



City of Madison
Satya Rhodes-Conway, Mayor

**Department of Planning and
Community & Economic Development**
Matt Wachter, Director

Community Development Division
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City of Madison, Wisconsin **Consolidated Plan**

for the period **January 1, 2020** through **December 31, 2024**

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

City of Madison Community Development Division

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Executive Summary

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. This Consolidated Plan covers the period January 1, 2020 through December 31, 2024. 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 also expects to administer U.S. Department of Energy (DOE) Energy Efficiency and Conservation Block Grant (EECBG) funds and HUD Continuum of Care (CoC) 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 2020-2024 Consolidated Plan includes the goals outlined below, targeting community needs related to affordable housing, economic development and employment, and strengthening neighborhoods.

Goal 1 - Housing Development & Financing: Homeownership

- Housing Rehabilitation and Accessibility Improvements
- Owner-Occupied Housing Development (New Units)
- Homebuyer Assistance (Down Payment)

Goal 2 - Housing Development & Financing: Rental

- Rental Housing Acquisition and/or Rehabilitation
- Rental Housing Development (New Units)

Goal 3 - Homeless Services & Housing Stability

- Services for Homeless and Special Needs Populations
- Tenant-Based Rental Assistance (TBRA)
- Housing Resources

Goal 4 - Small Business Assistance

- Technical Assistance to Micro-Enterprises
- Support to Businesses Expanding to Create Jobs

Goal 5 - Neighborhood Asset Building

- Development and Maintenance of Community Facilities
- Neighborhood Revitalization Plans & Projects

Goal 6 - Program Administration

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 may be subject to commensurate 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 Consolidated Plan.

Evaluation of past performance

The City of Madison continually strives to improve the performance of its operations and that of its funded agencies. During the period 2015-2018, the Community Development Division made the following investments in the community to meet the goals and objectives outlined in the 2015-2019 Consolidated Plan:

- 2015: \$7.9 million
- 2016: \$7.4 million
- 2017: \$7.0 million
- 2018: \$7.0 million

CDBG, HOME and ESG funds were targeted primarily toward affordable housing, economic development and employment opportunities, and strong and healthy neighborhoods. 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.

Summary of citizen participation process and consultation process

The City's Community Development Division, in coordination with its CDBG Committee, developed the 2020-2024 Consolidated Plan with consultation from a diverse group of individuals and organizations. The City conducted three focus group meetings between February 13, 2019 and March 1, 2019 to gather input regarding Madison's top community development needs. Citizen participation was also solicited through two electronic surveys, one for residents and one for stakeholders, sent to over 700 email recipients, forwarded through several community listservs, and made available on the City of Madison CDBG Office's website, accessible via Madison Public Library computers. Paper copies of the survey were distributed and mailed out upon request to individuals and at The Beacon homeless day shelter. A total of 511 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 September 5, 2019 to solicit public comment on needs, trends and potential obstacles for 2020-2024. An additional public hearing to solicit input on the Draft 2020-2024 Consolidated Plan was held on October 3, 2019. Finally, the Plan was provided to the Common Council on (TBD at this time) 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).

The Process

PR-05 Lead & Responsible Agencies

24 CFR 91.200(b)

Describe agency/entity responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source.

The following are the agencies/entities responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source.

Agency Role	Name	Department/Agency
CDBG Administrator	MADISON	Community Development Division
HOME Administrator	MADISON	Community Development Division
ESG Administrator	MADISON	Community Development Division

Table 1 – Responsible Agencies

Lead Agency

The City of Madison has designated its Community Development Division as the lead agency for administration of the CDBG, HOME and ESG programs. The City CDBG Committee serves as the lead policy body overseeing the development of the Consolidated Plan, annual Action Plans and related community development programs. The City works with numerous community-based organizations, partners, businesses and funders, as well as other City of Madison departments to plan, develop, implement and evaluate activities outlined in this Plan.

Consultation and Other Agency Involvement

The Community Development Division, in coordination with the CDBG Committee, developed the Consolidated Plan with consultation from diverse groups and organizations including nonprofit partners, housing developers, other funders and other governmental bodies. Throughout the process, a number of themes coalesced, which resulted in the development of the goals and objectives outlined in the Plan. Affordable housing for both renters and homeowners, economic development and employment opportunities, and strong and healthy neighborhoods were each identified as key current and emerging needs.

In addition, the need for continued coordination and collaboration with agencies, schools, local governments and other funders was discussed. Detailed comments on consultation and other agency involvement is part of the synopsis of citizen comments in **Appendix A** of this document.

The City's Community Development Division regularly coordinates with and participates alongside local nonprofits, community service groups and funders. Community Development Division staff meet regularly with groups such as the Dane County Continuum of Care, neighborhood center directors and the Home Buyers Round Table. In addition, staff participates in various ad hoc City committees, such as Housing Strategy, Equal Opportunities, Urban Design, City-County Homeless Issues Committee and Community Services Committees—all in an effort to improve service delivery and initiate systematic improvements for low-income and underserved populations. Community Development Division staff also work regularly on housing-related issues with staff of the City's Community Development Authority (CDA).

Consolidated Plan Public Contact Information

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PR-10 Consultation 24 CFR 91.100, 91.200(b), 91.215(l)

This section includes the consultation plan the City of Madison Community Development Division utilized to reach out to various community partners. Supplemental information is located in **Appendix A**.

Provide a concise summary of the jurisdiction's activities to enhance coordination between public and assisted housing providers and private and governmental health, mental health and service agencies (91.215(l)).

The Community Development Division (CDD), in coordination with the CDBG Committee, developed the Consolidated Plan with consultation from a diverse array of groups and organizations. The City conducted nine focus group meetings to gather input on the top community development needs in Madison. Information from various sources was collected from January 8, 2019 to March 1, 2019. The meetings were held at various locations throughout the City, and all meeting locations were accessible to persons with disabilities.

Focus group attendees represented a breadth of interests and groups, including:

- Affordable housing providers
- After school programs
- City/County government
- Community gardens
- Economic development organizations
- Funding organizations
- Homeless shelters and providers
- Neighborhood centers
- Persons experiencing homelessness
- Persons with disabilities
- Persons with mental illness
- Residents
- Seniors
- Veterans organizations

Focus group attendees had several ways to communicate their views on Madison's top community development needs: (1) verbally, as part of a group discussion about needs; (2) in written form by completing the worksheets distributed at the meetings; and (3) by phone or email to City staff following the meetings. One hundred and twenty-four individuals took part in at least one of the nine focus groups. A summary of the comments/findings from group participants can be found in **Appendix A**.

A few other examples of the City's activities intended to enhance coordination include the following:

- The chairs of the City's Community Development Authority, the Housing Strategy Committee and the CDBG Committee meet regularly to discuss the City's housing and community development programs and to coordinate regarding their implementation.
- CDD staff participates regularly in City/County Public Health Department brown bag forums that focus on community health improvement.
- Through membership on the Equity Team, CDD staff participates regularly in the citywide Racial Equity and Social Justice Initiative.
- CDD staff members serve on, and frequently lead, the City's multi-agency Neighborhood Resource Teams, which were established to enhance and improve the provision of City services to neighborhoods.
- CDD staff coordinates regularly with Dane County and area nonprofits in relation to a significant construction employment initiative designed to increase the number of women and people of color employed in the construction trades.
- As part of its work to affirmatively further fair housing, the CDD coordinates with City planning staff and local nonprofits to encourage non-traditional housing types; coordinates with the CDA in development of a Comprehensive Housing Strategy; and resists neighborhood opposition to affordable housing. A summary of actions to address identified impediments to fair housing choice is included in **Appendix B**.

The CDD also regularly participates alongside, and coordinates with, other funders such as United Way, Dane County and various community nonprofits. Staff from the CDD meets with several groups, including the Homeless Services Consortium, Third Sector Housing, Home Buyers Round Table and various ad hoc City committees. The goal is to improve delivery methods and initiate systematic improvements.

Describe coordination with the Continuum of Care and efforts to address the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans, and unaccompanied youth) and persons at risk of homelessness.

The City of Madison is an active partner with the Dane County Continuum of Care (CoC), known locally as the Homeless Services Consortium (HSC). Together they assess the ongoing needs of homeless populations and those at risk of homelessness, and respond with new or expanded services and programs as resources become available. The City of Madison is the collaborative applicant for the annual CoC application to HUD. The City employs the CoC Coordinator using the Planning Grant. This position staffs the HSC Board of Directors, which meets on a monthly basis to discuss homeless needs.

Through its membership in the Homeless Services Consortium, the City has implemented a number of recommendations from the *Community Plan to Prevent and End Homelessness in Dane County*. This plan was developed in collaboration with the City, County, United Way and HSC, and has served as a blueprint for ending homelessness in Madison and Dane County.

The City has long supported, and will continue to give preference to, projects that develop permanent supportive housing units that serve special needs populations. Development of the last two large-scale permanent supportive housing programs was led by the City and supported with the City's Affordable Housing Fund. Rethke Terrace opened in 2016 and now house 54 formerly chronically homeless individuals. Tree Lane Apartments opened in 2018 and houses 40 formerly chronically homeless families. Both programs take residents directly from the CoC's

Coordinated Entry housing priority list. The City also uses General Purpose Revenue to fund outreach efforts that connect chronically homeless individuals and families with housing and services provided by CoC agencies.

These CoC services chronically homeless individuals and families are connected to include the following:

- Long-term case management and other supportive services such as CCS
- Day and overnight shelter case management services
- Housing navigation services
- Restorative justice court program and other legal advocacy
- Eviction prevention financial assistance and services
- Mediation services
- Rapid re-housing
- Permanent supportive housing
- Sober living programs
- Transitional housing
- Fair housing services

By supporting the Coordinated Entry System, the City is able to support the needs of vulnerable underserved populations such as veterans, youth and families. The City provides a portion of funding for Coordinated Entry in Dane County, the goal of which is to move more individuals from homelessness to stable housing as quickly as possible.

Describe consultation with the Continuum(s) of Care that serves the jurisdiction's area in determining how to allocate ESG funds, develop performance standards and evaluate outcomes, and develop funding, policies and procedures for the administration of HMIS.

Dane County CoC has a Board of Directors that oversees several committees that guide the CoC's objectives, including Shelter Providers, Education & Advocacy, Core (addressing performance, written standards and coordinated entry) and Funders Committees. In its role as partner in the CoC, the City of Madison ensures that City staff leads or has a representative on most of these committees. Through the committees, the CoC has been able to develop a set of written standards the City references when developing proposals for homeless facilities and services, and when awarding or administering ESG and other homeless-related funds. HSC members are notified through an email distribution list of key CDBG Committee meetings where input is requested on City plans and performance.

Notifications regarding City funding processes are sent via e-mail distribution and newspaper advertisement. The City reviews written applications from those who apply for ESG and other homeless-related funds. The allocation and award process includes negotiation with the applicant regarding its performance goals, as well as CDBG Committee approval of the grant award and outcomes. Each written agreement includes a scope of service and standards for assessment of performance. Regularly, the CoC reviews information from HMIS to determine program effectiveness. The City currently contributes approximately 2.5% of its annual ESG allocation and a portion of its State funding to the operation of the HMIS system.

The following table lists the agencies consulted during the development of the Plan.

Describe agencies, groups, organizations and others who participated in the process and describe the jurisdictions consultations with housing, social service agencies and other entities.

1	Agency/Group/Organization	Public Health Madison & Dane County
	Agency/Group/Organization Type	Health Agency Other Government - Local
	What section of the Plan was addressed by Consultation?	Lead-Based Paint Strategy Anti-Poverty Strategy Non-Housing Community Development Strategy
	How was the Agency, Group or Organization consulted, and what are the anticipated outcomes of the consultation or areas for improved coordination?	Met with the agency as part of regular meetings of the City's Housing Strategy Team to collect comments on needs/trends/priorities for City of Madison. Will forward consolidated plan to agency to continue discussion for improved performance.
2	Agency/Group/Organization	Boys & Girls Club of Dane County
	Agency/Group/Organization Type	Civic Leaders
	What section of the Plan was addressed by Consultation?	Anti-Poverty Strategy Non-Housing Community Development Strategy
	How was the Agency, Group or Organization consulted, and what are the anticipated outcomes of the consultation or areas for improved coordination?	Met with the agency 2/19/19 to collect comments on needs/trends/priorities for City of Madison. Will forward consolidated plan to agency to continue discussion for improved performance.
3	Agency/Group/Organization	City of Madison Department of Civil Rights
	Agency/Group/Organization Type	Services - Employment Services - Fair Housing Other Government - Local
	What section of the Plan was addressed by Consultation?	Housing Needs Assessment Anti-Poverty Strategy Non-Housing Community Development Strategy
	How was the Agency, Group or Organization consulted, and what are the anticipated outcomes of the consultation or areas for improved coordination?	Met with the agency as part of regular meetings of the City's Housing Strategy Team to collect comments on needs/trends/priorities for City of Madison. Will forward consolidated plan to agency to continue discussion for improved performance.

4	Agency/Group/Organization	Madison Gas & Electric
	Agency/Group/Organization Type	Civic Leaders Major Employer
	What section of the Plan was addressed by Consultation?	Anti-Poverty Strategy Non-Housing Community Development Strategy
	How was the Agency, Group or Organization consulted, and what are the anticipated outcomes of the consultation or areas for improved coordination?	Met with the agency 7/16/19 to collect comments on needs/trends/priorities for City of Madison. Will forward consolidated plan to agency to continue discussion for improved performance.
5	Agency/Group/Organization	Madison/Dane County Continuum of Care
	Agency/Group/Organization Type	Housing Services - Homeless Other Government - Local Planning Organization
	What section of the Plan was addressed by Consultation?	Housing Needs Assessment Homelessness Strategy Anti-Poverty Strategy Non-Housing Community Development Strategy
	How was the Agency, Group or Organization consulted, and what are the anticipated outcomes of the consultation or areas for improved coordination?	Met with the agency as part of numerous focus groups to collect comments on needs/trends/priorities for City of Madison. Will forward consolidated plan to agency to continue discussion for improved performance.
6	Agency/Group/Organization	Wisconsin Partnership for Housing Development
	Agency/Group/Organization Type	Housing
	What section of the Plan was addressed by Consultation?	Housing Needs Assessment
	How was the Agency, Group or Organization consulted, and what are the anticipated outcomes of the consultation or areas for improved coordination?	Met with the agency 2/13/19 to collect comments on needs/trends/priorities for City of Madison. Will forward consolidated plan to agency to continue discussion for improved performance.

7	Agency/Group/Organization	Housing Initiatives, Inc.
	Agency/Group/Organization Type	Housing Services - Persons with Disabilities
	What section of the Plan was addressed by Consultation?	Housing Needs Assessment Homelessness Strategy Homeless Needs - Chronically Homeless
	How was the Agency, Group or Organization consulted, and what are the anticipated outcomes of the consultation or areas for improved coordination?	Met with the agency 2/12/19 to collect comments on needs/trends/priorities for City of Madison. Will forward consolidated plan to agency to continue discussion for improved performance.
8	Agency/Group/Organization	The Road Home Dane County, Inc.
	Agency/Group/Organization Type	Housing Services - Homeless
	What section of the Plan was addressed by Consultation?	Housing Needs Assessment Homelessness Strategy Homeless Needs - Chronically Homeless
	How was the Agency, Group or Organization consulted, and what are the anticipated outcomes of the consultation or areas for improved coordination?	Met with the agency 2/19/19 to collect comments on needs/trends/priorities for City of Madison. Will forward consolidated plan to agency to continue discussion for improved performance.
9	Agency/Group/Organization	Madison Metropolitan School District
	Agency/Group/Organization Type	Services - Children Services - Education Other Government - Local Major Employer
	What section of the Plan was addressed by Consultation?	Homelessness Needs - Unaccompanied Youth Homelessness Strategy
	How was the Agency, Group or Organization consulted, and what are the anticipated outcomes of the consultation or areas for improved coordination?	Met with the agency 3/1/19 to collect comments on needs/trends/priorities for City of Madison. Will forward consolidated plan to agency to continue discussion for improved performance.

10	Agency/Group/Organization	City of Madison Economic Development Division
	Agency/Group/Organization Type	Other Government - Local
	What section of the Plan was addressed by Consultation?	Homelessness Strategy Anti-Poverty Strategy Non-Housing Community Development Strategy Economic Development Market Analysis
	How was the Agency, Group or Organization consulted, and what are the anticipated outcomes of the consultation or areas for improved coordination?	Met with the agency as part of regular meetings of the City's Housing Strategy Team to collect comments on needs/trends/priorities for City of Madison. Will forward consolidated plan to agency to continue discussion for improved performance.
11	Agency/Group/Organization	City of Madison Mayor's Office
	Agency/Group/Organization Type	Other Government - Local
	What section of the Plan was addressed by Consultation?	Housing Needs Assessment Homelessness Strategy Anti-Poverty Strategy Non-Housing Community Development Strategy
	How was the Agency, Group or Organization consulted, and what are the anticipated outcomes of the consultation or areas for improved coordination?	Met with the agency as part of regular meetings of the City's Housing Strategy Team to collect comments on needs/trends/priorities for City of Madison. Will forward consolidated plan to agency to continue discussion for improved performance.
12	Agency/Group/Organization	City of Madison Building Inspection Division
	Agency/Group/Organization Type	Other Government - Local
	What section of the Plan was addressed by Consultation?	Housing Needs Assessment Non-Housing Community Development Strategy
	How was the Agency, Group or Organization consulted, and what are the anticipated outcomes of the consultation or areas for improved coordination?	Met with the agency as part of regular meetings of the City's Housing Strategy Team to collect comments on needs/trends/priorities for City of Madison. Will forward consolidated plan to agency to continue discussion for improved performance.
13	Agency/Group/Organization	Dane County Office of Economic and Workforce Development
	Agency/Group/Organization Type	Other Government - County
	What section of the Plan was addressed by Consultation?	Housing Needs Assessment Homelessness Strategy Anti-Poverty Strategy Non-Housing Community Development Strategy
	How was the Agency, Group or Organization consulted, and what are the anticipated outcomes of the consultation or areas for improved coordination?	Met with the agency as part of the development and sharing of public comment received on needs/trends/priorities for City of Madison. Will forward consolidated plan to agency to continue discussion for improved performance.

14	Agency/Group/Organization	Forward Community Investments
	Agency/Group/Organization Type	Civic Leaders Community Development Financial Institution
	What section of the Plan was addressed by Consultation?	Non-Housing Community Development Strategy Economic Development
	How was the Agency, Group or Organization consulted, and what are the anticipated outcomes of the consultation or areas for improved coordination?	Met with the agency 02/02/19 to collect comments on needs/trends/priorities for City of Madison. Will forward consolidated plan to agency to continue discussion for improved performance.
15	Agency/Group/Organization	City of Madison Department of Planning and Community & Economic Development
	Agency/Group/Organization Type	Other Government - Local
	What section of the Plan was addressed by Consultation?	Non-Housing Community Development Strategy
	How was the Agency, Group or Organization consulted, and what are the anticipated outcomes of the consultation or areas for improved coordination?	Met with the agency as part of regular meetings of the City's Housing Strategy Team to collect comments on needs/trends/priorities for City of Madison. Will forward consolidated plan to agency to continue discussion for improved performance.
16	Agency/Group/Organization	Wisconsin Women's Business Initiative
	Agency/Group/Organization Type	Business Leaders
	What section of the Plan was addressed by Consultation?	Non-Housing Community Development Strategy Economic Development
	How was the Agency, Group or Organization consulted, and what are the anticipated outcomes of the consultation or areas for improved coordination?	Met with the agency 03/01/19 to collect comments on needs/trends/priorities for City of Madison. Will forward consolidated plan to agency to continue discussion for improved performance.
17	Agency/Group/Organization	City of Madison Community Development Authority
	Agency/Group/Organization Type	Housing PHA Other Government - Local
	What section of the Plan was addressed by Consultation?	Housing Needs Assessment Public Housing Needs
	How was the Agency, Group or Organization consulted, and what are the anticipated outcomes of the consultation or areas for improved coordination?	Met with the agency as part of regular meetings of the City's Housing Strategy Team to collect comments on needs/trends/priorities for City of Madison. Will forward consolidated plan to agency to continue discussion for improved performance.

18	Agency/Group/Organization	Home Buyers Round Table of Dane County
	Agency/Group/Organization Type	Housing Business and Civic Leaders
	What section of the Plan was addressed by Consultation?	Housing Needs Assessment Market Analysis
	How was the Agency, Group or Organization consulted, and what are the anticipated outcomes of the consultation or areas for improved coordination?	Met with the agency as part of numerous focus groups to collect comments on needs/trends/priorities for City of Madison. Will forward consolidated plan to agency to continue discussion for improved performance.

Table 2 – Agencies, groups, organizations who participated

Identify any Agency Types not consulted and provide rationale for not consulting.

As part of the Consolidated Plan process, the City of Madison undertook significant outreach and consultation with a diverse array of for-profit and nonprofit agencies in an effort to maximize contributions to the Plan's needs, priorities and strategies.

Other local/regional/state/federal planning efforts considered when preparing the Plan

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Continuum of Care	City of Madison Community Development Division	<i>Five-Year Plan to End Homelessness in Dane County:</i> The goals of the Strategic Plan are closely coordinated with the goals of the CoC. CDD is an applicant and is the administering agency for CoC and Emergency Solutions Grant, in addition to City's CDBG and HOME allocations.
Fair Housing Equity Assessment	Capital Area Regional Planning Commission	Actions to address issues identified in the FHEA are incorporated into the Action Plan.
Analysis of Impediments to Fair Housing Choice	City of Madison	Actions to address impediments identified in the AI are incorporated in the Action Plan. (See Appendix B.)
City of Madison Housing Strategy	Community Development Authority of the City of Madison	Housing-related issues are addressed as part of the Plan's "Housing Development & Financing: Homeownership," "Housing Development & Financing: (Rental)" and "Homeless Services & Housing Stability" goals.
Economic Development Strategy	City of Madison Economic Development Division	Economic development issues are addressed as part of the Plan's "Small Business Assistance" goal.
2014 Neighborhood Center Study	City of Madison Community Development Division	Neighborhood Centers are addressed as part of the Plan's "Neighborhood Asset Building" goal.
Race to Equity	Wisconsin Council on Children and Families	Under-resourced and disconnected neighborhoods are addressed as part of the Plan's "Neighborhood Asset Building" goal. Workforce challenges are addressed as part of the Plan's "Small Business Assistance" goal.

Table 3 – Other local / regional / federal planning efforts

Describe cooperation and coordination with other public entities, including the State and any adjacent units of general local government, in the implementation of the Consolidated Plan (91.215(l))

The City of Madison CDD works closely with State of Wisconsin Division of Housing, Capital Area Regional Planning Commission and the City of Madison Community Development Authority. The CDD also coordinates with the Dane County CoC in developing applications to the State for ESG funds.

With support from Dane County, the City recently funded the development of a 45-unit permanent supportive housing project that serves homeless families. The project is being closely coordinated with Dane County staff, as well as nonprofit service providers. The City is considering the development of similar projects over the next five years in a manner that further integrates supportive housing units into unrestricted permanent housing developments.

Madison Mayor Satya Rhodes-Conway has committed to continue to fund the City's Affordable Housing Fund, utilizing at least \$5 million in local dollars, to increase the potential for affordable housing projects. These funds have primarily been used to secure Wisconsin Housing and Economic Development Authority (WHEDA) low-income housing tax credits, as well as leverage other private sources of capital necessary to increase the supply of income- and rent-restricted housing in the City.

These are just a few examples of the ways the City cooperates and coordinates with other public entities to accomplish its community development program.

PR-15 Citizen Participation

Summarize citizen participation process and how it impacted goal-setting.

The City of Madison Community Development Division conducted two public hearings and collected information from a survey sent to residents and stakeholders to gather input on the top community development needs in Madison.

On a regular and ongoing basis, the City's CDBG Committee serves as the main citizen participation resource for the community development process. The Committee meets monthly and regularly provides time within each meeting for public comments and presentations. The Committee annually holds at least two public hearings to assess the overall progress of its investment program and to solicit feedback about future and emerging needs within the community. On September 5, 2019, a public hearing was held to collect preliminary information on community development needs. This meeting was advertised in community newspapers and through email distribution lists. A summary of the comments/findings from attendees can be found in **Appendix A**. The draft Consolidated Plan was presented at a second public hearing in the fall of 2019. Comments from that public hearing are similarly addressed in **Appendix A**.

A survey was created to collect information on community needs from residents and stakeholders who did not participate in the focus groups. The electronic survey was sent out to over 700 email recipients and forwarded through community listservs, such as LaSup (Latino Support Group), Home Buyers Round Table and the Homeless Services Consortium. For over a month, the survey was also available on the City of Madison CDBG Office's website, accessible via public computers located in Madison public libraries. Copies of the survey were also distributed and mailed out on request and made available to individuals at the Beacon homeless day shelter. A total of 511 individuals responded to the survey questions. A summary of comments received can be found in **Appendix A**.

The Community Development Division initiated several efforts to broaden the outreach and participation of various community groups. In an effort to gather additional input, the draft Consolidated Plan was made available for review at an array of public libraries and neighborhood centers. CDD used the following processes to receive input on the Consolidated Plan process as the draft report was introduced:

- Posted the draft Plan on the Division website. CDD operates an extensive website at www.cityofmadison.com/cdbg. The site includes a means to directly comment on any aspect of the Plan.
- Advertised via community newspapers and specific homeless, housing and business email distribution lists, regarding public hearings on the draft Plan.
- Sent the draft Plan to the Neighborhood Resource Teams as part of a strategy to gather input from underserved communities.
- Continued to seek feedback from community partners, residents and local organizations regarding needs the City should be addressing with HUD funding.

The complete Citizen Participation Plan for the City of Madison Community Development Division can be found in **Appendix A**.

Citizen Participation Outreach

Mode of Outreach	Target of Outreach	Summary of response / attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
Newspaper Ad	Non-targeted / broad community	Notices were placed in the <i>Wisconsin State Journal</i> , <i>Capital Hues</i> , <i>Madison Times</i> and <i>La Comunidad</i> , notifying citizens of the public hearings. Dates of publication include: August 30, 2019 and September 30, 2019.	See Appendix A.		
Internet Outreach	Non-targeted / broad community	<p>Emails were sent to approximately 400 individuals soliciting their comments and inviting their participation at the public hearings.</p> <p>Two public hearing announcements were posted on City of Madison website, and added to the site's Calendar of Events.</p>	See Appendix A.		
Public Hearing	Non-targeted / broad community	The first of two public hearings was held on 9/5/2019.	See Appendix A.		https://madison.legistar.com/View.ashx?M=A&ID=645793&GUID=4CFA5645-76A0-489F-B8FE-FC40C85C3818
		The second of two public hearings was held on 10/3/2019.			https://madison.legistar.com/View.ashx?M=A&ID=645794&GUID=36D9C93C-188B-4B50-B548-A093222E78A7

Table 4 – Citizen Participation Outreach

Needs Assessment

NA-05 Overview

Needs Assessment Overview

The City of Madison's housing needs revolve primarily around the high cost of housing and need for additional affordable housing. While housing quality, race and non-housing factors play a role in the city's housing needs, housing cost burden is by far the leading challenge in the market. Moreover, the limited supply and rising cost of housing makes challenges like homelessness and racial disparities in access to housing even more difficult to address.

Economic development and employment needs associated with this Plan relate primarily to the need to enhance neighborhood vitality. This need is addressed through support for additional employment opportunities and support for new and existing businesses.

Neighborhood needs associated with this Plan relate primarily to strengthening and enhancing the health of neighborhoods. This need is addressed through support for strategic investments in community assets and amenities, as well as other planning and revitalization efforts.

NA-10 Housing Needs Assessment

24 CFR 91.205(a,b,c)

Summary of Housing Needs

The City of Madison's housing needs are overwhelmingly driven by a mismatch between income and housing cost, resulting in high levels of housing cost burden. Housing cost burden is particularly prevalent among non-family renter households with incomes below 30% of AMI.

Among owners, there are significantly higher numbers of cost burdened and severely cost burdened households and higher incomes than lower incomes because homeownership rates are higher among households with higher incomes. There appear to be higher instances among elderly owners than elderly renters.

After cost burden, the next largest challenge facing the housing market is overcrowding. In the rental market, this is most common in single-family households with incomes below 30% AMI. By contrast, in the ownership market, it is most common among single-family households with incomes between 50% and 80% of AMI.

The 2010 Census shows Madison has a population of 233,209 individuals and 102,516 households.

