

Application for Neighborhood and Community Development Funds

Applications should be submitted electronically to the CDD by 12:00 p.m. on the first Friday of the month and will be reviewed by the CDBG Committee on the first Thursday of the following month.

Program Title:	<u>Strategic Positioning</u>	Amount Requested:	<u>\$ 13,000</u>
Agency:	<u>Neighborhood House Community Center</u>	Tax ID/EIN/FEIN:	<u>39-1930074</u>
Address:	<u>29 S. Mills St, Madison, WI 53715</u>	DUNS #:	<u></u>
Contact Person:	<u>Jeff Ford</u>	Telephone:	<u>608 252-7387</u>
Email:	<u>jford@mge.com</u>	Fax:	<u></u>

1. **Program Abstract:** Provide an overview of the project. Identify the community need to be addressed. Summarize the program's major purpose in terms of need to be addressed, the goals, procedures to be utilized, and the expected outcomes. Limit response to 150 words.

The neighborhood which Neighborhood House has served since 1965 has changed demographically so that there are fewer low-income families and youth to serve. With a preponderance of rental and student housing surrounding Neighborhood House, the population served for the past 5-10 years has come from further out in its geographic service area, or on the fringe. With these changing demographics, Neighborhood House is no longer the focal point it once was. While there is a neighborhood revitalization project underway that will increase owner-occupied and family housing in the neighborhood, the turn-around will take some time. It is evident that what Neighborhood House needs to do at this time is to determine the needs of its neighborhood and community, and where it can best offer services to match those needs.

The Board of Directors of Neighborhood House has determined that commissioning a Strategic Positioning study by a professional consultant will best help us determine the value and most efficient use of the main asset of the organization, the property, and the services most needed by the neighborhood.

The goal of this project is create a plan of action to revitalize the Neighborhood House Community Center and return it to the vibrant center it once was, filled with families, children, and neighbors.

Question 3 will address this process more specifically.

(See addendum A for current Mission and Vision statement, Addendum B for a map of the service area)

2. **Target Population:** Identify the projected target population for this program in terms of age, residency, race, income eligibility criteria, and other unique characteristics or sub-groups.

This strategic positioning study will impact: residents of Greenbush and Vilas neighborhoods of all ages; 86% Caucasian (3.7% Hispanic/Latino), 7% Asian, 4% other or two or more races and 3% African American. (Source: Greenbush Neighborhood Plan, 2008, City of Madison)

Residents of Vilas of all ages, 91.3% Caucasian, 4.3% Asian, 2% Hispanic/Latino, 2.2% other or multiracial and 0.3% African American (Source: 2009 Madison Neighborhood Indicators Project, City of Madison)

6,300 # unduplicated individuals estimated to be served by this project. (Source: Greenbush Neighborhood Plan, 2008, City of Madison)

1,848 # unduplicated households estimated to be served by this project. (Source: Neighborhood Indicators Project, Greenbush and Vilas Neighborhoods)

Median household income in the Greenbush neighborhood is \$41,513; Vilas is \$57,040, and City of Madison average is \$52,794.

(Source: 2009 Madison Neighborhood Indicators Project, City of Madison)

3. Program Objectives: The 5-Year Plan lists 9 project objectives (A through N). Circle the one most applicable to your proposal and describe how this project addresses that objective.

- | | |
|---|-------------------------------------|
| A. Housing – Existing Owner-Occupied | G. Neighborhood Civic Places |
| B. Housing – For Buyers | K. Community-based Facilities |
| C. Housing – Rental Housing | L. Neighborhood Revitalization |
| E. Economic Dev. – Business Creating Jobs | N. Access to Housing Resources |
| F. Economic Dev. – Micro-enterprise | |

The goal of the Strategic Positioning Process is to return Neighborhood House to being a place that attracts neighbors for essential, interesting, and educational programming; social interaction, and cultural enrichment.

