 Consortium and Steering Committee will establish the Technical Working Groups and recruit members, ensuring adequate representation across sectors, community types, and tiers of affiliation with the Heartland 2050 process.

It is anticipated that technical working groups in the following subject areas will be established:

- + Transportation
- + Housing
- + Water and utilities infrastructure
- + Land Use
- + Data management
- + Capacity-building and learning

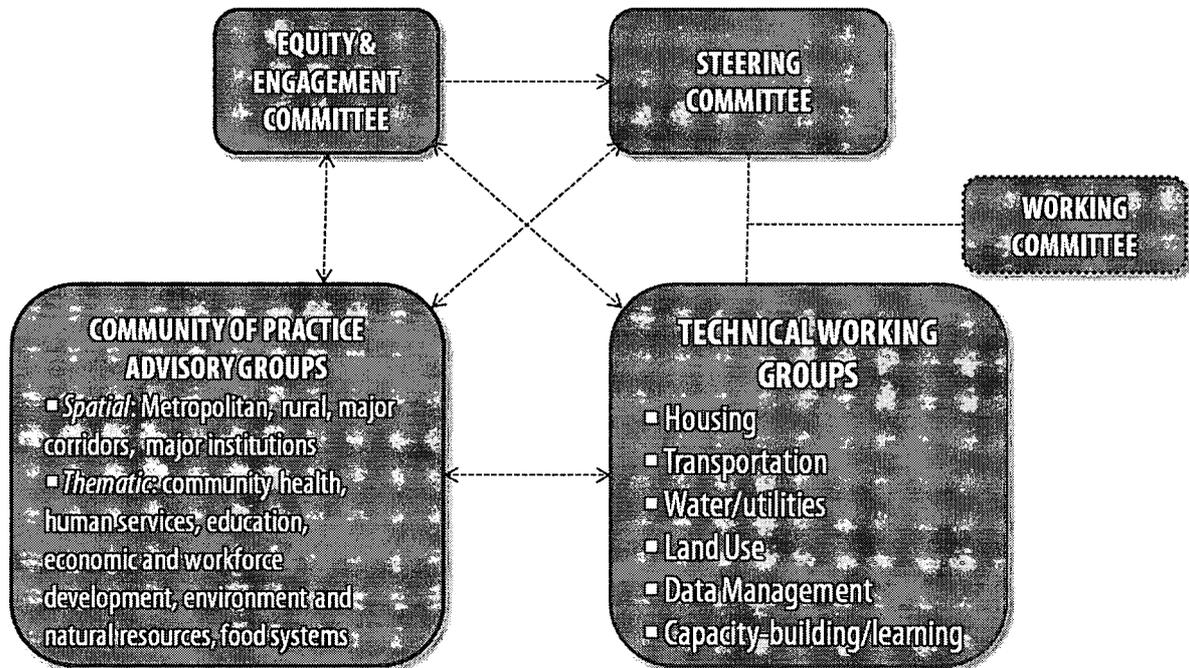
Community of Practice Advisory Groups will comprise the most loosely constituted stratum of Heartland 2050 governing bodies. They will provide the forums for discussion and advising on cross-cutting and community-specific interests and issues. They will also act as a tertiary ombudsman for the process, advising the Equity and Engagement and Steering Committees on how well various community interests are being considered in the visioning and planning phases of the Heartland 2050 project. In this sense, the Communities of Practice Advisory Groups will function much like formal caucuses, to which partners and Consortium members can affiliate based on individual or institutional interests. Unlike the technical working groups, these groups will not be formally established by the Steering Committee, and will be able to self-determine meeting frequency and agendas.

It is anticipated that Communities of Practice Advisory Groups will take shape around the following thematic areas:

- + Urban/Suburban
- + Rural
- + Major institutions
- + Major corridors/logistics
- + Community health and human services
- + Economic and workforce development
- + Education
- + Food Systems
- + Environment and natural resources

The relationship between these various governance entities is represented graphically in Figure 1, on the following page.

FIGURE 1: Heartland 2050 Governance Structure



SECTION 7: DECISION-MAKING PROTOCOLS

The Heartland 2050 Consortium and governance structure described in the previous section will be guided by the project goals and mission statement identified in *Section 2*. Formal decision-making power related to the project shall rest with the Steering Committee, Project Working Committee, Technical Working Groups, and Equity and Engagement Committee. Of these, the Steering Committee shall be the highest-level policy making body, with purview over core elements of project strategy and management; and ultimate right of approval, approval with condition, or rejection of the major project deliverables. Other committees or working groups will be empowered to make decisions provided they do not impinge on Steering Committee competencies, though, in most cases, the work of these committees will be oriented to developing recommendations for substantive Steering Committee action.

Both the Consortium and governance structure of Heartland 2050 will operate by consensus of membership, defined as general agreement of the members present. It is anticipated that formal voting protocols will be developed for cases in which (a) there is considerable divergence of opinion among members; and (b) a substantive vote is appropriate, such as approval of formal recommendations or deliverables. In latter instances, it will be the duty of chairs/co-chairs to give sufficient prior notice to Committee members so that a quorum is present when action on key milestones or decision points is taken. Chairs and co-chairs will be responsible for bringing questions to formal vote, and entering outcomes into the record.

If a committee or working group takes a vote but fails to reach consensus, the question shall be referred to the Steering Committee for consideration and resolution. Failure to reach consensus on a substantive matter within the Steering Committee shall result in referral of the question to the MAPA Board of Directors, which shall be the dispute resolution body of final resort.

All committees will be expected to develop a charter that will specify a set of meeting norms and guidelines once they are seated. Provisional chairs or co-chairs for subsidiary committees and

working groups will be designated by the Steering Committee, which will oversee development of the charter; permanent chairs or co-chairs will then be advanced and voted in by a majority vote of a quorum of members present. Meeting schedules will also be set upon seating of the committee and chairs/co-chairs.

SECTION 8: ACCOUNTABILITY

To help ensure successful completion of project activities and reasonable progress on the program of work, Heartland 2050 Consortium members will be expected to designate a primary delegate/point of contact and an alternate, one of whom shall be present at all meetings of the Consortium. Members will also provide leverage and in-kind reporting forms to MAPA as requested to meet local match requirements for HUD funding. Guidance regarding such reporting, along with templates, will be provided by MAPA project management staff once guidance and approval are received from HUD. Consortium members who fail to meet commitments specified in the Consortium Agreement and subsequent protocols may be suspended or terminated from membership in the Consortium.

Committee and working group members will also have their time in meetings counted as in-kind/leverage, with sign-in sheets at each meeting being the primary tracking mechanism.

Partners and Consortium members who receive subgrant funds will be held to a higher level of accountability through generally accepted accounting practices such as invoicing, reporting, and auditing, which will be specified in a separate contract or agreement. Failure to meet the terms specified in the contract may result in MAPA, as lead agency, taking corrective actions such as disallowing funds, cancelling the contract, or suspending or terminating the Consortium member or partner.

SECTION 9: COMPLIANCE WITH HUD REQUIREMENTS

As lead agency and prime grantee, MAPA is directly accountable to the HUD/SCRIP Grant Terms and Conditions, which governs the cooperative agreement between HUD and MAPA. These requirements flow down to subgrantees, and will be specified in subgrant contracts.

Some of the HUD requirements apply to members of Heartland 2050 Consortium indirectly. Of these, the item of principal concern is the provision regarding handling of fair housing complaints and litigation. If such complaints are found by HUD to have merit, whether or not they are related to this project, the ability of MAPA and the broader Consortium to draw funds can be suspended. As such, any Consortium member with an open fair housing complaint that is found to have merit shall be placed on probationary status, and any finding of substantive violation of fair housing laws will result in immediate suspension from Consortium membership.

ATTACHMENT 1:

MEMORANDUM OF UNDERSTANDING

HEARTLAND 2050 CONSORTIUM AGREEMENT

[THIS PAGE INTENTIONALLY LEFT BLANK]

MEMORANDUM OF UNDERSTANDING

HEARTLAND 2050 CONSORTIUM AGREEMENT

WHEREAS, the Omaha-Council Bluffs Metropolitan Area Planning Agency (MAPA) submitted an application to the U.S. Department of Housing and Urban Development (HUD) Sustainable Communities Regional Planning Grant (hereafter "Grant") in October 2011 to support Heartland 2050, a regional visioning effort in the eight-county Omaha-Council Bluffs Metropolitan Statistical Area; and

WHEREAS, at time of application, 30 partners representing 95% of the region's population signed memoranda of understanding that pledged support of the application and Heartland 2050 initiative if funds were awarded, and committed in-kind and leveraged resources to count toward the local share of Federal funding; and

WHEREAS, MAPA was awarded a Grant in the amount of \$2,045,000 to develop the Heartland 2050 regional vision and plan for sustainable development and entered into a cooperative agreement with HUD on February 6, 2012; and

WHEREAS, a final Heartland 2050 Work plan (Exhibit A) has been prepared and approved by HUD that formalizes the project approach and goals outlined in the original Grant application; and

WHEREAS, the goal of Heartland 2050 is to define a vision, based in shared community values, of how the region should grow and develop through the middle of the 21st century, along with sector-specific plans that help the region progress toward the vision; and

WHEREAS, the core attributes of the proposed approach are inclusion, collaboration, and data-driven decision-making; and

WHEREAS, the original partnership brought together at the time of application will heretofore be known as the Heartland 2050 Consortium, and stands invested with substantive leadership of the Heartland 2050 regional visioning and planning process; and

WHEREAS, any eligible government entity, non-profit or private sector organization, academic or research institution, philanthropic foundation, community organization, or specialized agency that bears responsibility for, or has an interest in, the sustainable development of the Heartland region may apply to become a Heartland 2050 Consortium member and signatory to this Agreement;

NOW, THEREFORE, Sarpy County agrees to the following by signing this Agreement:

1. Participate as a member of the Heartland 2050 Consortium in the development of a regional plan for sustainable development (hereafter RPSD) and the visioning process underpinning it;
2. Support the essential project goals, program of work, and participatory and functional structure for accomplishing the work of Heartland 2050, identified in Exhibit A – Heartland 2050 Work plan and Exhibit B – Heartland 2050 Consortium and Partnership Agreement Packet, incorporated herein by reference;
3. Engage in meaningful review of strategy and report documents, data, scenarios, major recommendations, and other classes of work product, and provide timely feedback to MAPA project management staff, other Consortium members, and the project Steering Committee;
4. Work collaboratively with fellow Consortium members and MAPA project management staff to resolve differences and work toward compromise if or when conflict arises within the Consortium;

5. Designate a policy-level liaison and named alternate(s) to the Heartland 2050 Consortium, one of whom shall be present at all meetings of the Consortium, with no more than four (4) organizational absences permitted before membership is suspended;
6. Participate in project governance bodies, including but not limited to: Heartland 2050 Steering Committee, the Equity and Engagement Committee, one or more technical working groups, and one or more communities of practice advisory group appropriate to Sarpy County's capacity and mission, and to ensure that Sarpy County's interests, perspectives, and needs, and plans are represented at appropriate levels of decision-making;
7. Communicate the work of the Consortium to staff, stakeholders, and the public at large;
8. Assist the Consortium, MAPA project management staff, and consultants with outreach and engagement of the public as well as groups who are traditionally marginalized or underrepresented in community planning processes, to ensure maximum reach and inclusion in the visioning and planning work of Heartland 2050;
9. Share relevant data, maps, plans, and lessons learned with other Consortium members to promote mutual understanding of issues and opportunities within the region and build capacity to address and/or capitalize on them;
10. Provide staff support, meeting space, or any other in-kind or leveraged resources to be counted toward local match of the Grant funds, as outlined in original letters of intent and confirmed in a final letter of commitment addressed to MAPA from Sarpy County within 90 days of the execution of this agreement;
11. Recognize MAPA as lead project manager and fiscal agent solely as a benefit and convenience to Sarpy County and not to hold MAPA liable in any manner in this capacity.