Demographics	Base Year: 2010	Most Recent Year: 2017	% Change
Population	233,209	255,239	9.4%
Households	102,516	111,035	8.3%
Median Income	\$56,464	\$65,072	15.2%

Table 5 - Housing Needs Assessment Demographics

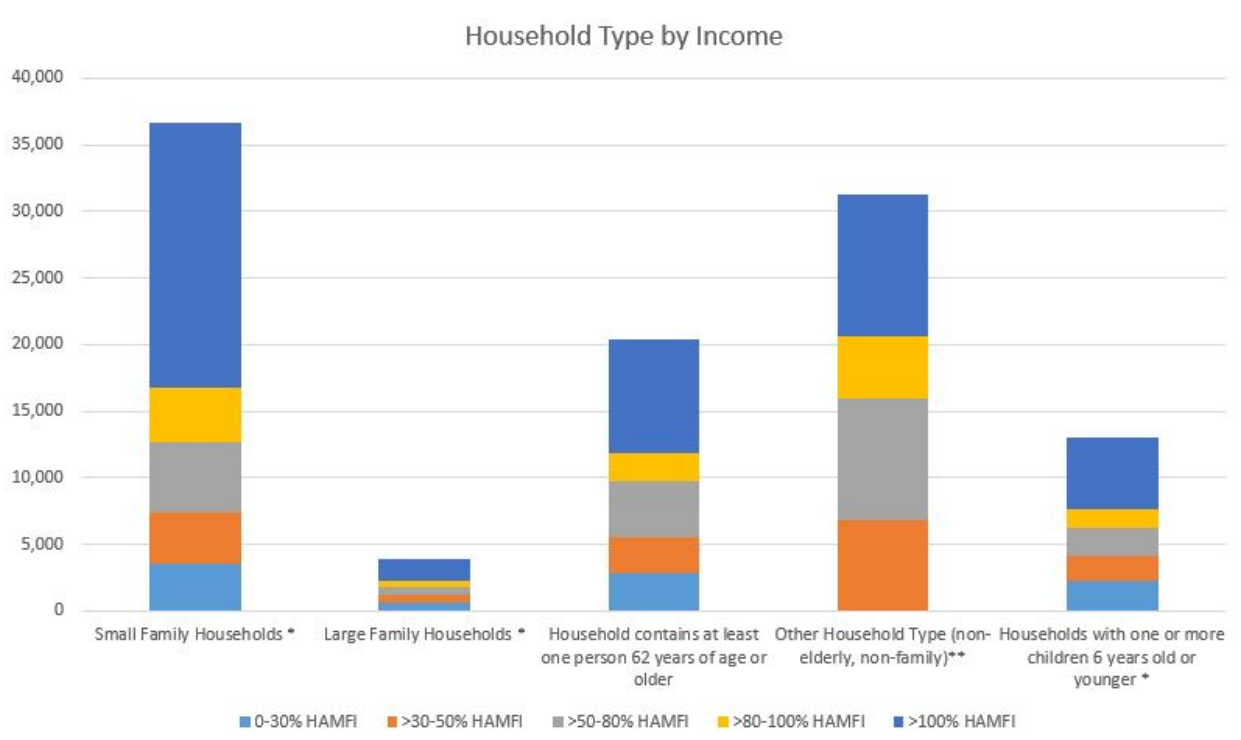
Data Source: 2010 Census (Base Year), 2013-2017 ACS (Most Recent Year).

Number of Households	0-30% HAMFI	>30-50% HAMFI	>50-80% HAMFI	>80-100% HAMFI	>100% HAMFI
Total Households *	19,015	13,950	19,135	11,280	40,705
Small Family Households *	3,590	3,850	5,230	4,075	19,905
Large Family Households *	650	555	565	510	1,570
Household contains at least one person 62 years of age or older*	2,975	2,855	4,570	2,540	9,730
Other Household Type (non-elderly, non-family)**	11,910**	6,870	9,125	4,630	10,635
Households with one or more children 6 years old or younger *	2,210	1,880	2,100	1,419	4,255

* the highest income category for these family types is >80% HAMFI
** Contains approximately 5,030 University of Wisconsin student households
*** Table is non-cumulative

Table 6 - Total Households Table

Data Source: 2011-2015 HUD CHAS



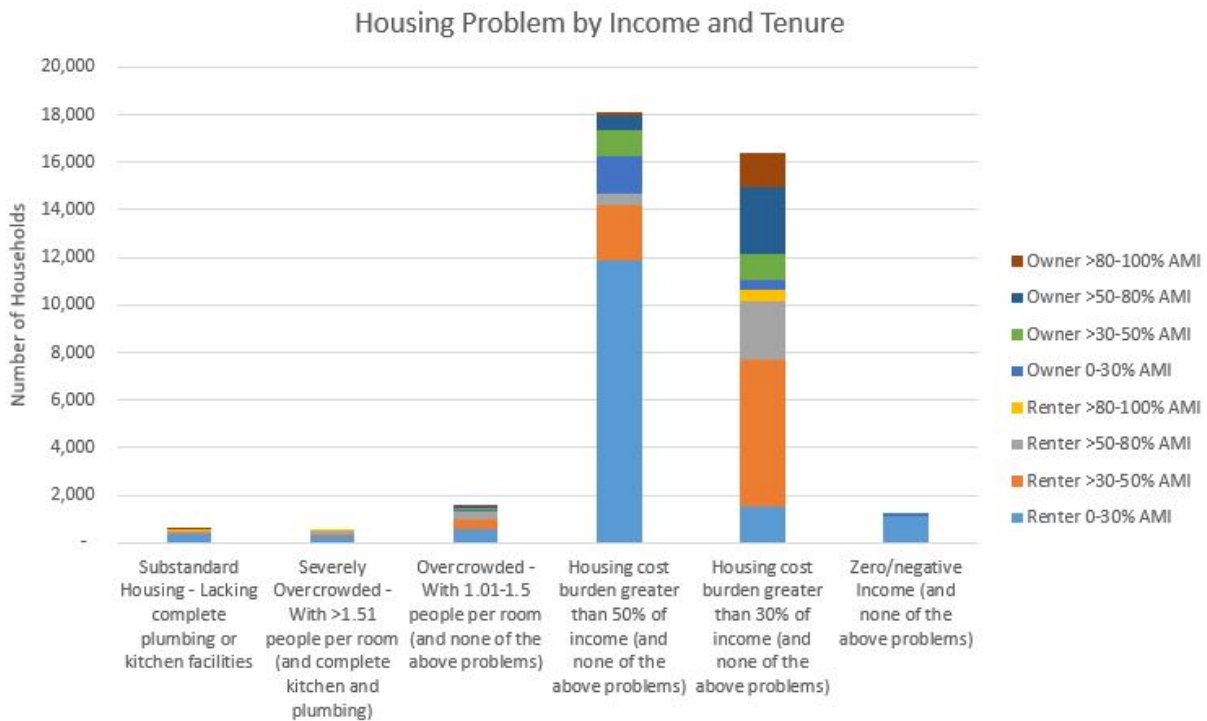
Household Type by Income

Housing Needs Summary Tables

Housing Problems 1/2 <i>(households with one of the listed needs)</i>	Renter					Owner				
	0-30% AMI	>30-50% AMI	>50-80% AMI	>80-100% AMI	Total	0-30% AMI	>30-50% AMI	>50-80% AMI	>80-100% AMI	Total
NUMBER OF HOUSEHOLDS										
Substandard Housing - Lacking complete plumbing or kitchen facilities	350	65	100	40	555	10	0	30	40	80
Severely Overcrowded - With >1.51 people per room (and complete kitchen and plumbing)	270	85	120	25	500	0	0	0	0	0
Overcrowded - With 1.01-1.5 people per room (and none of the above problems)	585	395	325	35	1,340	25	70	55	55	205
Housing cost burden greater than 50% of income (and none of the above problems)	11,905	2,290	495	15	14,705	1,550	1,100	650	105	3,405
Housing cost burden greater than 30% of income (and none of the above problems)	1,495	6,165	2,505	440	10,605	455	1,110	2,760	1,495	5,820
Zero/negative Income (and none of the above problems)	1,080	0	0	0	1,080	200	0	0	0	200

Table 7 – Housing Problems for Households Below Median Income Table # 1

Data Source: 2011-2015 CHAS



Housing Problem by Income and Tenure # 1

Housing Problems 2/2 <i>(households with one or more Severe Housing Problems)</i>	Renter					Owner				
	0-30% AMI	>30-50% AMI	>50-80% AMI	>80-100% AMI	Total	0-30% AMI	>30-50% AMI	>50-80% AMI	>80-100% AMI	Total
NUMBER OF HOUSEHOLDS										
Having 1 or more of four severe housing problems	13,110	2,835	1,045	115	17,145	1,585	1,165	730	195	3,675
Having none of four severe housing problems	2,460	7,840	10,470	4,885	25,655	580	2,110	6,885	6,085	15,660
Household has negative income, but none of the other severe housing problems	1,080	0	0	0	1,080	200	0	0	0	200
Severe Housing Problems: Lacks kitchen or complete plumbing, severe overcrowding, severe cost burden)										

Table 8 – Housing Problems for Households Below Median Income Table # 2

Data Source: 2011-2015 HUD CHAS

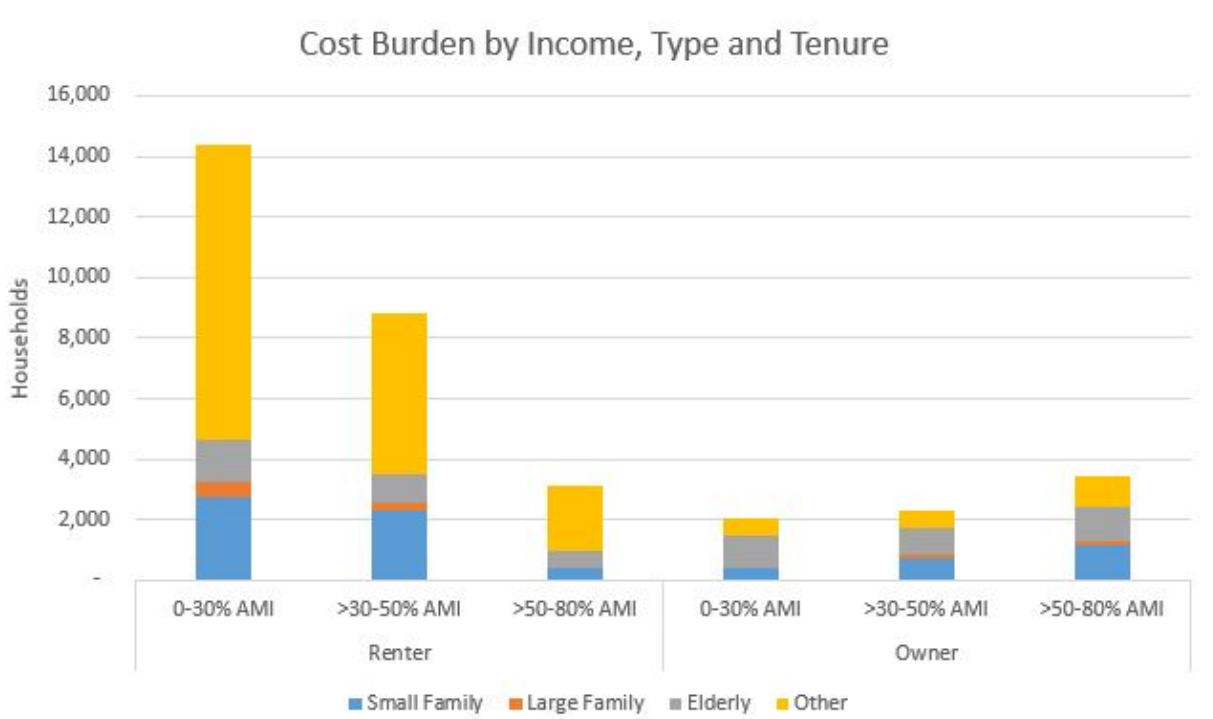


Housing Problem by Income and Tenure # 2

Cost Burden > 30%	Renter				Owner			
	0-30% AMI	>30-50% AMI	>50-80% AMI	Total	0-30% AMI	>30-50% AMI	>50-80% AMI	Total
NUMBER OF HOUSEHOLDS								
Small Related	2,700	2,275	415	5,460	395	705	1,165	2,265
Large Related	515	294	4	813	35	125	135	295
Elderly	1,380	965	560	2,905	1,085	935	1,135	3,155
Other	9,745	5,315	2,145	17,205	535	510	990	2,035
Total need by income	14,410	8,849	3,124	26,383	2,050	2,275	3,425	7,750

Table 9 – Cost Burden > 30%

Data Source: 2011-2015 CHAS

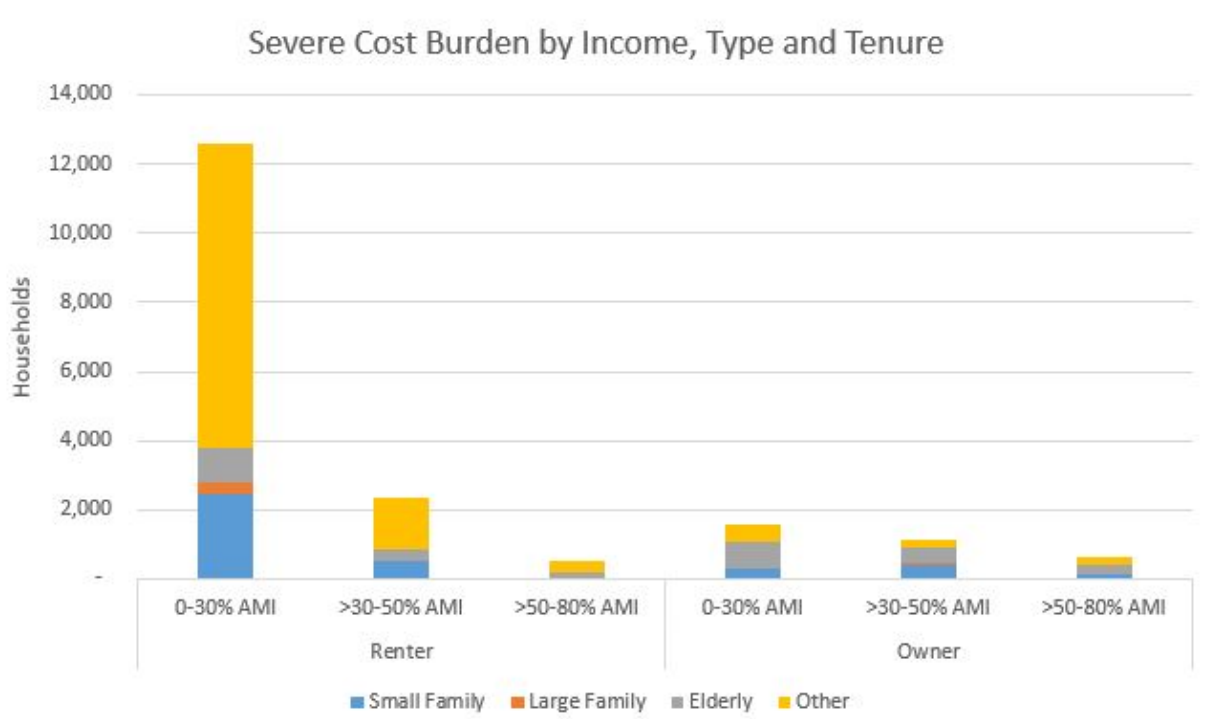


Cost Burden by Income, Type and Tenure

Cost Burden > 50%	Renter				Owner			
	0-30% AMI	>30-50% AMI	>50-80% AMI	Total	0-30% AMI	>30-50% AMI	>50-80% AMI	Total
NUMBER OF HOUSEHOLDS								
Small Related	2,435	520	10	2,965	305	440	135	880
Large Related	340	4	0	344	20	55	20	95
Elderly	1,015	325	180	1,520	750	390	245	1,385
Other	8,795	1,480	355	10,630	500	225	250	975
Total need by income	12,585	2,329	545	15,459	1,575	1,110	650	3,335

Table 10 – Cost Burden > 50%

Data Source: 2011-2015 CHAS

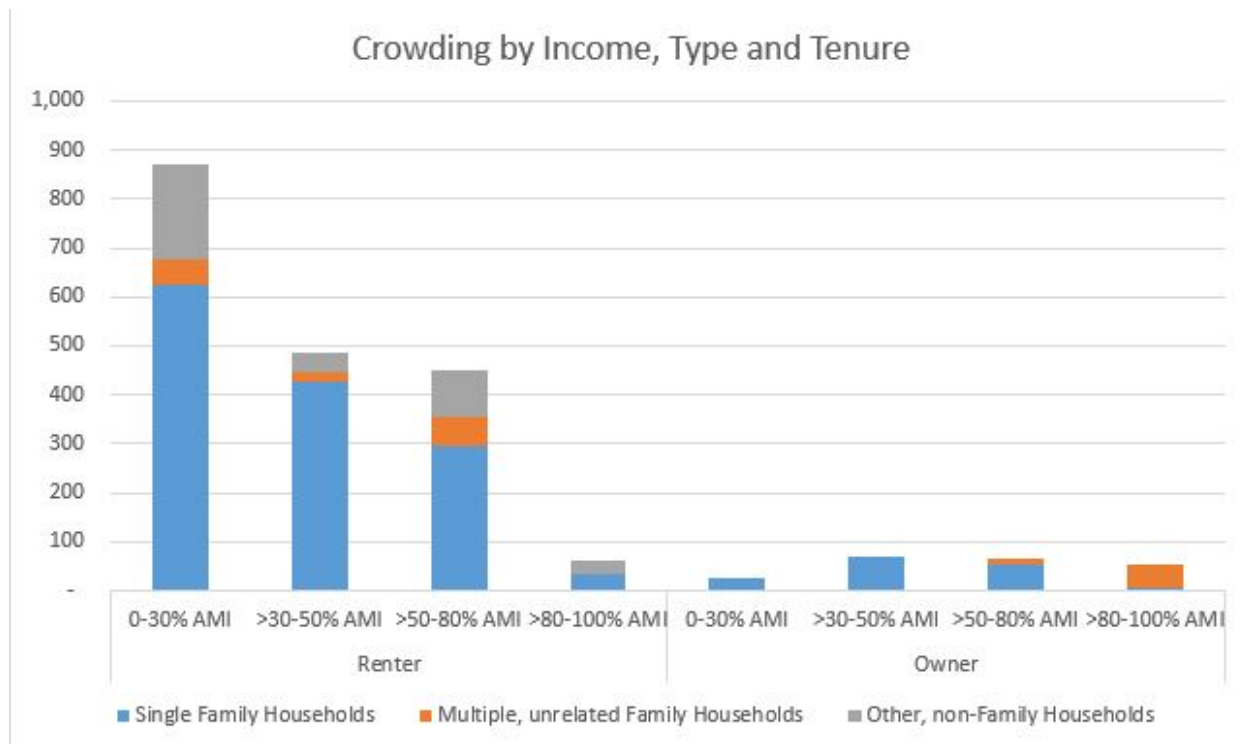


Severe Cost Burden by Income, Type and Tenure

Crowding (more than one person per room)	Renter					Owner				
	0-30% AMI	>30-50% AMI	>50-80% AMI	>80-100% AMI	Total	0-30% AMI	>30-50% AMI	>50-80% AMI	>80-100% AMI	Total
NUMBER OF HOUSEHOLDS										
Single family households	625	425	295	35	1,380	25	70	55	4	154
Multiple, unrelated family households	50	20	60	0	130	0	0	10	50	60
Other, non-family households	195	40	95	25	355	0	0	0	0	0
Total need by income	870	485	450	60	1,865	25	70	65	54	214

Table 11 – Crowding Information

Data Source: 2011-2015 CHAS



Crowding by Income, Type and Tenure

Describe the number and type of single person households in need of housing assistance.

Figures from 2013-2017 ACS data show that 35.1% of City of Madison households are single-person households. The same data shows that 25.6% of owner households are single-person households and that 43.7% of renter households are single-person households. Approximately half of all City of Madison renter households are housing cost burdened, paying more than 30% of monthly income toward housing expenses. Approximately 22% of City of Madison homeowners are housing cost burdened.

Estimate the number and type of families in need of housing assistance who are disabled or victims of domestic violence, dating violence, sexual assault and stalking.

The City of Madison does not have an accurate estimate of families in need of housing assistance who are disabled or victims of domestic violence, dating violence, sexual assault and stalking.

What are the most common housing problems?

The most common problem is housing cost burden, particularly severe housing cost burden (paying over 50% of household income in housing costs).

Are any populations/household types more affected than others by these problems?

Housing cost burden is particularly prevalent among extremely low-income (under 30% of AMI) and renter households.

Describe the characteristics and needs of low-income individuals and families with children (especially extremely low-income) who are currently housed but are at imminent risk of either residing in shelters or becoming unsheltered 91.205(c)/91.305(c)). Also discuss the needs of formerly homeless families and individuals who are receiving rapid re-housing assistance and are nearing the termination of that assistance.

Low-income individuals and families who are at risk of homelessness are often severely rent-burdened and identify money as the most pressing needs. Frequently requested financial assistance categories include rent arrears, security deposit, utility, moving expenses and funds to purchase essentials such as food and gasoline. Other crucial needs include services in the form of information about their rights and responsibilities, mediation, legal representation, housing search support and advocacy such as case management.

Low-income households who are at risk of homelessness may be assisted through partnerships between the City and nonprofits to provide rental assistance and prevention services such as housing counseling, housing search and placement, housing stability case management, mediation and legal services. Due to limited amount of funds available, the city limits the use of its GPR and ESG funds for eviction prevention rent assistance to people who have experienced homelessness in the past and are most likely to become homeless again without assistance.

For a subset of formerly homeless families and individuals who are receiving rapid rehousing assistance and are nearing the termination of that assistance, especially those with disabilities that are not eligible for permanent housing programs, access to subsidized housing or longer term subsidy has been identified as the priority need.

If a jurisdiction provides estimates of the at-risk population(s), it should also include a description of the operational definition of the at-risk group and the methodology used to generate the estimates:

The City of Madison considers households with severe housing cost burden (housing costs over 50% of household income) to be at-risk populations.

Specify particular housing characteristics that have been linked with instability and an increased risk of homelessness.

Persons who have the same characteristics that qualify them to receive homeless prevention assistance described above.

NA-15 Disproportionately Greater Need: Housing Problems

24 CFR 91.205(b)(2)

Assess the need of any racial or ethnic group that has disproportionately greater need in comparison to the needs of that category of need as a whole.

The City of Madison housing market is predominantly composed of White households, with small but significant Black, Asian and Hispanic populations. It should be noted that some populations, particularly American Indian, Alaska Native and Pacific Islander populations, are very small and therefore difficult to measure given the margins

of error in the CHAS data. In general, the data in this section should be used to illustrate trends, rather than used as an absolute measure.

0%-30% of Area Median Income

Housing Problems	Has one or more of four housing problems	Has none of the four housing problems	Household has no/negative income, but none of the other housing problems
Jurisdiction as a whole	16,645	1,090	1,280
White	11,160	830	710
Black / African American	1,930	75	175
Asian	1,705	90	290
American Indian, Alaska Native	110	0	0
Pacific Islander	0	0	0
Hispanic	1,305	39	60

Table 12 - Disproportionally Greater Need 0 - 30% AMI

Data Source: 2011-2015 CHAS

*The four housing problems are: 1. Lacks complete kitchen facilities, 2. Lacks complete plumbing facilities, 3. More than one person per room, 4. Cost Burden greater than 30%

30%-50% of Area Median Income

Housing Problems	Has one or more of four housing problems	Has none of the four housing problems	Household has no/negative income, but none of the other housing problems
Jurisdiction as a whole	11,275	2,680	0
White	7,795	1,910	0
Black / African American	1,130	250	0
Asian	870	104	0
American Indian, Alaska Native	10	50	0
Pacific Islander	0	0	0
Hispanic	1,125	280	0

Table 13 - Disproportionally Greater Need 30 - 50% AMI

Data Source: 2011-2015 CHAS

*The four housing problems are: 1. Lacks complete kitchen facilities, 2. Lacks complete plumbing facilities, 3. More than one person per room, 4. Cost Burden greater than 30%

50%-80% of Area Median Income

Housing Problems	Has one or more of four housing problems	Has none of the four housing problems	Household has no/negative income, but none of the other housing problems
Jurisdiction as a whole	7,045	12,090	0
White	6,030	9,590	0
Black / African American	185	715	0
Asian	195	755	0
American Indian, Alaska Native	0	85	0
Pacific Islander	0	0	0
Hispanic	395	725	0

Table 14 - Disproportionally Greater Need 50 - 80% AMI

Data Source: 2011-2015 CHAS

*The four housing problems are: 1. Lacks complete kitchen facilities, 2. Lacks complete plumbing facilities, 3. More than one person per room, 4. Cost Burden greater than 30%

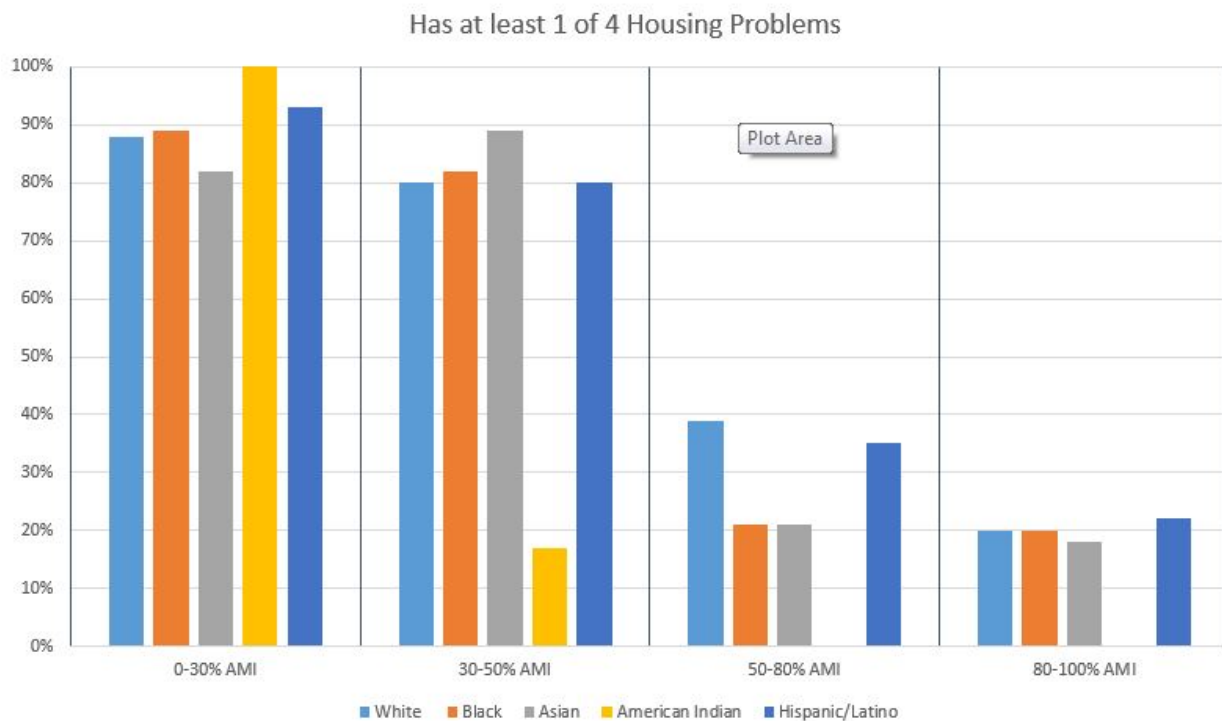
80%-100% of Area Median Income

Housing Problems	Has one or more of four housing problems	Has none of the four housing problems	Household has no/negative income, but none of the other housing problems
Jurisdiction as a whole	2,240	9,040	0
White	1,970	7,775	0
Black / African American	85	345	0
Asian	110	505	0
American Indian, Alaska Native	0	4	0
Pacific Islander	0	0	0
Hispanic	80	285	0

Table 15 - Disproportionally Greater Need 80 - 100% AMI

Data Source: 2011-2015 CHAS

*The four housing problems are: 1. Lacks complete kitchen facilities, 2. Lacks complete plumbing facilities, 3. More than one person per room, 4. Cost Burden greater than 30%



Housing Problems by Race

According to the CHAS data, race and ethnicity appear to influence housing opportunities, particularly as income increases.

For households with incomes under 50% of AMI, the vast majority of households have one or more housing problems, regardless of race or ethnicity. However, for households with incomes between 50% and 80% of AMI, African American and Asian households have significantly lower rates of housing problems than do White and Hispanic households. Above 80% of AMI, all households, regardless of race and ethnicity demonstrate a lower rate of housing problems.

Assess the need of any racial or ethnic group that has disproportionately greater need in comparison to the needs of that category of need as a whole.

The City of Madison housing market is predominantly composed of White households, with small but significant Black, Asian and Hispanic populations. It should be noted that some populations, particularly American Indian, Alaska Native and Pacific Islander populations, are very small and therefore difficult to measure given the margins of error in the CHAS data. In general, the data in this section should be used to illustrate trends, rather than used as an absolute measure.