This process consists of 4 main steps:

- 1) Determine the future value of the Neighborhood House property and how it might be leveraged to sustain the organization's future. This will include finding out how to best use the existing footprint and provide need services and revenue.
- 2) Determine existing community needs and the perception of Neighborhood House's potential future and explore possible partnerships and funding opportunities.
- 3) Evaluate past strategic planning efforts along with past and current mission and vision statements to establish a context for a new vision for Neighborhood House.
- 4) Determine Next Steps. The Consultant will meet with the Neighborhood House board and neighborhood representatives to present the results and discuss possible futures and next steps.

Community outreach is a key part of this plan. To create a strong sustainable social fabric of use and support from local residents and businesses, we need to involve them in the process through personal contact and by survey to clarify what they want Neighborhood House to provide, from programs to cultural enrichment. We then need to invite them to review our findings and ask for further feedback.

(See Addendum D, Overview of Strategic Positioning process)

4. Fund Objectives: Check the fund program objective which this project meets. (Check all for which you seek funding.)

- | | | | |
|-----------------------|---|----------|---|
| Acquisition/
Rehab | <input type="checkbox"/> New Construction, Acquisition,
Expansion of Existing Building | Futures | <input type="checkbox"/> Prototype |
| | <input type="checkbox"/> Accessibility | | <input checked="" type="checkbox"/> Feasibility Study |
| | <input type="checkbox"/> Maintenance/Rehab | | <input type="checkbox"/> Revitalization Opportunity |
| | <input type="checkbox"/> Other | | <input type="checkbox"/> New Method or Approach |
| Housing | <input type="checkbox"/> Rental Housing | Homeless | <input type="checkbox"/> Housing |
| | <input type="checkbox"/> Housing For Buyers | | <input type="checkbox"/> Services |

5. Budget: Summarize your project budget by estimated costs, revenue, and fund source.

EXPENDITURES	TOTAL PROJECT COSTS	AMOUNT OF CD REVENUES	AMOUNT OF NON-CD REVENUES	SOURCE OF NON-CD FUNDED PORTION
A. Personnel Costs				
1. Salaries/Wages (attach detail)				
2. Fringe Benefits				
3. Payroll Taxes				
B. Non-Personnel Costs				
1. Office Supplies/Postage				
2. Telephone				
3. Rent/Utilities				
4. Professional Fees & Contract Services	13,000	13,000		
5. Work Supplies and Tools				
6. Other:				
C. Capital Budget Expenditures (Detail in attachment C)				
1. Capital Cost of Assistance to Individuals (Loans)				
2. Other Capital Costs:				
D. TOTAL (A+B+C)	13,000	13,000		

Estimated Month of Completion
(If applicable)

6. Action Plan/Timetable

Describe the major actors and activities, sequence, and service location, days and hours which will be used to achieve the outcomes listed in # 1.

Consultant

Use the following format:

(Who) will do (what) to (whom and how many) (when) (where) (how often). A flowchart may be helpful.

Review current City of Madison neighborhood and revitalization plans; zoning review; review of existing tenant leases/other commitments; building mass study and estimated sq. footage; estimated development value; interview up to 3 developers to test concept and determine potential interest. Probable completion – 1 month.

Consultant

Review: results of scenario planning completed with Bill Rizzo; results of 2008 community visioning session; past neighborhood surveys; past mission statements and strategic plans.

Probable completion – 1 month

Consultant

Interview: district alder; OCS; Mayor's Office; Madison Community Foundation; Community Shares; United Way; Urban League; Boys/Girls Club; Bayview Comm. Fndtn.; Community Development Authority; UW, Office of Community Relations; Meriter Hospital; St. Mary's Hospital; University Hospital & Clinics, others. Complete Neighborhood survey. Possible completion -- 2-3 months.

Consultant with Board of Directors and Executive Director

Present draft plan results to neighborhood and solicit input. Facilitate 3-4 hour planning session to develop action plan Probable completion -- within 3-4 mos. from start

7. What was the response of the alderperson of the district to the project?

Alder Julia Kerr is supportive.

8. Does agency seek funds for property acquisition and/or rehab? [If applicable, describe the amount of funds committed or proposed to be used to meet the 25% match requirements (HOME or ESG) with its qualifications.]

