



**City of Madison**  
*Paul Soglin, Mayor*

**Department of Planning and  
Community & Economic Development**  
*Steven Cover, Director*

**Community Development Division**  
*Jim O'Keefe, Director*



# City of Madison, Wisconsin **Consolidated Plan**

for the period **January 1, 2015** through **December 31, 2019**

*The community development strategies that will guide Madison's use of the federal funds it receives annually from the U. S. Department of Housing and Urban Development (HUD)*

## **City of Madison Community Development Division**

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# 2015-2019 Consolidated Plan City of Madison, Wisconsin

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## *Acknowledgements*

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This document is available online at:

[www.cityofmadison.com/cdbg/docs/2015-2019\\_ConPlan.pdf](http://www.cityofmadison.com/cdbg/docs/2015-2019_ConPlan.pdf)

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## Executive Summary

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### ES-05 Executive Summary - 24 CFR 91.200(c), 91.220(b)

The City of Madison Community Development Division (CDD) receives federal formula funds annually from the U.S. Department of Housing and Urban Development (HUD). As a condition of receiving these funds, the City is required to develop a five-year Consolidated Plan that articulates the community development goals on which it will focus these funds. The Plan covers the period January 1, 2015 through December 31, 2019. During this five-year period, the City anticipates it will receive the following Federal formula funds:

- Community Development Block Grant (CDBG)
- HOME Investment Partnerships Program (HOME)
- Emergency Solutions Grant (ESG)

In addition to the formula funds listed above, the City expects to administer Department of Energy - Energy Efficiency and Conservation Block Grant (EECBG) funds during the Plan timeframe.

These funds will be used to meet goals and objectives established and approved by the Division's CDBG Committee and the City of Madison Common Council. The Plan's goals and objectives were developed in consultation with citizens, nonprofit organizations, developers, businesses, funding partners, schools and other governmental bodies. Their overarching purpose is to support the development of viable communities with decent housing, suitable living environments and economic opportunities for the City's low- to moderate-income households.

The Community Development Division will pursue these goals and objectives by working with the nonprofit community, housing developers, neighborhood groups, associated businesses, stakeholders, labor union representatives, other local government entities, residents and partners. The Division will also work closely with several other City agencies to jointly plan, implement and evaluate the Plan's core activities.

#### **Summary of the objectives and outcomes identified in the Plan Needs Assessment Overview**

The 2015-2019 Consolidated Plan includes the four goals outlined below, all targeting community needs related to affordable housing, economic development and employment, and strengthening neighborhoods.

Goal 1 - Affordable Housing: Provide decent, safe and sanitary affordable housing opportunities for low-and moderate-income households in order to enhance household, neighborhood and community stability.

- Objective 1.1, **Housing Supply**: Preserve, improve and expand the supply of affordable housing for homeowners and renters.
- Objective 1.2, **Housing Assistance**: Improve housing stability for homebuyers, renters, homeless and special needs populations.

Goal 2 - Economic Development & Employment Opportunities: Expand employment opportunities and enhance neighborhood vitality by supporting new and existing businesses.

- Objective 2.1, **Job Creation and Community Business Development**: Create jobs, particularly for underrepresented individuals, by supporting new or expanding businesses.
- Objective 2.2, **Small Business Development**: Assist entrepreneurs, particularly those from populations that are under-represented, seeking to start or grow small businesses and micro-enterprises (as defined by HUD) that create jobs.
- Objective 2.3, **Adult Workforce Preparedness**: Provide needed support and opportunities to help individuals overcome barriers to gainful employment and achieve economic stability.

Goal 3 - Strong & Healthy Neighborhoods: Strengthen neighborhoods through strategic investments in physical assets and amenities like neighborhood centers, community gardens or other community facilities, as well as other planning and revitalization efforts.

- Objective 3.1, **Neighborhood Centers & Community Gardens**: Create, enhance, or sustain the development and operation of physical assets, such as neighborhood centers, community gardens or other physical amenities that help bring people of diverse backgrounds together, serve as neighborhood focal points, or help residents develop skills or take advantage of opportunities that will strengthen neighborhoods.
- Objective 3.2, **Capital Improvements for Community Organizations**: Create or improve safe, accessible, energy efficient and well-maintained community and neighborhood facilities.
- Objective 3.3, **Neighborhood Revitalization Plans & Projects**: Help residents within designated neighborhoods identify, plan for and implement projects and activities that promise to enhance the quality of life for neighborhood residents.

Goal 4 - Program Administration: Administer the Community Development program to meet community needs and funder requirements by developing, guiding and managing activities that generate long-term impact and self-sufficiency.

The Plan's goals are based on assumptions about future funding levels. Because funding levels are subject to annual Congressional appropriations and changes in funding distribution formulas, the Plan's accomplishment projections and planned activities are also subject to related changes.

For details regarding specific outcomes associated with the goals and objectives listed above, refer to the Goals Summary at section SP-45 of this Strategic Plan.

## Evaluation of past performance

The City of Madison continually strives to improve its performance and that of its funded agencies. During the period 2010-2013, the Community Development Division made the following investments in the community to meet the goals and objectives outlined in the 2010-2014 Consolidated Plan:

- 2010: \$9.4 million
- 2011: \$7.6 million
- 2012: \$7.2 million
- 2013: \$8.5 million

CDBG, HOME and ESG funds were targeted primarily toward affordable housing, economic development, strengthening neighborhoods and increasing access to resources. The chart in Section SP-45 of this document shows the use of these funds in relation to each objective. For a more detailed summary of the City's evaluation of its past performance, previous Consolidated Annual Performance and Evaluation Reports (CAPERs) can be viewed on the City's website at [www.cityofmadison.com/cdbg](http://www.cityofmadison.com/cdbg).

## Summary of citizen participation process and consultation process

The City's Community Development Division, in coordination with its CDBG Committee, developed the 2015-2019 Consolidated Plan with consultation from a diverse group of individuals and organizations. The City conducted nine focus group meetings between November 11, 2013 and January 16, 2014 to gather input regarding Madison's top community development needs. Citizen participation was also solicited through an electronic survey sent to over 700 email recipients, forwarded through a community listserve, and made available on the City of Madison's homepage accessible via Dane County public library computers. Paper copies of the survey were distributed to libraries, public housing sites and homeless shelters. A total of 954 individuals responded to the survey. A summary of comments can be found in Appendix A.

During its development, the Plan was discussed at publicly noticed CDBG Committee meetings where specific opportunity for public comment is always provided. The draft Plan was made available for review via electronic notification to a diverse array of citizens, agencies, developers, other funders and governmental bodies, and also posted on the Community Development Division's website. Paper copies were made available for review at all public libraries and City-funded neighborhood centers. A public hearing was held on November 14, 2013 to solicit public comment on needs, trends, and potential obstacles for 2015-2019. An additional public hearing to solicit input on the Draft 2015-2019 Consolidated Plan was held on October 9, 2014. Finally, the Plan was provided to the Common Council on December 2, 2014, where another opportunity for public comment was provided. All meeting locations were accessible to persons with disabilities and all meeting notices included information about how to request accommodation such as a translator or signing assistance.

## Summary of public comments

A summary of public comments received during the planning process is included in Appendix A (Citizen Participation).