0%-30% of Area Median Income

Severe Housing Problems*	Has one or more of four severe housing problems	Has none of the four severe housing problems	Household has no/negative income, but none of the other severe housing problems
Jurisdiction as a whole	14,695	3,040	1,280
White	9,775	2,215	710
Black / African American	1,730	275	175
Asian	1,560	235	290
American Indian, Alaska Native	110	0	0
Pacific Islander	0	0	0
Hispanic	1,165	175	60

Table 16 – Severe Housing Problems 0 - 30% AMI

Data Source: 2011-2015 CHAS

*The four severe housing problems are: 1. Lacks complete kitchen facilities, 2. Lacks complete plumbing facilities, 3. More than one and one-half person per room, 4. Cost Burden greater than 50%

30%-50% of Area Median Income

Severe Housing Problems*	Has one or more of four severe housing problems	Has none of the four severe housing problems	Household has no/negative income, but none of the other severe housing problems
Jurisdiction as a whole	4,000	9,950	0
White	2,665	7,035	0
Black / African American	250	1,130	0
Asian	300	674	0
American Indian, Alaska Native	0	65	0
Pacific Islander	0	0	0
Hispanic	645	760	0

Table 17 – Severe Housing Problems 30 - 50% AMI

Data Source: 2011-2015 CHAS

*The four severe housing problems are: 1. Lacks complete kitchen facilities, 2. Lacks complete plumbing facilities, 3. More than one and one-half person per room, 4. Cost Burden greater than 50%

50%-80% of Area Median Income

Severe Housing Problems*	Has one or more of four severe housing problems	Has none of the four severe housing problems	Household has no/negative income, but none of the other severe housing problems
Jurisdiction as a whole	1,775	17,355	0
White	1,325	14,300	0
Black / African American	80	825	0
Asian	130	820	0
American Indian, Alaska Native	0	85	0
Pacific Islander	0	0	0
Hispanic	165	955	0

Table 18 – Severe Housing Problems 50 - 80% AMI

Data Source: 2011-2015 CHAS

*The four severe housing problems are: 1. Lacks complete kitchen facilities, 2. Lacks complete plumbing facilities, 3. More than one and one-half person per room, 4. Cost Burden greater than 50%

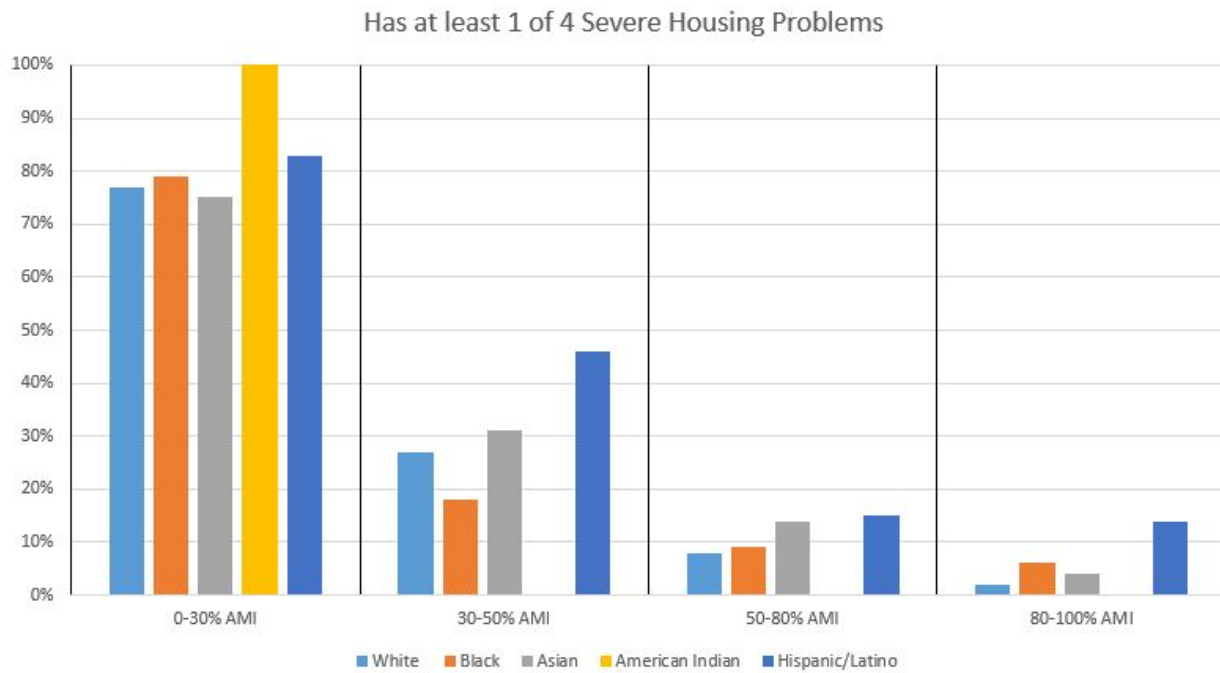
80%-100% of Area Median Income

Severe Housing Problems*	Has one or more of four severe housing problems	Has none of the four severe housing problems	Household has no/negative income, but none of the other severe housing problems
Jurisdiction as a whole	310	10,970	0
White	215	9,530	0
Black / African American	24	410	0
Asian	25	590	0
American Indian, Alaska Native	0	4	0
Pacific Islander	0	0	0
Hispanic	50	315	0

Table 19 – Severe Housing Problems 80 - 100% AMI

Data Source: 2011-2015 CHAS

*The four severe housing problems are: 1. Lacks complete kitchen facilities, 2. Lacks complete plumbing facilities, 3. More than one and one-half person per room, 4. Cost Burden greater than 50%



Severe Housing Problems by Race

According to the CHAS data, race and ethnicity appear to influence housing opportunities, particularly as income increases.

For households with incomes under 30% of AMI, the vast majority of households have one or more severe housing problems, regardless of race or ethnicity. However, for households with incomes above 30% of AMI, Hispanic households, and to a lesser extent, Asian households, have significantly higher rates of severe housing problems.

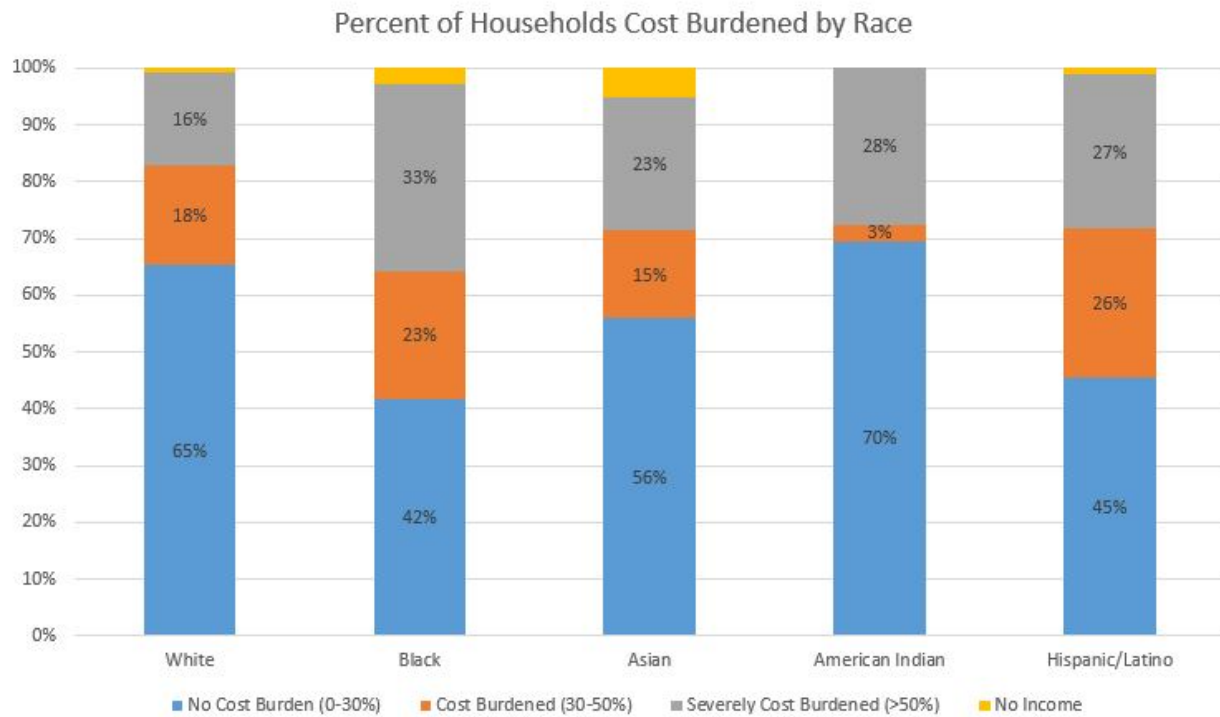
Assess the need of any racial or ethnic group that has disproportionately greater need in comparison to the needs of that category of need as a whole.

The City of Madison has concentrations of persons of color in both the north and south regions of the city, which roughly correspond with areas of high concentrations of housing cost burden.

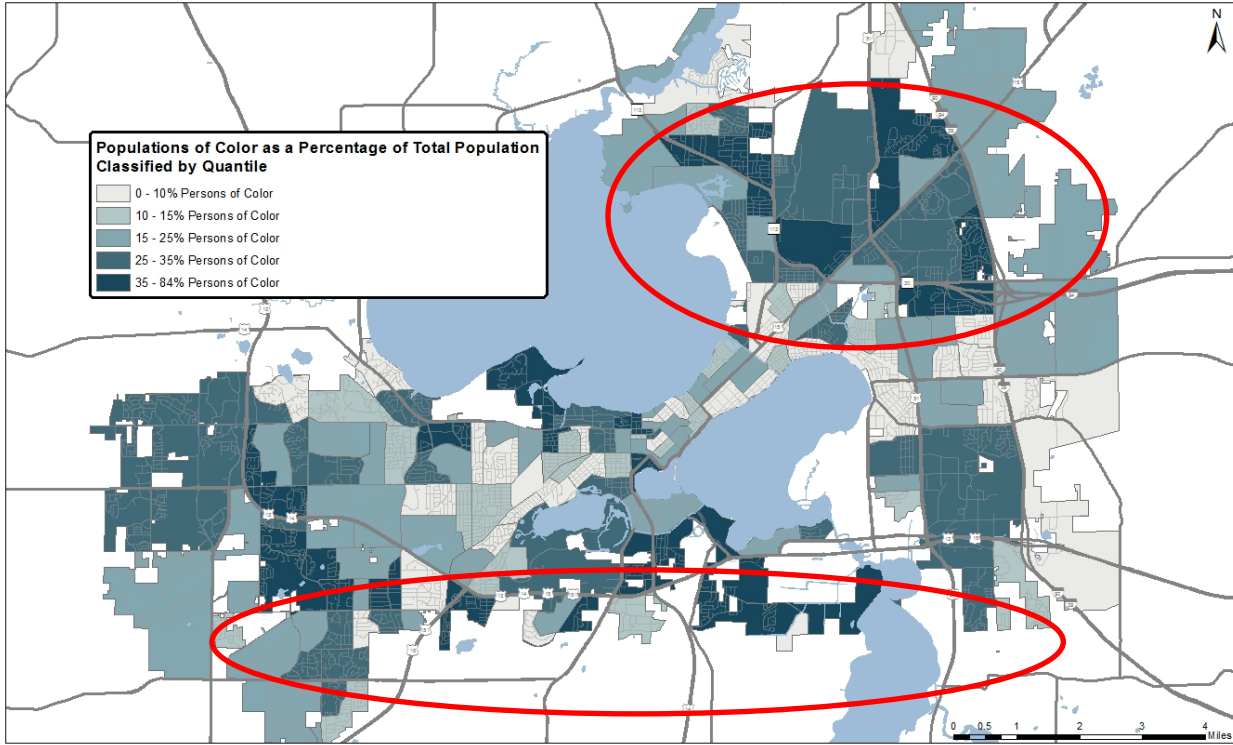
Housing Cost Burden	<=30%	30-50%	>50%	No / negative income (not computed)
Jurisdiction as a whole	64,625	19,025	19,075	1,350
White	54,795	14,795	13,565	715
Black / African American	2,505	1,350	1,970	175
Asian	3,825	1,060	1,600	355
American Indian, Alaska Native	240	10	95	0
Pacific Islander	0	0	0	0
Hispanic	2,320	1,335	1,385	60

Table 20 – Greater Need: Housing Cost Burdens AMI

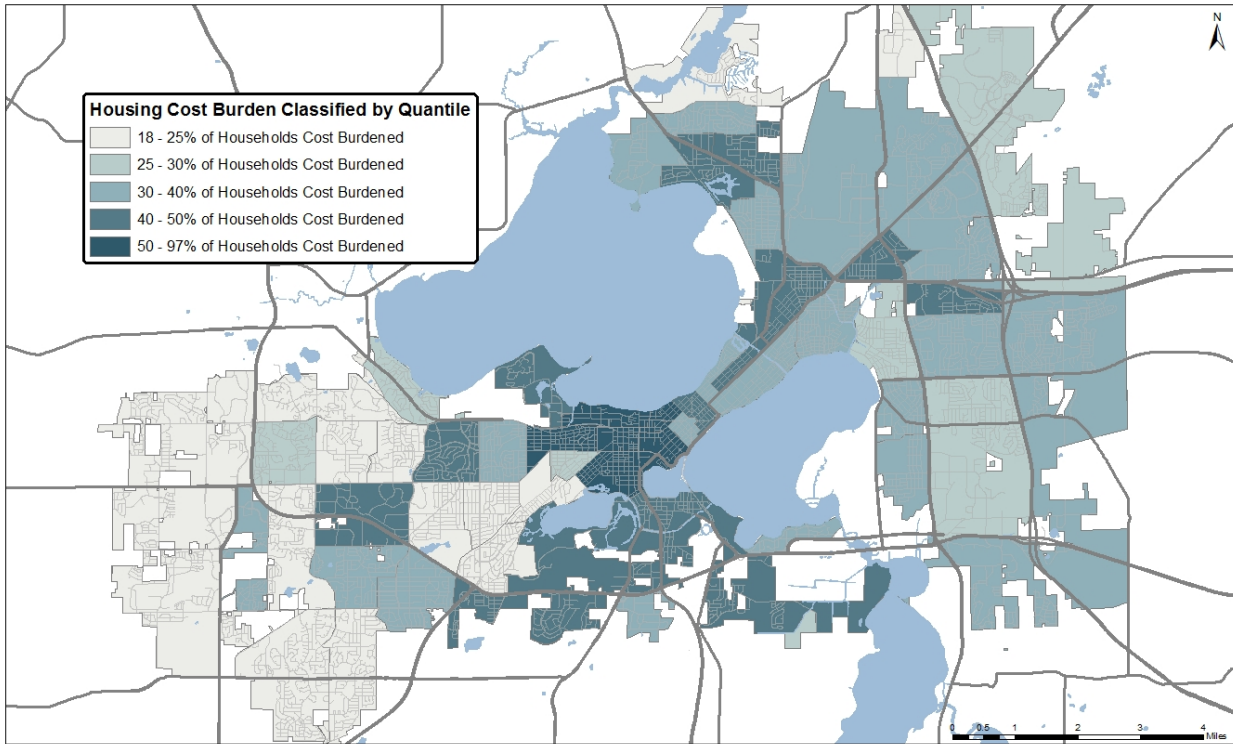
Data Source: 2011-2015 CHAS



Cost Burden by Race



Concentrations of Non-White Populations Map



Housing Cost Burden Map

Discussion

According to the CHAS data, race and ethnicity appear to influence housing cost burden.

Black, Asian and Hispanic households all have significantly higher rates of cost burden and severe cost burden than White households. Black households in particular have extremely high levels of housing cost burden, with over 50% of households affected.

NA-30 Disproportionately Greater Need: Discussion

24 CFR 91.205(b)(2)

Are there any income categories in which a racial or ethnic group has disproportionately greater need than the needs of that income category as a whole?

Hispanic households continue to have relatively high levels of housing problems, regardless of income.

Black households have relatively low levels of housing problems when compared to their peers by income, but they have significantly higher levels of housing cost burden when viewed as a whole.

If they have needs not identified above, what are those needs?

Not applicable.

Are any of those racial or ethnic groups located in specific areas or neighborhoods in your community?

Populations of color are concentrated in the northern and southern parts of the city, which correspond to concentrations of housing cost burden.

The Community Development Authority of the City of Madison (CDA) is considered a High Performing Public Housing Authority serving a variety of populations, including elderly, disabled, homeless, veteran and family populations.

Totals in Use

	Program Type								
	Certificate	Mod-Rehab	Public Housing	Vouchers					
				Total	Project-based	Tenant-based	Special Purpose Voucher		
							Veterans Affairs Supportive Housing	Family Unification Program	Disabled *
# of units vouchers in use	0	0	678	1,571	74	1,394	28	53	0

Table 21 - Public Housing by Program Type

*includes Non-Elderly Disabled, Mainstream One-Year, Mainstream Five-Year and Nursing Home Transition

Data Source: PIC (PIH Information Center)

Characteristics of Residents

	Program Type								
	Certificate	Mod-Rehab	Public Housing	Vouchers					
				Total	Project-based	Tenant-based	Special Purpose Voucher		
							Veterans Affairs Supportive Housing	Family Unification Program	
Average Annual Income	0	0	14,106	13,587	11,925	13,780	9,578	8,735	
Average length of stay	0	0	6	6	0	7	0	0	
Average Household size	0	0	1	2	2	2	1	3	
# Homeless at admission*	-	-	1	13	-	6	0	7	
# of Elderly Program Participants (>62)	0	0	171	228	8	212	4	0	
# of Disabled Families	0	0	276	631	18	581	18	6	
# of Families requesting accessibility features	0	0	678	-	-	-	-	-	
# of HIV/AIDS program participants	0	0	0	0	0	0	0	0	
# of DV victims	0	0	0	0	0	0	0	0	

Table 22 – Characteristics of Public Housing Residents by Program Type

*Number Homeless at Admission is a record for FY 2017, not in total

Data Source: PIC (PIH Information Center)

Race of Residents

Race	Certificate	Mod-Rehab	Public Housing	Program Type					
				Vouchers					
				Total	Project-based	Tenant-based	Special Purpose Voucher		
Veterans Affairs Supportive Housing	Family Unification Program	Disabled *							
White	0	0	352	659	21	595	20	13	0
Black/African American	0	0	256	861	48	757	7	39	0
Asian	0	0	65	42	5	35	0	0	0
American Indian/Alaska Native	0	0	4	8	0	6	1	1	0
Pacific Islander	0	0	1	1	0	1	0	0	0
Other	0	0	0	0	0	0	0	0	0

Table 23 – Race of Public Housing Residents by Program Type

*includes Non-Elderly Disabled, Mainstream One-Year, Mainstream Five-Year and Nursing Home Transition

Data Source: PIC (PIH Information Center)

Ethnicity of Residents

Ethnicity	Certificate	Mod-Rehab	Public Housing	Program Type					
				Vouchers					
				Total	Project-based	Tenant-based	Special Purpose Voucher		
Veterans Affairs Supportive Housing	Family Unification Program	Disabled *							
Hispanic	0	0	36	42	4	34	1	3	0
Not Hispanic	0	0	642	1,529	70	1,360	27	50	0

Table 24 – Ethnicity of Public Housing Residents by Program Type

*includes Non-Elderly Disabled, Mainstream One-Year, Mainstream Five-Year and Nursing Home Transition

Data Source: PIC (PIH Information Center)

Section 504 Needs Assessment: Describe the needs of public housing tenants and applicants on the waiting list for accessible units.

The CDA is able to meet the current Section 504 needs of its Public Housing participants with the accessible units it has available. Voucher holders who need accessible units have been able to find what they need in the private sector. No vouchers have been returned due to the lack of available accessible units. The Wait Lists of each approximate the current program need.

Most immediate needs of residents of Public Housing and Housing Choice voucher holders:

The most immediate needs of Public Housing and Voucher Holders are supplemental income, medical and mental health services, and support. The majority of participants are in the extremely low-income category and need a variety of services and support systems.

How do these needs compare to the housing needs of the population at large?

These needs would be greater than those of the population at large, but similar to those of other populations in the extremely low-income category.

The Madison/Dane County CoC takes the lead role in collecting and analyzing data on homeless persons served by CoC agencies. The CoC examines the data submitted to HUD each year. This year, HUD switched to using the Longitudinal Systems Analysis (LSA) which examines how people experiencing homelessness use the CoC's system of care. The data is limited to those agencies that input data into the Homeless Management Information System (HMIS). There are a few agencies in the community that do not use HMIS, including: Domestic Abuse Intervention Services, St. Vincent de Paul, HUD Section 8 vouchers through Veterans Affairs Supportive Housing (HUD-VASH), and faith communities or grassroots organizations. Data is entered based on HUD's fiscal year. The most recent report covers October 1, 2017 – September 30, 2018. The LSA provides demographic data and information on how households move through the homeless services system. It does not attempt to analyze or otherwise explain the conditions of Dane County's homeless population, or the factors contributing to their situations; nor does it account for other persons who might confront similar housing issues, but who have not been served in emergency shelter, transitional housing or permanent supportive housing in Dane County. Data is collected regarding homeless prevention services, which quantifies the number of people who are at risk of homelessness.

The number of homeless people served by area service providers in emergency shelter has fluctuated over the years. In the LSA, HUD reports individuals in shelter and transitional housing together. In 2017-2018, 2,645 individuals were served in transitional housing and shelter. This represents a decrease over the past few years of reporting individuals accessing shelter (2016-17: 2,747; 2015-16: 2,734; 2014-15: 2,773). The number of individuals who are identified as at-risk (receiving financial aid or services to prevent homelessness) increased to 922 in 2018 from 882 in 2017. Additionally, our community is embracing diversion, and in 2018, 151 households received diversion services. Diversion services include having a conversation to identify a safe place to stay other than coming to shelter, possible financial assistance and offer of continued case management services to identify a permanent housing solution.

Of the 2,645 people served in 2017-18, 943 were members of families (with 539 children under 18 years of age); 1,641 were single adults (30% identified as female, 69% as male, <1% transgender or gender non-conforming); and 97 were unaccompanied youth under the age of 18. There is an increase in unaccompanied youth served over the years due to the opening of a shelter for youth ages 12-17. As the community becomes aware of the shelter, more youth are accessing the service.

While agencies and funders collect specific information regarding individuals receiving shelter and services, little is known about the number or needs of those in Dane County who are not served by area shelters (i.e., those in need who do not seek assistance). While there are some persons who sleep in outdoor locations or in vehicles, there are many more that live temporarily with friends and relatives in overcrowded apartments or homes. Given these limitations, it is difficult to develop a complete and accurate estimate of the number of people in Dane County who do not have stable, permanent housing.

One attempt to compile information useful in making such estimates is a twice-annual Point in Time (PIT) survey conducted in July and January. The PIT survey seeks to account for all homeless individuals, both sheltered and unsheltered, on the days the survey is conducted. It is worth noting that the unsheltered population has decreased since 2013. In January 2018, there were 84 unsheltered individuals which decreased to 75 in 2019.

Over the past two years, the CoC has strengthened Street Outreach services. Coordination and collaboration have increased resulting in de-duplication of services. Workers meet regularly to ensure they are connecting with the most vulnerable people who are sleeping outside. Street outreach workers act as a mobile hub for Coordinated Entry to connect people to housing opportunities as quickly as possible. In 2017, 547 households were served in outreach programs and 365 households were served in 2018.

Homeless Needs Assessment

Part 1. Homeless Population	Sheltered	Unsheltered	Total
1. Number of Households - Families with Dependent Children	63	0	63
1a. Number of Persons in these Families	205	0	205
2. Number of Households - Families with Only Children	5	0	5
2a. Number of Persons in these Families	5	0	5
3. Number of Households - Adults without Dependent Children	320	84	404
3a. Number of Single Adults	320	84	404
Total Number of Persons	530	84	614

Part 2. Homeless Subpopulations	Sheltered	Unsheltered	Total
a. Chronically Homeless	92	32	124
b. Severely Mentally Ill	79	29	108
c. Chronic Substance Abuse	40	24	64
d. Veterans - Male	41	1	42
e. Veterans - Female	1	0	1
f. Persons with HIV/AIDS	1	0	1
g. Victims of Domestic Abuse	20	2	22
h. Total Under Age 18	132	0	132
i. Total Age 18-24	36	3	39
j. Total Over Age 24	362	64	426
k. Unknown Age	0	17	17

Table 25 - January 24, 2018 PIT Data

Part 1. Homeless Population	Sheltered	Unsheltered	Total
1. Number of Households - Families with Dependent Children	66	0	66
1a. Number of Persons in these Families	224	0	224
2. Number of Households - Families with Only Children	0	0	0
2a. Number of Persons in these Families	0	0	0
3. Number of Households - Adults without Dependent Children	278	74	352
3a. Number of Single Adults	279	75	354
Total Number of Persons	503	75	578

Part 2. Homeless Subpopulations	Sheltered	Unsheltered	Total
a. Chronically Homeless	74	31	105
b. Severely Mentally Ill	83	35	118
c. Chronic Substance Abuse	44	44	88
d. Veterans - Male	32	5	37
e. Veterans - Female	1	0	1
f. Persons with HIV/AIDS	0	0	0
g. Victims of Domestic Abuse	69	69	138
h. Total Under Age 18	135	0	135
i. Total Age 18-24	40	2	42
j. Total Over Age 24	328	73	401

Table 26 - January 23, 2019 PIT Data

The City of Madison has no rural homeless.

If data is not available for the categories "number of persons becoming and exiting homelessness each year," and "number of days that persons experience homelessness," describe these categories for each homeless population type (including chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth).

Not applicable.

Estimate the number and type of families in need of housing assistance for families with children and the families of veterans.

There were 2,002 households experiencing homelessness in 2017-18: 1,641 single adults and 261 households with children. In 9% of these households, a veteran is head of household.

Describe the nature and extent of homelessness by racial and ethnic group.

The homeless population is largely non-white. This is especially true for families with children experiencing homelessness, where 79% are non-white. For individuals without children experiencing homelessness, the percentage of non-white is 53%. Of the 2,645 individuals in shelter and transitional housing in 2017-18, 49% were African-American. The African-American population is overrepresented in the Dane County population experiencing homelessness.

Describe the nature and extent of unsheltered and sheltered homelessness.

The Point in Time (PIT) survey is the best source of information on unsheltered persons. When comparing the 1/2019 PIT with 1/2018 PIT for sheltered and unsheltered, the data shows:

- The total number of individuals identified in the PIT has decreased slightly (36 fewer individuals);
- The number of single adults decreased (41 fewer sheltered and 9 fewer unsheltered); and
- The number of unaccompanied youth and minor parents continues to be very low on the night of the PIT, as the tendency for youth is to "couch surf," which is not included in HUD's definition of homelessness.

In 2019, there was a total of 38 veterans identified; 33 veterans were sheltered, while 5 veterans were unsheltered.

The number of homeless persons identified as chronically homeless was lower in 2019 than the previous year. However, the number of persons with mental health and alcohol/drug abuse issues increased.

NA-45 Non-Homeless Special Needs Assessment

24 CFR 91.205(b,d)

The City of Madison places a high priority on the development and maintenance of permanent housing that serves non-homeless people with special needs. The City helps identify and fund projects that provide on-site or specific service linkages to other agencies and services that benefit local residents.

The City has regularly supported several groups that work with special populations to promote the development of affordable rental housing and homeownership, such as Movin' Out and Goodwill Industries for persons with disabilities, and Independent Living for seniors. The City also supports developers such as Madison Development Corporation, which does not specifically target persons with disabilities but is shifting its new development model toward 100% Universal Design. HOME and CDBG funds will be used to fund these activities.

The City requires that a portion of any housing project assistance be targeted toward the development of housing units accessible to persons with disabilities.

The City does not make specific set-asides for housing to serve persons with special needs, but considers such housing proposals and their service linkages as part of the planning and funding processes described elsewhere in this Plan.

Describe the characteristics of special needs populations in your community:

The 2010 census stated that 22,383 people (or 9.6% of the Madison population) were 65 and over. Seventeen percent of the population over 60 years of age was 85 and older, a commonly used measure for "frail" elderly.

According to the 2013-2017 American Community Survey estimate, the 2017 national average for adults age 18 to 64 with at least one disability was 10.3%. This compares to 6.6% for residents of the City of Madison. The breakdown by type of disability for adults age 18 and 64 in the City of Madison was as follows:

- Hearing: 2,071
- Vision: 1,607
- Cognitive: 5,726
- Ambulatory: 4,431
- Self-Care: 1,954
- Independent Living: 4,244

What are the housing and supportive service needs of these populations and how are these needs determined?

Local service delivery systems in Wisconsin rely on State funding to County governments that lead human services for these populations. In some cases, the City of Madison has provided supplemental support for services such as the development of housing for people with special needs. It has done this in coordination with nonprofit organizations such as Movin' Out.

The City does not currently plan to use HOME funds for direct rental assistance for non-homeless special needs population, but may consider amending this Plan to provide such an option in the future. The current priority is to use HOME funds to expand the availability and accessibility of housing stock designed to serve the housing needs of those populations.

Discuss the size and characteristics of the population with HIV/AIDS and their families within the Eligible Metropolitan Statistical Area:

The Wisconsin Department of Health Services reported that between 1982 and 2016 there were 1,075 total cases of HIV infection, including 772 HIV cases and 197 AIDS cases (an additional 106 cases did not have specific information on disease status), in Dane County. In 2017, there were 856 people living with HIV. These accounted for 12% of the documented HIV cases in Wisconsin.

AIDS Resource Center of Wisconsin (ARCW) provides case management and support services to affected individuals and their families. ARCW's Madison area client income data indicates the 63% of clients have incomes less than 200% of the federal poverty level, with 23% of clients at or below 100% of poverty. ARCW reports that many of its clients face repeated housing instability due to an extreme shortage of low-income housing, coupled with a strong economy, which is driving increased demand for housing and higher rents in Madison and Dane County.

NA-50 Non-Homeless Community Development Needs

24 CFR 91.215(f)

Describe the jurisdiction's need for Public Facilities:

The City's primary public facility needs are associated with its goal of supporting Neighborhood Asset Building. In order to address those needs, the City has established three related objectives:

- Create, enhance or sustain the development and operation of physical assets, such as neighborhood centers 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.

- Create or improve safe, accessible, energy-efficient and well-maintained community and neighborhood facilities.
- Help residents within designated neighborhoods identify, plan for and implement projects and activities that promise to enhance the quality of life for neighborhood residents.

How were these needs determined?

These needs were determined as part of a comprehensive planning process during 2018 and 2019 that included significant public involvement.

A survey and public input process took place between fall of 2018 and winter of 2019 to gather feedback on what community members value most at City-funded neighborhood centers. Based on that process the City and City-funded neighborhood centers collaborated on a new framework with benchmarks that all City-funded neighborhood centers will meet in the coming years. Benchmarks relate to: (1) engaging and connecting with the community; (2) ensuring residents and stakeholders living nearby have access to the facility; (3) offering programs and services to a variety of age groups; (4) building organization and administrative capacity; and (5) collecting and using data. CDD anticipates this framework will be in place in 2020.

Describe the jurisdiction's need for Public Improvements:

The City's primary public improvements are funded outside of the HUD-related funding processes administered through its Community Development Division and CDBG Office. City Planning, Engineering, Parks and Water Utility are the lead agencies for public improvements.

How were these needs determined?

Needs are determined through ongoing comprehensive planning and budgeting processes.

Describe the jurisdiction's need for Public Services:

City of Madison public services are provided by a variety of agencies. The City of Madison Community Development Division and CDBG Office address the need for specific public services to low-income persons by providing funding for housing assistance and adult workforce preparedness.

How were these needs determined?

These needs were determined as part of a comprehensive planning process during 2018 and 2019 that included significant public involvement.