No Complete Attachment A
 Yes Complete Attachment B and C and one of the following: D Facilities
 E Housing for Buyers
 F Rental Housing and Proforma

9. Do you qualify as a Community Housing Development Organization (CHDO)? (See attachment G for qualifications.)

No Yes - Complete Attachment G

10. Do you seek Scattered Site Acquisition Funds for acquisition of service-enriched housing?

No Yes - Complete Attachment B, C, F, and H

11. Do you seek ESG funds for services to homeless persons?

No Yes - Complete Attachment I

12. This proposal is hereby submitted with the approval of the Board of Directors/Department Head and with the knowledge of the agency executive director, and includes the following:

Future Fund (Attachment A) Housing for Resale (Attachment E)
 Property Description (Attachment B) Rental Housing and Proforma (Attachment F)
 Capital Budget (Attachment C) CHDO (Attachment G)

Community Service Facility (Attachment D)

Scattered Site Funds Addendum (Attachment H)

ESG Funding Addendum (Attachment I)

13. Affirmative Action: If funded, applicant hereby agrees to comply with City of Madison Ordinance 39.02(9) and file either an exemption or an affirmative action plan with the Department of Civil Rights. A Model Affirmative Action Plan and instructions are available at: <http://www.cityofmadison.com/dcr/aaForms.cfm>.
14. Non-Discrimination Based on Disability: Applicant shall comply with Section 39.05, Madison General Ordinances, Nondiscrimination Based on Disability in City-Assisted Programs and Activities. Under section 39.05(7) of the Madison General Ordinances, no City financial assistance shall be granted unless an Assurance of Compliance with Sec. 39.05 is provided by the applicant or recipient, prior to the granting of the City financial assistance. Applicant hereby makes the following assurances: Applicant assures and certifies that it will comply with section 39.05 of the Madison General Ordinances, entitled "Nondiscrimination Based on Disability in City Facilities and City-Assisted Programs and Activities," and agrees to ensure that any subcontractor who performs any part of this agreement complies with sec. 39.05, where applicable, including all actions prohibited under section 39.05(4),. MGO." <http://www.cityofmadison.com/dcr/aaForms.cfm>

Signature:  Date: 2/3/2011
President-Board of Directors/Department Head

Signature: Kate MacCrimmon 2/3/2011 Date:
Executive Director

For additional information or assistance in completing this application, please contact the CDBG Office at 267-0740.

FUTURE FUND PROPOSAL ONLY

- A. Describe the project features which make this a prototype project, feasibility study, addresses a short-lived revitalization opportunity or develops a new method or approach, which triggered the need for Future Funds.

The neighborhood which Neighborhood House has served since 1965 has changed demographically so that there are fewer low-income families and youth to serve. With a preponderance of rental and student housing surrounding Neighborhood House, the population served for the past 5-10 years has come from further out in our geographic service area, or on the fringe. With these changing demographics, Neighborhood House is no longer the focal point it once was. While there is a neighborhood revitalization project underway that will increase owner-occupied and family housing in the neighborhood, the turn-around will take some time. It is evident that Neighborhood House needs to determine the needs of the neighborhood and community, and where it can best offer services to match those needs.

After interviewing a number of consultants, the Board of Directors of Neighborhood House determined that a strategic positioning approach will best help it determine the most efficient use of its main asset, the property, and the services most needed by our neighborhood.

This process consists of 4 main steps:

- 1) Determine the future value of the Neighborhood House property and how it might be leveraged to sustain the organization's future. This will include finding out how to best use the existing footprint and provide needed services and revenue.
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Community outreach is a key part of this plan. To create a strong sustainable social fabric of use and support from local residents and businesses in the neighborhood. This effort needs to involve them in the process through personal contact and/or by survey to clarify what they want Neighborhood House to provide: from programs and essential services to cultural enrichment. The Neighborhood House board then needs to invite neighbors back to review the findings and ask for further feedback in order to formulate a workable plan for moving forward together.