AND FURTHERMORE, MAPA agrees to confer directly the following benefits of participation in the Heartland 2050 Consortium:

1. As a Heartland 2050 Consortium member, Sarpy County will have full voice at all Consortium meetings;
2. Sarpy County will have a direct role in developing and seating the project Steering Committee, Equity and Engagement Committee, and subsidiary technical working groups and communities of practice advisory groups constituting the project's governance structure, including first right of consideration for seats on all such committees and working groups;
3. Provide Sarpy County with access to information and data collected by MAPA, consultants, subgrantees, and Consortium members pursuant to the project;
4. Notify Sarpy County of capacity-building opportunities, including webinars, conferences, and other national best-practice learning opportunities through the National Sustainable Communities Learning Network;
5. Provide additional premium educational and informational opportunities to Sarpy County that support and assist its participation in development of the vision and RPSD, or build capacity for ongoing regional work;
6. Recognize Sarpy County's Consortium membership as a notable prerequisite to eligibility for Preferred Sustainability Status (PSS) points on applications for HUD funding, or other special future consideration by Federal funding agencies, which may assist Sarpy County in obtaining funding support for planning or implementation projects aligned with the goals of the Heartland 2050 initiative.

THIS AGREEMENT may be suspended or terminated by either party upon 30 days' written notice to the other party's Chief Executive Officer. If Sarpy County opts to leave the Heartland 2050 Consortium, Sarpy County will be held accountable for any work items or deliverables promised or due prior to the effective date of withdrawal. The only conditions under which Sarpy County will be suspended or terminated from Consortium membership by MAPA are:

1. If Sarpy County fails to attend more than 4 meetings of the Heartland 2050 Consortium over the course of the project;
2. If Sarpy County fails to deliver in-kind or leverage commitments within the timeframe specified in the subsequent letter of commitment;
3. If Sarpy County is the subject of a fair housing complaint found by HUD to have merit, per the reasons identified in Section 9 of Exhibit B – Heartland 2050 Consortium and Partnership Agreement Packet.

THIS AGREEMENT stands executed from the date of signature by both parties to the agreement, and shall remain in effect until March 1, 2015. Upon mutual written agreement among the parties, this agreement may either be amended or extended, provided that approval for such is given as to form.

ADOPTED THIS 7th DAY OF August, 2012.

SARPY COUNTY

OMAHA-COUNCIL BLUFFS
METROPOLITAN AREA PLANNING
AGENCY (MAPA)

Randy H. 8/7/12

[Name]
[title]

Ron Kohn

Ron Kohn
President, Board of Directors

WITNESSETH:

Gene S. Lousman

[Name]

Deputy
County Clerk

Paul Mullen

Paul Mullen
Executive Director



HEARTLAND 2050

HUD SUSTAINABLE COMMUNITIES
REGIONAL PLANNING GRANT
WORK PLAN

FINAL DRAFT June 2012

Omaha-Council Bluffs Metropolitan Area Planning Agency [MAPA]



TABLE OF CONTENTS

EXECUTIVE SUMMARY 3

ACTIVITY ONE: GOVERNANCE 5

ACTIVITY TWO: CAPACITY- AND RELATIONSHIP-BUILDING..... 7

ACTIVITY THREE: COMMUNICATIONS AND OUTREACH..... 9

ACTIVITY FOUR: EQUITY AND DIVERSITY11

ACTIVITY FIVE: PUBLIC ENGAGEMENT AND INPUT13

ACTIVITY SIX: DATA-GATHERING AND ANALYSIS.....15

ACTIVITY SEVEN: SCENARIO PLANNING17

ACTIVITY EIGHT: SECTOR-SPECIFIC PLAN DEVELOPMENT19

ACTIVITY NINE: REGIONAL PLAN FOR SUSTAINABLE DEVELOPMENT21

ACTIVITY TEN: MEASUREMENT AND EVALUATION TOOLS.....23

ACTIVITY ELEVEN: PLAN IMPLEMENTATION AND ALIGNMENT25

EXECUTIVE SUMMARY

HEARTLAND 2050 is a three-year, multimillion dollar regional planning effort for the Omaha-Council Bluffs metropolitan area that is unprecedented in scale and scope. The project will examine regional growth and development futures for the full eight counties of the metropolitan statistical area (MSA), taking as its focus the core infrastructural systems and services that the public sector provides. Because these systems generate substantial externalities – positive and negative – that affect various dimensions of sustainability and livability, scenarios will be developed that visualize different ways of configuring these systems and thus balancing sometimes competing values related to social equity, environmental impact, and economic growth and development. Heartland 2050 will culminate in a regionally preferred vision for future growth and development, and a regional plan for sustainable development that highlights specific strategies and actions for the region's core infrastructural systems.

MISSION STATEMENT

Develop a vision, based in shared community values, of how the region should develop over the next 40 years.

GOALS

1. Define a vision for the region's future that strikes a balance between the three key dimensions of sustainability – environment, social equity, and economic development;
2. Develop a strategic framework for delivery and maintenance of vital public services and infrastructure in specific sectors, including transportation, housing, utilities, and land use;
3. Identify the consequences of and synergies between investments in physical infrastructure and socioeconomic outcomes, including education, job accessibility, and public health
4. Improve legibility, resolution, and availability of data collected regionally to foster collaborative, evidence-based policy-making
5. Engage and involve all segments of the population, particularly those marginalized from traditional planning processes, including minorities and residents of rural communities.

WORKSTREAMS

From the mission statement and the goals outlined above, MAPA and the Heartland 2050 Consortium identified four "workstreams," thematic groupings of activities and tasks that advance a narrative of regional collaboration on a common future. These workstreams, which are coordinated by color across all elements of the work plan, are as follows:

1. ORGANIZING FOR SUCCESS

Organizing for Success lays the foundation for a successful and meaningful planning process by setting up the necessary management systems and tools. It uses the necessary exercise of developing a governance structure and project brand, a strategic plan for communications and outreach, and recruiting diverse talent to the planning process, in order to forge a common sense of purpose among the many partners that constitute the Heartland 2050 Consortium. Capacity-building and relationship-building will be key foci of this workstream, as will be institutional and programmatic strategies for ensuring equitable and diverse engagement.

2. LEARNING TOGETHER

Learning Together sets into action the framework created in *Organizing for Success*. Through a subgrant and microgrant program, the Heartland 2050 Consortium will seek out community intermediaries to host “focus group”-style meetings with their stakeholders and constituents. These meetings will start the conversation on the region’s future in an appropriate context while generating a useful set of qualitative data from citizens throughout the region. Gathering, processing, and analysis of quantitative data will proceed in tandem with the focus group program. Both data streams – the quantitative and technical; the qualitative and perceptual – will provide a complete portrait of current conditions in the region; acquaint policymakers and citizens with different perspectives, needs, and desires; and yield valuable inputs for the process of developing and presenting scenarios. Findings will be disseminated via public meetings, the project website, and other channels.

3. CONSTRUCTING THE FUTURE

Constructing the Future is the pivot point in the project. It will take the data inputs and knowledge generated in *Learning Together* and apply it to the development of a range of alternative growth and development scenarios. As technical experts work on specifying the scenarios, the Heartland 2050 Consortium and governance structure will develop the forum(s) in which the scenarios will be presented for public vote. The scenario planning process will culminate in a series of meetings from which a regionally preferred scenario for growth and development will emerge. Following this, technical working committees will set to work on preparing plans for specific infrastructural systems, including housing, transportation, utilities, as well as a policy framework for land use, that operationalizes the regional vision. All of this work will be compiled into a final regional plan for sustainable development (RPSD) document, to be completed by the 36-month mark following signature of the contract.

4. ACHIEVING RESULTS

Achieving Results sets up the collaborative structures and tools that will ensure steady progress toward the regional vision. This will entail aligning existing regional planning documents to the RPSD, the creation of a special compact or protocol to which area jurisdictions can accede, as well as development of a web-based progress tracking platform accessible to a wide range of users. It will also require setting up structures for delivering technical assistance to partners aligning their policies and plans to the RPSD.

ACTIVITY ONE: GOVERNANCE

Create a governance structure for *Heartland 2050* that represents the full cross-section of the region, engages diverse interest groups and areas of expertise, involves key decision-makers, and empowers new and emerging regional leaders.

LONG-TERM DESIRED OUTCOME

An active, engaged, and on-message Consortium and advisory committee structure that can provide visible leadership of the *Heartland 2050* process and carry forth its work into implementation following the conclusion of the planning process

CONSTITUENT TASKS

- + TASK 1.1: Convene initial meeting of Heartland 2050 Consortium to orient partners to expected grant outcomes and work elements, and set the agenda for the three-year grant period, and supporting committee structure.
- + TASK 1.2: Engage the Heartland 2050 Consortium directly in planning early work elements critical to overall success, including development of a communications strategy and brand identity, initial public outreach and engagement activities, and RFPs for distinct work elements.
- + TASK 1.3: Specify composition, powers, and appointment process of Heartland 2050 Steering Committee in consultation with Consortium members.
- + TASK 1.4: Solicit nominations of individuals to populate technical and community advisory committee structure from Consortium members, community partners.
- + TASK 1.5: Solicit nominations for members of Heartland 2050 Steering Committee and conduct formal selection procedures as defined in Task 1.3.
- + TASK 1.6: Seat technical and community advisory committees, develop a meeting schedule and process to reach consensus.
- + TASK 1.7: Seat Heartland 2050 Steering Committee and develop a meeting schedule and process to reach consensus.