Housing Market Analysis

MA-05 Overview

Housing Market Analysis Overview:

Madison's low-income population faces a large and persistent problem of a lack of affordable housing that results in high levels of housing cost burden and, at the extreme, homelessness. This lack of affordable housing has recently been exacerbated by historically low vacancies in the rental market, new landlord-tenant laws and a tightened lending market, all of which make it harder for low-income households to participate in the Madison housing market.

The challenges to affordability can be summarized as:

- Strong demand for housing as a result of low unemployment and high median wages keeps housing prices relatively high.
- Continued household growth of 1%-2% (roughly 1,900 net new households/year) through the recession (2007-2012).
- Household growth was split between a large influx of higher-income households (>\$75,000) and a modest influx of very low-income households (<\$40,000) with a shrinking middle.
- New construction of housing dropped below the rate of household growth from 2007-2012.
- This has resulted in historically low vacancy and rising rental prices, pushing low-income renters out of the market and preventing homeless households from moving up.
- New rental construction has been focused on meeting the demand from higher-income households, and federal funding to subsidize housing for homeless, low-income rental and low-income ownership has been steadily declining.
- Construction and land costs in our market make the creation of new units too expensive for low-income households without providing subsidies to developers.
- For homeless individuals with the additional challenge of mental health, addiction or disabilities, Dane County's homeless housing and service system is already at capacity and does not have the breadth of options to serve all parts of this population.
- Tightened lending standards and historically high levels of student debt have made homeownership less accessible for low-income households.

Recently, there has been a boom in multifamily rental construction, but it has not yet resulted in a significant relief in vacancy rates or rent prices, which continue to pose challenges to our low-income residents. The creation of new units affordable to low-income households continues to be a challenge that requires the coordination of multiple government agencies and programs to effectively fill the gaps in the housing market.

MA-10 Number of Housing Units

24 CFR 91.210(a), 91.210(b)(2)

The Madison housing market is defined by its large but minority portion of single-family owner occupied housing and its smaller but significant portion of multifamily rental housing. The ownership market has begun to recover from the 2007 recession, though house values have not returned to their 2006 peak. After a five-year lull in construction, the rental market has seen a boom in market rate apartment construction, but vacancy rates have rebounded at a much slower rate than decline due to steady growth in the number of renter households year to

year. This low vacancy rate and competition from higher income renters put additional pressure on low-income renter households, as from 2000 to 2015 the City lost roughly 5,000 units that would be affordable to households at 50% HAMFI, largely to increasing rental prices.

All residential properties by number of units

Property Type	Number	%
1-unit detached structure	47,964	43%
1-unit, attached structure	5,756	5%
2-4 units	14,061	12%
5-19 units	18,305	16%
20 or more units	25,935	23%
Mobile Home, boat, RV, van, etc.	660	1%
Total	112,681	100%

Table 25 – Residential Properties by Unit Number

Data Source: 2013-2017 ACS

Unit Size by Tenure

	Owners		Renters	
	Number	%	Number	%
No bedroom	27	0%	5,590	10%
1 bedroom	1,330	3%	17,106	30%
2 or 3 bedrooms	37,083	72%	30,989	55%
4 or more bedrooms	12,950	25%	2,895	5%
Total	51,390	100%	56,580	100%

Table 26 – Unit Size by Tenure

Data Source: 2013-2017 ACS

Describe the number and targeting (income level/type of family served) of units assisted with federal, state, and local programs.

- 407 Shelter
- 144 Transitional
- 1,376 Permanent Housing
- 1,717 Family (Households with at least one minor child)
- 2,508 Disability (At least one member having a disability)
- 1,133 Elderly (At least one member age 62 or older) Elderly/ Disabled

- 6,331 Total

Provide an assessment of units expected to be lost from the affordable housing inventory for any reason, such as expiration of Section 8 contracts.

There is not expected to be a net loss in the affordable housing inventory within the City.

Does the availability of housing units meet the needs of the population?

Given the low levels of rental vacancy and high levels of housing cost burden, the housing supply is not meeting the needs of the population.

Describe the need for specific types of housing:

The Madison market is in particular need of rental housing available to households at or below 80% of AMI, particularly households below 50% of AMI, as shown by the high levels of housing cost burden.

MA-15 Housing Market Analysis: Cost of Housing 24 CFR 91.210(a)

Madison's housing market faces a large and persistent problem of a lack of affordable housing that results in high levels of housing cost burden and, at the extreme, homelessness. This lack of affordable housing has recently been exacerbated by historically low vacancies in the rental market, new landlord-tenant laws that favor landlords and a tightened lending market, all of which make it harder for low-income households to participate in the Madison housing market.

The challenges to affordability can be summarized as:

- Household growth continued at 1%-2% (roughly 1,900 net new households/year) through the recession (2007-2012).
- Household growth was split between a large influx of higher-income households (>\$75,000) and a modest influx of very low-income households (<\$40,000) with a shrinking middle.
- New construction and development of housing dropped below the rate of household growth from 2007-2012.
- This has resulted in historically low vacancy and rising rental prices, pushing low-income renters out of the market and preventing homeless households from moving up.
- New rental construction has been focused on meeting the demand from higher-income households, and federal funding to subsidize housing for homeless, low-income rental and low-income ownership has been steadily declining.
- Construction and land costs in our market make the creation of new units too expensive for low-income households without providing subsidies to developers.
- For homeless individuals with the additional challenge of mental health, addiction or disabilities, Dane County's homeless housing and service system is already at capacity and does not have the breadth of options to serve all parts of this population.
- Tightened lending standards and historically high levels of student debt have made homeownership less accessible for low-income households.

Cost of Housing

	Base Year: 2010	Most Recent Year: 2017	% Change
Median Home Value	219,600	223,300	2%
Median Contract Rent	791	908	15%

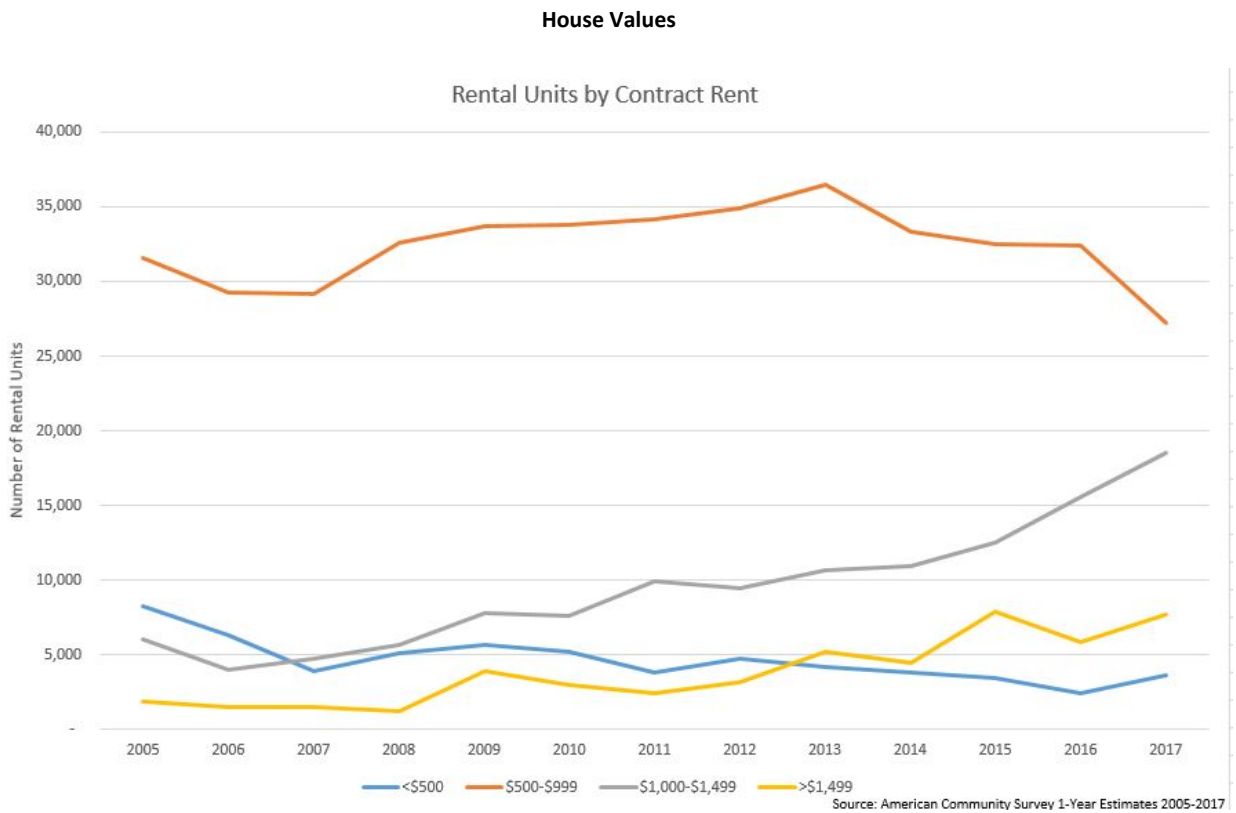
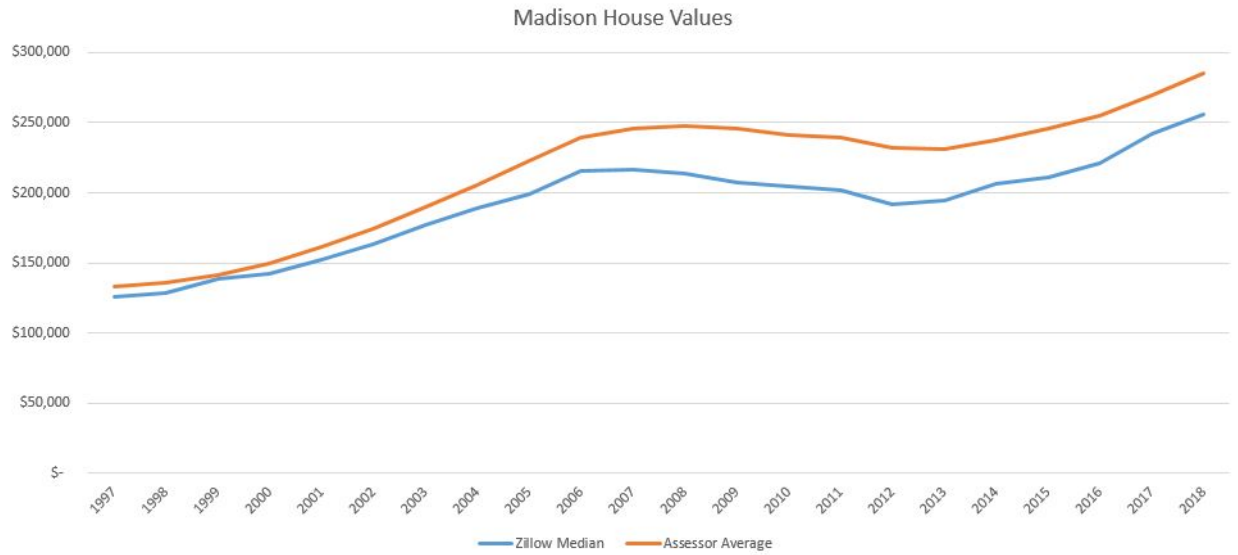
Table 27 – Cost of Housing

Data Source: 2010 Census (Base Year), 2013-2017 ACS 5-Year Estimates

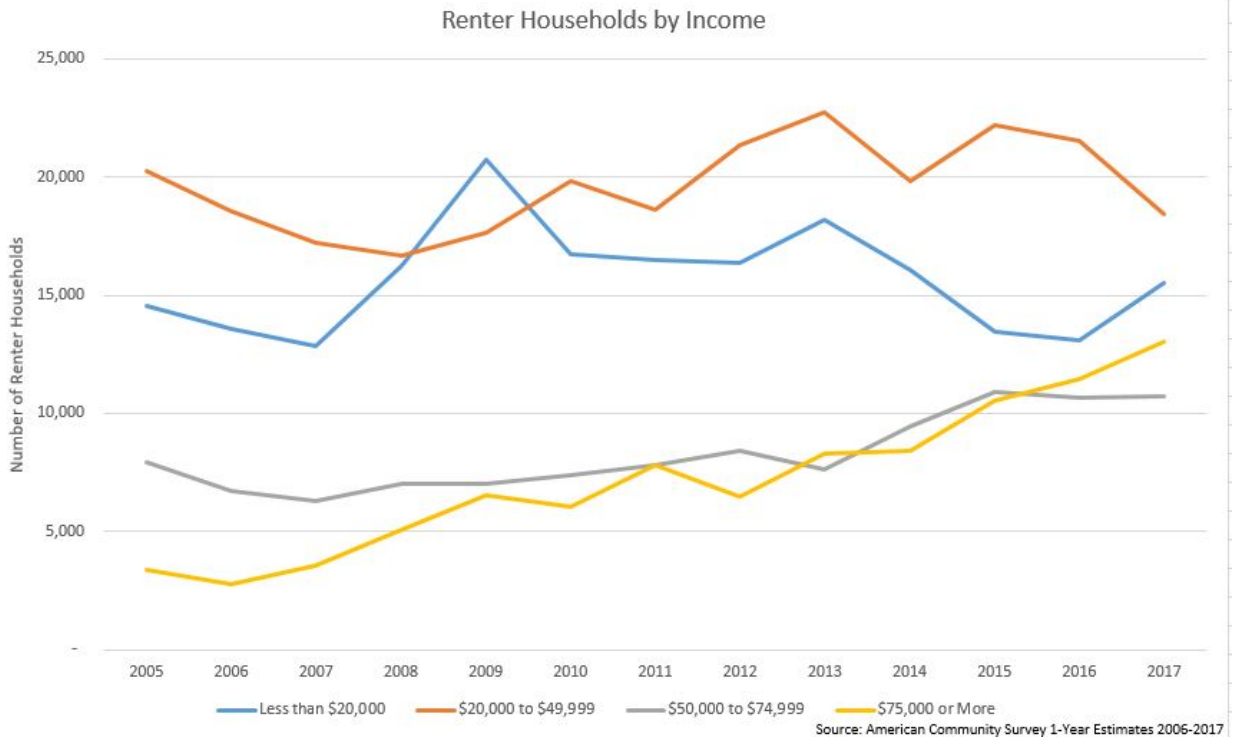
Rent Paid	Number	%
Less than \$500	3,414	6.1%
\$500-999	30,920	55.5%
\$1,000-1,499	14,747	26.4%
\$1,500-1,999	4,320	7.7%
\$2,000 or more	2,376	4.3%
Total	55,777	100.0%

Table 28 - Rent Paid

Data Source: 2013-2017 ACS 5-Year Estimates



Rents Over Time



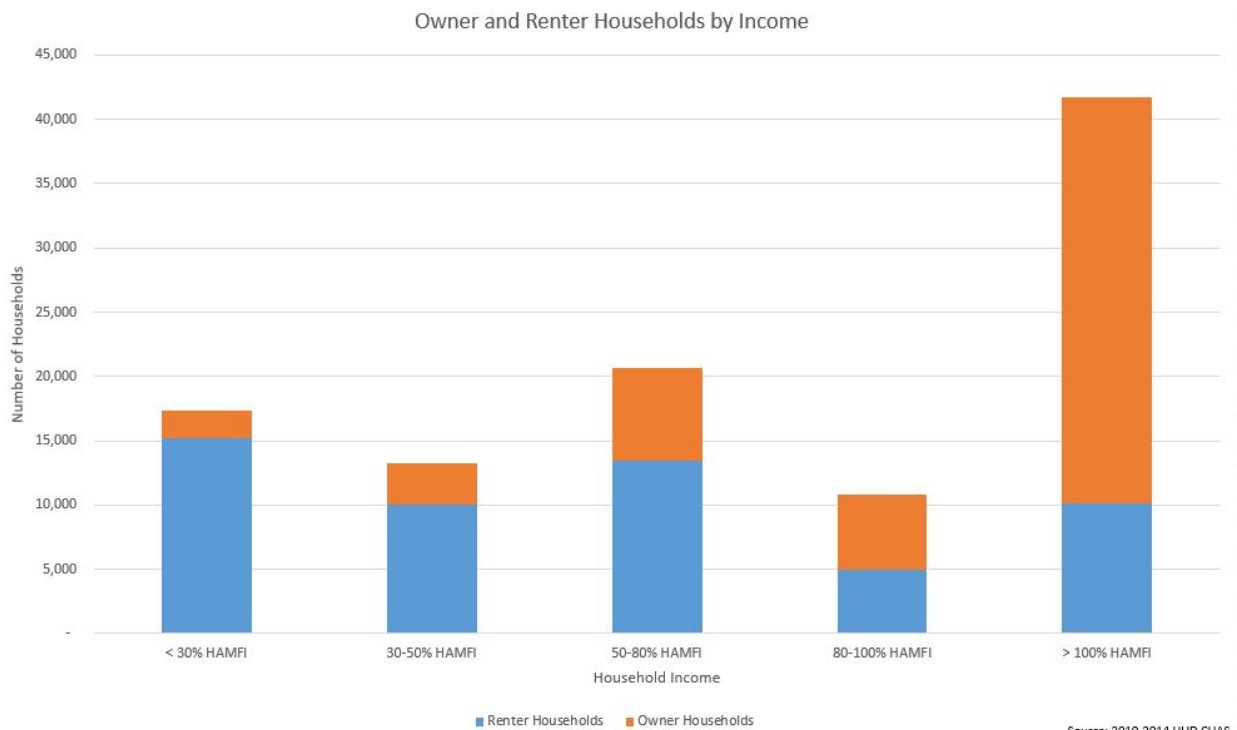
Rental Vacancy Rate

Housing Affordability

Units affordable to Households With Incomes	Renter	Owner
Up to 30% HAMFI	2,630	No Data
30% to 50% HAMFI	16,935	2,255
50% to 80% HAMFI	36,695	11,165
Greater than 80% HAMFI	No Data	18,380
Total	56,260	31,800

Table 31 – Housing Affordability

Data Source: 2011-2015 HUD CHAS



Own vs Rent by Income

Source: 2010-2014 HUD CHAS

Monthly Rent

Monthly Rent (\$)	Efficiency (no bedroom)	1 Bedroom	2 Bedroom	3 Bedroom	4 Bedroom
Fair Market Rent	769	924	1,091	1,522	1,817
High HOME Rent	769	924	1,091	1,516	1,671
Low HOME Rent	769	860	1,032	1,192	1,330

Table 29 – Monthly Rent

Data Source: FY 2018 HUD FMR and HOME Rents

Is there sufficient housing for households at all income levels?

No. Low-income renters in particular have seen very little increase in affordable supply, while at the same time demand has increased. This problem is exacerbated by historically low vacancy rates and increased competition for units from higher-income renters, placing additional pressure on the rental market.

How is affordability of housing likely to change considering changes to home values and/or rents?

Affordability is likely to decrease in the rental market in the short term due to historically low vacancy rates and increased competition for units from higher-income renters, placing additional pressure on the rental market.

Affordability in the ownership market has increased over the last five years as housing prices have dropped along with interest rates, significantly reducing the PITI on a median home. Prices and interest rates have begun to rise moderately, but ownership remains relatively affordable.

How do HOME rents / Fair Market Rent compare to Area Median Rent? How might this impact your strategy to produce or preserve affordable housing?

Local rent data is presented in Table 32. Historically low vacancy rates and increased competition from higher-income renters is currently placing additional pressure on the rental housing market, with the likely result of driving up area median rents.

MA-20 Housing Market Analysis: Condition of Housing

24 CFR 91.210(a)

In general, the physical condition of Madison's housing stock is adequate. The condition that is most common (especially among rental units) is housing cost burden, which is a function of incomes and price rather than physical condition.

Definitions

"Substandard condition" is defined as any property that fails to comply with minimum housing standards outlined in Chapter 27 of the Madison General Ordinances.

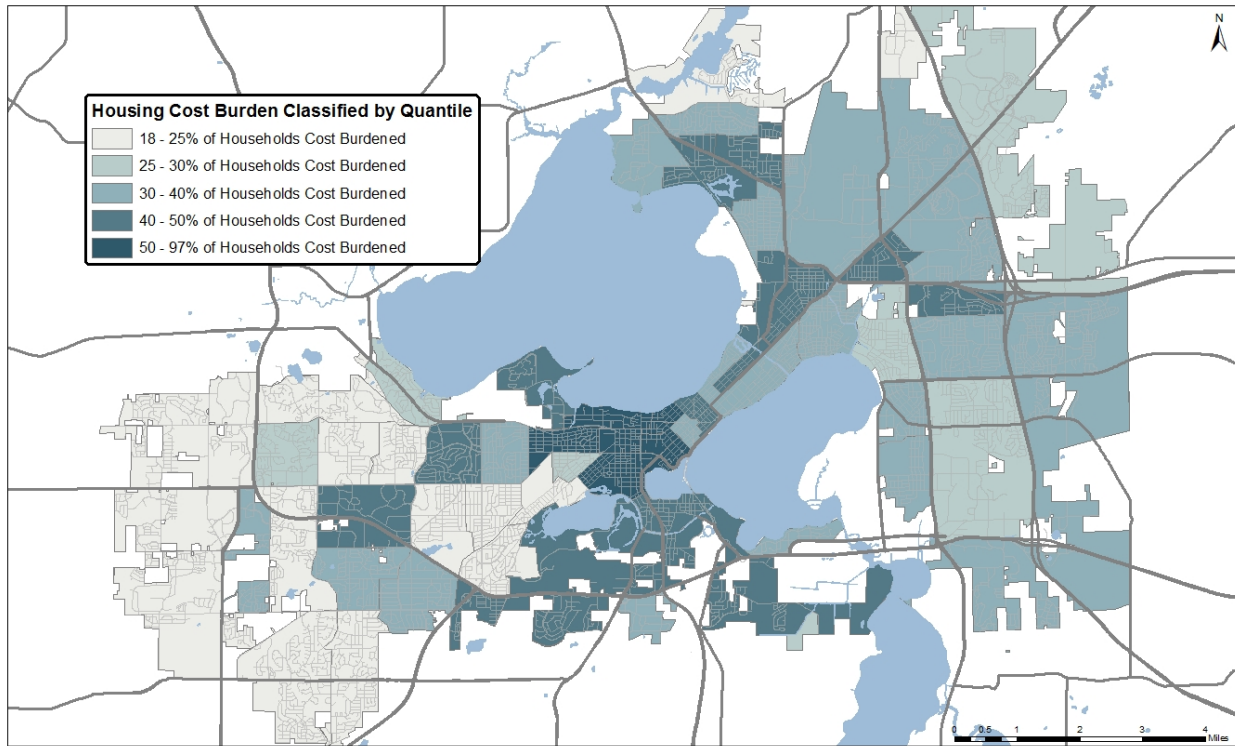
"Substandard condition but suitable for rehabilitation" is defined as any property that fails to comply with minimum housing standards outlined in Chapter 27 of the Madison General Ordinances, but that is not in such poor condition that the cost of rehabilitation exceeds 50% of the value of the assessed improvements.

Condition of Units

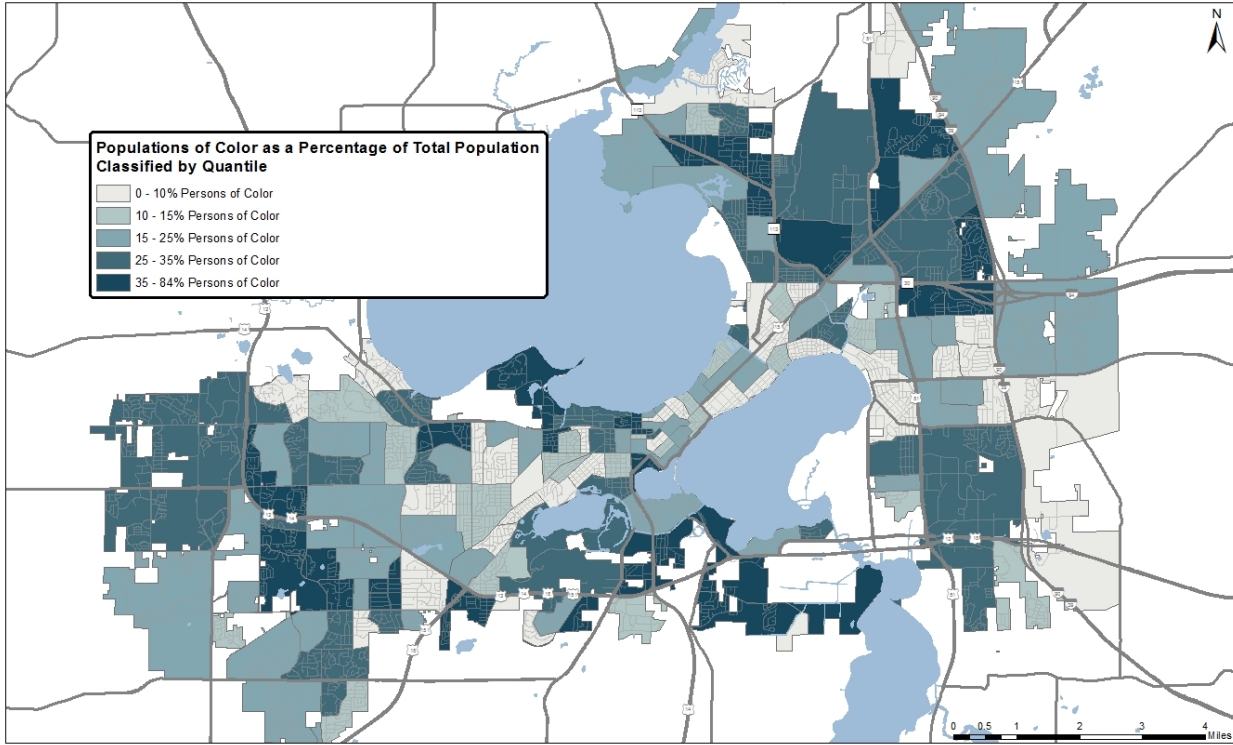
Condition of Units	Owner-Occupied		Renter-Occupied	
	Number	%	Number	%
With one selected Condition	10,333	20%	26,768	47%
With two selected Conditions	93	0%	1,644	3%
With three selected Conditions	0	0%	94	0%
With four selected Conditions	0	0%	0	0%
No selected Conditions	40,964	80%	27,994	50%
Total	51,390	100%	56,500	100%

Table 30 - Condition of Units

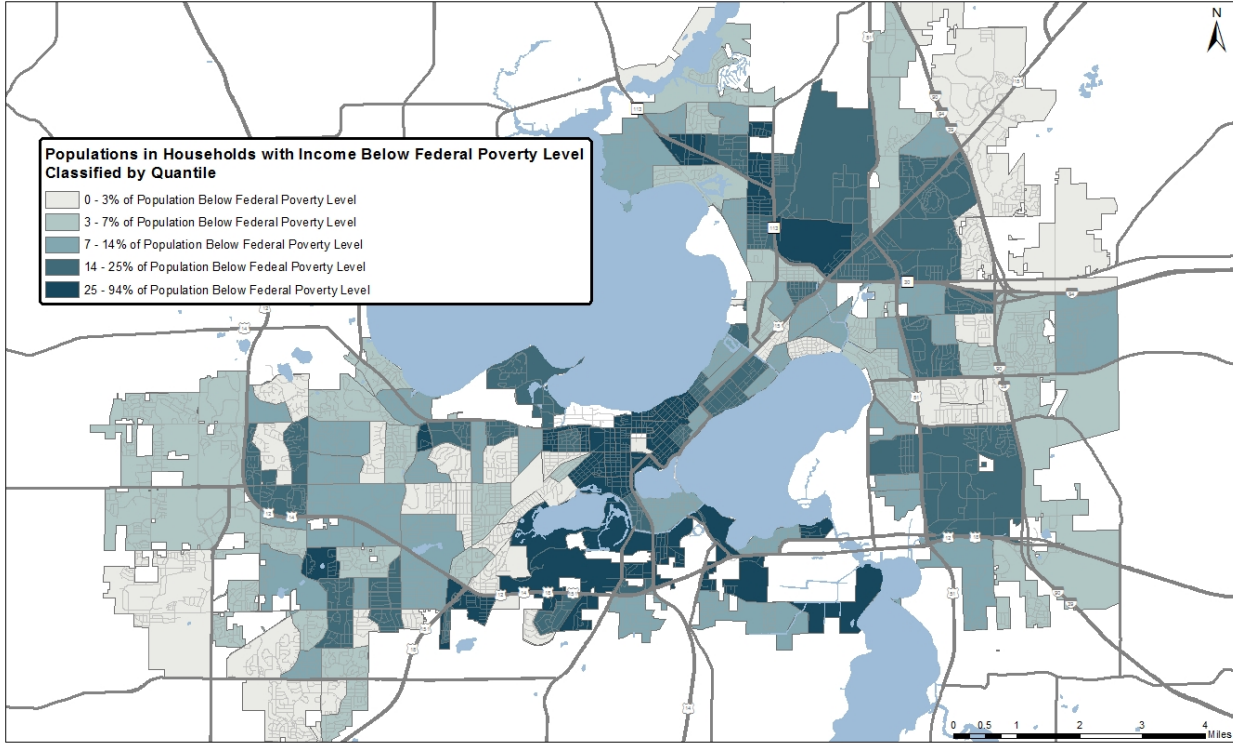
Data Source: 2013-2017 ACS



Percent of Households Experiencing Housing Cost Burden, Classified by Quantile



Populations of Color



Population in Households Below Federal Poverty Level

Year Unit Built

Year Unit Built	Owner-Occupied		Renter-Occupied	
	Number	%	Number	%
2000 or later	9,400	19%	9,200	17%
1980-1999	10,520	21%	15,015	28%
1960-1979	12,020	24%	16,145	30%
1940-1959	10,300	21%	6,920	13%
Before 1940	7,555	15%	7,020	13%
Total	49,795	100%	54,300	100%

Table 31 – Year Unit Built

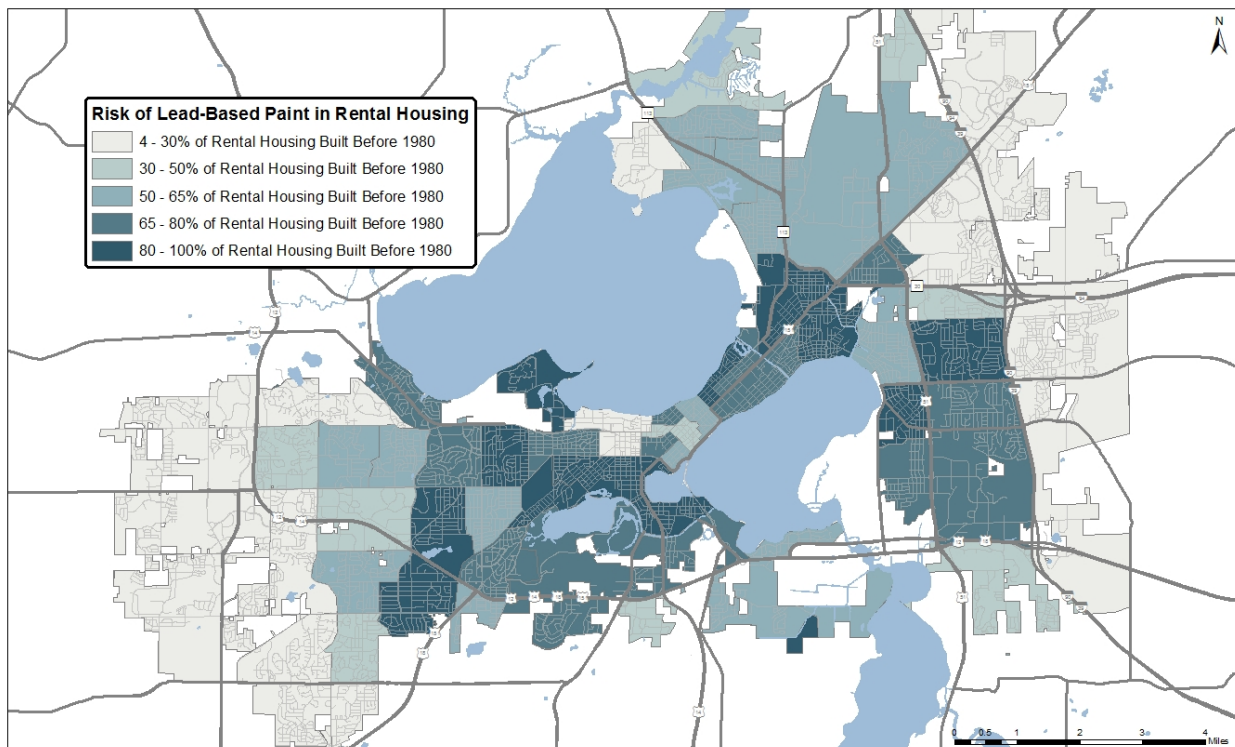
Data Source: 2011-2015 HUD CHAS

Risk of Lead-Based Paint Hazard

Risk of Lead-Based Paint Hazard	Owner-Occupied		Renter-Occupied	
	Number	% of all Ownership Units	Number	% of all Rental Units
Total Number of Units Built Before 1980	29,875	60%	30,085	55%
Housing Units build before 1980 with children present	5,885	12%	3,595	7%

Table 32 – Risk of Lead-Based Paint

Data Source: 2011-2015 HUD CHAS



Rental Housing Built Before 1980

Vacant Units

	Suitable for Rehabilitation	Not Suitable for Rehabilitation	Total
Vacant Units	0	0	0
Abandoned Vacant Units	0	0	0
REO Properties	0	0	0
Abandoned REO Properties	0	0	0

Table 33 - Vacant Units

Data Source: 2005-2009 CHAS

Need for Owner and Rental Rehabilitation

The market data shows a need to stabilize and revitalize neighborhoods. Potential efforts include considering the geographic targeting of funds to neighborhoods with aging or blighted housing stock or specific land use issues (single-family homes used as multifamily rental, etc.), and encouraging a mix of income levels as part of the City's stabilization and revitalization efforts.