Mission Statement & Vision

Mission Statement:

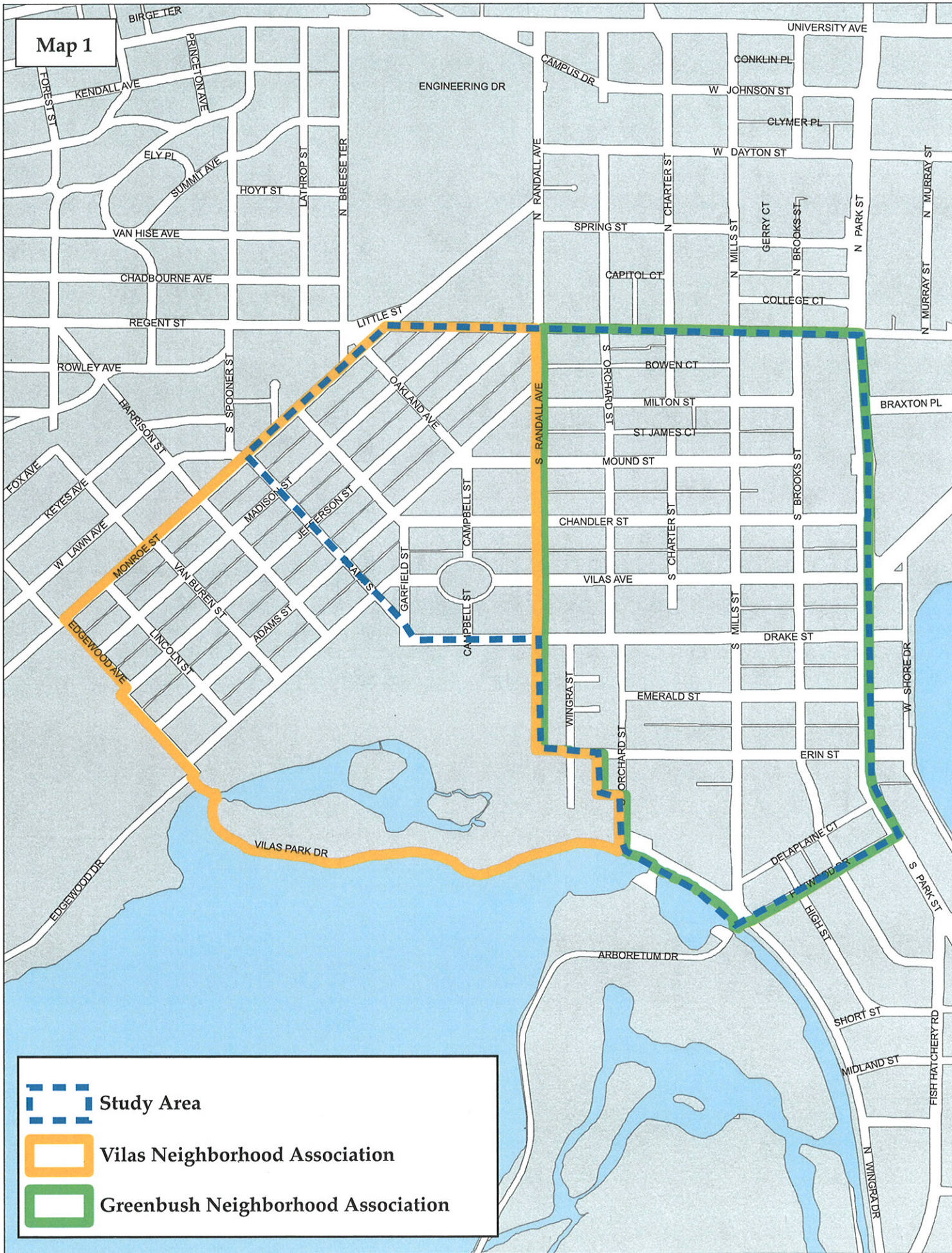
Neighborhood House Community Center provides a safe and collaborative environment and promotes a strong community through educational, recreational, and cultural enrichment programs and events.