ANTICIPATED PROGRESS / DELIVERABLES

- Monthly meetings of full Consortium throughout project organization phase
- Clear consensus among Consortium members on the message, scope, and work plan for Heartland 2050 visioning and planning process
- Steering Committee and technical advisory/community focus committees established, seated, and invested with roles and responsibilities
- Steering Committee and technical advisory/community focus committee meeting frequencies and schedules set
- Ongoing framework for meetings of all Consortium partners set

MEASURES OF PROGRESS

- ✓ Adoption/approval by Consortium of initial Heartland 2050 work items, including the project workplan, strategic communications plan and branding scheme, and requests for proposal (RFPs)
- ✓ Documented consensus in Consortium on scope, composition, and process for forming Steering Committee and technical and community advisory committees
- ✓ Documentation of meetings and decisions of Consortium group, Steering Committee, and technical/community advisory committees

EVALUATION STRATEGIES

Feedback from Consortium members; record of attendance at organizational meetings; adherence to HUD requirements and outcomes

ACTIVITY 1: Governance

Create a governance structure for Heartland 2050 that represents the full cross-section of the region, engages diverse interest groups and areas of expertise, involves key decision-makers, and empowers new and emerging regional leaders

Livability Principles Addressed: Provide more transportation choices; Promote equitable, affordable housing; Enhance economic competitiveness; Support existing communities; Coordinate policies and leverage investment; Value communities and neighborhoods

Long Term Outcomes: An active, engaged, and on-message Consortium and advisory committee structure that can provide visible leadership of the Heartland 2050 process and carry forth its work into implementation following the conclusion of the planning process

TASK	DESCRIPTION	DELIVERABLE(S)	RESPONSIBILITY	DUE	MEASURES	EVALUATION
1.1	Convene initial meetings of Heartland 2050 Consortium to orient partners to expected grant outcomes and work elements, set the agenda for the three-year grant period, and supporting committee structure	One or two meetings held from which a clear understanding of the work agenda and consensus on advisory committee structure emerge	Key MAPA project management staff, H2050 Consortium members	2012 Q1-Q2	Adoption of work agenda, identification and adoption of roles/responsibilities by individual Consortium members, specification of Heartland 2050 advisory committee structure	Feedback from Consortium members and record of attendance at organizational meetings; adherence to HUD requirements and outcomes
1.2	Engage the Heartland 2050 Consortium directly in planning early work elements critical to overall success, including development of a communications strategy and brand identity, initial public outreach and engagement activities, and RFPs for distinct work elements.	Three or four Consortium meetings in which communications and message-building is the focus; consensus around branding and messaging for Heartland 2050 and its various phases; comfort with and understanding of public engagement activities	Key MAPA project management staff, H2050 Consortium members; Communications and management consultants	2012 Q2-Q3	Adoption of Heartland 2050 strategic communications plan and branding scheme; adoption of outreach and engagement policy; release of RFPs for main planning elements.	Same as above
1.3	Specify composition, powers, and appointment process of Heartland 2050 Steering Committee in consultation with Consortium members.	Document outlining Heartland 2050 Steering Committee composition, powers/relationship to the planning process, and appointment process	Key MAPA project management staff, H2050 Consortium members; management consultant	2012 Q2-Q3	Consensus in the Consortium on the scope, composition, and process for forming the Heartland 2050 Steering Committee	Same as above
1.4	Solicit nominations of individuals to populate technical advisory and community focus group structure from Consortium members, community partners.	Transparent, inclusive, and trackable process for nominating and inviting individuals; provisional committee rosters	Same as above	2012 Q2-Q3	Consensus in the Consortium on technical and community focus committee membership	Same as above
1.5	Solicit nominations for members of Heartland 2050 Steering Committee and conduct formal selection procedures as defined in Task 1.3.	Transparent, inclusive, and trackable process for nominating and inviting individuals; Heartland 2050 Steering Committee roster	Same as above	2012 Q3 - Q4	Consensus in the Consortium on Steering Committee appointees	Same as above
1.6	Seat technical advisory and community focus group committees, develop a meeting schedule and process to reach consensus.	Initial meetings of technical advisory and community focus committees; committees' meeting calendars set and distributed; committee program of work finalized	Key MAPA project management staff, committee members	2012 Q4 - 2014 Q4	Vote of individual committees adopting meeting schedules and committee charters,	Same as above
1.7	Seat Heartland 2050 Steering Committee and develop a meeting schedule and process to reach consensus.	Initial meeting of Heartland 2050 Steering Committee; committee meeting calendar set and distributed, and H2050 Steering Committee charter finalized	Key MAPA project management staff, H2050 Steering Committee members	2013 Q1 - 2015 Q1	Vote of Steering Committee adopting meeting schedule and committee charter	Same as above

ACTIVITY TWO: CAPACITY- AND RELATIONSHIP-BUILDING

Create formal and informal opportunities for interaction between participants in Heartland 2050 governance structure and affiliates, and other communities of practice in the region.

LONG-TERM DESIRED OUTCOME

An enhanced level of awareness and capacity to address cross-cutting regional issues among key stakeholders; as well as robust, collaborative relationships with existing communities of practice and stakeholder groups

CONSTITUENT TASKS

- + TASK 2.1: Examine project workplan, Livability Principles, and required grant outcomes to determine appropriate strategies for capacity- and relationship-building
- + TASK 2.2: Invite subject matter experts to present at monthly Consortium meetings during the project organization phase that frame best practices locally, nationally, and globally, as well as highlight the various domains of "sustainability," and facilitate discussion
- + TASK 2.3: Develop strategy for engagement of educational initiatives in Heartland 2050 visioning and planning process, and liaise with appropriate partners to develop specific programmatic initiatives
- + TASK 2.4: Establish informal "caucuses" around key domains of sustainability (natural environment, social equity, economic development) to ensure cross-pollination between technical, geographic, and thematic foci of the visioning and planning process
- + TASK 2.5: Liaise with topical communities of practice and other initiatives that are regional in scope and/or currently in progress
- + TASK 2.6: Convene a capacity-building task force to develop an agenda for learning opportunities throughout the 3 years of the project, for both key stakeholders and members of the public
- + TASK 2.7: Implement capacity-building activities identified in Tasks 2.1 and 2.6
- + TASK 2.8: Develop interactive tools available throughout the process to enhance public and stakeholder understanding of key regional planning issues

ANTICIPATED PROGRESS / DELIVERABLES

- Overarching capacity-building strategy document
- Internal capacity-building lecture and colloquium series appended to business meetings of Consortium
- Roster of programmatic strategies for integrating youth and education institutions in the vision and planning process
- Thematic caucus groups organized around domains of sustainability and meetings held by partners on ad-hoc basis

- Roster and calendar of various capacity-building opportunities, including lectures, trainings and workshops – programming both sponsored by the Consortium and by external affiliates
- Interactive tools enhancing public and stakeholder understanding of key regional planning issues

MEASURES OF PROGRESS

- ✓ Increased awareness and understanding of best practices and existing efforts in promoting sustainable development throughout the region
- ✓ Increased awareness of key regional planning sustainability issues among current and emerging regional leaders
- ✓ Enhanced relationships between key partners and stakeholders as measured by new or more frequent collaborations
- ✓ Enhanced understanding of regional infrastructure as an interconnected system where decisions taken in various areas have different implications for ability to meet goals in various domains of sustainability

EVALUATION STRATEGIES

Feedback from Consortium members, caucuses, other stakeholders, and communities of practice; record of attendance at events; adherence to HUD requirements and outcomes

ACTIVITY 2: Capacity- and Relationship-Building

Create formal and informal opportunities for interaction between participants in *Heartland 2050* governance structure and affiliates and other communities of practice in the region.

Livability Principles Addressed: Support existing communities; coordinate policies and leverage investment; Value communities and neighborhoods

Long Term Outcomes: An enhanced level of awareness and capacity to address cross-cutting regional issues among key stakeholders, as well as robust, collaborative relationships with existing communities of practice and stakeholder groups

TASK	DESCRIPTION	DELIVERABLE	RESPONSIBILITY	DUE	MEASURES	EVALUATION
2.1	Examine project workplan, Livability Principles, and required grant outcomes to determine appropriate strategies for capacity- and relationship-building	Capacity-building strategy document	Key MAPA project management staff, H2050 Consortium members	2012 Q2	Capacity-building strategy aligns with grant outcomes and supports the progress of Heartland 2050 workplan, increases awareness of sustainability issues, and builds relationships between stakeholders	Feedback from Consortium members; adherence to HUD requirements and outcomes
2.2	Invite subject matter experts to present at monthly Consortium meetings during the project organization phase that frame best practices locally, nationally, and globally, as well as highlight the various domains of "sustainability," and facilitate discussion	"Consortium Colloquium" lecture and discussion series appended to business meetings	Key MAPA project management staff	2012 Q2-Q3	Increased level of awareness of best practices and existing efforts throughout the region, better relationships among core Consortium members	Attendance at events; feedback from Consortium members; adherence to HUD requirements and outcomes
2.3	Develop strategy for engagement of educational initiatives in Heartland 2050 visioning and planning process, and liaise with appropriate partners to develop specific programmatic initiatives	Roster of programmatic strategies for integrating youth and educational institutions in the visioning and planning phases of Heartland 2050	Key MAPA project management staff; UNO, MCC, IWCC; local public school districts; community-based organizations	2012 Q2-Q4	Increased awareness of key regional planning and sustainability issues among the next generation of citizens and regional leaders	Educational institutions reached out to; feedback from Consortium members; adherence to HUD requirements and outcomes
2.4	Establish informal "caucuses" around key domains of sustainability (natural environment, social equity, economic development) to ensure cross-pollination between technical, geographic, and thematic foci of the visioning and planning process	Informal, ad-hoc conversation and working groups organized around themes that transcend the geographic and technical focus of the formal committee structure	Same as above	2012 Q2 - 2014 Q4	Information and decision feedback loops between technical and thematic foci of Heartland 2050 partners; enhanced deliberation around technical areas of focus and better understanding of the external consequences of various policy actions	Feedback from caucuses and individual Consortium members; adherence to HUD requirements and outcomes
2.5	Liaise with topical communities of practice and other initiatives that are regional in scope and/or currently in progress in the region.	Meetings (individual or joint) and informational memoranda to Consortium members, key staff, updating on activities and progress of other initiatives in the region (i.e. "Regional Intelligence" network)	Same as above	2012 Q2 - 2014 Q4	Information feedback loops between Heartland 2050 and complementary initiatives in various communities of practice, including education, workforce development, food systems planning; alignment of planning efforts	Feedback from communities of practice and Consortium members; adherence to HUD requirements and outcomes
2.6	Convene a capacity-building task force to develop an agenda for learning opportunities throughout the 3 years of the project, for both key stakeholders and members of the public	Capacity-building events calendar, outline of topics, formats, and speakers	Same as above	2012 Q3	Increased knowledge and awareness of sustainability issues, improved relationships between stakeholders	Feedback from Consortium members; adherence to HUD requirements and outcomes
2.7	Implement capacity-building activities identified in Tasks 2.1 and 2.6	Capacity-building events, trainings, and lectures	Same as above	2012 Q3 - 2014 Q4	Same as above	Attendance at events; feedback from Consortium members; adherence to HUD requirements and outcomes
2.8	Develop interactive tools available throughout the process to enhance public and stakeholder understanding of key regional planning issues	Interactive tools based on the Heartland 2050 website	Key MAPA project management staff, UNO, MAPA data management committee	2012 Q3 - 2013 Q1	Same as above	Feedback from Consortium members; adherence to HUD requirements and outcomes

ACTIVITY THREE: COMMUNICATIONS AND OUTREACH

Develop and implement a comprehensive strategy for communications and outreach that attracts a wide range of voices into the planning process, informs citizens of regional issues and trade-offs, and highlights milestones and accomplishments of the planning process.