The market data also shows a need to stabilize existing low-income homeowners in their housing. Possible tools include support for existing rehabilitation programs and targeting projects that make houses safer and less expensive to operate, with the goal of reducing housing cost burden and risk of foreclosure for existing owners.

Estimated Number of Housing Units Occupied by Low or Moderate Income Families with LBP Hazards

Of units occupied by low- to moderate-income households, the City estimates that there are 2,500 dwelling units that contain lead hazards.

Discussion

The City of Madison estimates that there are 66,544 dwelling units in the City that were built prior to 1978. It is estimated that 95% of these units contain at least some level of lead paint, but that not all of these pose a lead paint hazard. Because many of these units are relatively well-maintained, the City estimates that only 5% (or 3,327) contain lead hazards, and of these, approximately 80% (2,661) are occupied by low- to moderate-income households.

The Community Development Authority of the City of Madison (CDA) is a Public Housing Authority serving a variety of populations, including elderly, disabled, homeless, veteran and family populations.

Total Number of Units

	Program Type								
	Certificate	Mod-Rehab	Public Housing	Vouchers					
				Total	Project-based	Tenant-based	Special Purpose Voucher		
							Veterans Affairs Supportive Housing	Family Unification Program	Disabled *
# of units vouchers available	0	0	766	1,745	132	1,613	276	0	0
# of accessible units	-	-	29	-	-	-	-	-	-

Table 34 – Total Number of Units by Program Type

*includes Non-Elderly Disabled, Mainstream One-Year, Mainstream Five-Year and Nursing Home Transition

Data Source: PIC (PIH Information Center)

Describe the number and physical condition of public housing units in the jurisdiction, including those that are participating in an approved Public Housing Agency Plan.

The City of Madison Community Development Authority (CDA) manages 742 housing units with subsidy funding under HUD's Low Rent Public Housing Program. It manages another 115 units in multi-family structures with subsidy funding from the Wisconsin Housing and Economic Development Authority (WHEDA). Units range from efficiency to five-bedroom units, and building types range from single-family homes to a ten-story high-rise. The oldest units were built in the late 1940s, while the newer units were built in the 1970s.

All units are in good condition, with a number having received energy efficiency upgrades and modernizing retrofit improvements.

Public Housing Condition

Public Housing Development	Average Inspection Score
Triangle (Amp 400)	32.8
Truax 1 (Amp 500)	25.2
Truax 2 (Amp 600)	24.8
West (Amp 300)	27.6
East (Amp 200)	35.2 / 37.2

Table 35 - Public Housing Condition

Describe the restoration and revitalization needs of public housing units in the jurisdiction:

Most units are dated and have few amenities such as air conditioning, ceiling fans, dishwashers and carpeting. HUD formerly considered these items "luxuries" and did not pay for them. HUD has since changed its standards, and some of these amenities are being added during major rehab or new construction.

Describe the public housing agency's strategy for improving the living environment of low- and moderate-income families residing in public housing:

The CDA is pursuing funding to perform major rehab and new construction to improve Public Housing living environments. While the CDA has done well in maintaining its public housing stock, the stock is dated and has reached the end of its useful life, and should be replaced to meet current market standards.

There are a variety of facilities and services targeting homeless persons in the City of Madison. The table below provides a breakdown of available shelter, transitional housing, and permanent housing (permanent supportive housing (PSH), rapid rehousing (RRH), and other permanent housing (OPH)) in relationship to populations served, and the section that follows describes health, mental health, employment and other related services available to homeless persons in the City of Madison.

Facilities and Housing Targeted to Homeless Households

	Emergency Shelter Beds		Transitional Housing Beds	Permanent Housing Beds (incl. PSH, RRH, OPH)	
	Year Round Beds (Current & New)	Voucher / Seasonal / Overflow Beds	Current & New	Current & New	Under Development
Households with Adult(s) and Child(ren)	150	0	84	939	0
Households with Only Adults	174	57	82	817	6
Chronically Homeless Households	0	0	0	196	0
Veterans	0	0	24	225	0
Unaccompanied Youth	8	0	0	0	0

Table 36 - Facilities and Housing Targeted to Homeless Households

Describe mainstream services, such as health, mental health, and employment services to the extent those services are used to complement services targeted to homeless persons.

Health - Under 42 CFR 482.43(b)(3) and (6), hospitals must have in place a discharge planning process that applies to all patients, and the discharge planning evaluation must include an evaluation of the likelihood of a patient needing post-hospital services and the availability of those services. CoC members consult regularly with local hospital social services staff to keep them abreast of community services available to patients experiencing homelessness. Most major health providers are active members of the CoC, through which pertinent information and resources are disseminated monthly. Local Dane County hospitals have policies and practices in place to ensure a patient is released to adequate housing/shelter. UnityPoint Health-Meriter, UW and St. Mary's hospitals have agreed upon a policy in which they make every effort not to discharge homeless patients to the streets. The hospitals, GHC-SCW and Access Community Health routinely work with the patient and his/her natural support system to secure housing. If a support system is not in place or available, care providers may fund short-term motel stays and/or connect patients with community programming, including The Salvation Army's medical shelter program.

Local health care providers are tasked with transitioning homeless individuals from their system of care to housing/shelter, but they do not act alone. The Salvation Army works in concert with local care providers to issue medical vouchers for a short-term motel stay, if shelter is not appropriate for those who are homeless and who may need additional privacy, regular bathroom access, bed rest, isolation, etc. William Middleton Memorial Veterans Hospital assists homeless veterans by utilizing local VA-funded transitional housing programs, as well as the availability of housing choice vouchers (HUD-VASH) for eligible veterans. Access Community Health and Group Health Cooperative provide priority access to health care for homeless families, and UnityPoint Health-Meriter Foundation's HEALTH Program offers free assistance to homeless persons to access a medical "home." All work closely with The Salvation Army to ensure that medically-compromised and homeless individuals receive adequate shelter.

In addition, Madison Area Urban Ministry has developed a medical shelter for households with children who need time to recover after a procedure or birth of a child. Guests receive 24/7 recuperative care by medically trained staff and volunteers. Additionally, they receive case management services to secure permanent housing. There are 8 beds and the first household received services in July 2019.

Mental Health - Wisconsin Statute Ch. 51 places responsibility of providing emergency mental health services to each county board of supervisors, and the Wisconsin Department of Health Services prohibits discharge from DHS-funded agencies to the streets or homeless shelters. Policy prohibits placement into a shelter facility unless on an emergency basis (i.e., less than 10 days). Dane County Human Services Department contracts with Journey Mental Health Center (JMHC) to coordinate emergency psychiatric inpatient hospital admissions and discharges. JMHC Emergency Services Unit staff, along with hospital personnel, patients and their families, assess patient needs and develop aftercare plans. When the patient's own home or support network placement is not available or appropriate, the following aftercare placements are routinely used: crisis stabilization centers (JMHC and Tellurian), short-term group homes (Goodwill Industries and Tellurian), and Recovery House (JMHC). JMHC may authorize and fund motel stays, if needed. As listed above, CoC members (including Dane County Human Services and Tellurian) and local hospitals are actively engaged in mental health discharge planning, and make every effort to avoid psychiatric patients' discharge into homelessness. The County holds a monthly crisis stabilization meeting, during which inpatient hospital stays are reviewed and care is coordinated. Several agencies attending the crisis stabilization meetings are also active CoC members and are committed to preventing patients' discharge into homelessness. In addition, all emergency shelter providers (The Salvation Army, YWCA, Porchlight) are skilled advocates for their shelter clients' psychiatric care needs and appropriate aftercare

placement post psychiatric hospitalization. A state inter-agency workgroup on homelessness meets quarterly, with the ultimate goal of preventing and shortening homelessness through improved access to services and housing throughout the different governmental agencies.

Employment - For homeless adults able to work, service and housing providers use the services of Wisconsin's employment assistance programs, several of which are described below.

- The Wisconsin Works (W-2) program is available to parents of minor children whose family income is below 115% of the Federal Poverty Level (FPL). Each eligible W-2 participant meets with a Financial and Employment Planner (FEP), who helps the individual develop an employability plan.
- Wisconsin's Vocational Rehabilitation (VR) is a federal/state program designed to obtain, maintain and improve employment for people with disabilities by working with VR consumers, employers and other partners.
- Veteran Retraining Grants are available for unemployed or underemployed veterans, who may receive up to \$3,000 per year, for a maximum of two years, if they have a financial need while being retrained for employment.
- The Department of Labor's Veterans' Employment and Training Service (VETS) program makes employment assistance available to all Wisconsin veterans in local one-stop job centers. The Disabled Veterans' Outreach Program (DVOP) and Local Veterans Employment Representatives (LVER) are the two primary programs providing employment and training services to eligible veterans. Veterans Representatives (DVOP's or LVER's) provide the latest information on local labor markets, as well as workshops and guidance on resume writing, job interviewing skills and job-seeking skills. They also identify training and education needs. They can help veterans make career choices by assessing aptitudes, interests and abilities through the use of aptitude tests and career counseling.

List and describe services and facilities that meet the needs of homeless persons, particularly chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth. If the services and facilities are listed on screen SP-40 Institutional Delivery Structure or screen MA-35 Special Needs Facilities and Services, describe how these facilities and services specifically address the needs of these populations.

Chronically Homeless Individuals and Families - Local, state and federal funds are used by seven agencies (Porchlight, Tellurian, Briarpatch Youth Services, Sankofa Behavioral and Community Health, UnityPoint Health-Meriter, Madison Area Care for the Homeless (MACH) OneHealth and VAMC) to provide a total of 10 outreach workers that connect unsheltered homeless to services and housing. Local and private funds are used by Catholic Charities to operate The Beacon, a daytime drop-in program, which operates 7 days a week and serves people experiencing homelessness, primarily single adults.

All CoC-funded agencies have committed to prioritize all openings in permanent supportive housing to serve persons experiencing chronic homelessness. The CoC currently has 196 designated permanent supportive housing beds. This commitment to prioritize chronically homeless persons when considering tenants for new openings will increase the number of chronically homeless served.

The City, in partnership with Dane County, has developed 54 units of housing for single adults experiencing chronic homelessness and 40 units for families with children experiencing chronic homelessness. The CDA and City selected Heartland Housing as the developer and operator. Heartland Health provides services to the single adults, and Sankofa Behavioral and Community Health provides services for the families with children.

Homeless Families and Children - The CoC has a variety of housing options for families with children experiencing homelessness. These include 26 units of transitional housing, 74 units of rapid rehousing, 132 units of permanent supportive housing and 55 units of other permanent housing. These housing options provide varying levels of supportive services based on the individual needs of the family.

Through local, state and federal funding, Tenant Resource Center and Porchlight provide financial assistance and housing counseling to prevent homelessness through the use of payment rent in-arrears for eligible households. Households must have experienced a past episode of homelessness in order to qualify for these funds. Eligible households are prioritized based on the number of barriers they face to securing future housing.

Homeless Veterans and Families - HUD-VASH - The VAMC and the Community Development Authority (CDA) partner to identify 168 eligible individual veterans experiencing homelessness and 45 beds for veteran families experiencing homelessness, and then to assist them to identify rental housing, provide an ongoing rent subsidy allowing the veteran to pay no more than 30% of their income, and provide on-going supportive services. Both organizations are committed to continue requesting tenant-based and project-based vouchers as made available by HUD until veteran homelessness is ended.

Grant Per Diem - There is one program operating in Madison: Porchlight's Spring Street project, providing transitional housing and services to 24 homeless veterans.

Supportive Services for Veteran Families - Community Action Coalition for South Central Wisconsin is the grantee for SSVF funds that provide support services and financial assistance to help veteran households that are at risk of becoming homeless and provides rapid rehousing assistance to those experiencing homelessness.

Unaccompanied Youth - Briarpatch Youth Services provides an 8-bed shelter for youth ages 12-17 experiencing homelessness. In May 2019, the CoC applied for funding through HUD's Youth Homelessness Demonstration Program (YHDP).

MA-35 Special Needs Facilities and Services

24 CFR 91.210(d)

The City of Madison places a high priority on the development and maintenance of permanent housing that serves non-homeless people with special needs. The City helps identify and fund projects that provide on-site or specific service linkages to other agencies and services that benefit local residents. The local service delivery system relies on State funding of County government to provide the lead human services for these populations.

The City has regularly supported several groups that work with special populations to promote the development of affordable rental housing (such as Housing Initiatives for participants in mental health services and Independent Living for older people) and homeownership (such as Movin' Out for persons with disabilities). HOME and CDBG funds will be used to fund these activities.

The CDBG Office has provided assistance to a number of organizations that provide supportive housing, including some that serve persons returning from mental and physical health institutions. Among the key supportive housing needs it has supported are mental health services, AODA support and related services, and employment-related support. Examples of funded organizations include Goodwill Industries, Housing Initiatives, Porchlight, Rodney Scheel House, Tellurian and the YWCA of Madison.

The City plans to continue its support of organizations that provide housing and support services to persons with special needs through the two key objectives associated with its affordable housing goal:

- Housing Development & Financing: Rental - Preserve, improve and expand the supply of rental housing; and
- Homeless Services & Housing Stability - Improve housing stability for homeless and special needs populations.

Describe programs for ensuring that persons returning from mental and physical health institutions receive appropriate supportive housing.

The City requires that a portion of any housing project assistance be targeted toward the development of housing units accessible to persons with disabilities.

The City does not make specific set-asides for housing to serve special needs, but considers such housing proposals and their service linkages as part of the planning and funding processes (described elsewhere in this Plan) for those who are not homeless, but have other special needs. (See also Section AP-20.)

Specify the activities that the jurisdiction plans to undertake during the next year to address the housing and supportive services needs identified in accordance with 91.215(e) with respect to persons who are not homeless but have other special needs. Link to one-year goals.

See above.

MA-40 Barriers to Affordable Housing

24 CFR 91.210(e)

Negative Effects of Public Policies on Affordable Housing and Residential Investment

The cost to develop, maintain or improve affordable housing in the City of Madison is affected by a number of public policies and practices, including:

- Need for enhanced coordination related to funding programs that are available to provide support for the development of affordable housing (e.g., CDBG, HOME, City Affordable Housing Fund, Tax Increment Financing and Section 8 Vouchers).
- Relative lack of clarity and coordination of staff efforts related to publicly-funded affordable housing programs.
- Restrictions on size and density imposed by City zoning codes.
- Various fees charged by the City for new construction.

The City is in the process of implementing strategies, or has implemented strategies, to reduce the impacts of some of these policies and practices. These strategies include the following:

- For new multifamily developments pursuing Section 42 tax credits, aligning City funding programs to maximize the likelihood of tax credits being awarded. Coordinating these programs leverages City subsidy, making subsidy go farther or reach deeper down the income spectrum.
- Coordinate HOME, CDBG, TIF, Affordable Housing Fund and Project-based Voucher award timelines to ensure that projects have awards in place in time to apply for Section 42 tax credits in December.
- Coordinate HOME, CDBG, TIF, Affordable Housing Fund and Project-based Voucher award criteria and processes so that projects that meet a common set of criteria in line with City and WHEDA priorities (access to transportation, 3-bedroom units, walkability) get funded by the City, and therefore score higher on their tax credit applications.

- Annually release the coordinated funding priorities or RFPs to drive development that meets the criteria.
- Support local non-profit developers with capacity building and technical assistance.
- Allow exceptions to existing funding programs and zoning rules to allow for demonstration projects.
- Recruit and fund developers with experience constructing alternate forms of housing (co-housing, land trust models).
- Recruit financial institutions to create portfolio loan products that would allow for housing types that might not conform with current lending rules.

This section provides an overview of employment, workforce characteristics and earnings in Madison. The data figures presented in the tables below were pre-populated by the HUD eCon Planning tool.

Economic Development Market Analysis

Business Activity

Business by Sector	Number of Workers	Number of Jobs	Share of Workers %	Share of Jobs %	Jobs less workers %
Agriculture, Mining, Oil & Gas Extraction	597	165	0	0	0
Arts, Entertainment, Accommodations	16,106	18,958	11	9	-2
Construction	3,597	5,453	2	3	1
Education and Health Care Services	46,155	65,564	32	31	-1
Finance, Insurance and Real Estate	10,117	14,188	7	7	0
Information	4,770	5,349	3	3	0
Manufacturing	10,921	10,390	7	5	-2
Other Services	6,075	7,025	4	3	-1
Professional, Scientific, Management Services	22,270	33,420	15	16	1
Public Administration	6,872	23,657	5	11	6
Retail Trade	12,949	17,616	9	8	-1
Transportation and Warehousing	3,320	4,353	2	2	0
Wholesale Trade	2,357	5,097	2	2	0
Total	146,106	211,235	--	--	--

Table 37 - Business Activity

Data Source: 2013-2017 ACS (Workers), 2015 Longitudinal Employer-Household Dynamics (Jobs)

Labor Force

Total Population in the Civilian Labor Force	152,319
Civilian Employed Population 16 years and over	146,106
Unemployment Rate	4.10
Unemployment Rate for Ages 16-24	6.80
Unemployment Rate for Ages 25-65	3.70

Table 38 - Labor Force

Data Source: 2013-2017 ACS

Occupations by Sector	Number of People Median Income
Management, business and financial	77,650
Farming, fisheries and forestry occupations	275
Service	24,753
Sales and office	28,310
Construction, extraction, maintenance and repair	4,534
Production, transportation and material moving	10,584

Table 39 – Occupations by Sector

Data Source: 2013-2017 ACS

Travel Time

Travel Time	Number	Percentage
< 30 Minutes	109,496	80%
30-59 Minutes	24,043	17.5%
60 or More Minutes	3,714	2.5%
Total	137,253	100%

Table 40 - Travel Time

Data Source: 2013-2017 ACS

Educational Attainment by Employment Status (Population 16 and Older)

Educational Attainment	In Labor Force		Not in Labor Force
	Civilian Employed	Unemployed	
Less than high school graduate	3,163	369	1,972
High school graduate (includes equivalency)	11,401	839	3,417
Some college or Associate's degree	24,544	1,075	5,383
Bachelor's degree or higher	65,460	1,117	8,034

Table 41 - Educational Attainment by Employment Status

Data Source: 2013-2017 ACS

Educational Attainment by Age

	Age				
	18–24 yrs	25–34 yrs	35–44 yrs	45–64 yrs	65+ yrs
Less than 9th grade	452	558	597	1,201	754
9th to 12th grade, no diploma	1,533	910	972	1,266	911
High school graduate, GED or alternative	10,220	3,843	3,759	8,055	6,149
Some college, no degree	26,285	6,646	4,314	8,696	4,690
Associate's degree	1,048	3,590	2,640	5,121	1,630
Bachelor's degree	12,277	20,633	9,120	13,179	6,743
Graduate or professional degree	1,145	11,088	8,444	12,201	6,687

Table 42 - Educational Attainment by Age

Data Source: 2013-2017 ACS

Educational Attainment – Median Earnings in the Past 12 Months

Educational Attainment	Median Earnings in the Past 12 Months
Less than high school graduate	20,426
High school graduate (includes equivalency)	29,473
Some college or Associate's degree	33,814
Bachelor's degree	48,510
Graduate or professional degree	59,423

Table 43 – Median Earnings in the Past 12 Months

Data Source: 2013-2017 ACS

Based on the Business Activity table above, what are the major employment sectors within your jurisdiction?

Madison's economy is diverse, with no single sector dominating the share of workers or jobs. Based on the tables above, the largest employment sectors in Madison today include: Arts, Entertainment, Accommodations; Education and Healthcare; Professional, Scientific and Management Services; Finance, Insurance and Real Estate; Manufacturing; Public Administration; and Retail. Together, these industries comprise 80% of Madison's total workforce. However, examining these broadly defined industries in greater detail reveals additional insight into employment in Madison. For example, Madison is seeing rapid growth in frontline healthcare occupations, particularly for nurses, health technicians and practitioners. In addition, within the Professional/Scientific/Management category, Madison is seeing particularly rapid growth in its biotechnology and information technology sectors. The only major sectors that have experienced a decline in the workforce are the Information and Wholesale Trade sectors, which comprise a relatively small share of Madison's total workforce.

Describe the workforce and infrastructure needs of the business community:

Madison's economy is shifting, and the needs of the business community are changing. The city's workforce is increasingly driven by the private sector, with rapid growth in certain business sectors and shrinkage in many public sector employment opportunities. Madison is seeing rapid growth in both high-wage/high-tech jobs requiring advanced skills, as well as low-skill/low-wage service sector jobs. Madison's emerging manufacturing and biotech sectors are changing the dynamic of the business community's workforce needs. Many businesses in the area need to be able to attract "top talent" to fill advanced positions, while also needing to fill more entry-level positions with employees who are technologically competent and job-ready.

Describe any major changes that may have an economic impact, such as planned local or regional public or private sector investments or initiatives that have affected or may affect job and business growth opportunities during the planning period. Describe any needs for workforce development, business support or infrastructure these changes may create.

One of the largest forces reshaping Madison's economy today is the rapid growth of EPIC Systems, located in Verona, a Madison suburb. EPIC is a rapidly growing healthcare software company that has added approximately 6,000 employees over the last ten years. Most of EPIC's new hires are highly-educated, recent college graduates from around the country. Many of these new residents are choosing to live in and around downtown Madison. The economic ripple effects of EPIC's growth include an increased demand for high-end downtown housing, a very low vacancy rate for apartments and upward pressure on rents. EPIC's growth is also fueling increases in a variety of service-sector categories in the region. Madison needs a strategy to build more housing to accommodate growing demand, while also maintaining affordability for lower-income residents. This strategy includes addressing the need for more construction workers. In addition to the major role that EPIC has played—and will continue to play—on the economic impact of the Madison region, other employers, including American Family Insurance and Foxconn, continue to grow their influence and workforce in the community.

In addition to the EPIC phenomenon, Madison is increasingly becoming aware of its challenges related to racial inequity. Madison struggles with some of the nation's highest rates of economic disparity by race and class. The city's changing economy is providing incredible opportunity for residents at the top end of the economic spectrum, while increasingly leaving behind those at the bottom end. This disparity is highly correlated to race. In particular, Madison has very high (and growing) rates of childhood poverty among African American children. Madison has recently launched an equity initiative focused on addressing these complex issues of race and economic opportunity in the city. This effort has important implications for education, workforce development and business development in the city.

How do the skills and education of the current workforce correspond to employment opportunities in the jurisdiction?

Historically, Madison's economy was driven by public sector positions with the University of Wisconsin or State of Wisconsin government, combined with a handful of larger manufacturing employers. As the economy shifts away from this model, the workforce training systems need to shift along with it. Today, Madison's employers are increasingly looking for technologically competent prospective workers who can fill a variety of roles. As mentioned, the rapid growth of EPIC Systems and the undersupply of housing in Madison have resulted in unmet demand for construction workers and growth in a variety of employment sectors, including services. Madison is also a regional healthcare hub, with numerous hospitals and other healthcare facilities that serve all of southern Wisconsin. According to occupation growth projections published by the Bureau of Labor Statistics and the Wisconsin Department of Workforce Development, over the next ten years, five out of the top ten highest growth occupations in the Madison area will continue to be in healthcare-related fields. Madison needs to ensure it has a workforce that is trained to fill these positions.

Madison has undertaken targeted initiatives aimed to prepare the city's workforce for these opportunities. The City's Construction Training Initiative and partnerships with community organizations to provide similar opportunities will help meet the need for the unmet demand for construction workers by providing training in the construction trades sector for low-income individuals and people who have been traditionally under-represented.

Describe any current workforce training initiatives, including those supported by Workforce Investment Boards, community colleges and other organizations. Describe how these efforts will support the jurisdiction's Consolidated Plan.

Madison is home to the Southern Wisconsin Workforce Investment Board and Madison College, both of which offer several programs focused on workforce development. A variety of smaller nonprofit organizations similarly provide various programs and services. The City supports and partners with these organizations on workforce development programs. In order to better serve business customers as well as job seekers, the City is a partner in convening a number of cross-agency roundtables to better utilize the skills and knowledge of each participating agency/group. Further, the City is in the early stages of creating an Economic Development Strategy that will likely include recommendations on workforce strategies.

Does your jurisdiction participate in a Comprehensive Economic Development Strategy (CEDS)?

No.

If so, what economic development initiatives are you undertaking that may be coordinated with the Consolidated Plan? If not, describe other local/regional plans or initiatives that impact economic growth.

In late 2016, the City of Madison adopted an Economic Development Strategy to guide economic development policies and projects. In addition, the Madison Regional Economic Partnership (MADREP), an economic development organization that serves an eight-county area around Madison, recently developed the "Advance Now" strategy for economic development in the region.

MA-50 Needs and Market Analysis Discussion

Are there areas where households with multiple housing problems are concentrated?

Housing cost burden is concentrated in the downtown/campus area (likely driven by students) and the south side of Madison. Other housing problems, when segmented by income, appear to be widespread rather than geographically concentrated.

Are there any areas in the jurisdiction where racial or ethnic minorities or low-income families are concentrated?

Non-white populations are concentrated on the far west, south and north sides of Madison, following patterns dating back until at least the 1960s.

What are the characteristics of the market in these areas/neighborhoods?