Vision Statement:

Neighborhood House Community Center

- Provides an environment that is safe, warm, and welcoming.
- Serves a broad community in central Madison that reflects Madison's economic and cultural diversity.
- Helps create community through leadership, collaboration, and support for educational, social, cultural, events and programs that inform and enrich the lives of our community.
- Develops and maintains strong relationships with the local business community, the University, and other community organizations.
- Continues to be a trusted resource in the community for program hosting and development, idea incubation, volunteer partnerships, and agency referral and collaboration.
- Carries out its mission cost-effectively.

Map 1



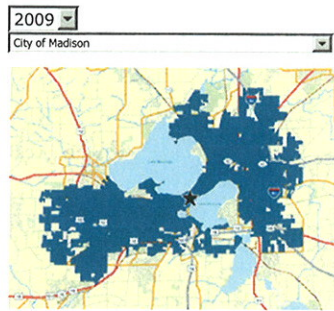
-  Study Area
-  Vilas Neighborhood Association
-  Greenbush Neighborhood Association

Addendum C



HOME | SERVICES | AGENCIES | CONTACT US

Compare Multiple Geographies and Years



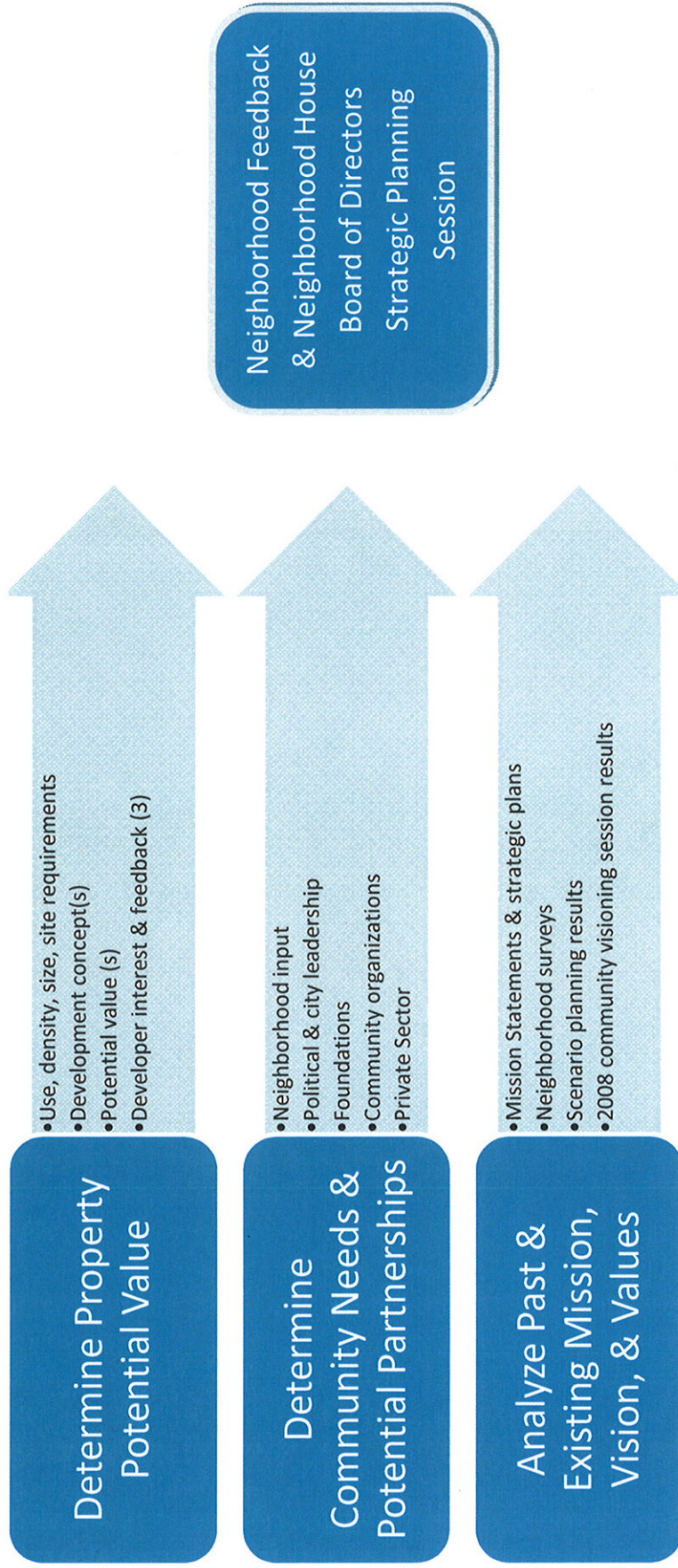
	City of Madison 2009	Greenbush Neighborhood Assn.	Vilas Neighborhood Assn.
Basic Area & Population Profile			
Acres	49,734	179	196
Housing Units	105,680	1,181	777
Total Population	227,226	2,808	1,875
Preschool Age Population	5.2%	1.4%	3.3%
Youth population	17.8%	4.5%	11.7%
Age 65 and Over	9.8%	3.7%	7.6%
White	77.2%	89.4%	91.3%
African American	5.9%	1.5%	0.3%
Asian	7.5%	2.4%	4.3%
Other Races or Multiracial	3.0%	2.3%	2.2%
Hispanic/Latino (of any race)	6.5%	4.4%	2.0%
Total Households	98,281	1,114	734
Family Households	46,108	247	301
Families with Children	21.7%	7.5%	20.3%
Female headed households with children	4.8%	0.9%	2.2%
Indicators			
	Value	Value	Value
Community Action and Involvement			
Voter turn-out	72.5%	63.5%	68.0%
Youth opportunity index	1.6	3.0	6.2
Housing Quality and Availability			
Community Pride violations:	4,662	109	67
Average house value	\$247,411	\$253,483	\$436,567
Square foot value of housing	\$132	\$168	\$196
Owner occupied homes	46.9%	21.9%	49.0%