LONG-TERM DESIRED OUTCOME

High public support for the regional visioning and planning process; increased awareness of regional issues and needs, and ability of public to participate in the regional visioning and planning process as informed citizens

CONSTITUENT TASKS

- + TASK 3.1: Develop a brand identity and message for Heartland 2050 that is recognizable, compelling, easily communicated, and evolves with the process while remaining rooted in core principles
- + TASK 3.2: Develop, launch, and maintain a project website and social media tools for Heartland 2050 that aggregates resources, hosts interactive tools, and provides opportunities for stakeholders and members of the public to submit comments in either open form or in response to focused questions
- + TASK 3.3: Develop a communications strategy that covers messaging, specific target audiences and strategies for communicating with them, and an overarching media strategy (including web/social media, print, broadcast)
- + TASK 3.4: Develop a public outreach and engagement policy, with an accompanying strategy document that outlines specific actions and identifies specific opportunities to carry forth the message into the community
- + TASK 3.5: Explore opportunities for special programs, wither in print or broadcast, that document the project, its milestones, and the issues that it is addressing
- + TASK 3.6: Attend community and other types of events that present an opportunity to reach out to the general public, educate on core issues and the progress of the project, and raise interest in engaging in the process

ANTICIPATED PROGRESS / DELIVERABLES

- Graphic and branding identity for Heartland 2050 initiative
- Heartland 2050 website and other web assets launched
- Brochures and other printed informational assets for handing out at community events
- Strategic communications plan offering specific guidance on deploying and evolving the message of the regional visioning and planning process
- Outreach and engagement policy and strategy document to guide activities of Consortium throughout the visioning and planning process
- Attendance at community events

MEASURES OF PROGRESS

- ✓ Consensus within Consortium on key communications strategy and tactics documents
- ✓ Increased public profile, awareness of Heartland 2050 initiative
- ✓ Accounting of people reached through web, direct outreach activities

EVALUATION STRATEGIES

Feedback from focus groups, Consortium members, general public; record of attendance at events; adherence to HUD requirements and outcomes

ACTIVITY 3: Communications & Outreach

Develop and implement a comprehensive strategy for communications and outreach that attracts a wide range of voices into the planning process, informs citizens of regional issues and trade-offs, and highlights milestones and accomplishments of the planning process

Livability Principles Addressed: Enhance economic competitiveness; Support existing communities; coordinate policies and leverage investment; Value communities and neighborhoods

Long Term Outcomes: High public support for the regional visioning and planning process; increased awareness of regional issues and needs, and ability of public to participate in the regional visioning and planning process as informed citizens

TASK	DESCRIPTION	DELIVERABLE	RESPONSIBILITY	DUE	MEASURES	EVALUATION
3.1	Develop a brand identity and message for Heartland 2050 that is recognizable, compelling, easily communicated, and evolves with the process while remaining rooted in core principles	Logo and branding scheme; memo of guidance on talking points and messaging	Key MAPA project management staff, H2050 Consortium members; Communications consultants	2012 Q2-Q3	Consensus on and adoption of Heartland 2050 brand identity and standards by Consortium members	Focus group and report; collect and monitor any feedback specifically to clarity, integrity, and graphic quality of brand
3.2	Develop, launch, and maintain a project website and social media tools for Heartland 2050 that aggregates resources, hosts interactive tools, and provides opportunities for stakeholders and members of the public to submit comments in either open form or in response to focused questions	Heartland 2050 website and accompanying social media tools	Same as above	2012 Q2-Q3	Consensus on web platform(s) development and design specifications by Consortium members	Collect and monitor any feedback specifically to clarity, integrity, functionality, and graphic quality of website
3.3	Develop a communications strategy that covers messaging, specific target audiences and strategies for communicating with them, and an overarching media strategy (including social media, print, broadcast)	Heartland 2050 Strategic Communications Plan	Same as above	2012 Q2-Q4	Consensus on and adoption of Heartland 2050 Strategic Communications Plan by Consortium members	Feedback from Consortium members; adherence to HUD requirements and outcomes
3.4	Develop a public outreach and engagement policy, with an accompanying strategy document that outlines specific actions, opportunities to carry forth the message into the community	Heartland 2050 Outreach and Engagement Policy and Strategy; Volunteer corps of Consortium partners to represent the project and its message at community events	Key MAPA project management staff, H2050 Consortium members; Communications and Project Advisory consultants	2012 Q2-Q4	Consensus on and adoption of Heartland 2050 Strategic Communications Plan by Consortium members, Equity and Engagement Committee	Feedback from Consortium members; adherence to HUD requirements and outcomes
3.5	Explore opportunities for special programs, either in print or broadcast, that document the project, its milestones, and the issues it is addressing	Scope of work and funding plan for any special communications program elements that emerge from exploration activities	Key MAPA project management staff; H2050 Consortium members; Communications consultants	2012 Q2 - 2014 Q4	Consensus on and approval of any supplementary communications program elements by Heartland 2050 Consortium/Steering Committee, Equity and Engagement Committee	Same as above
3.6	Attend community and other types of events that present an opportunity to reach out to the general public, educate on core issues and the progress of the project, and raise interest in engaging in the process	Information brochures appropriate to the general project and specific phases; presence at community events and appropriate documentation	Same as above	2012 Q3- 2014 Q4	Regular accounting of outreach opportunities taken and tabulation of counts or estimates of people reached through such activities	Feedback from community organizations and individuals on project message and scope; feedback from Consortium members

ACTIVITY FOUR: EQUITY AND DIVERSITY

Ensure consistent and deep engagement throughout the planning process of minority and traditionally marginalized groups, and empower these groups to be full partners in the regional visioning and decision-making process.

LONG-TERM DESIRED OUTCOME

High participation of minority, limited English proficiency (LEP), and traditionally marginalized groups in regional visioning and plan development activities

CONSTITUENT TASKS

- + TASK 4.1: Solicit nominations of individuals and organizations for Equity and Engagement Committee
- + TASK 4.2: Seat Equity and Engagement Committee and develop a meeting schedule and process to reach consensus
- + TASK 4.3: Develop policies and strategies on equity and inclusiveness in the visioning and planning process for incorporation into the outreach and engagement plan (Task 3.2) and to guide activities of project steering committee and advisory committees
- + TASK 4.4: Work through community intermediaries to define minority and traditionally marginalized populations including LEP populations, and provide financial support to intermediaries engaging in the visioning and planning process
- + TASK 4.5: Provide learning and capacity-building opportunities targeted to organizations serving minority, LEP, and traditionally marginalized communities

ANTICIPATED PROGRESS / DELIVERABLES

- Equity and Engagement Committee established, seated, and invested with roles and responsibilities as ombudsman of the visioning and planning process
- Equity and Engagement Committee meeting frequencies and schedules set
- Policy framework and strategy for ensuring inclusive and equitable participation
- Subgrant relationships with community intermediaries to implement focus groups and programming to reach LEP and minority communities

MEASURES OF PROGRESS

- ✓ Consensus within Consortium policy framework and strategies for ensuring inclusive and equitable engagement in planning process
- ✓ Approval of policy framework and strategies by Equity and Engagement Committee
- ✓ Progress reports by Equity and Engagement Committee; community partners
- ✓ Increased capacity and participation of key community intermediaries in visioning and planning process
- ✓ Accounting of people reached through web, direct outreach activities

EVALUATION STRATEGIES

Feedback from Consortium members, Equity and Engagement Committee members; record of attendance at events; adherence to HUD requirements and outcomes

ACTIVITY 4: Equity & Diversity

Ensure consistent and deep engagement throughout the planning process of minority and traditionally marginalized groups, and empower these groups to be full partners in the regional visioning and decision-making process

Livability Principles Addressed: Provide more transportation choices; Promote equitable, affordable housing; Enhance economic competitiveness; Support existing communities; coordinate policies and leverage investment; Value communities and neighborhoods

Long Term Outcomes: High participation of minority and traditionally marginalized groups in regional visioning and plan development activities.

TASK	DESCRIPTION	DELIVERABLE	RESPONSIBILITY	DUE	MEASURES	EVALUATION
4.1	Solicit nominations of individuals and organizations for Equity and Engagement Committee	Transparent, inclusive, and trackable process for nominating and inviting individuals; Equity and Engagement Committee roster	Key MAPA project management staff, H2050 Consortium members, Project Advisory consultant	2012 Q2-Q3	Consensus in the Consortium on Equity and Engagement Committee composition and role	Feedback from Consortium members and Equity and Engagement Committee partners; record of attendance at organizational meetings; adherence to HUD requirements and outcomes
4.2	Seat Equity and Engagement Committee and develop a meeting schedule and process to reach consensus.	Initial meeting of Equity and Engagement Committee; committee meeting calendar set and distributed, and Equity and Engagement Committee charter finalized	Key MAPA project management staff, Equity and Engagement Committee members	2012 Q3	Vote of Equity and Engagement Committee adopting meeting schedule and committee charter	Same as above
4.3	Develop policies and strategies on equity and inclusiveness in the visioning and planning process for incorporation into the Outreach and Engagement Plan (Task 3.2), and to guide activities of project steering committee and advisory committees	Equity and inclusiveness section in Outreach and Engagement Plan, policy provisions empowering Equity and Engagement Committee as an "equity ombudsman"	Key MAPA project management staff, Equity and Engagement Committee members	2012 Q3-Q4	Vote of Equity and Engagement Committee adopting Outreach and Engagement Plan and equity and inclusiveness policies	Same as above
4.4	Work through community intermediaries to define minority and traditionally marginalized populations, including LEP populations, and provide financial support to intermediaries engaging in the visioning and planning process	Subgrants to community intermediaries to implement focus groups and programming that reach minority, LEP, and traditionally marginalized populations	Key MAPA project management staff, Equity and Engagement Committee members, Empowerment Network, Latino Center of the Midlands	2012 Q3 - 2014 Q4	Regular progress reports from community intermediaries on equity/diversity outreach	Same as above
4.5	Provide learning and capacity-building opportunities targeted to organizations serving minority, LEP, and traditionally marginalized communities	"Listen-in" sessions on Sustainable Communities Learning Network (SCLN) webinars, integration of equity and diversity concerns into overall learning and capacity-building strategy	Same as above	2012 Q3 - 2014 Q4	Participation in capacity-building opportunities oriented to equity and diversity	Same as above

ACTIVITY FIVE: PUBLIC ENGAGEMENT AND INPUT

Develop and implement a wide range of programmatic strategies and tools to meaningfully engage local knowledge and empower citizens to work with Heartland 2050 partners throughout the visioning and planning process.