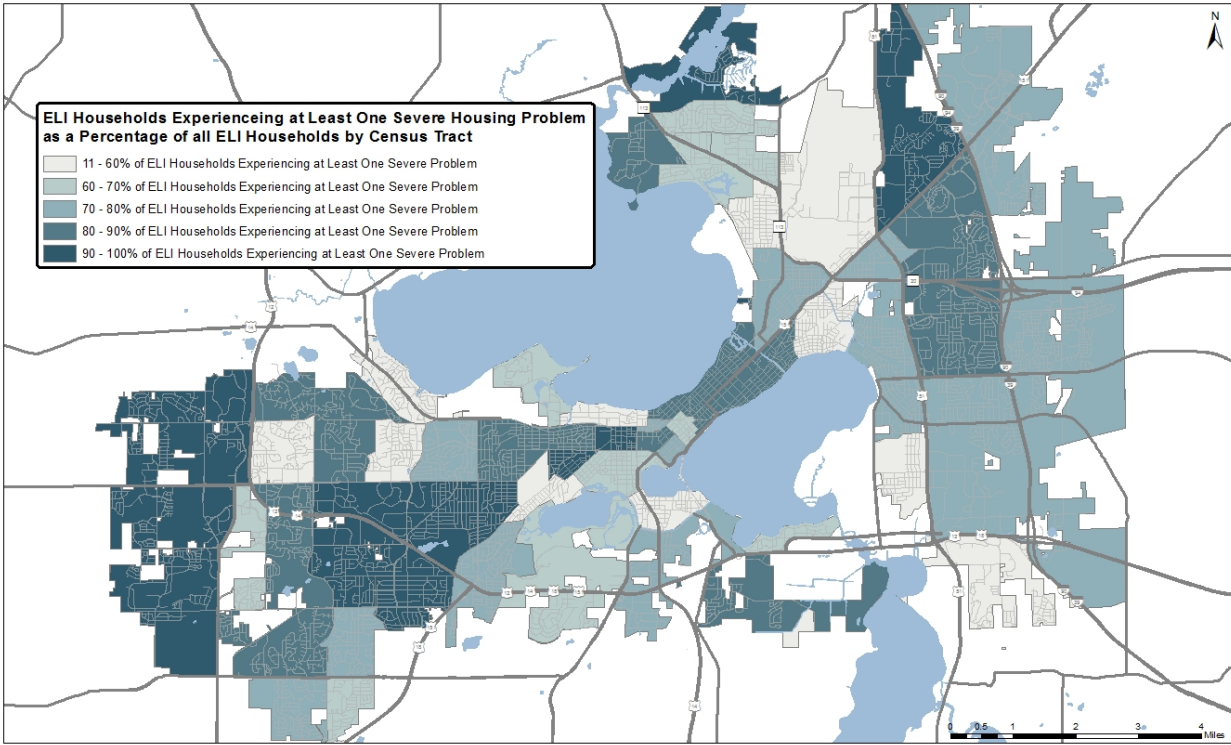
These areas generally correspond to higher rates of rental versus ownership, as well as housing cost burden.

Are there any community assets in these areas/neighborhoods?

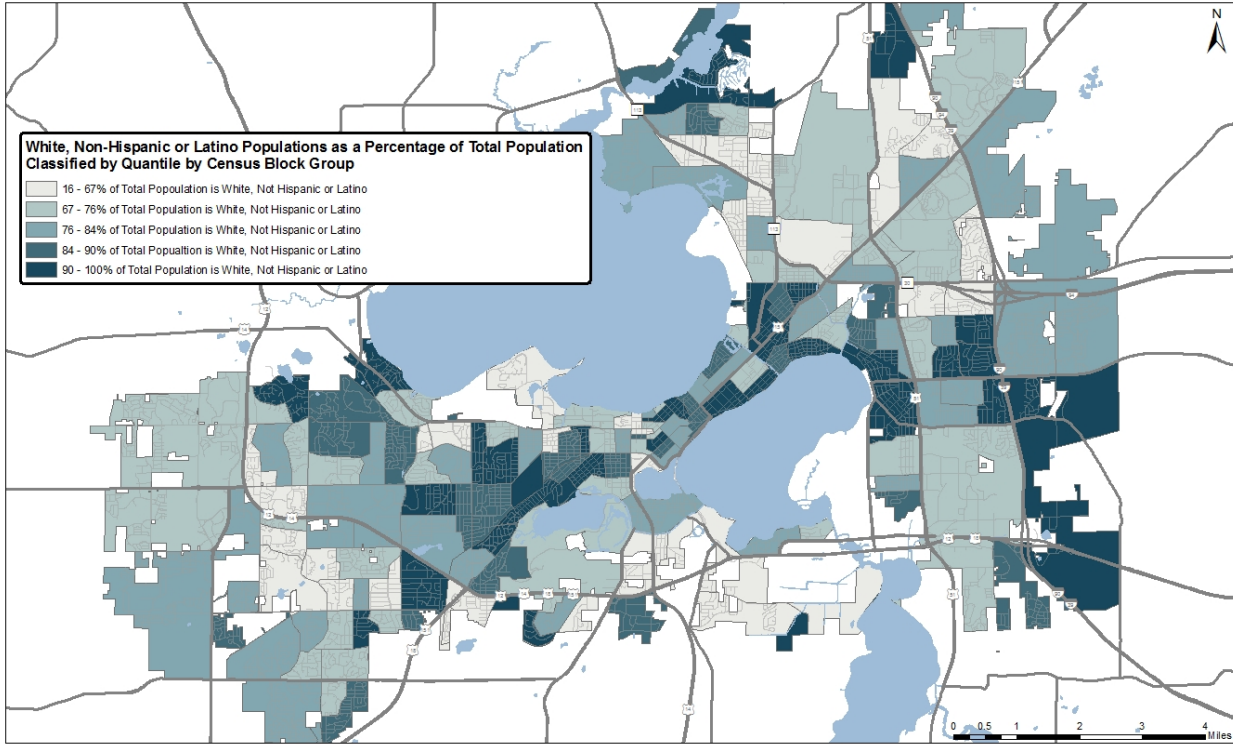
The City of Madison has a number of Neighborhood Resource Teams deployed in these areas to maximize the coordination and provision of City services to address housing and other community challenges.

Are there other strategic opportunities in any of these areas?

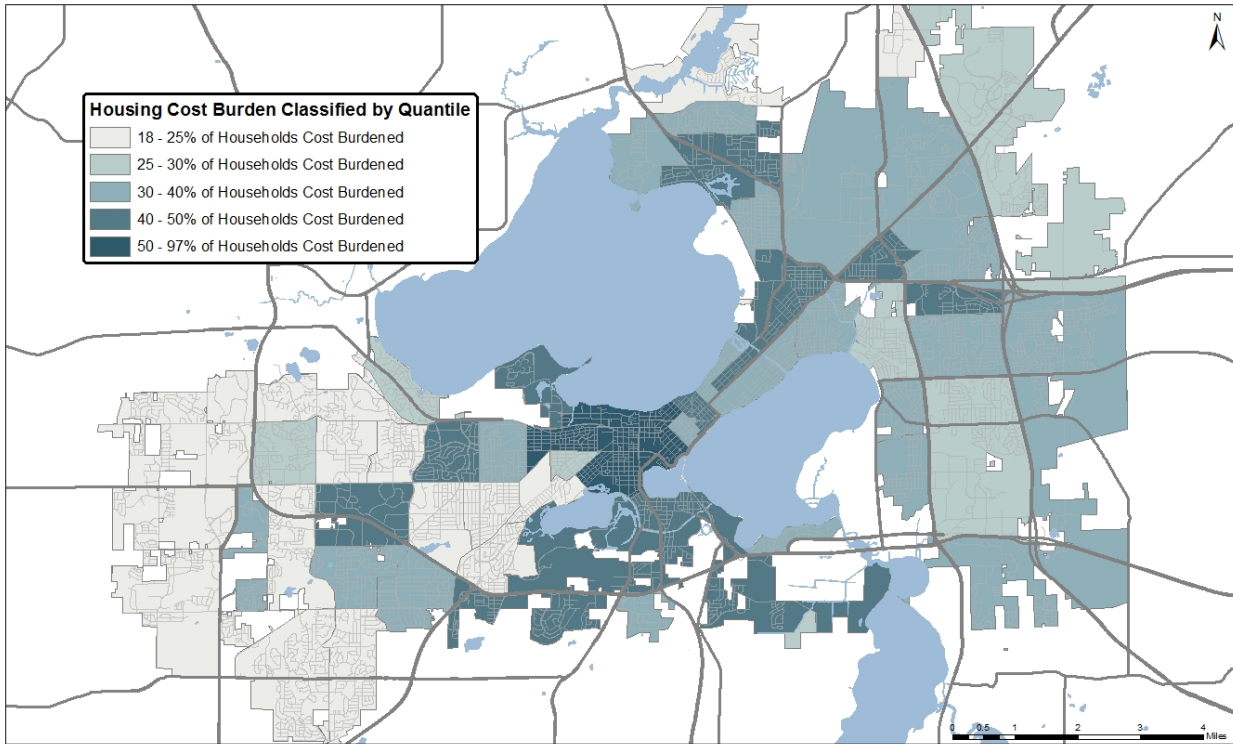
The Neighborhood Resource Teams are charged with ongoing identification of strategic opportunities and making recommendations for their implementation.



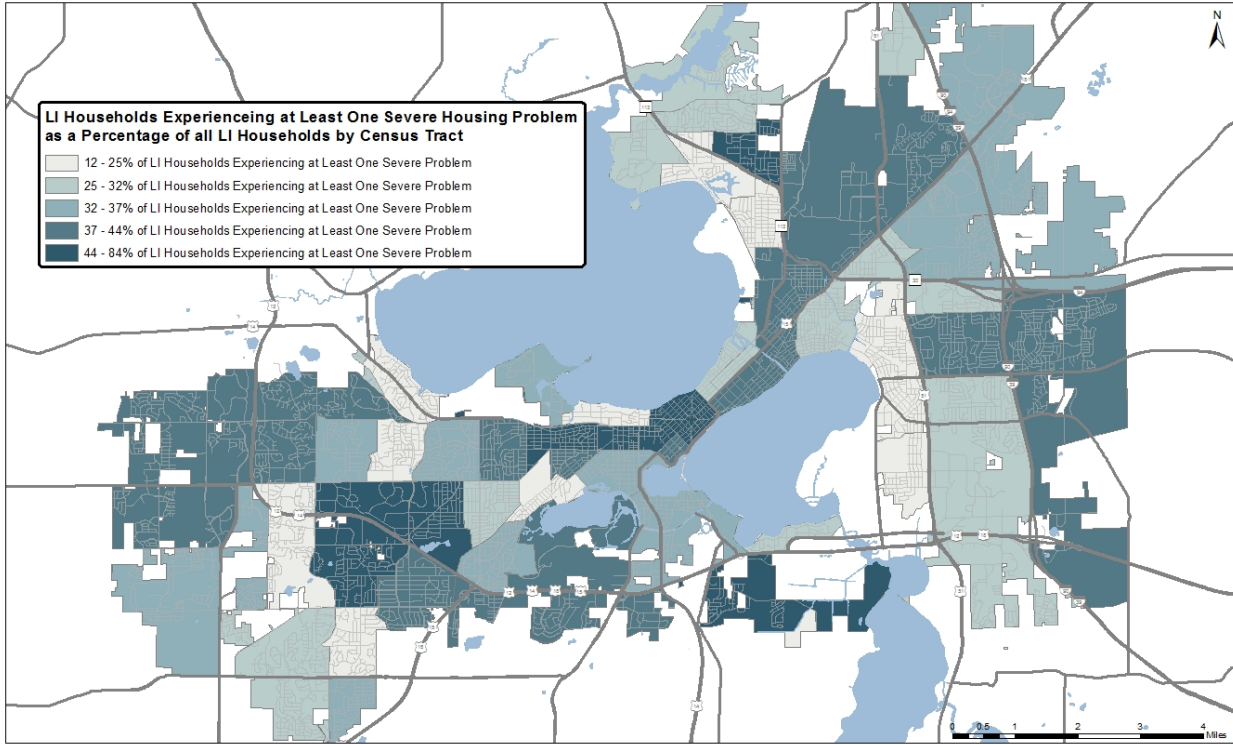
% of ELI Households with Severe Housing Problems



% of White Population



Housing Cost Burden



% of LI Households with Severe Housing Problems

Strategic Plan

SP-05 Overview

Strategic Plan Overview

The 2020-2024 Consolidated Plan strategy is to implement the six goals and thirteen objectives outlined in the Plan, based on reasonable projections of funding sources for the Plan's five-year timeframe.

Vision and Mission

The vision of the City of Madison's Community Development Division is one in which all Madison residents and neighborhoods have access to the resources and opportunities necessary to help them realize their full potential. The Division's mission is to collaborate with residents, neighborhoods and other community stakeholders to overcome barriers to opportunity in order to support a vibrant community, shared prosperity and resident and community wellbeing.

Community Development Strategies

For 2020-2024, the Community Development Division and its CDBG Committee developed six primary goals and thirteen objectives. Over the next five years, the Division will also continue its emphasis on incorporating energy efficiency and sustainability initiatives into all eligible projects. The Division and the CDBG Committee will continue to identify and discuss emerging needs in the City of Madison. New and alternative approaches to meet these needs within the established goals and objectives will also be considered.

The CDD will continue to work to increase coordination and collaboration with other organizations and individuals engaged in related activities, wherever those opportunities enhance Division initiatives and support related efforts by other organizations. The Division will also work with local service providers, businesses, labor union representatives, fellow City of Madison agencies, Dane County, the State of Wisconsin and other funders to more effectively deliver the City of Madison's community development program.

Historically, the City's community development program has been used primarily to fund nonprofit agencies that provide direct services to City of Madison residents. Over the next five years, the CDBG Committee will continue that emphasis, but will also discuss the role for-profit businesses might play in achieving stated goals and objectives.

SP-10 Geographic Priorities

24 CFR 91.215(a)(1)

Describe the basis for allocating investments geographically within the jurisdiction.

Census Tracts where 51% of the individuals meet HUD's low/moderate-income standards (80% or less of the area median income) are identified as target areas for investment. Neighborhood Resource Team (NRT) areas that have high concentrations of poverty are prioritized by the City when targeting its investments. (See **Appendices C and D.**)

Priority Needs

1	Priority Need Name	Affordable Housing	
	Priority Level	High	
	Population	Extremely Low Low Moderate Large Families Families with Children Elderly Chronic Homelessness	Individuals Families with Children Mentally Ill Chronic Substance Abuse Veterans Victims of Domestic Violence Unaccompanied Youth
	Associated Goals	Housing Development & Financing: Homeownership Housing Development & Financing: Rental Homeless Services & Housing Stability	
	Description	Provide decent, safe and sanitary affordable housing opportunities for low- and moderate-income households in order to enhance household, neighborhood and community stability. Funds are targeted Citywide and/or toward LMI target areas, depending upon the Project/Activity undertaken.	
	Basis for Relative Priority	The relative priorities used in this section of the Strategic Plan reflect the findings from the top housing and community development needs identified in the needs assessment and housing market analysis, and through input contributed by stakeholders and citizens who participated in the development of this Plan.	
	2	Priority Need Name	Economic Development and Employment Opportunities
Priority Level		Low	
Population		Low Moderate Non-housing Community Development	
Associated Goals		Small Business Assistance	
Description		Expand employment opportunities and enhance neighborhood vitality by supporting new and existing businesses. Funds are targeted Citywide and/or toward LMI target areas, depending upon the Project/Activity undertaken.	
Basis for Relative Priority		The relative priorities used in this section of the Strategic Plan reflect the findings from the top housing and community development needs identified in the needs assessment and housing market analysis, and through input contributed by stakeholders and citizens who participated in the development of this Plan.	
3	Priority Need Name	Strong and Healthy Neighborhoods	
	Priority Level	High	
	Population	Low Moderate Middle	Families with Children Elderly Non-housing Community Development
	Associated Goals	Neighborhood Asset Building	
	Description	Strengthen neighborhoods through strategic investments in physical assets and amenities like neighborhood centers or other community facilities, as well as other planning and revitalization efforts. Funds are targeted Citywide and/or toward LMI target areas, depending upon the Project/Activity undertaken.	
	Basis for Relative Priority	The relative priorities used in this section of the Strategic Plan reflect the findings from the top housing and community development needs identified in the needs assessment and housing market analysis, and through input contributed by stakeholders and citizens who participated in the development of this Plan.	

4	Priority Need Name	Effective Planning and Program Administration
	Priority Level	High
	Population	Low Moderate
	Associated Goals	Program Administration
	Description	Implement a well-managed Community Development Program with effective progress toward five-year goals.

Table 44 – Priority Needs Summary

Narrative

The City of Madison has identified the following three highest priority needs associated with its Strategic Plan: (1) Affordable Housing; (2) Economic Development and Employment Opportunities; and (3) Strong and Healthy Neighborhoods.

The Plan's related goals and objectives aim to improve access to decent housing, a sustained living environment and enhanced economic opportunities for low- and moderate-income persons/households (defined as those whose incomes do not exceed 80% of the area median income). The City's community development program supports the efforts of nonprofit organizations, businesses, neighborhood groups, labor unions, funding partners, volunteers, other governmental entities and the general community to plan, develop and invest in projects that contribute to the goals and objectives set forth in the City's Strategic Plan.

SP-30 Influence of Market Conditions 24 CFR 91.215(b)

Influence of Market Conditions

Affordable Housing Type	Market Characteristics that will influence the use of funds available for housing type
Tenant Based Rental Assistance (TBRA)	The City will use HOME funds to support Tenant Based Rental Assistance focused on households experiencing homelessness. The City will use TBRA to leverage other case management resources available to families through City Levy and ESG that focus on Rapid Re-housing strategies.
TBRA for Non-Homeless Special Needs	(The City does not fund TBRA activities for non-homeless persons at this time.)
New Unit Production	Land acquisition for new rental construction will continue to face competition from market-rate transactions, which has pushed up land prices on well-located sites. The building boom in market-rate rental has also had the effect of pushing up labor and material costs in the market. New ownership construction will remain relatively rare due to the geographic constraints of Madison, which lacks large areas suitable for new construction of single-family homes.
Rehabilitation	Rehabilitation of rental properties may see challenges from the building boom in market-rate rental pushing up labor and material costs in the market. Rehabilitation of owner-occupied homes should benefit from the general improvement of the single-family ownership market raising valuations of properties.
Acquisition, including preservation	Given the low vacancy rate and high market rate rents, acquisition opportunities are rare. Moreover, the differential between market and affordable rents has grown, straining the economics of converting properties to affordable low-income rental. Acquisition of owner-occupied homes may become more difficult if interest rates or property values rise too quickly.

Table 45 – Influence of Market Conditions

SP-35 Anticipated Resources

24 CFR 91.215(a)(4), 91.220(c)(1,2)

The anticipated resources articulated in the Plan are based on conservative 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 may be subject to commensurate changes.

Anticipated Resources

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of Con Plan	Narrative Description
			Annual Allocation	Program Income	Prior Year Resources	Total		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	1,854,382	750,000	4,660,757	7,265,139	9,033,898	Estimated five-year average annual CDBG Entitlement allocation: \$1,870,505
HOME	public - federal	Acquisition Homebuyer assistance Homeowner rehab Multifamily rental new construction Multifamily rental rehab New construction for ownership TBRA	1,356,380	500,000	4,273,559	6,129,939	7,672,481	Estimated five-year average annual HOME PJ allocation: \$1,405,772
ESG	public - federal	Conversion and rehab for transitional housing Financial Assistance Overnight shelter Rapid re-housing (rental assistance) Rental Assistance Services Transitional housing	159,157	0	5,780	164,937	656,812	Estimated five-year average annual HESG Entitlement allocation: \$163,194
Future Madison	private	Services	20,083	0	0	20,083	83,780	Estimated five-year average annual Future Madison allocation: \$20,773

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Reminder of Con Plan	Narrative Description
			Annual Allocation	Program Income	Prior Year Resources	Total		
EHH (ESG, HPP, HAP)	public - state	Financial Assistance Overnight shelter Rapid re-housing (rental assistance) Services Transitional housing	610,401	0	0	610,401	2,260,000	Estimated five-year average annual state EHH allocation: \$574,080
HCRI	public - state	Homebuyer assistance	137,500	95,000	330,000	562,500	930,000	Estimated average award per 2-year HCRI grant period: \$275,000
City of Madison	public - local	Housing Services	9,394,175	0	8,876,332	18,270,507	30,022,403	Estimated five-year average annual City allocation: \$7,450,000

Table 46 - Anticipated Resources

Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied.

The City has developed this Plan with the expectation that the Federal government will provide approximately \$17.2 million over the five-year period, through such programs as CDBG, HOME and HESG. The City expects to leverage these funds with its own housing funds, as well as State of Wisconsin funds for homeless services and homebuyer assistance.

If appropriate, describe publicly-owned land or property located within the jurisdiction that may be used to address the needs identified in the Plan.

Not applicable.

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

Responsible Entity	Responsible Entity Type	Role	Geographic Area Served
Dane County Homeless Services Consortium	Nonprofit organizations	Homelessness	Dane County

Table 47 - Institutional Delivery Structure

Assessment of Strengths and Gaps in the Institutional Delivery System

The most notable strength of the local Continuum of Care is the high quality of the nonprofit agencies' staff and their service delivery. These service providers have actively collaborated with each other for decades. The positive interactions and the trust that they engender are instrumental in the added value these agencies bring to preventing and ending homelessness in Madison and Dane County. Their willingness to work collaboratively has resulted in a number of positive outcomes, despite limited resources.

The largest gap in the continuum of programs available to serve homeless persons is the lack of beds and support services to meet the needs. Local projections based on the FY2018 data indicate that the CoC needs 41 additional units of PSH for families and 216 additional units of PSH for singles annually in order to meet the need. Additionally, there is a huge need for rapid rehousing slots for single adults in our community. The community has found ways to develop new housing units, but struggles to find ongoing secure funds to provide the intensive supportive services required of participants in PSH programs.

Availability of services targeted to homeless persons and persons with HIV and mainstream services

Homelessness Prevention Services			
Homelessness Prevention Services	Available in the Community	Targeted to Homeless	Targeted to People with HIV
Counseling/Advocacy	X	X	X
Legal Assistance	X	X	X
Mortgage Assistance	X		
Rental Assistance	X	X	X
Utilities Assistance	X	X	X

Street Outreach Services			
Homelessness Prevention Services	Available in the Community	Targeted to Homeless	Targeted to People with HIV
Law Enforcement	X	X	X
Mobile Clinics	X	X	
Other Street Outreach Services	X	X	X

Supportive Services			
Homelessness Prevention Services	Available in the Community	Targeted to Homeless	Targeted to People with HIV
Alcohol & Drug Abuse	X	X	X
Child Care	X	X	X
Education	X	X	X
Employment and Employment Training	X	X	X
Healthcare	X	X	X
HIV/AIDS	X	X	X
Life Skills	X	X	X
Mental Health Counseling	X	X	X
Transportation	X	X	X

Tables 48a, 51b, 51c - Homeless Prevention Services Summary

Describe how the service delivery system including, but not limited to, the services listed above meet the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth).

The service providers and funders of the Homeless Services Consortium have worked in cooperation for over 30 years to provide housing and services to homeless and those at-risk. As a result of intentional coordination of services, there is very little duplication of services. Each agency has determined where its passion lies and has created its own specific sub-population, service and/or housing type to prevent and end homelessness. For example, The Salvation Army is committed to providing services to homeless families and single women, and provides emergency shelter for both populations. Similarly, since Porchlight is the only provider of emergency shelter for single men, all men access shelter and services through that one agency. The Homeless Services Consortium is made up of approximately 50 organizations, which makes it a manageable size for agency collaboration and overall program planning. Agencies have a history of working collaboratively rather than competitively on projects. One example of this is The Salvation Army, The Road Home and YWCA of Madison, three agencies that work together to provide rapid re-housing services for homeless families. The YWCA serves as the fiscal agent, while all three agencies provide referrals and case management services to implement the program. They apply collaboratively for funding and report outcomes as one entity.

Services to homeless and at-risk persons with HIV/AIDS are provided primarily by AIDS Resource Center of WI. Additional CoC agencies provide housing and services to persons with HIV/AIDS as requested.

Describe the strengths and gaps of the service delivery system for special needs population and persons experiencing homelessness, including, but not limited to, the services listed above.

The members of most households experiencing homelessness may benefit from many of the same services as those provided to households at risk of homelessness. Our community operates under a Housing First philosophy and recognizes that most people will struggle to access services while experiencing homelessness. Our community believes it is important to offer services to people who are both experiencing homelessness and housed, but allowing them to choose what services to access and when to access them.

People experiencing homelessness in both sheltered and unsheltered locations have significant barriers to finding housing, specifically in the areas of physical and mental health issues. The provision of both out-patient and in-patient mental health services and AODA treatment and support is as important to persons who are at risk of losing their housing, as it is to formerly homeless households striving to maintain their newly-housed status.

The Madison/Dane County CoC has a number of permanent housing units that offer a variety of services to help the people who have experienced homelessness maintain housing. In addition to publicly-funded housing and services, homeless services agencies are very adept at obtaining private community funds to support their efforts.

The gaps in the system include the shortage of resources to serve all those persons who are in need without long waiting lists. There is also a gap in services available to persons who are in the earliest phase of recognizing that there is a problem, even though they are currently living in uninhabitable places and unable to function due to mental illness or suffer from serious addictions to alcohol and other drugs. There is also a gap in county-funded substance use and mental health services that will not serve people who do not meet the residency requirements, excluding many people currently experiencing homelessness.

Provide a summary of the strategy for overcoming gaps in the institutional structure and service delivery system for carrying out a strategy to address priority needs.

City leaders recognize the severe situation for homeless single adults and families with children. Homeless, especially single adults, have become more visible. Emergency shelters for families with children are at capacity, and have to routinely turn families away because of lack of physical space.

The Mayor's support of providing additional City funds has been instrumental in the development of new units for both single adults and families with children. Heartland Housing has developed two properties for permanent supportive housing. One serves 60 single adults and the other serves 45 families. The households living in these units are some of the most vulnerable households in our community as they have experienced chronic homelessness and have a high level of service needs. The family project has required more services than originally planned. The Mayor has been supportive in securing additional funding to increase services at this property. The Mayor is committed to the continued development of housing opportunities for our community members experiencing homelessness. All new units will operate under a Housing First philosophy where households will move into stable housing quickly and have services offered to meet their needs.

Goals Summary Information

Sort Order	Goal Name	Start Year	End Year	Category	Needs Addressed	Funding	Goal Outcome Indicator
1	Housing Development & Financing: Homeownership	2020	2024	Affordable Housing	Affordable Housing	CDBG: \$2,469,020 HOME: \$4,310,520 City of Madison: \$400,000 HCRI: \$1,389,375	500 units of homeowner housing rehabilitated 10 units of homeowner housing added 200 homebuyers provided with direct financial assistance
2	Housing Development & Financing: Rental	2020	2024	Affordable Housing	Affordable Housing	CDBG: \$1,204,092 HOME: \$6,002,406 City of Madison: \$33,573,593	400 units of rental housing constructed
3	Homeless Services & Housing Stability	2020	2024	Affordable Housing Homeless Non-Homeless Special Needs	Affordable Housing	CDBG: \$464,210 HOME: \$2,326,798 ESG: \$740,152 City of Madison: \$6,613,767 EHH (ESG / HPP / HAP): \$2,810,123	12,000 homeless persons assisted with overnight shelter 10,000 persons assisted through homelessness prevention services 20,000 persons assisted with other homeless services or housing resources (# tbd) tenant households provided with TBRA
4	Small Business Assistance	2020	2024	Non-Housing Community Development	Economic Development and Employment Opportunities	CDBG: \$5,050,828	250 jobs created 5,025 businesses assisted

Sort Order	Goal Name	Start Year	End Year	Category	Needs Addressed	Funding	Goal Outcome Indicator
5	Neighborhood Asset Building	2020	2024	Non-Housing Community Development	Strong and Healthy Neighborhoods	CDBG: \$4,851,901 City of Madison: \$5,176,757 Future Madison: \$103,863	190,000 persons assisted through participation in neighborhood center activities 43,000 persons assisted through the creation or improvement of Public Facilities or Infrastructure 10,000 persons assisted through concentration neighborhood planning efforts and associated revitalization activities
6	Program Administration	2020	2024	Planning / Administration	Effective Planning and Program Administration	CDBG: \$2,258,986 HOME: \$1,162,696 ESG: \$81,597 City of Madison: \$2,528,793 EHH (ESG / HPP / HAP): \$60,278 HCRI: \$103,125	460 contracts managed by CDD staff

Table 49 – Goals Summary

Goal Descriptions

1	Goal Name	Housing Development & Financing: Homeownership
	Goal Description	Preserve, improve and expand the supply of affordable housing for homeowners.
2	Goal Name	Housing Development & Financing: Rental
	Goal Description	Preserve, improve and expand the supply of affordable housing for renters.
3	Goal Name	Homeless Services & Housing Stability
	Goal Description	Support vulnerable populations in stabilizing their homes and families.
4	Goal Name	Small Business Assistance
	Goal Description	Improve economic opportunities for individuals and business owners.
5	Goal Name	Neighborhood Asset Building
	Goal Description	Develop, maintain and support community facilities; support the development of revitalization plans and implementation of associated projects.
6	Goal Name	Program Administration
	Goal Description	Implement a well-managed Community Development Program with effective progress toward five-year goals.

Estimate the number of extremely low-income, low-income, and moderate-income families to whom the jurisdiction will provide affordable housing as defined by HOME 91.315(b)(2).

Affordable housing will be provided to approximately 500 low- and moderate-income families.

SP-50 Public Housing Accessibility and Involvement

24 CFR 91.215(c)

Need to Increase the Number of Accessible Units (if Required by a Section 504 Voluntary Compliance Agreement)

The CDA has met, and will continue to meet, the Section 504 requirements as outlined.

Activities to Increase Resident Involvements

The CDA has a Resident Representative on the CDA Board of Directors. The CDA also has a Resident Advisory Board comprised of program participants, which reviews and advises the CDA Housing Director. The CDA will also hold monthly meetings at various Public Housing Site locations to encourage resident participation. It has also worked with Resident Associations, with staff attending their quarterly meetings.

Is the public housing agency designated as troubled under 24 CFR part 902?

No.

Plan to remove the 'troubled' designation:

Not applicable.

SP-55 Barriers to Affordable Housing

24 CFR 91.215(h)

The cost to develop, maintain or improve affordable housing in the City of Madison is affected by a number of public policies and practices, including:

- Need for enhanced coordination related to funding programs that are available to provide support for the development of affordable housing (e.g., CDBG, HOME, City Affordable Housing Fund, Tax Increment Financing and Section 8 Vouchers).
- Relative lack of clarity and coordination of staff efforts related to publicly-funded affordable housing programs.
- Restrictions on size and density imposed by City zoning codes.
- Various fees charged by the City for new construction.