Median year built	1971	1918	1919
Public Safety			
Crimes against Persons	2,440	58	8
Crimes against Property	10,407	92	72
Crimes against Society	10,202	105	57
Crashes	14,011	95	40
Calls for EMS/fire service	24,159	209	90
Health and Family Well-Being			
Kindergarten Preparedness	65.4%	Spr.*	Spr.*
Parent Education: No HS diploma / G.E.D.:	8.1%	Spr.*	Spr.*
Parent Education: College Graduate	50.9%	Spr.*	Spr.*
High Student mobility	9.0%	Spr.*	Spr.*
School lunch students receiving free/reduced lunch	43.1%	Spr.*	Spr.*
Infant Health: Term or Near Term	97.7%	Spr.*	Spr.*
Maternal Health: Appropriate Care	85.3%	Spr.*	Spr.*
Economic Vitality Indicators			
Median household income	\$52,794	\$41,513	\$57,040
Families in poverty	2,659	14	14
Unemployed	4.7%	2.9%	3.7%
Families who received Medical Assistance, Food Stamps or W-2	6,191	Spr.*	Spr.*
Basic Goods & Services (Hospitals, Pharmacies, Banking, Groceries, Childcare)	H,P,B,G,C	H,P,B,G,C	P,B,G,C
Transportation Indicators			
Transit stop access	60.5%	99.1%	56.4%
Available Transit Service	12,014	2,417	1,251
Households with a vehicle	88.5%	92.0%	96.8%
Bike path access	52.7%	100.0%	100.0%
Pavement condition	6.7	7.2	6.5
Conservation & Sustainability			
Average residential water use	147	141	178

Madison Neighborhood Indicators Project, Last updated May 2010

**Neighborhood House Community Center
Strategic Positioning 2011**

Purpose

To determine the opportunities for Neighborhood House Community Center's future direction based on the potential value of its asset, 29 S. Mills Street, the organization's values, and existing unmet community needs.



Outcome

- Property development potential and ability to support Neighborhood House Community Center's future endeavors
- Preferred development alternative and partnership possibility with a developer(s)
- Neighborhood House Community Center's existing and past core principles to frame decision making
- Community needs, service gaps, and potential partnerships
- Implementation strategy and next steps