LONG-TERM DESIRED OUTCOME

Substantial and meaningful data on public perceptions of issues, needs, and values to guide scenario planning exercises and subsequent planning documents

CONSTITUENT TASKS

- + TASK 5.1: Develop guidance, deliverable expectations/requirements, and solicitation protocol and standards for Heartland Community Focus microgrant program
- + TASK 5.2: Develop “focus group in a box” toolkit for micrograntees, with accompanying interactive tools
- + TASK 5.3: Implement Heartland Community Focus microgrant program
- + TASK 5.4: Develop a public engagement and input asset inventory as part of outreach and engagement plan
- + TASK 5.5: Expand/develop and launch/distribute multimedia public engagement and input tools that can both be used throughout the process and complement specific phases

ANTICIPATED PROGRESS / DELIVERABLES

- Solicitation and management plan for Heartland Community Focus microgrant program
- “Focus Group in a Box” guidance document and mapping/interactive tools to facilitate gathering and reporting of data in focus group environments
- Implementation of up to 100 focus group meetings by community intermediaries
- Reports containing qualitative data, digital datasets derived from focus groups
- At least three (3) outreach/engagement/input tools in different media to be deployed during and outside community meetings

MEASURES OF PROGRESS

- ✓ Consensus within Consortium and Equity and Engagement Committee on Heartland Community Focus group methodology, guidance, and management plan
- ✓ Number of people reached through Heartland Community Focus microgrant program
- ✓ Geographic, spatial, racial and ethnic diversity covered in focus group micrograntees
- ✓ Number of hits for web-based tools, surveys complete or posts made
- ✓ Increased capacity and participation of key community intermediaries in visioning and planning process

EVALUATION STRATEGIES

Feedback from Consortium members, Equity and Engagement Committee members;
participation rates in focus groups; adherence to HUD requirements and outcomes

ACTIVITY 5: Public Engagement and Input

Develop and implement a wide range of programmatic strategies and tools to meaningfully engage local knowledge and empower citizens to work with Heartland 2050 partners throughout the visioning and planning process

Livability Principles Addressed: Support existing communities; Value communities and neighborhoods

Long Term Outcomes: Substantial and meaningful data on public perceptions of issues, needs, and values to guide scenario planning exercises

TASK	DESCRIPTION	DELIVERABLE	RESPONSIBILITY	DUE	MEASURES	EVALUATION
5.1	Develop guidance, deliverable expectations/requirements, and solicitation protocol and standards for Heartland Community Focus microgrant program	Heartland Community Focus microgrant program management plan	Key MAPA project management staff, H2050 Consortium members; Communications consultants; Project Advisory consultant	2012 Q2	Adoption of Heartland Community Focus program management plan by Heartland 2050 Consortium	Feedback from Consortium members; adherence to HUD requirements and outcomes
5.2	Develop "Focus Group in a Box" toolkit for micrograntees, with accompanying interactive tools	Focus Group in a Box toolkit for micrograntees; mapping and other interactive tools to facilitate data gathering in focus groups	Same as above	2012 Q3	Involvement of Equity and Engagement Committee in development of "Focus Group in a Box," approval of tool by Equity and Engagement Committee and Heartland 2050 Consortium	Focus group and report; collect and monitor any feedback from Consortium members; adherence to HUD requirements and outcomes
5.3	Implement Heartland Community Focus microgrant program	Up to 100 "focus group" meetings implemented by neighborhood and civic organizations around the region	Key MAPA project management staff; Heartland Community Focus micrograntees	2012 Q3 - 2013 Q2	Number of people reached through microgrant-funded focus group program; reports compiled by implementing micrograntees; inputs into online data-gathering tools	Feedback from micrograntees, Consortium members; participation rates; adherence to HUD requirements and outcomes
5.4	Develop a public engagement and input asset inventory as part of outreach and engagement plan (Task 3.4)	Actionable list of high-impact, priority public engagement and input tools for debut and use throughout the project term to begin development process	Key MAPA project management staff, UNO IS&T and Collaboration Science Center; Communications consultants	2012 Q3	Approval of tools by Heartland 2050 Consortium, review and approval by Equity and Engagement Committee	Feedback from Consortium members; adherence to HUD requirements and outcomes
5.5	Expand/develop and launch/distribute multimedia public engagement and input tools that can both be used throughout the process and complement specific phases	At least three (3) outreach and engagement tools in different media that can be deployed during and outside of community meetings	Same as above	2012 Q4 - 2014 Q4	Number of hits for web-based tools, number of surveys completed or documents mailed in	Collect and monitor any feedback from Consortium members or others, specifically to clarify, integrity, functionality, and graphic quality of tools

ACTIVITY SIX: DATA-GATHERING AND ANALYSIS

Gather, analyze, and interpret quantitative data from local, regional, state, and national sources; analyze and interpret qualitative and perceptual data from community focus groups and meetings.

LONG-TERM DESIRED OUTCOME

Comprehensive database on which to draw for scenario planning activities and sector-specific plan development; understanding of what data are most important to track for development of indicators and implementation-oriented tools

CONSTITUENT TASKS

- + TASK 6.1: Convene a Data, Indicators, and Modeling working group to specify necessary data inputs for analysis, modeling, and scenario development
- + TASK 6.2: Compile first-order analyses of regional data in key areas of focus for the regional visioning and planning process, including but not limited to current and future land use, transportation system attributes, housing market structure and attributes, and regional water and utilities systems
- + TASK 6.3: Complete thorough review of existing plans by municipalities and counties, public authorities, specialized agencies, and other entities with jurisdiction over key infrastructure system foci of the Heartland 2050 regional visioning and planning process
- + TASK 6.4: Compile and analyze outputs from Heartland Community Focus micrograntees and public input tools
- + TASK 6.5: Develop key regional performance indicators based on Heartland Community Focus results, quantitative data analyses, stakeholders understanding of technical and community issues
- + TASK 6.6: Engage universities in research-based projects and studios that yield analytical outputs for consideration in scenario planning and visualization

ANTICIPATED PROGRESS / DELIVERABLES

- Inventory of regional data siloes and strategies for obtaining datasets for analysis and modeling activities
- Mappings, working papers, and datasets ready for use in scenario preparation and modeling
- Inventory, mappings, and datasets related to existing future land use plans for use in scenario preparation and modeling
- Mappings, reports, and datasets related to public perceptions of regional issues and needs derived from Heartland Community Focus program and public/stakeholder meetings
- Regional performance indicators ready for use in scenario preparation and modeling
- Research reports and studio books compiled from university programming

MEASURES OF PROGRESS

- ✓ Acquisition and/or access to datasets needed to compile regional analysis of issues and needs as well as modeling and scenario planning efforts
- ✓ Increased understanding of existing conditions
- ✓ Increased understanding of trade-offs and points of divergence in the land use policy priorities of various jurisdictions in the region
- ✓ Consensus on important indicators for use in framing scenario development and measuring performance
- ✓ Engagement of universities and young/emerging leaders in the visioning process

EVALUATION STRATEGIES

Feedback from Consortium members, committees, technical experts, university and education partners; expert validation of datasets; educational institution participation; adherence to HUD requirements and outcomes

ACTIVITY 6: Data-Gathering and Analysis

Gather, analyze, and interpret quantitative data from local, regional, state, and national sources; analyze and interpret qualitative and perceptual data from community focus groups and meetings

Livability Principles Addressed:

Provide more transportation choices; Promote equitable, affordable housing; Enhance economic competitiveness; Support existing communities; coordinate policies and leverage investment; Value communities and neighborhoods

Long Term Outcomes:

A comprehensive database on which to draw for scenario planning activities and sector-specific plan development; understanding of what data are most important to track for development of indicators and implementation-oriented tools

TASK	DESCRIPTION	DELIVERABLE	RESPONSIBILITY	DUE	MEASURES	EVALUATION
6.1	Convene a Data, Indicators, and Modeling working group to specify necessary data inputs for analysis, modeling, and scenario development	Inventory of regional data siloes and entities owning/maintaining data, strategy for obtaining proprietary data for analysis and modeling purposes, validation and and building of datasets	Key MAPA project management staff; H2050 Consortium Members; UNO IS&T; UNO CPAR; Planning consultants	2012 Q2-Q4	Acquisition and/or access to datasets needed to compile regional analysis of issues and needs as well as modeling and scenario planning efforts	Feedback from Consortium members; adherence to HUD requirements and outcomes
6.2	Compile first-order analyses of regional data in key areas of focus for the regional visioning and planning process, including but not limited to: current and future land use, transportation system attributes, housing market structure and attributes, regional water and utilities systems	Mappings, working papers, and validated datasets ready for scenario modeling exercises	Key MAPA project management staff; H2050 Consortium Members; committee members; Planning consultants	2012 Q2 - 2013 Q2	Report on current conditions, issues, and needs, along with analyses of relevant historical trends; publication to Heartland 2050 website	Feedback from technical experts on analytical conclusions; adherence to HUD requirements and outcomes
6.3	Complete thorough review of existing plans by municipalities and counties, authorities, specialized agencies, and other entities with jurisdiction over key infrastructure system foci of the Heartland 2050 process	Aggregated report, mappings, and validated datasets of future plans ready for scenario modeling exercises	MAPA; planning and public works staff; committee members	2012 Q2 - 2013 Q2	Report on present plans for the future; firm understanding of areas of overlap/duplication, policy inconsistencies, and gaps	Feedback from Consortium members; adherence to HUD requirements and outcomes
6.4	Compile and analyze outputs from Heartland Community Focus micrograntees and public input tools	Aggregated report on public perceptions of regional issues and needs	Key MAPA project management staff; committee members; Planning consultants	2012 Q4 - 2013 Q2	Understanding of qualitative perceptions of regional issues and needs to be compared with results of quantitative analyses; publication of analyses to Heartland 2050 website	Expert validation of methodology and results; feedback from Consortium members; adherence to HUD requirements and outcomes
6.5	Develop key regional performance indicators based on Heartland Community Focus results, quantitative data analysis, stakeholder understanding of technical and community issues	Set of regional indicators to guide scenario development	Key MAPA project management staff; committee members; Planning consultants; UNO Collaboration Science Center	2013 Q1 - 2013 Q2	Consensus on important indicators among technical working and community focus committees; adoption by Heartland 2050 steering committee	Feedback from Consortium members; expert validation of methodology and results; adherence to HUD requirements and outcomes
6.6	Engage universities in research-based project and studios that yield analytical outputs for consideration in scenario planning and visualization	Research reports and studio books documenting existing conditions, analyzing trends, and proposing interventions	Key MAPA project management staff; UNO; UNMC; UNL; ISU	2012 Q2 - 2013 Q3	Engagement of universities and emerging leaders in the visioning process	Feedback from University partners, Consortium members; adherence to HUD requirements and outcomes

ACTIVITY SEVEN: SCENARIO PLANNING

Develop, test, and evaluate a range of scenarios depicting different patterns of regional growth and configuration of infrastructural systems. Present to the public for discussion and vetting. Identify a preferred scenario for regional growth and infrastructure development.