The City is in the process of implementing strategies, or has implemented strategies, to reduce the impacts of some of these policies and practices. These strategies include the following:

- For new multifamily developments pursuing Section 42 tax credits, aligning City funding programs to maximize the likelihood of tax credits being awarded. Coordinating these programs leverages City subsidy, making subsidy go farther or reach deeper down the income spectrum.
- Coordinate HOME, CDBG, TIF, Affordable Housing Fund and Project-based Voucher award timelines to ensure that projects have awards in place in time to apply for Section 42 tax credits in January.
- Coordinate HOME, CDBG, TIF, Affordable Housing Fund and Project-based Voucher award criteria and processes so that projects that meet a common set of criteria in line with City and WHEDA priorities (access to transportation, 3-bedroom units, walkability, integrated supportive services) get funded by the City and therefore score higher on their tax credit applications.
- Annually release the coordinated funding priorities or RFPs to drive development that meets the criteria.
- Support local non-profit developers with capacity building and technical assistance.
- Allow exceptions to existing funding programs and zoning rules to allow for demonstration projects.
- Recruit and fund developers with experience constructing alternate forms of housing (co-housing, land trust models).

- Recruit financial institutions to create portfolio loan products that would allow for housing types that might not conform with current lending rules.

Strategy to Remove or Ameliorate the Barriers to Affordable Housing

The Community Development Division completed its Analysis of Impediments to Fair Housing (AI) study in mid-2019. Since then, the City has continued to work with its partners to fund and implement a wide range of affordable housing development projects, down payment assistance programs, homebuyer education and financial literacy programs and fair housing education and enforcement programs.

The Community Development Division facilitated review of the draft AI and input from key City agencies, committees and staff (e.g., Community Development Authority Housing Operations, Planning Division, Department of Civil Rights, Building Inspection and Zoning, Economic Development Division, Public Health) to initiate discussion of and establish mechanisms to advance collaboration that will lead to the City's success in tackling the short and long-term recommendations and action steps in the AI. Additionally, the City of Madison took the following actions in 2018-2019 to address the impediments identified in the AI:

- The CDBG Office took the lead in establishing a Housing Strategy Staff Team comprised of representatives across several City agencies, whose roles include housing in some form. The Staff team will provide direction to lower level staff members to draft metrics to evaluate the City's housing market and provide recommendations to the Housing Strategy Committee.
- The CDBG Office continued to review its policies and practices for funding affordable housing projects, including discussions regarding priority uses for the City's Affordable Housing Fund. These funds have made it possible for developers to create, rehabilitate or preserve more affordable units than with HUD funds alone.
- The CDBG Office has continued to work with the Department of Civil Rights to review ways to optimize the fair housing complaint procedures and materials, as well as oversee labor compliance standards in CDD-funded projects.
- The Housing Strategy Committee was reconvened after a hiatus, and has committed to regular meetings since the AI was drafted. The renewed direction of the Committee will be to oversee and approve the City's Comprehensive Housing Strategy, with direction from staff.
- The City committed significant levels of local and/or federal funding to support four rental projects applying for Low-Income Housing Tax Credits. In total, the projects will add over 240 income-restricted housing units to Madison, if afforded tax credits.

To address these challenges, the City will focus on a multi-pronged strategy focused on the following:

- Streamlining and improving the efficiency of City programs that fund housing.
- Coordinating and leveraging available funding sources so that they have the greatest impact across all City agencies, State and federal programs.
- Proactively seeking partnerships with developers to address housing challenges.
- Expanding the types of housing available to fill gaps that the housing market does not currently serve.

Reaching out to homeless persons (especially unsheltered persons) and assessing their individual needs

In 2016, the Homeless Services Consortium led the effort to create a *Community Plan to Prevent and End Homelessness* in Madison/Dane County. The CoC hosted a charrette over 3 days to provide an opportunity for organizations and community members to share their concerns about homelessness in Dane County. Smaller conversations and community meetings followed the charrette in order to gather feedback on specific topics. The feedback of people with lived experience of homelessness was instrumental in the creation of the *Plan*. This work resulted in a plan with four goals:

1. Prevent homelessness in Dane County.
2. Support persons and families experiencing homelessness.
3. End homelessness in Dane County.
4. Advocate and collaborate with local, state and national partners.

Goal #2 of the *Plan* speaks specifically to supporting people who are experiencing homelessness and includes the following activities:

- Improve collaboration among service and housing providers.
- Improve outreach and access to supportive housing.
- Increase rates of placement from shelter to permanent housing.
- Provide supportive services that address individual underlying factors of homelessness and housing instability.

For 2018, the results of efforts by Homeless Services Consortium agencies and community partners related to Goal #2 include:

- Revision of Outreach Section in Written Standards to strengthen what is required of these programs.
- The opening of a Day Resource Center called The Beacon to provide a place for people experiencing homelessness to go during the day. They are able to access basic needs including, meals, showers and laundry. Additionally, they are able to access services from a variety of providers that are on site throughout the week.
- All shelter and outreach providers are completing coordinated entry assessments.

Addressing the emergency shelter and transitional housing needs of homeless persons

Goal #3 of the *Community Plan to Prevent and End Homelessness* speaks specifically to ending homelessness in Dane County. This is done through permanent housing solutions and includes the following activities:

- Support funding for rapid re-housing.
- Align and prioritize capital, operating and service funding packages for the development of new permanent supportive housing.
- Engage private landlords to access additional units of existing housing.
- End veteran homelessness.
- End chronic homelessness.
- End family homelessness.
- End homelessness among young adults.
- Increase housing stock in Dane County to meet the needs identified in the Housing Needs Assessment.

By 2018, the community had established quality by-name lists for veterans, people experiencing chronic homelessness and families with children. In addition, there is a mechanism to easily identify youth and older adults on the list for projects that may target those populations. Systems are in place to gather eligibility documentation of people experiencing homelessness so they may move into vacant units as quickly as possible.

Since the development of the *Plan*, 47 slots of rapid re-housing were developed for individuals and 45 slots for families with children. Additionally, 60 units of permanent supportive housing were developed for individuals and 49 slots for families with children.

Helping homeless persons (especially chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) make the transition to permanent housing and independent living, including shortening the period of time that individuals and families experience homelessness, facilitating access for homeless individuals and families to affordable housing units, and preventing individuals and families who were recently homeless from becoming homeless again.

Since 2016, the CoC's Coordinated Entry System (CES) has been revamped and strengthened. These changes were not part of the *Community Plan*, but have been significant in the ability to connect people to housing quickly. The Community applied for and received CoC funds to develop a robust CES. Instead of a phone number, households are able to access CES through Hubs which include: The Beacon (Day Resource Center), The Salvation Army (shelter for families and women), Porchlight (shelter for men), street outreach providers and Tenant Resource Center (prevention services). Additionally, mobile hubs are held in rural areas of Dane County on a monthly basis. The CoC has adopted and implemented Written Standards for the operation of CES.

Outreach workers and shelter case managers work with households to obtain all documentation needed to show eligibility for housing programs. They work on this prior to a unit being identified. This allows for a quick move-in once the unit is identified after all eligibility documentation has been gathered and approved.

Goal #1 of the *Community Plan to Prevent and End Homelessness* specifically speaks to the prevention of homelessness, in the following activities:

- Identify barriers and improve access to tenant services.
- Identify barriers and improve access to mental health and substance abuse services.
- Identify barriers and improve connections to affordable housing and jobs and other benefits and resources.
- Prevent persons being discharged into homelessness from institutions.
- Implement and track diversion.
- Prevent homelessness among unaccompanied youth.

For 2018, the results of efforts by Homeless Services Consortium agencies and community partners related to Goal #1 include:

- Written Standards for Prevention services were updated and include targeting of funds to those most likely to enter into homelessness.
- Written Standards were updated to include a section on Diversion. The Salvation Army implemented Diversion conversation into their family and single women's shelters. They are able to provide limited financial assistance and support services to connect households to permanent housing.
- Regular trainings on HUD's Equal Access Law are provided to CoC members.

Help low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families who are likely to become homeless after being discharged from a publicly funded institution or system of care, or who are receiving assistance from public and private agencies that address housing, health, social services, employment, education or youth needs

Goal #1 speaks specifically about the prevention of homelessness and includes work around prevention of people being discharged into homelessness from institutions using the following strategies:

- Work with correctional facilities to develop procedures for discharging homeless individuals and ensure that they are implemented. Ensure that procedures are followed for the discharge of all persons including youth from short-term or long-term incarceration in Dane County into safe and stable housing.
- Ensure that youth leaving foster care in Dane County have a confirmed plan for safe and stable housing.
- Ensure that procedures are followed for the discharge of all persons from hospitals and treatment facilities in Dane County into safe and stable housing.
- Increase community based re-entry staff access to the jail to plan for discharge.

The CoC has worked with the re-entry specialist at the Dane County jail to connect people who will experience homelessness at release to the Coordinated Entry System. The re-entry specialist will complete the assessment and send it to CES staff to place the person on the by-name list. There is a release of information in place to allow for easy communication between CES and Dane County jail in order to house people quickly.

The CoC has a draft discharge policy in place that requires CoC members to work with institutions to prevent discharge into homelessness. The CoC is committed to developing and strengthening relationships with other systems of care. The CoC submitted an application for the Youth Homelessness Demonstration Program, which has resulted in the start of a collaborative relationship with child welfare. This relationship is anticipated to strengthen as the work to end youth homelessness continues.

The State of Wisconsin developed an Interagency Council on Homelessness that brings together state leadership from a variety of sectors and leadership from the CoC's. The goal of this group is to prevent and end homelessness in Wisconsin. Work is being done to identify and address areas of opportunity for collaboration between homeless services and other systems of care.

Persons at risk of homelessness are defined as those who have received notice of an eviction or utility cut-off. While there are a number of factors that contribute to a household's ability to maintain stable housing (e.g., young single parents, physical and mental illnesses and lack of education), these factors are not considered when determining eligibility for services specifically for those at risk of homelessness.

The City focuses a portion of federal, state and local funds on providing prevention services for those at risk of homelessness. The City works with the County and community-based groups to identify households at risk of eviction, providing them with short-term and temporary rent assistance and/or landlord/tenant mediation services, and linking them with supportive services such as financial management. The City's CDBG Office acts as the lead agency to prevent homelessness, working alongside the Homeless Services Consortium, Dane County's Continuum of Care organization, to implement a variety of activities to reduce the risks of homelessness. Prevention services are targeted to households with previous experience of homelessness. Households are prioritized based on the following factors: where they are at in the eviction process, if they are living in subsidized housing, eviction history, criminal history, living in and needing a wheelchair accessible unit, households of 5+ members.

Goal #3 of the *Plan* is to end homelessness in Dane County. This is achieved through an increase of permanent housing solutions including permanent supportive housing, rapid re-housing and affordable housing. An ideal homeless crisis response system has units available to quickly move people out of homelessness and into permanent housing solutions. Specific strategies in Goal #3 that will increase units include:

- Increase of rapid re-housing slots.
- Increase in permanent supportive housing units.
- Conduct a landlord outreach campaign to establish commitments of units.
- Establish other funding opportunities for rent subsidies including churches, community groups and HOME funds.
- Provide housing location services to people with Section 8 vouchers.

SP-65 Lead Based Paint Hazards

24 CFR 91.215(j)

Actions to address LBP hazards and increase access to housing without LBP hazards

The City of Madison works to reduce lead-based paint hazards by requiring sub-recipients and developers to comply with the Lead-Based Paint requirements set forth in 24 CFR Part 35. This includes meeting the requirements for notification, identification and stabilization of deteriorated paint; identification and control of lead-based paint hazards; and identification and abatement of lead-based paint hazards. The "Protect Your Family From Lead in Your Home" pamphlet, developed by the EPA, HUD and the U.S. Consumer Product Safety Commission, is also distributed. The City-administered down payment assistance programs are also required to comply with the Lead-Based Paint requirements.

The Wisconsin Department of Health and Family Services maintains an online database registry of properties that have been certified as Lead-Free/Lead-Safe. Wisconsin Asbestos and Lead Database Online, known as WALDO, includes housing (single-family and apartments) and child-occupied facilities (such as day care centers) that meet the lead-free or lead-safe property standards established under the State Administrative Code.

The City and County Board of Health's Environmental Health Division provides community education programs. Information about lead is incorporated into the nutritional counseling conducted at the WIC (Women, Infants and Children) Clinics held throughout the City and County. Evaluation of homes of children found to have elevated blood lead levels, as well as consultation for renovation and remodeling, are provided through this program.

The City and County Public Health Department and City Building Inspection staff will continue to coordinate implementation of a local ordinance designed to reduce lead paint removal and dust hazards to neighbors.

CD Division staff will also continue to educate realtors and lenders that utilize mortgage reduction assistance on the dangers of lead paint in City of Madison housing stock.

CD Division staff will pursue funding opportunities, as they become available, to apply for lead-based paint remediation and abatement grants from HUD, including responding to Lead Hazard Reduction grant Notices of Funding Availability, as necessary.

How are the actions listed above related to the extent of lead poisoning and hazards?

The City estimates that there are 62,523 dwelling units within the community that were built prior to 1978, and that 95% of these contain at least some level of lead paint. It should be noted that not all units containing lead paint pose a lead paint hazard. Since many of these dwelling units are relatively well-maintained, the City estimates that only approximately 5% (or 3,126) contain lead hazards, and of these, approximately 80% (2,500) are occupied by low- to moderate-income households. Madison has enjoyed a rapid regeneration of older neighborhoods by moderate- to high-income residents, who have rehabilitated older homes. As a result, Madison's LBP mitigation and education focus is on neighborhoods with higher levels of poverty and older homes.

How are the actions listed above integrated into housing policies and procedures?

LBP remediation policies and procedures are included in each housing development contract provided through the CD Division. Contractors are required to follow CDD Rehabilitation Standards, which include local, state and federal requirements on the proper implementation of LBP mitigation. The City has allowed a higher per-unit subsidy for rehabilitation projects that involve lead paint reduction, due to the increased costs of mitigation.

SP-70 Anti-Poverty Strategy

24 CFR 91.215(j)

Jurisdiction Goals, Programs and Policies for reducing the number of Poverty-Level Families

The City of Madison's general anti-poverty strategy is to support the availability and accessibility of employment, education, transportation, health care and family support services to lower-income households. The strategy's goal is to help individuals and families attain greater independence and promote neighborhood involvement.

The City implements the following major strategies to achieve the goal of reducing poverty:

1. Market information about resources to poverty level households;
2. Refine housing assistance programs to better link housing assistance with related resources, such as neighborhood centers and employment resources;
3. Improve City service delivery systems so that they are more responsive to neighborhoods where poverty-level families reside in greater numbers, and encourage goals, policies and practices that involve these neighborhoods in City's decision-making processes and revitalization efforts;
4. Increase the quantity of safe, quality, affordable rental housing throughout the City, particularly in locations that are well served by transit and are proximate to places of employment, schools, parks, health care and other basic amenities;
5. Increase economic development and employment and training opportunities; and
6. Improve collaboration between local governments, nonprofits, schools and businesses.

How are the Jurisdiction's poverty-reducing goals, programs, and policies coordinated with this affordable housing plan?

The City of Madison's general anti-poverty strategy is coordinated with this affordable housing plan in an effort to support the availability and accessibility of employment, education, transportation, health care and family support services to lower-income households. The strategy's goal is to help individuals and families attain greater independence and promote neighborhood involvement.

The City implements the following major strategies to achieve the goal of reducing poverty:

1. Market information about resources to poverty level households;
2. Refine housing assistance programs to better link housing assistance with related resources, such as neighborhood centers and employment resources;
3. Improve City service delivery systems so that they are more responsive to neighborhoods where poverty-level families reside in greater numbers, and encourage goals, policies and practices that involve these neighborhoods in City's decision-making processes and revitalization efforts;
4. Increase the quantity of safe, quality, affordable rental housing throughout the City, particularly in locations that are well served by transit and are proximate to places of employment, schools, parks, health care and other basic amenities;
5. Increase economic development and employment and training opportunities; and
6. Improve collaboration between local governments, nonprofits, schools and businesses.

Over the next five years, the City will continue to focus revitalization efforts in its Neighborhood Resource Team areas. The City will continue efforts to work more closely with residents, owners and community groups to address emerging revitalization issues. These efforts will continue to:

- Improve public infrastructure within target areas.
- Support Neighborhood Resource Teams, which include representatives from Civil Rights, Building Inspection, Public Health, Police, Community Development Division, Fire and Parks, in each of the designated NRT areas.
- Increase effectiveness of law enforcement efforts to reduce criminal activity.
- Stabilize the management of rental housing in transitioning and challenged neighborhoods.
- Support efforts of owners and residents to reduce energy consumption.
- Assess and refine the City's efforts to support resident involvement and empowerment in the community.
- Coordinate City-funded programs and services with other funders, agencies, businesses and neighborhood organizations.

These City efforts will support the reduction of poverty by addressing emerging neighborhood needs, and bringing additional services and opportunities to residents who may have been previously underserved or isolated.

SP-80 Monitoring

24 CFR 91.230

Describe the standards and procedures that the jurisdiction will use to monitor activities carried out in furtherance of the plan and will use to ensure long-term compliance with requirements of the programs involved, including minority business outreach and the comprehensive planning requirements

The City's Community Development Division will ensure that all activities carried out to implement the Consolidated Plan comply with the requirements of CDBG, HOME, ESG and other funding sources as required, while also achieving performance objectives on schedule and within the prescribed budget.

Each agency funded through the City of Madison's Community Development Program will enter into a contract that outlines all requirements, regulations, procedures and accomplishments associated with the funded activity. Funded agencies will submit progress reports at least quarterly, and reporting periods will be specified in agency contracts. City staff will review reports for contract compliance, including regulations as well as administrative, financial and programmatic requirements. Timely expenditure of funds will be reviewed on an ongoing basis to ensure compliance with program regulations. Individual meetings with agency staff will occur

as necessary to respond to questions and assess project progress. Depending upon the complexity of the project and the funding requirements, the City may also provide orientation training and technical assistance designed to facilitate successful completion of the project.

In addition to the monitoring requirements for each funding source, Community Development Division staff will annually complete at least one on-site visit for selected high-risk projects, to monitor compliance with fiscal, programmatic and regulatory controls and other requirements. High-risk recipients are identified as those new to the Community Development Program, those with past difficulties in implementing a project and those with a significant funding allocation. The Community Development Division will also review agency audits and determine whether any related action needs to be taken.

The Community Development Division, along with its Community Development Block Grant Committee, will serve as the lead in the recording, monitoring and evaluation of the City's progress in achieving the goals and objectives outlined in this Plan. Presentations, updates and status reports are presented at monthly Committee meetings.

Year One (2020) Annual Action Plan

AP-15 Expected Resources

24 CFR 91.220(c)(1,2)

The anticipated resources articulated in this Action Plan are based on assumptions about 2020 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 may be subject to commensurate changes.

Anticipated Resources

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of Con Plan	Narrative Description
			Annual Allocation	Program Income	Prior Year Resources	Total		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	1,854,382	750,000	4,660,757	7,265,139	9,033,898	Estimated five-year average annual CDBG Entitlement allocation: \$1,870,505
HOME	public - federal	Acquisition Homebuyer assistance Homeowner rehab Multifamily rental new construction Multifamily rental rehab New construction for ownership Tenant Based Rental Assistance (TBRA)	1,356,380	500,000	4,273,559	6,129,939	7,672,481	Estimated five-year average annual HOME PJ allocation: \$1,405,772
ESG	public - federal	Conversion and rehab for transitional housing Financial Assistance Overnight shelter Rapid re-housing (rental assistance) Rental Assistance Services Transitional housing	159,157	0	5,780	164,937	656,812	Estimated five-year average annual HESG Entitlement allocation: \$163,194
Future Madison	private	Services	20,083	0	0	20,083	83,780	Estimated five-year average annual Future Madison allocation: \$20,773

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of Con Plan	Narrative Description
			Annual Allocation	Program Income	Prior Year Resources	Total		
EHH (ESG, HPP, HAP)	public - state	Financial Assistance Overnight shelter Rapid re-housing (rental assistance) Services Transitional housing Other	610,401	0	0	610,401	2,260,000	Estimated five-year average annual state EHH allocation: \$574,080
HCRI	public - state	Homebuyer assistance	137,500	95,000	330,000	562,500	930,000	Estimated average award per 2-year HCRI grant period: \$275,000
City of Madison	public - local	Housing Services	9,394,175	0	8,876,332	18,270,507	30,022,403	Estimated five-year average annual City allocation: \$7,450,000

Table 55 - Expected Resources – Priority Table

Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied.

The City developed this Action Plan with the expectation that the Federal government will provide approximately \$3.4 million for the 2020 program year, through such grant programs as CDBG, HOME and HESG. The City expects to leverage these funds with its own housing funds, as well as State of Wisconsin funds for homeless services and homebuyer assistance.

If appropriate, describe publicly-owned land or property located within the jurisdiction that may be used to address the needs identified in the Plan.

Not applicable.

Goals Summary Information

Sort Order	Objective Name	Start Year	End Year	Category	Goal Addressed	Funding	Outcome Indicator
1	Housing Development & Financing: Homeownership	2020	2020	Affordable Housing	Affordable Housing	CDBG: \$1,361,934 HOME: \$2,396,860 City of Madison: \$400,000 MECC (City): \$15,000 HCRI: \$541,875	100 units of homeowner housing rehabilitated 2 units of homeowner housing added 40 homebuyers provided with direct financial assistance
2	Housing Development & Financing: Rental	2020	2020	Affordable Housing	Affordable Housing	CDBG: \$664,188 HOME: \$3,337,631 City of Madison: \$13,461,332	80 units of rental housing constructed or rehabilitated
3	Homeless Services & Housing Stability	2020	2020	Affordable Housing Homeless Non-Homeless Special Needs	Affordable Housing	CDBG: \$92,842 HOME: \$ (td) ESG: \$153,001 City of Madison: \$1,718,938 EHH (ESG / HPP / HAP): \$597,336	2,400 homeless persons assisted with overnight shelter 2,000 persons assisted through homelessness prevention services 4,000 persons assisted with other homeless services or housing resources (# tbd) tenant households provided with TBRA
4	Small Business Assistance	2020	2020	Non-Housing Community Development	Economic Development and Employment Opportunities	CDBG: \$1,584,723	50 jobs created 1,005 businesses assisted
5	Neighborhood Asset Building	2020	2020	Non-Housing Community Development	Strong and Healthy Neighborhoods	CDBG: \$2,883,199 City of Madison: \$2,070,444 Future Madison: \$20,083	38,000 persons assisted through participation in neighborhood center activities 27,828 persons assisted through the creation or improvement of Public Facilities or Infrastructure 2,000 persons assisted through concentration neighborhood planning efforts and associated revitalization activities

Sort Order	Objective Name	Start Year	End Year	Category	Goal Addressed	Funding	Outcome Indicator
6	Program Administration	2020	2020	Planning / Administration	Effective Planning and Program Administration	CDBG: \$678,253 HOME: \$395,448 ESG: \$11,936 City of Madison: \$604,793 EHH (ESG / HPP / HAP): \$13,065 HCRI: \$20,625	113 contracts managed by CDD staff

Table 56 – Goals & Objectives Summary

Objective Descriptions

1	Objective Name	Housing Development & Financing: Homeownership
	Description	Preserve, improve and expand the supply of affordable housing for homeowners.
2	Objective Name	Housing Development & Financing: Rental
	Description	Preserve, improve and expand the supply of affordable housing for renters.
3	Objective Name	Homeless Services & Housing Stability
	Description	Support vulnerable populations in stabilizing their homes and families.
4	Objective Name	Small Business Assistance
	Description	Improve economic opportunities for individuals and business owners.
5	Objective Name	Neighborhood Asset Building
	Description	Develop, maintain and support community facilities; support the development of revitalization plans and implementation of associated projects.
6	Objective Name	Program Administration
	Description	Implement a well-managed Community Development Program with effective progress toward five-year goals.

Table 57 – Objective Descriptions

Estimate the number of extremely low-income, low-income, and moderate-income families to whom the jurisdiction will provide affordable housing as defined by HOME 24 CFR 91.215(b):

Approximately 101 low- and moderate-income families will be provided affordable housing, as defined by HOME 24 CFR 91.215(b). These projects include Habitat for Humanity, Movin' Out's Homeownership Program and The Royal Apartments, Common Wealth Development and Madison Development Corporation.

The City of Madison's Community Development Division, through CDD-staffed citizen committees, makes its funding allocation decisions based on a Request for Proposals (RFP) process. Through this process, funds are awarded to eligible activities that support the goals (and address the priority needs) articulated as part of the Strategic Plan. Expected resources cited in RFPs are based on assumptions about future funding levels, and the allocations awarded to activities are contingent upon the City's receipt of sufficient funds for the period covered by the RFP.

Projects

#	Project Name
1	Housing Rehab and Accessibility
2	Owner-Occupied Housing Development
3	Homebuyer Assistance
4	Rental Housing
5	Tenant-Based Rental Assistance (TBRA)
6	Homeless and Special Needs Populations
7	Housing Resources
8	Micro-Enterprise Development
9	Job Creation and Business Expansion
10	Neighborhood Focal Point Support
11	Capital Improvements for Community Organizations
12	Neighborhood Revitalization Plans and Projects
13	Overall Program Administration
14	ESG20 Madison

Table 58 – Project Information

Describe the reasons for allocation priorities and any obstacles to addressing underserved needs.

The allocation of funds for the activities listed in this Action Plan are closely aligned with the top housing and community development needs identified in the needs assessment and housing market analysis articulated in the City's 2020-2024 Strategic Plan, and through input contributed by stakeholders and citizens who participated in its development.

The primary obstacle to addressing underserved needs continues to be the diminishing availability of funds vis-à-vis the increasing funding needs of the nonprofit agencies with whom the City contracts for services. To illustrate this point, during its RFP processes, the City routinely receives funding proposals requesting funds far in excess (often up to 160% or more) of the total projected funds available.