LONG-TERM DESIRED OUTCOME

Deep understanding of trade-offs of different approaches to regional growth and development; preferred scenario for regional growth and infrastructure development to guide formation of sector-specific plans

CONSTITUENT TASKS

- + TASK 7.1: Update MAPA Land Use Activity Allocation Model (LUAAM) and complete update to MAPA travel demand model
- + TASK 7.2: Outline scenario development and planning process and create plan for execution
- + TASK 7.3: Organize input datasets and factoring based on analysis of available data, indicators identified through committee work (Task 6.4)
- + TASK 7.4: Develop dynamic scenario models for public meetings and tailor based on indicators in various domains of sustainability identified as most important through Heartland Community Focus and committee work (Task 6.5)
- + TASK 7.5: Develop graphic presentation scheme, dynamic choice mechanism, and ways of visualizing scenarios
- + TASK 7.6: Thoroughly test, evaluate, and calibrate dynamic scenario models and validate underlying model functioning
- + TASK 7.7: Conduct scenario planning workshop(s)
- + TASK 7.8: Publish scenarios online and in other media to solicit public input and document the process
- + TASK 7.9: Summarize principles of regionally preferred scenario for working committees to begin preparation of sector- and systems-specific plans

ANTICIPATED PROGRESS / DELIVERABLES

- MAPA LUUAM and travel demand model calibrated and ready for use in scenario preparation and modeling
- Strategy and plan for scenario planning phase of the project
- Datasets for scenario model development and analytical tools for measuring indicator performance in a given scenario (metrics)
- Visually compelling and clear scenario models and metrics based on well-specified, empirically valid parameters
- Regionally-preferred growth and development scenario (Heartland 2050 Regional Vision)

- Thorough public documentation of scenario planning outputs, including Heartland 2050 regionally preferred growth and development scenario
- Technical memorandum to working committees for sector- and system-specific plans

MEASURES OF PROGRESS

- ✓ Empirical validation of input data, factoring, and scenarios
- ✓ Consensus on approach and process design for implementing scenarios and planning workshops
- ✓ Integration of important indicators as identified in previous activities into performance measurement of different scenarios
- ✓ Number of attendees at scenario planning workshop(s)
- ✓ Official action of Steering Committee recognizing the regionally preferred growth and development scenario
- ✓ Number of website hits, surveys completed and returned
- ✓ Clear understanding of regionally preferred scenario among working committees

EVALUATION STRATEGIES

Feedback from Consortium members, committees, technical experts, and the public; expert validation of datasets and scenarios; adherence to HUD requirements and outcomes

ACTIVITY 7: Scenario Planning

Develop, test, and evaluate a range of scenarios depicting different patterns of regional growth and configurations of infrastructural systems. Present to the public for discussion and vote. Identify a preferred scenario for regional growth and infrastructure development

Livability Principles Addressed: Provide more transportation choices; Promote equitable, affordable housing; Enhance economic competitiveness; Support existing communities; coordinate policies and leverage investment; Value communities and neighborhoods

Long Term Outcomes: Deep understanding of trade-offs of different approaches to regional growth and development; preferred scenario for regional growth and infrastructure development to guide formation of sector-specific plans

TASK	DESCRIPTION	DELIVERABLE	RESPONSIBILITY	DUE	MEASURES	EVALUATION
7.1	Update MAPA Land Use/Activity Allocation Model (LUAAM) and complete update to MAPA travel demand model	LUUAM and MAPA travel demand model	MAPA	2012 Q4	Calibrated models ready for scenario-based manipulation	Expert validation of methodology and results; feedback from Consortium members; adherence to HUD requirements and outcomes
7.2	Outline scenario development and planning process and create plan for execution	Strategy and plan for Scenario Planning phase of the project	Key MAPA project management staff; H2050 Consortium; Planning consultants	2013 Q1	Consensus on approach and process design for implementing scenarios and planning workshops	Feedback from Consortium members; adherence to HUD requirements and outcomes
7.3	Organize input datasets and factoring based on analysis of available data, indicators identified through committee work (Task 6.5)	Datasets for scenario model development; analytical tools for measuring indicator performance in a given scenario (metrics)	MAPA; UNO IS&T; Planning consultants	2013 Q1-Q3	Empirical validation of input data and factoring necessary to present implications of policy choices underlying each scenario	Expert validation of methodology and results; feedback from Consortium members; adherence to HUD requirements and outcomes
7.4	Develop dynamic scenario models for public meetings and tailor based on indicators in various domains of sustainability identified as most important through Heartland Community Focus and committee work (Task 6.5)	Scenario models and output data based on well-specified and empirically valid parameters	MAPA; committee members; H2050 Steering Committee; Planning consultants	2013 Q2-Q3	Adequate capture of key indicators; clear distinction in different scenario outcomes	Same as above
7.5	Develop graphic presentation scheme, dynamic choice mechanism, and ways of visualizing scenarios	Graphics standards and metrics for scenario visualization and metrics presentation finalized	MAPA; committee members; H2050 Steering Committee; Planning, Communications consultants	2013 Q2-Q3	Easy-to-understand visualizations of scenarios and their associated metrics	Collect feedback specifically to clarity, integrity, functionality, and graphic quality of visualizations from Consortium members; adherence to HUD requirements and outcomes
7.6	Thoroughly test, evaluate, and calibrate dynamic scenario models and validate underlying model functioning	Final scenario models specified	Same as above	2013 Q3	Approval by Steering Committee, technical committees; confidence in fidelity of data outputs	Expert validation of methodology and results; feedback from Consortium members; adherence to HUD requirements and outcomes
7.7	Conduct scenario planning workshop(s)	Regionally-preferred growth and development scenario (Heartland 2050 Regional Vision)	Key MAPA project management staff; H2050 Consortium; Planning consultants	2013 Q4	Number of attendees at scenario planning workshop(s); official action by Steering Committee recognizing regionally preferred growth and development scenario	Feedback from public, Consortium members; participation rates; adherence to HUD requirements and outcomes
7.8	Publish scenarios online and in other media to solicit public input and document the process	Thorough public documentation of scenario planning outputs, including Heartland 2050 regionally preferred growth and development scenario	Same as above	2013 Q4 - 2014 Q1	Number of website hits; survey documents completed and returned	Same as above
7.9	Summarize principles of regionally preferred scenario for working committees to begin preparation of sector- and systems-specific plans	Technical memorandum to working committees on core infrastructural systems	MAPA; Planning consultants	2014 Q1	Clear understanding of regionally preferred scenario among technical working committees	Feedback from Consortium members, technical working committees; adherence to HUD requirements and outcomes

ACTIVITY EIGHT: SECTOR-SPECIFIC PLAN DEVELOPMENT

Create plans for transportation, housing, water and utilities infrastructure, and land use that operationalize the preferred scenario for regional growth and infrastructure development identified in Activity 7.

LONG-TERM DESIRED OUTCOME

A suite of sector-specific comprehensive strategic plans in transportation, housing, water and utilities, and land use that are based on broad stakeholder and public consensus and identify next steps required for implementation

CONSTITUENT TASKS

- + TASK 8.1: Develop analytical section of Fair Housing Equity Assessment and scale up into full Regional Analysis of Impediments to Fair Housing Choice
- + TASK 8.2: Conduct preliminary corridor identification exercise for the Omaha-Council Bluffs transportation management area (TMA)
- + TASK 8.3: Develop Heartland Connections, a long-term master plan for service models and restructuring of funding and institutional structures that operationalize a successful, integrated network of active transportation modes in the region
- + TASK 8.4: Scale up Heartland Connections to address long-term development of the broader regional transportation system throughout the eight-county MSA
- + TASK 8.5: Develop a long-term spatial and policy strategy for ensuring access to affordable housing convenient to multimodal transportation networks and vital services
- + TASK 8.6: Develop a long-term land use strategy that complement housing and transportation investments
- + TASK 8.7: Develop a long-term strategy on financing construction and maintenance of water and utility infrastructure
- + TASK 8.8: Hold public meeting(s) once drafts of sector-specific plans are complete

ANTICIPATED PROGRESS / DELIVERABLES

- Regional Fair Housing Equity Assessment/Analysis of Impediments to Fair Housing Choice
- Heartland Connections regional multimodal transportation plan
- Integrated long-range transportation plan for the Heartland 2050 region
- Integrated long-range housing plan for the Heartland 2050 region
- Integrated long-range land use policy framework for the Heartland 2050 region
- Integrated water and utilities policy framework for the Heartland 2050 region
- Public/stakeholder understanding and approval of sector-specific plans

MEASURES OF PROGRESS

- ✓ Firm understanding of current conditions, needs, gaps in the housing market to be considered in scenario development and sector-specific plans
- ✓ Vote of Heartland Connections steering committees on regional multimodal corridor plan document; passage of plan elements to Heartland 2050 transportation working committee
- ✓ Vote of working committees, Heartland 2050 Steering Committee, approving sector-specific plans
- ✓ Public and stakeholder support of sector-specific plan elements

EVALUATION STRATEGIES

Feedback from Consortium members, committees, stakeholders, technical experts, and the public; alignment with regionally preferred development scenario; adherence to HUD requirements and outcomes

ACTIVITY 8: Sector-Specific Plan Development

Create plans for transportation, housing, water and utilities infrastructure, and land use that operationalize the preferred scenario for regional growth and infrastructure development identified in Activity 7

Livability Principles Addressed: Provide more transportation choices; Promote equitable, affordable housing; Enhance economic competitiveness; Support existing communities; coordinate policies and leverage investment; Value communities and neighborhoods

Long Term Outcomes: A suite of sector-specific comprehensive strategic plans in transportation, housing, water and utilities infrastructure, and land use that are based on broad stakeholder and public consensus and identify next steps required for implementation

TASK #	DESCRIPTION	DELIVERABLE	RESPONSIBILITY	DUE	MEASURES	EVALUATION
8.1	Develop analytical section of Fair Housing Equity Assessment and scale up into full Regional Analysis of Impediments to Fair Housing Choice	Working draft of analytical sections of Regional Analysis of Impediments to Fair Housing Choice	MAPA; committee members; public housing authorities (PHAs); Fair Housing Center of the Midlands (FHC)	2012 Q3 - 2013 Q3	Firm understanding of current conditions, needs, gaps in the housing market, to be considered in scenario planning and subsequent planning document; consensus among PHA and other housing actors in the region on these matters	Feedback from PHAs and Consortium members; adherence to HUD requirements and outcomes
8.2	Conduct preliminary corridor identification exercise for the Omaha-Council Bluffs transportation management area (TMA)	Working paper for transit and bike-ped consultants on regionally preferred network for multimodal corridors, along with documentation of said process	MAPA; committee members; Metro Transit; broader public; planning and public works staff	2012 Q2-Q3	Vote of Heartland Connections steering committees on regional multimodal corridor scheme	Feedback from stakeholders and Consortium members; adherence to HUD requirements and outcomes
8.3	Develop Heartland Connections, a long-term master plan for service models and restructuring of funding and institutional structures that operationalize a successful, integrated network of active and alternative transportation modes in the region	Heartland Connections Regional Multimodal Transportation Plan	MAPA; committee members; Metro Transit; planning and public works staff; Transit & Bike-Ped consultants	2012 Q3 - 2014 Q1	Vote of Heartland Connections steering committees adopting Heartland Connections plan; passage of plan elements on to Heartland 2050 working committee	Feedback from stakeholders and Consortium members; adherence to HUD requirements and outcomes
8.4	Scale up Heartland Connections to address long-term development of the broader regional transportation system throughout the eight-county MSA	Integrated long-range transportation plan for the Heartland 2050 region	MAPA; committee members; Metro Transit; planning and public works staff	2014 Q4	Vote of working committee, Heartland 2050 Steering Committee adopting regional transportation plan; document ready to be integrated into final RPSD	Alignment with regionally preferred development scenario; adherence to HUD requirements and outcomes
8.5	Develop a long-term spatial and policy strategy for ensuring access to affordable housing convenient to multimodal transportation networks and vital services	Integrated long-range housing plan for the Heartland 2050 region	MAPA; committee members; PHAs; FHCs; Southwest Iowa Planning Council (SWIPCO)	2014 Q1-Q3	Vote of working committee, Heartland 2050 Steering Committee adopting regional housing plan; document ready to be integrated into final RPSD	Same as above
8.6	Develop a long-term land use strategy that complements housing and transportation investments	Integrated long-range land use policy framework for the Heartland 2050 region	MAPA; committee members; Planning consultants	2014 Q1-Q3	Vote of working committee, Heartland 2050 Steering Committee adopting regional land use policy framework; document ready to be integrated into final RPSD	Same as above
8.7	Develop a long-term strategy on financing construction and maintenance of water and utilities infrastructure	Integrated water and utilities policy framework for the Heartland 2050 region	Same as above	2014 Q1-Q3	Vote of working committee, Heartland 2050 Steering Committee adopting regional water and utilities infrastructure policy framework; document ready to be integrated into final RPSD	Same as above
8.8	Hold public meeting(s) once drafts of sector-specific plans are complete	Public meetings; online comment and review mechanisms	MAPA; committee members; Communications and Planning consultants	2014 Q1-Q3	Widespread public and stakeholder approval of RPSD principles as measured by feedback mechanisms, online and physical	Public recognition of alignment with regionally preferred development scenario; adherence to HUD requirements and outcomes

ACTIVITY NINE: REGIONAL PLAN FOR SUSTAINABLE DEVELOPMENT

Create a comprehensive *Heartland 2050 Regional Plan for Sustainable Development* that documents the Heartland 2050 visioning process, including the regionally preferred scenario, and aggregates sector-specific plans.

LONG-TERM DESIRED OUTCOME

A policy framework to guide implementation of the regionally preferred for sustainable growth and development scenario, progress measurement, and institutional collaborations between jurisdictions and other regional stakeholders

CONSTITUENT TASKS

- + TASK 9.1: Draft section(s) highlighting communications and outreach, equity and diversity, governance, and other activities in earliest phases of the project
- + TASK 9.2: Draft section(s) highlighting data-gathering and analysis; public engagement and input activities
- + TASK 9.3: Draft section(s) highlighting scenario planning activities
- + TASK 9.4: Consolidate all draft sections (Tasks 9.1-9.3) and sector-specific draft planning documents (Tasks 8.4-8.7) into a complete draft RPSD document
- + TASK 9.5: Present draft plan for review and comments by partners, public
- + TASK 9.6: Produce final draft plan and submit for Steering Committee approval and adoption

ANTICIPATED PROGRESS / DELIVERABLES

- Rough drafts of final plan sections prepared following conclusion of corresponding activities
- Draft Heartland 2050 Regional Plan for Sustainable Development
- Multiple forums for public review and comment on draft document
- Final Heartland 2050 Regional Plan for Sustainable Development completed by 36 months from grant effective date

MEASURES OF PROGRESS

- ✓ Internal review and approval of draft section(s) by MAPA staff and key Consortium members
- ✓ Widespread public and stakeholder approval of RPSD principles and draft as measured by feedback and review mechanisms
- ✓ Vote adopting the final Heartland 2050 RPSD by Heartland 2050 Steering Committee

EVALUATION STRATEGIES

Feedback from staff, Consortium members, committees, technical experts, and the public on clarity, integrity, and quality of plan; alignment of plan recommendations and strategies with regionally preferred development scenarios; adherence to HUD requirements and outcomes

ACTIVITY 9: Regional Plan for Sustainable Development

Create a comprehensive Heartland 2050 Regional Plan for Sustainable Development that documents the Heartland 2050 visioning process, including the regionally preferred scenario, and aggregates sector-specific plans

Livability Principles Addressed: Provide more transportation choices; Promote equitable, affordable housing; Enhance economic competitiveness; Support existing communities; Coordinate policies and leverage investment; Value communities and neighborhoods

Long Term Outcomes: A framework to guide future implementation activities, progress measurement, and institutional collaborations between jurisdictions and regional stakeholders

TASK	DESCRIPTION	DELIVERABLE	RESPONSIBILITY	DUE	MEASURES	EVALUATION
9.1	Draft section(s) highlighting communications and outreach, equity and diversity, governance, and other activities in earliest phases of the project	Rough draft of final plan sections documenting work performed under Activities 1 through 4	Key MAPA project management staff	2013 Q2	Internal review and approval of draft section(s) by MAPA staff; key Consortium members	Feedback specifically to clarity, integrity, quality of writing from key Consortium members and staff; adherence to HUD requirements and outcomes
9.2	Draft section(s) highlighting data-gathering and analysis; public engagement and input activities	Rough draft of final plan section(s) documenting results of work performed under Activities 5 and 6	Key MAPA project management staff	2013 Q4	Same as above	Same as above
9.3	Draft section(s) highlighting scenario planning activities	Rough draft of final plan section(s) documenting results of scenario planning work, including various scenarios considered and regionally preferred development scenario	Key MAPA project management staff; Planning consultants	2014 Q2	Same as above	Same as above
9.4	Consolidate all draft sections (Tasks 9.1-9.3) and sector-specific draft planning documents (Tasks 8.4-8.7) into a complete draft RPSD document	Draft Heartland 2050 Regional Plan for Sustainable Development	Key MAPA project management staff; Planning consultants	2014 Q3-Q4	Approval of RPSD draft by internal MAPA staff, key Consortium members, to be presented for broader review by partners and public	Feedback specifically to clarity, integrity, quality of writing from key Consortium members and staff; alignment with regionally preferred development scenario; adherence to HUD requirements and outcomes
9.5	Present draft RPSD for review and comments by partners, public	Draft plan available online for review, feedback, and inputs; public meeting(s) held to present draft planning document	Key MAPA project management staff; H2050 Consortium members; H2050 Steering Committee and committee members	2014 Q4	Widespread public and stakeholder approval of RPSD principles as measured by feedback mechanisms, online and physical	Feedback specifically to clarity, integrity, quality of writing from all Consortium members and public; alignment with regionally preferred development scenario; adherence to HUD requirements and outcomes
9.6	Produce final draft RPSD and submit for Steering Committee approval and adoption	Final Heartland 2050 Regional Plan for Sustainable Development	Same as above	2015 Q1	Adoption of final Heartland 2050 RPSD by Heartland 2050 Steering Committee and working committees	Alignment with regionally preferred development scenario; adherence to HUD requirements and outcomes

ACTIVITY TEN: MEASUREMENT AND EVALUATION TOOLS

Develop platforms and tools – physical and virtual – that facilitate collaboration between Consortium partners, key stakeholders, and members of the general public, and enable all actors to track progress toward the vision.

LONG-TERM DESIRED OUTCOME

A suite of tools that facilitate ongoing monitoring and evaluation and provide a basis for new and sustained collaboration between stakeholders on implementation activities

CONSTITUENT TASKS

- + TASK 10.1: Review best practices and further scope virtual indicator tracking platform for debut following Heartland 2050 process
- + TASK 10.2: Develop strategies for acquiring and/or accessing data siloes necessary to track regionally important indicators, and reach out to/engage key organizations “owning” data siloes identified throughout the planning process to secure their support of monitoring and evaluation activities
- + TASK 10.3: Develop data management and functionality architecture, as well as ongoing brand identity, for Heartland 2050 website and indicator tracking tool(s)
- + TASK 10.4: Build web-based indicator tracking platform based on outputs from Tasks 10.1-10.3
- + TASK 10.5: Establish process and responsibilities for periodic review and reporting of key regional indicators

ANTICIPATED PROGRESS / DELIVERABLES

- Best practices review document examining other regions’ approaches to offering measurement and implementation tracking tools for a wide spectrum of users
- Matrix of data sources that can be used to track key indicators discussed, identified, and modeled throughout the visioning and planning process; and a strategy for accessing, updating, and validating each data source
- Web development and management plan/architecture for Heartland 2050 website following planning process
- Production-level interactive indicator tracking platform and updated website
- Memorandum of understanding between participating entities in indicator tracking

MEASURES OF PROGRESS

- ✓ Understanding of scope of functionality for indicator tracking platform, along with where existing indicator tracking models can be adapted to suit local needs
- ✓ Understanding of important indicators to be tracked and data sources/partnerships necessary to keep them up-to-date

- ✓ Vote adopting the web development plan for indicator tracking platforms and subsequent shifts in functionality of Heartland 2050 website
- ✓ Thorough testing of web platform
- ✓ Signed MOU between entities participating in indicator tracking platform

EVALUATION STRATEGIES

Feedback from Consortium members, committees, technical experts, and stakeholders; expert validation of web and database functioning; commitment to reporting, maintaining, and updating website; adherence to HUD requirements and outcomes

ACTIVITY 10: Measurement and Evaluation Tools

Develop platforms and tools - physical and virtual - that facilitate collaboration between Consortium partners, key stakeholders, and members of the general public, and enable all actors to track progress toward the vision