AP-38 Project Summary

Project Summary Information

1	Project Name	Housing Rehab and Accessibility
	Objectives Supported	Housing Development & Financing: Homeownership
	Goals/Needs Addressed	Affordable Housing
	Funding	CDBG: \$845,746 City of Madison: \$15,000
	Description	Preserve and Improve the supply of affordable housing for homeowners
	Planned Activities	Deferred Payment Loan Program PH Home Repair Program
2	Project Name	Owner-Occupied Housing Development
	Objectives Supported	Housing Development & Financing: Homeownership
	Goals/Needs Addressed	Affordable Housing
	Funding	CDBG: \$309,188 HOME: \$1,446,968 City of Madison: \$400,000
	Description	Expand the supply of affordable housing for homeowners
	Planned Activities	Linden CohoMadison Cohousing Community WPHD Single Family Housing Development Housing Development Reserve Fund activities TBD
3	Project Name	Homebuyer Assistance
	Objectives Supported	Housing Development & Financing: Homeownership
	Goals/Needs Addressed	Affordable Housing
	Funding	CDBG: \$207,000 HOME: \$949,892 HCRI: \$541,875
	Description	Improve housing stability for homebuyers
	Planned Activities	Home-Buy The American Dream (HBAD) Program Habitat Affordable Homeownership for Families MO Homeownership Program

4	Project Name	Rental Housing
	Objectives Supported	Housing Development & Financing: Rental
	Goals/Needs Addressed	Affordable Housing
	Funding	CDBG: \$664,188 HOME: \$3,337,631 City of Madison: \$13,461,332
	Description	Preserve, improve and expand the supply of affordable housing for renters
	Planned Activities	Bayview Foundation Rental Housing Renovation CC/MO The Ace Apts Rental Housing CommonBond Point Place <i>(formerly Tree Lane)</i> Senior Housing GC Valor on Washington Rental Housing GC/UCA Generations <i>(formerly GrandFamily)</i> Rental Housing @ Union Corners MDC The Avenue Rental Housing Expansion MO The Royal Apts <i>(formerly Madison on Broadway)</i> Rental Housing MSP Normandy Square Rental Housing MSP The Grove Apts Rental Housing PH Prairie Crossing Rental Housing Rehab SHD Fair Oaks Apts Rental Housing SHD Schroeder Rd Apts Rental Housing Affordable Housing Initiative activities TBD Housing Development Reserve Fund activities TBD
5	Project Name	Tenant-Based Rental Assistance (TBRA)
	Objectives Supported	Homeless & Housing Resources
	Goals/Needs Addressed	Affordable Housing
	Funding	HOME: \$ tbd
	Description	tbd
	Planned Activities	TBRA activities TBD
6	Project Name	Homeless and Special Needs Populations <i>[also see Project #14]</i>
	Objectives Supported	Homeless Services & Housing Stability
	Goals/Needs Addressed	Affordable Housing
	Funding	City of Madison: \$1,366,275 EHH (ESG / HPP / HAP): \$597,336
	Description	Improve housing stability for renters, homeless and special needs populations
	Planned Activities	DCHS The Beacon Support HAH Rethke Terrace Supportive Services HI Permanent Housing Supportive Services ICA Dane CoC Coordinated Entry Porchlight Dwelling Intervention Grants and Sustenance (DIGS) Porchlight Permanent Housing Case Management Porchlight Shelter Case Management Porchlight Street Outreach Porchlight Transit for Economic Self-Sufficiency (TESS) / Transit for Jobs TRH Moving Up TRH Reducing Barriers Fund TSA Diversion Case Manager TSA Single Women/Warming House Case Management Sankofa Housing-Focused Street Outreach & Restorative Justice Sankofa Tree Lane Apartments Supportive Services Tellurian ReachOut PATH Match TRC Quick Move-In TRC Rapid Rehousing YWCA Family Shelter Rent subsidy, shelter and homelessness prevention activities TBD through 2020-21 state RFP process (EHH)

7	Project Name	Housing Resources
	Objectives Supported	Homeless Services & Housing Stability
	Goals/Needs Addressed	Affordable Housing
	Funding	CDBG: \$92,842 City of Madison: \$352,663
	Description	Provide information or other non-monetary resources to LMI persons, and support access to affordable housing opportunities
	Planned Activities	FHC Fair Housing Services »» move to Admin IL Home Modification »» move to Rehab/Accessibility LAW Eviction Defense Project (General) TRC Bilingual Housing Counseling TRC Housing Counseling, Outreach and Education TRC Housing Mediation Services Financial Literacy / Homebuyer Readiness Education TBD
8	Project Name	Micro-Enterprise Development
	Objectives Supported	Small Business Assistance
	Goals/Needs Addressed	Economic Development and Employment Opportunities
	Funding	CDBG: \$414,723
	Description	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
	Planned Activities	LCC Small Business Technical Assistance MBCC Smarter Black Businesses WWBIC Business Development Loans Economic Development Reserve Fund activities TBD
9	Project Name	Job Creation and Business Expansion
	Objectives Supported	Small Business Assistance
	Goals/Needs Addressed	Economic Development and Employment Opportunities
	Funding	CDBG: \$1,170,000
	Description	Create jobs, especially for under-represented individuals, by supporting new or expanding businesses
	Planned Activities	CWD MSI Roof Replacement MDC Business Loan Program Economic Development Reserve Fund activities TBD

10	Project Name	Neighborhood Focal Point Support (NFPS)
	Objectives Supported	Neighborhood Asset Building
	Goals/Needs Addressed	Strong and Healthy Neighborhoods
	Funding	CDBG: \$366,000 City of Madison: \$1,270,444 Future Madison: \$20,083
	Description	Create, enhance or sustain the development and operation of physical assets, such as community and neighborhood centers, other physical amenities that help bring people of diverse backgrounds together or that help residents develop skills or take advantage of opportunities that will strengthen neighborhoods
	Planned Activities	NFPS: Bayview International Center for Education and the Arts NFPS: BGC Allied Family Center & BGC Taft Street Site NFPS: Bridge Lake Point Waunona Neighborhood Center NFPS: Badger Rock Neighborhood Center NFPS: East Madison Community Center NFPS: Goodman Community Center NFPS: Kennedy Heights Neighborhood Center NFPS: Lussier Community Education Center NFPS: MSCR Meadowood Neighborhood Center NFPS: Neighborhood House Community Center NFPS: Vera Court Neighborhood Center NFPS: Wil-Mar Neighborhood Center NFPS: WYC Elver Park Neighborhood Center NFPS: WYC Theresa Terrace Neighborhood Center
11	Project Name	Capital Improvements for Community Organizations
	Objectives Supported	Neighborhood Asset Building
	Goals/Needs Addressed	Strong and Healthy Neighborhoods
	Funding	CDBG: \$2,244,461 City of Madison: \$800,000
	Description	Create or improve safe, accessible, energy-efficient and well-maintained community and neighborhood facilities
	Planned Activities	BLPW New Center Development GCC IronWorks Renovation Acquisition/Rehab Reserve Fund activities TBD
12	Project Name	Neighborhood Revitalization Plans and Projects
	Objectives Supported	Neighborhood Asset Building
	Goals/Needs Addressed	Strong and Healthy Neighborhoods Effective Planning and Program Administration
	Funding	CDBG: \$272,738
	Description	Help residents within designated neighborhoods identify, plan for and implement projects and activities that promise to enhance the quality of life for neighborhood residents
	Planned Activities	Concentration Neighborhood Planning Neighborhood Revitalization Projects (EEEEPY / DWSC / South Madison)
13	Project Name	Overall Program Administration
	Objectives Supported	Program Administration
	Goals/Needs Addressed	Effective Planning and Program Administration
	Funding	CDBG: \$678,253 HOME: \$395,448 City of Madison: \$604,793 EHH (ESG / HPP / HAP): \$13,065 HCRI: \$20,625
	Description	Provides staffing for City Community Development Program development, staffing of CDD Committees, contract development and monitoring and general program management; also provides support services including affirmative action, public information, historic preservation, administrative and bid services
	Planned Activities	Direct Administration and Support Services Futures Fund Reserve activities TBD

14	Project Name	ESG20 Madison <i>[also see Project #5]</i>
	Objectives Supported	Individual, Family and Household Stabilization
	Goals/Needs Addressed	Affordable Housing
	Funding	ESG: \$164,937 <i>(includes \$5,780 from ESG19)</i>
	Description	Improve housing stability for homeless
	Planned Activities	ESG20 Homelessness Prevention, including: - LAW Eviction Defense Project (Homeless) - TSA Diversion Case Manager ESG20 Shelter, including: - TSA Emergency Family Shelter (Warming House) - TSA Single Women/Warming House Case Management ESG20 Rapid Re-Housing, including: - TRC Rapid Rehousing ESG20 HMIS Services ESG20 Administration

Table 59 – Project Summary Information

AP-50 Geographic Distribution 24 CFR 91.220(f)

Description of the geographic areas of the entitlement (including areas of low-income and minority concentration) where assistance will be directed.

The City of Madison, part of a dynamic and growing region, is the seat of both State of Wisconsin and Dane County government, and has more than 100 very active neighborhood, business and community organizations. Madison is also home to the University of Wisconsin, a nationally recognized research institution, known for a tradition of academic excellence. The City includes portions of three lakes, and is located upon an isthmus, which gives the City its defining geographical characteristics.

The City has chosen to describe its community development goals and objectives primarily in terms of the functional components of a well-developed community: providing affordable housing; expanding employment opportunities and enhancing neighborhood vitality by supporting new and existing businesses; and strengthening neighborhoods by providing opportunities that expand neighborhood cohesion and stability. The City has identified, within each goal, a geographic priority to stabilize or improve areas of high priority to the City, including Neighborhood Resource Team focus areas. These areas are comprised of neighborhoods with poverty.

The City also intends to prioritize and allocate a small portion of its funds annually (approximately 4% of CDBG entitlement funds) to activities that seek to improve neighborhoods, and provide a low/moderate area (LMA) benefit. These efforts will focus on the Neighborhood Resources and Stabilization objective within the Plan.

The City's Neighborhood Revitalization Program targets neighborhoods with high concentrations of low- and moderate-income persons for a special planning and project development process. The CDBG Committee and Common Council select target neighborhoods for this process by analyzing census tract data, such as number of LMI individuals, race, ethnicity, age and housing tenure. The process involves a three-year period for each neighborhood, with the first year involving intensive work with a neighborhood association and a steering committee comprised of representatives of the area. This steering committee works closely with a CDBG-supported City planner to identify the neighborhood's needs and develop a neighborhood plan. The City's Planning Department and CDD are currently working with the South Madison area to develop the next neighborhood plan.

Target Area	Percentage of Funds
(See this section's narrative.)	

Table 60 – Geographic Distribution

Rationale for the priorities for allocating investments geographically

The City identifies, as target areas for investment, Census Tracts where 51% of the individuals meet HUD's low/moderate-income standards (80% or less of the area median income).

(Refer to Appendix D for a map of census tracts identified by the City as target areas for the five-year period covered by the current Strategic Plan.)

The City also considers, as target areas for investment, any Neighborhood Resource Team (NRT) area with high concentrations of poverty.

(Refer to Appendix C for a map of NRT areas identified by the City as high priority.)

AP-55 Affordable Housing *24 CFR 91.220(g)*

One-Year Goals for the Number of Households to be Supported	
Homeless	0
Non-Homeless	452
Special-Needs	0
Total	452

Table 61 - One-Year Goals for Affordable Housing by Support Requirement

One-Year Goals for the Number of Households Supported Through	
Rental Assistance	0
The Production of New Units	314
Rehab of Existing Units	88
Acquisition of Existing Units	50
Total	452

Table 62 - One-Year Goals for Affordable Housing by Support Type

AP-60 Public Housing *24 CFR 91.220(h)*

Actions planned during the next year to address the needs to public housing

The City's Community Development Authority (CDA) is in the process of developing a master redevelopment plan for an area of the City known as the Triangle. It is the City's largest public housing and Project-Based Section 8 housing site, containing over 300 units of public and Section 8 housing. Once the master plan is complete, the City will use it as a guide for the development of additional units. The City does not have specific plans to build additional units of public housing during 2020.

Actions to encourage public housing residents to become more involved in management and participate in homeownership

The CDA does not have a Resident Management Corporation. In 2019, a Community Development Division intern completed a research document on Public Housing Homeownership Programs in order to expand homeownership opportunities to residents. The CDD and CDA will begin to work through implementation steps to engage with public housing residents interested in homeownership.

If the PHA is designated as troubled, describe the manner in which financial assistance will be provided or other assistance

Not applicable.

AP-65 Homeless and Other Special Needs Activities

24 CFR 91.220(i)

Describe the jurisdiction's one-year goals and actions for:

- *Reducing and ending homelessness, including reaching out to homeless persons (especially unsheltered persons) and assessing their individual needs.*
- *Addressing the emergency shelter and transitional housing needs of homeless persons.*
- *Helping homeless persons (especially chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) make the transition to permanent housing and independent living, including shortening the period of time that individuals and families experience homelessness, facilitating access for homeless individuals and families to affordable housing units, and preventing individuals and families who were recently homeless from becoming homeless again.*
- *Helping low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families and those who are: being discharged from publicly funded institutions and systems of care (such as health care facilities, mental health facilities, foster care and other youth facilities, and corrections programs and institutions); or, receiving assistance from public or private agencies that address housing, health, social services, employment, education, or youth needs.*

Responses to these items are addressed in the Emergency Solutions Grant (ESG) portion of section AP-90 of this Plan (Program Specific Requirements), and in **Appendix E**, *One-Year Goals for Madison and Dane County CoC*.

AP-75 Barriers to Affordable Housing

24 CFR 91.220(j)

The cost of developing, maintaining and improving affordable housing in the City of Madison is affected by several key factors. Among the most important of these are the time it takes developers to take a project from start to finish; the clarity and ease of use of zoning codes; and property tax policies. The City has identified these as barriers to affordable housing, and continues to proactively implement strategies to remove their negative effects.

Actions it planned to remove or ameliorate the negative effects of public policies that serve as barriers to affordable housing such as land use controls, tax policies affecting land, zoning ordinances, building codes, fees and charges, growth limitations, and policies affecting the return on residential investment

The City recently approved a policy change that exempts developers of affordable housing from the normally required park impact fees. This policy has already begun to produce significant cost savings for affordable housing projects, thus helping to facilitate their development. In 2020, City Community Development Division staff will be working closely with other key City departments to ensure successful implementation of the park fee waiver policy.

Because the City zoning code is one of the primary tools used to regulate development, staff from the City's Department of Planning and Community & Economic Development actively monitors its use. Careful attention is paid to address any issues that may impact the development of affordable housing.

Due to concerns that the code was sometimes confusing and especially challenging for developers to navigate, the City undertook, and completed in 2013, a major rewrite of its zoning code (Chapter 28, Madison General Ordinances). The result was a much-improved code that is easier for affordable housing developers to use and understand. The previous code was originally adopted in 1966. Until the new code was adopted, nearly every

housing project—whether market-rate or affordable—required a rezoning to a unique Planned Development District in order to accommodate it.

Through its updated zoning code, the City now allows several additional housing types that it believes will encourage the development of additional affordable housing units:

- The updated comprehensive plan recommends greater or expanded density across most residential and mixed-use zoning districts throughout the City.
- Accessory dwelling units (ADUs, sometimes called "granny flats") are now allowable as a conditional use on single-family lots, which can provide new small-scale affordable housing opportunities.
- Cooperative housing is more broadly allowed.
- In some zoning districts, housing projects with up to eight units are allowable as a permitted use. Under the previous code, any building with over two units required conditional use review. This was often onerous for small-scale projects or conversions.
- In many zoning districts, the code allows for (and encourages) residential units in mixed-use buildings. Previously, this was allowable only with unique Planned Development zoning.

Discussion

The City's Department of Planning and Community & Economic Development has established (and continues to work to refine) a Development Services Center (DSC) model that provides a central location for information on development, review, permitting and inspection processes for all City agencies. Under this model, department staff works to streamline the development process with the goal of improving timeliness, thus reducing developer costs associated with developing a variety of projects including affordable housing. Department staff leads weekly Development Assistance Team meetings that include staff from an array of stakeholder agencies, with a focus on proactive problem solving and guidance to developers as projects move forward. The Community Development Division staff will participate in these weekly meetings whenever its issues or projects are the subject of discussion. The Division will also continue to review and evaluate its efforts to fund affordable housing, and where possible, seek Council action to remove non-financial obstacles to the construction of affordable housing within the City.

Property tax exemption is another issue that impacts the ability to develop affordable housing. With the implementation of relatively recent State legislation, property owned by nonprofit benevolent associations can be developed as low-income housing and be exempt from local property taxes. Without this provision, owners of these kinds of low-income housing projects would pay property tax, resulting in increased expenses that would almost certainly be passed on to tenants in the form of higher rents.

Community Development Division staff will continue to meet periodically with Third Sector Housing, a group of nonprofit housing development agencies. An important goal of these meetings will be to enhance coordination and collaboration associated with the development of affordable housing. The CDD will work with Third Sector representatives to identify ways to improve the capacity of nonprofit housing development organizations, and streamline the City's funding and contracting processes.

In addition to the efforts listed above, **Appendix B** lists specific additional work that will be taken to alleviate impediments to fair housing in 2020.

Proposed actions associated with the City's 2020 Action Plan are described primarily in the specific related sections of the Plan. In addition to descriptions found in those sections, the following actions are planned for 2020.

Any other actions planned to:

- ***Address obstacles to meeting underserved needs***

In 2020, the City of Madison will continue to focus on the following three primary areas as it addresses obstacles to meeting underserved needs: (1) affordable housing; (2) economic development and employment opportunities; and (3) strong and healthy neighborhoods.

The obstacles to meeting **housing needs** in the City of Madison revolve primarily around the high cost of housing and need for additional affordable housing. While housing quality, race and non-housing factors play a role in the city's housing needs, housing cost burden is by far the leading challenge in the market. Moreover, the limited supply and rising cost of housing makes challenges like homelessness and racial inequity in housing even more difficult to address.

The obstacles related to **economic development and employment needs** specifically targeted by the City of Madison relate most often to the need to enhance neighborhood vitality. In 2020, this need will be addressed through support for employment opportunities for low- and moderate-income people, as well as support for new and existing micro-enterprises and small businesses. Most of the City's support in this goal area will go to community-based nonprofit organizations that support job creation and community business development, as well as those that support small business development through assistance to entrepreneurs.

Neighborhood needs associated with the City's 2020 Action Plan relate primarily to strengthening and enhancing the health of neighborhoods with a focus on support for low- and moderate-income persons. Needs will be addressed through support for strategic investments in community assets and amenities, as well as other planning and revitalization efforts. Neighborhood centers and neighborhood plans in low- to moderate-income neighborhoods will be the City's highest priority in this area for 2020.

- ***Foster and maintain affordable housing***

Among the strategies the City of Madison will use in 2020 to foster and maintain affordable housing are the following:

- For new multifamily developments pursuing Section 42 tax credits, align City funding programs to maximize the likelihood of tax credits being awarded. Coordinating these programs leverages City subsidy, making subsidy go farther or reach deeper down the income spectrum.
- Coordinate funding timelines to maximize opportunities for projects to have City awards in place in time for the December Section 42 tax credits deadline.
- Coordinate funding award criteria and processes so that projects that meet a common set of criteria that is in-line with City and WHEDA priorities (access to transportation, number of 3-bedroom units, walkability, etc.) get funded by the City and therefore score higher on their tax credit applications.

- Actively recruit developers to apply for Section 42 tax credits in the City of Madison.
- Consider demonstration projects to test the viability of alternative housing forms (Accessory Dwelling Units, Micro Housing, Cottage Housing).
- Consider exceptions to existing funding programs and zoning rules to allow for demonstration projects.
- Recruit financial institutions to create portfolio loan products that would allow for housing types that might not conform to current lending rules.

- ***Reduce lead-based paint hazards***

The City will continue to work to reduce lead-based paint hazards by requiring subrecipients and developers to comply with the lead-based paint requirements set forth in 24 CFR Part 35. These include meeting requirements for notification, identification and stabilization of deteriorated paint; identification and control of lead-based paint hazards; and identification and abatement of lead-based paint hazards. The *Protect Your Family from Lead in Your Home* pamphlet, developed by the EPA, HUD and the U.S. Consumer Product Safety Commission, will be distributed. The City-administered down payment assistance programs will also be required to comply with the lead-based paint requirements.

The City and County Board of Health's Environmental Health Division will continue to provide community education programs related to lead-based paint hazards. Information about lead is currently incorporated into the nutritional counseling conducted at the WIC (Women, Infants and Children) Clinics held throughout the City and County. Evaluation of homes of children found to have elevated blood lead levels, as well as consultation for renovation and remodeling, are provided through this program. The City-County Public Health Department and City Building Inspection staff will continue to coordinate implementation of a local ordinance designed to reduce lead paint removal and dust hazards to neighbors.

Division staff will also continue to educate realtors and lenders that utilize mortgage reduction assistance about the dangers of lead paint in City of Madison housing stock. Lead-based paint remediation policies and procedures are included in each housing development contract provided through the Division. Contractors are required to follow Division Rehabilitation Standards, which include local, state and federal requirements on the proper implementation of lead-based paint mitigation. The City will also continue to allow a higher per-unit subsidy for rehabilitation projects that involve lead paint reduction, due to the increased costs of mitigation.

- ***Reduce the number of poverty-level families***

To reduce the number of poverty-level families in Madison, the City will continue to support the availability and accessibility of employment, education, transportation, health care and family support services to low- and moderate-income households. In each case, the focus will be help individuals and families attain greater independence and promote neighborhood involvement.

The City will also continue to implement the following major strategies to achieve the goal of reducing family poverty:

1. Market information about resources to poverty level households;
2. Refine housing assistance programs to better link housing assistance with related resources, such as neighborhood centers and employment resources;

3. Improve City service delivery systems so that they are more responsive to neighborhoods where poverty-level families reside in greater numbers, and encourage goals, policies and practices that involve these neighborhoods in City's decision-making processes and revitalization efforts;
4. Increase the quantity of safe, quality, affordable rental housing throughout the City particularly in locations that are well served by transit and are proximate to places of employment, schools, parks, health care and other basic amenities;
5. Increase economic development and employment and training opportunities; and,
6. Improve collaboration between local governments, nonprofits, schools and businesses.

In addition, the City will continue its poverty reduction strategies and efforts in geographically defined Neighborhood Resource Team (NRT) areas. This work will include working more closely with residents, owners and community groups to address emerging issues and needs and bringing additional services and opportunities to residents who may have been previously underserved or isolated. Key NRT strategies include those listed below.

- Improve public infrastructure within target areas.
 - Support Neighborhood Resource Teams, which include representatives from Civil Rights, Building Inspection, Public Health, Police, Community Development Division, Fire and Parks, in each of the designated NRT areas.
 - Increase effectiveness of law enforcement efforts to reduce criminal activity.
 - Stabilize the management of rental housing in transitioning and challenged neighborhoods.
 - Support efforts of owners and residents to reduce energy consumption.
 - Assess and refine the City's efforts to support resident involvement and empowerment in the community.
 - Coordinate City-funded programs and services with other funders, agencies, businesses and neighborhood organizations.
- *Develop institutional structure*

In its efforts to develop institutional structure during 2020, the City of Madison will undertake the following activities:

- Participate in the City's Performance Excellence/Results Madison Initiatives. The key element of these Initiatives is to create outcome based budgeting, streamline City services and create transparency for City residents.
- Continue to support and coordinate with the Dane County Continuum of Care (CoC) to help ensure the best possible system of supports for people who are homeless or at risk of homelessness. The addition of a full-time CoC Coordinator located in a CDD office has allowed this coordination to be simpler and more effective.
- Consider roles and responsibilities within the Division's various lending programs and continue to work toward developing a revised system structure that best addresses stated goals and objectives.
- Continue to implement revised internal Division outcome reporting structures to optimize efficiency and accuracy associated with annual performance reporting.

- Continue to review internal and external policies and procedures and create technical assistance trainings for subrecipients.

- ***Enhance coordination between public and private housing and social service agencies***

The City of Madison will continue its ongoing efforts to increase coordination and collaboration with and between public and private housing and social service agencies engaged in related activities, especially where there are clear opportunities to enhance local initiatives. The City's Community Development Division will work with local service providers, public and private housing organizations, businesses, labor union representatives, City of Madison departments, Dane County, the State of Wisconsin and other funders to more effectively deliver the City of Madison's community development program.

Historically, the City's community development program has been used primarily to fund nonprofit agencies that provide direct services to City of Madison residents. Over the next five years, the CDBG Committee will continue that emphasis, but will also consider the role that for-profit businesses might play in achieving stated goals and objectives, especially in its affordable housing goal area.

AP-90 Program Specific Requirements

24 CFR 91.220(l)(1,2,4)

The City uses CDBG program funds to ensure decent affordable housing, to provide services to the most vulnerable in our communities, to create jobs through the expansion and retention of businesses and to support strong and healthy neighborhoods. A minimum of 70 percent of CDBG funds are used for activities that benefit low- and moderate-income persons, and each funded activity meets at least one of the following national CDBG objectives:

- to benefit low- and moderate-income persons;
- to prevent or eliminate slums or blight; or,
- to address community development needs having a particular urgency because existing conditions pose a serious and immediate threat to the health or welfare of the community, for which other funding is not available.

Community Development Block Grant Program (CDBG)

Reference 24 CFR 91.220(l)(1)

Projects planned with all CDBG funds expected to be available during the year are identified in the Projects Table. The following identifies program income that is available for use that is included in projects to be carried out.

1. <i>The total amount of program income that will have been received before the start of the next program year and that has not yet been reprogrammed</i>	\$ 750,000
2. <i>The amount of proceeds from Section 108 loan guarantees that will be used during the year to address the priority needs and specific objectives identified in the grantee's strategic plan.</i>	\$ 0
3. <i>The amount of surplus funds from urban renewal settlements</i>	\$ 0
4. <i>The amount of any grant funds returned to the line of credit for which the planned use has not been included in a prior statement or plan</i>	\$ 0
5. <i>The amount of income from float-funded activities</i>	\$ 0
Total Program Income:	\$ 750,000

Other CDBG Requirements

1. <i>The amount of urgent need activities</i>	\$ 0
2. <i>The estimated percentage of CDBG funds that will be used for activities that benefit persons of low- and moderate-income</i>	100 %
3. <i>Overall Benefit - A consecutive period of one, two or three years may be used to determine that a minimum overall benefit of 70% of CDBG funds is used to benefit persons of low and moderate income. Specify the years covered that include this Annual Action Plan.</i>	2020

HOME Investment Partnership Program (HOME)

Reference 24 CFR 91.220(l)(2)

1. *A description of other forms of investment being used beyond those identified in Section 24 CFR 92.205 is as follows:*

Not applicable.

2. *A description of the guidelines that will be used for resale or recapture of HOME funds when used for homebuyer activities as required in 24 CFR 92.254, is as follows:*

The Community Development Division will use recapture provisions for all assistance provided as direct subsidies allowable in homebuyer activities per 92.254. Direct subsidies will be provided in the form of a 0% interest-bearing loan with shared appreciation due upon the sale, transfer of title or the unit no longer remaining owner-occupied. CDD will recoup the amount invested in the property, plus shared appreciation. The recapture amount is based on the net proceeds available from the sale, rather than the entire amount of the HOME investment. "Net proceeds" is defined as the sales price, minus superior loan repayment and any closing costs incurred by the borrower(s). CDD will record with the Register of Deeds a mortgage and a written agreement with the City of Madison to enforce the recapture provisions and period of affordability requirements of 92.254 on each property.

3. *A description of the guidelines for resale or recapture that ensures the affordability of units acquired with HOME funds [see 24 CFR 92.254(a)(4)] are as follows:*

The City of Madison will implement HUD-required recapture provisions per Notice CPD 12-003 to recoup all or a portion of the assistance provided to homebuyers, if housing funded at least in part with City-administered HOME funds does not continue to be the principal residence of the family for the duration of the period of affordability. When the recapture requirement is triggered by a sale (voluntary or involuntary) of the housing unit and the net proceeds are not sufficient to recapture the full HOME investment, then the City of Madison will recapture the net proceeds (if any). Recapture will be implemented in conformance with 24 CFR 92.25(a)(4) to ensure the affordability of units acquired with HOME funds. The City's loan portfolio is reviewed annually to determine whether each home remains the borrower's primary residence. This process is undertaken using tax assessment information and through verification sent by U.S. Postal Service requesting that households complete and return a survey that is reviewed by City staff.

CDD's full Recapture Policy is attached as **Appendix G**.

4. *Plans for using HOME funds to refinance existing debt secured by multifamily housing that is rehabilitated with HOME funds along with a description of the refinancing guidelines required that will be used under 24 CFR 92.206(b), are as follows:*

The CDD does not plan to use HOME funds to refinance existing debt secured by multifamily housing that is rehabilitated with HOME funds.

Emergency Solutions Grant (ESG)

Reference 24 CFR 91.220(l)(4)

1. *Include written standards for providing ESG assistance. (May include as attachment.)*

See **Appendix F, Dane County Written Standards.**

2. *If the Continuum of Care has established centralized or coordinated assessment system that meets HUD requirements, describe that centralized or coordinated assessment system.*

The Dane CoC does operate a coordinated assessment system. Prior to 2018, the City of Madison was the sole funder for the CoC's Coordinated Entry system. In 2018, through the CoC NOFA process, funding was obtained to enhance the coordinated entry system. The City of Madison continues to provide operating support for the system, which is used as CoC match. Through the expansion of the system, a Coordinated Entry Manager was hired to oversee the process. The Manager organizes trainings and provides support and upkeep on the Housing Priority List the CoC uses to place individuals into permanent housing. The CoC continues to use the VI-SPDAT assessment tool to assist in quantifying vulnerability in order to ensure those most in need are prioritized for housing. Individuals can be screened at a variety of assessment hubs, which include all emergency shelters and day shelter, and through contact with any street outreach workers. These assessment hubs offer referral services, as well as screen the individuals or families to ensure proper placement on the housing priority list.

The Coordinated Entry System has also expanded to add coordination of eviction prevention services. A local non-profit provider was selected as the lead agency to provide referral services and financial assistance prioritizing households in need. Written Standards were approved by the Board of Directors to provide policy and procedures in prioritizing households in need for eviction prevention and housing services.

3. *Identify the process for making sub-awards and describe how the ESG allocation available to private nonprofit organizations (including community and faith-based organizations).*

Emergency Solutions Grant (ESG) funds have traditionally been combined with other federal (HOME, CDBG) and City funds as part of homeless service-focused funding processes. After reviewing proposals and receiving feedback from the public, funding decisions are generally made by the CDBG Committee and submitted to the Common Council for approval, as part of the annual operating budget process. Funded agencies then enter into contracts with the City, and start providing housing/services at the beginning of the following calendar year. During 2017, a homeless services funding process was held to determine use of 2018-2020 homeless service resources. The next Request for Proposals (RFP) process for homeless services will be conducted in 2020.

4. *If the jurisdiction is unable to meet the homeless participation requirement in 24 CFR 576.405(a), the jurisdiction must specify its plan for reaching out to and consulting with homeless or formerly homeless individuals in considering policies and funding decisions regarding facilities and services funded under ESG.*

The City contracts with nonprofit organizations providing housing and services to homeless and at-risk households using City, state and federal funds. The City receives federal ESG funds in its role as an entitlement grantee, and also receives ESG funds that pass through the State of Wisconsin, as the lead applicant for Madison/Dane County CoC agencies. A requirement for receiving City, state or federal dollars is that at least one homeless (or formerly homeless) person serve on either the agency's board of directors or other

polycymaking group. Each agency must identify for the City which board member fulfills that requirement. This information is recorded by the City, crediting the agency as having complied with the homeless participation requirement, while maintaining the confidentiality of the individual, if desired. The disclosure of homeless status is then in the hands of the individual board or committee member.

The City seeks feedback on policies and priorities for funding decisions from the Homeless Services Consortium (HSC), which serves as the area's CoC. Of the twelve to seventeen voting members of the HSC Board of Directors, two to four elected members are homeless or formerly homeless, as mandated by the group's bylaws. All state and federal funding decisions are reviewed and approved by the HSC Board of Directors. In addition, the City-County Homeless Issues Committee (CCHIC) provides feedback to the City of Madison. Committee structure requires that two members are homeless or formerly homeless individuals.

5. Describe performance standards for evaluating ESG.

The CoC created a list of criteria for evaluating both ESG- and CoC-funded programs. Each agency's performance on a specific outcome is awarded a point value, determined by the CoC's Board of Directors, outside of a specific funding process. The points are totaled and agency programs are ranked from highest to lowest. The agency is only ranked on those criteria that are applicable to its program. The score is a percentage of the number of possible points, and is used by the agencies to determine which programs are funded.

The following criteria are used specifically for proposals seeking ESG funds:

- Agency is on-course to spend 100% of its awarded funds by the end of the contract;
- Agency is on-course to meet its proposed goal number of households receiving assistance;
- Agency meets the HMIS data quality standards;
- Agency solicits client feedback on services provided with adequate frequency;
- Agency submits requested reports to the City in a timely manner;
- Agency serves one or more of the following programs:
 - (a) chronically homeless;
 - (b) persons with mental illness or AODA;
 - (c) veterans;
 - (d) victims of domestic abuse; and/or
 - (e) unaccompanied youth;
- Agency meets percentage goal for participants who remain or leave for stable housing;
- Agency meets percentage goal for participants who did not enter shelter within 12 months;
- Agency meets percentage goal for participants who maintain housing at six months; and
- Agency meets percentage goal for unsheltered participants who move into housing.

APPENDICES