Livability Principles Addressed: Enhance economic competitiveness; Coordinate policies and leverage investment; Value communities and neighborhoods

Long Term Outcomes: A suite of tools that facilitate ongoing monitoring and evaluation and provide a basis for new and sustained collaboration between stakeholders on implementation activities

TASK	DESCRIPTION	DELIVERABLE	RESPONSIBILITY	DUE	MEASURES	EVALUATION
10.1	Review best practices and further scope virtual indicator tracking platform for debut following Heartland 2050 process	Best practices review document examining other regions' approaches to offering measurement and implementation tracking tools for a wide spectrum of users	Key MAPA project management staff; UNO IS&T; UNO CPACS	2012 Q3 - 2013 Q1	Understanding reached of whether a model can be replicated to suit needs and/or how many original features and functionalities are desired for indicator tracking platform	Feedback from technical experts and Consortium members on indicators/data; adherence to HUD requirements and outcomes
10.2	Develop strategies for acquiring and/or accessing data siloes necessary to track regionally important indicators, and reach out to/engage key organizations "owning" data siloes identified throughout the planning process and secure their support of monitoring and evaluation activities	Matrix of data sources that can be used to track key indicators discussed, identified, and modeled throughout the visioning and planning process; document outlining strategies and procedures for accessing, updating, and validating each data source	Key MAPA project management staff; Data, Indicators, and Modeling working group; H2050 Consortium members	2012 Q4 - 2014 Q1	Understanding of important indicators to be tracked in subsequent tools and implementation activities; knowledge of data sources and partnerships necessary to access and regularly update data	Feedback from technical experts and Consortium members on indicators/data; alignment with regionally preferred development scenario; adherence to HUD requirements and outcomes
10.3	Develop data management and functionality architecture, as well as ongoing brand identity, for Heartland 2050 website and indicator tracking tool(s)	Web development and management plan/architecture for Heartland 2050 website following planning process	Key MAPA project management staff; UNO IS&T	2013 Q1 - 2014 Q2	Adoption of web and database architecture by Heartland 2050 Steering Committee	Same as above
10.4	Build web-based indicator tracking platform based on outputs from Tasks 10.1-10.3	Production-level indicator tracking platform and updated website	Key MAPA project management staff; UNO IS&T; Web design consultant	2014 Q2 - 2015 Q1	Thorough testing of web platform; acceptance of tool by Heartland 2050 Steering Committee and MAPA Board of Directors	Bug reports and fixes according to testing protocol; alignment with regionally preferred development scenario; adherence to HUD requirements and outcomes
10.5	Establish process and responsibilities for periodic review and reporting of key regional indicators	Review and update process established and formalized through memorandum of understanding (MOU) between participating entities	Key MAPA project management staff; UNO IS&T; H2050 Consortium members	2015 Q1 - 2015 Q2	Vote by Heartland 2050 Steering Committee adopting review and reporting plan; signed MOU between entities participating in indicator tracking mechanism	Commitment to reporting, maintaining and updating website; adherence to HUD requirements and outcomes

ACTIVITY ELEVEN: PLAN IMPLEMENTATION AND ALIGNMENT

Submit *Heartland 2050 Regional Plan for Sustainable Development* to Consortium partners for formal review and approval by decision-making bodies, and provide technical assistance on aligning local and regional plans to RPSD principles

LONG-TERM DESIRED OUTCOME

Integrated local and regional planning for land use, transportation, housing, and utilities. Adoption of local and regional policies aimed at implementation of the RPSD. Wider range of affordable housing choices accessible to regional job training and growth centers via a number of transportation options

CONSTITUENT TASKS

- + TASK 11.1: Develop implementing protocol framework for Heartland 2050 RPSD and present to member jurisdictions and other entities for approval
- + TASK 11.2: Develop framework for ongoing plan implementation and monitoring body
- + TASK 11.3: Develop technical assistance and support mechanisms for member jurisdictions and partners
- + TASK 11.4: Align regional planning and policy documents with Heartland 2050 RPSD
- + TASK 11.5: Offer technical assistance and support opportunities – formally and informally – to participating jurisdictions and partners on an ongoing basis
- + TASK 11.6: Track RSPD implementation and alignment activities

ANTICIPATED PROGRESS / DELIVERABLES

- Heartland 2050 Charter framework and template resolution/executive action for local jurisdiction and partner entities to “adopt” Heartland 2050 RPSD
- Framework for implementation advisory body or entity
- Framework for delivery of technical assistance to regional partners
- Regional planning documents – including CEDS and LRTP – fully aligned with RPSD
- Technical assistance program or foundation established
- Regular progress report on RPSD implementation published based on indicator tracking platform

MEASURES OF PROGRESS

- ✓ Vote of MAPA Board adopting Heartland 2050 RPSD and establishing a charter framework
- ✓ Votes of jurisdictions and entities throughout the region adopting or supporting Heartland 2050 RPSD

- ✓ Resolution of MAPA Board authorizing creation of standing committee or program arm for implementation monitoring
- ✓ Vote of MAPA Board establishing TA mechanism within MAPA or resolution of support for such an entity outside of MAPA
- ✓ Vote of MAPA Board approving regional policy documents aligned to RPSD
- ✓ Utilization of TA opportunities by local partners
- ✓ Progress toward implementation of Heartland 2050 RPSD recommendations

EVALUATION STRATEGIES

Feedback from Consortium members and stakeholders; voting records of boards and committees; alignment of subsequent policy documents and actions to RPSD vision; adherence to HUD requirements and outcomes

ACTIVITY 11: Plan Implementation and Alignment

Submit Heartland 2050 Regional Plan for Sustainable Development to Consortium partners for formal review and approval by decision-making bodies, and provide technical assistance on aligning local and regional plans to RPSD principles

Livability Principles Addressed: Provide more transportation choices; Promote equitable, affordable housing; Enhance economic competitiveness; Support existing communities; coordinate policies and leverage investment; Value communities and neighborhoods

Long Term Outcomes: Integrated local and regional planning for land use, transportation, housing, and utilities. Adoption of local and regional policies aimed at implementation of the RPSD. Wider range of affordable housing accessible to regional job training and growth centers via a number of transportation options.

TASK	DESCRIPTION	DELIVERABLE	RESPONSIBILITY	DUE	MEASURES	EVALUATION
11.1	Develop implementing protocol framework for Heartland 2050 RPSD and present to member jurisdictions and other entities for approval	Heartland 2050 Charter framework; template resolution or executive action for local jurisdictions and partner entities "adopting" Heartland 2050 RPSD and pledging collaboration	Key MAPA project management staff; H2050 Steering Committee; H2050 Consortium members	2015 Q1-Q2	Vote of MAPA Board adopting Heartland 2050 RPSD and establishing Heartland 2050 Charter framework; adoption of Heartland 2050 RPSD by individual jurisdictions and entities throughout the region	Feedback from Consortium members and votes adopting Heartland 2050 RPSD; adherence to HUD requirements and outcomes
11.2	Develop framework for ongoing plan implementation and monitoring body	Standing Heartland 2050 Advisory and Steering Committee	Same as above	2015 Q1-Q2	Authorizing resolution and vote of MAPA board, jurisdictions outside of MAPA creating a standing committee or program arm for implementation monitoring; charter and meeting schedule established for advisory body	Feedback from Consortium members and record of attendance at organizational meetings; adherence to HUD requirements and outcomes
11.3	Develop technical assistance and support mechanisms for member jurisdictions and partners	Institutional framework for delivery of TA to regional partners	Same as above	2015 Q1-Q2	Vote of MAPA Board establishing TA delivery mechanism either within MAPA or outside of MAPA	Feedback from Consortium members and alignment of TA opportunities with Heartland RPSD; adherence to HUD requirements and outcomes
11.4	Align regional planning and policy documents with Heartland 2050 RPSD	Regional planning documents - including CEDS and LRTP - fully aligned with RPSD	MAPA	2015 Q1 - ongoing	Vote of MAPA Board approving planning and policy documents	Alignment of TA opportunities with Heartland RPSD; feedback from Federal partners and Consortium members; adherence to HUD requirements and outcomes
11.5	Offer technical assistance and support opportunities - formally and informally - to participating jurisdictions and partners on an ongoing basis	Technical assistance program or foundation established and staff resources committed	MAPA; H2050 Consortium members	2015 Q1 - ongoing	Utilization of TA opportunities by local jurisdictions and entities	Feedback from Consortium members and utilization of TA opportunities; adherence to HUD requirements and outcomes
11.6	Track RPSD implementation and alignment activities	Regular progress report on RPSD implementation produced by signatories identified in Task 10.5	Same as above	2015 Q1 - ongoing	Measurable progress toward implementation of Heartland 2050 RPSD goals and recommendations	Feedback from Consortium members; adherence to HUD requirements and outcomes

Deb Houghtaling

Fred Uhe
Chief Deputy

Sarpy County Clerk

Renee Lansman
Assistant Chief Deputy

1210 Golden Gate Drive • Papillion, Nebraska 68046-2895
Phone: 402-593-2105 • Fax: 402-593-4471 • Website www.Sarpy.com • Email: Clerk@sarpy.com

August 10, 2012

Paul Mullen
Metropolitan Area Planning Agency MAPA
2222 Cuming Street
Omaha NE 68102-4328

RE: Heartland 2050 Consortium Agreement and Memorandum of Understanding

Action by the Sarpy County Board of Commissioners, at the meeting of August 7, 2012 is as follows:

Resolution 2012-243: Authorize Chairman to sign the Heartland 2050 Consortium Agreement and memorandum of understanding with the Metropolitan Area Planning Agency (MAPA). Mark Wayne, County Administrator

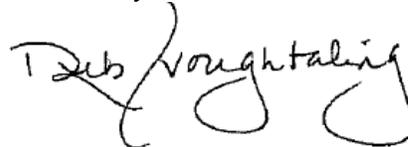
MOTION: Warren resolved, seconded by Thompson, to approve the resolution for the memorandum of understanding and agreement with the Omaha Council Bluffs Metropolitan Area Planning Agency effective from the execution date of signature by both parties through March 1, 2015 regarding the U.S. Department of Housing and Urban Development (HUD) Sustainable Communities Regional Planning Grant. Ayes: Hike, Thompson & Warren. Nays: None. Absent: Nekuda & Richards.

Please find enclosed two (2) originals of the memorandum which have been approved and signed by the Chairman of the Board. The agreements are now ready for the approval signatures; we request that upon execution a finalized original be provided for Sarpy County records.

Mail or return to:

**Sarpy County Clerk
Attn: Chris Vance
1210 Golden Gate Drive
Papillion, NE 68046-2895**

Sincerely,



Deb Houghtaling
Sarpy County Clerk

Enclosures (2)
DH/kk