



City of Madison
Satya Rhodes-Conway, Mayor

**Department of Planning and
Community & Economic Development**
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DRAFT



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 - Affordable Housing (Homeownership)

- Owner-Occupied Housing Rehab
- Owner-Occupied Housing Development (New Units)
- Homebuyer Assistance (Down Payment)

Goal 2 - Affordable Housing (Rental)

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

Goal 3 - Individual, Family and Household Stabilization

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

Goal 4 - Micro-Enterprise and Job Creation

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

Goal 5 - Neighborhood Resources & Stabilization

- 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 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 house 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.

Table 2, which follows, 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 Service-Fair Housing Other government - Local
	What section of the Plan was addressed by Consultation?	Housing Need 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 Need 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 Need 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 Need 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 Need 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 Need 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 Need 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 Need 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 & 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 Need 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	Homebuyers' Roundtable
	Agency/Group/Organization Type	Housing Business and Civic Leaders
	What section of the Plan was addressed by Consultation?	Housing Need 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 "Affordable Housing (Homeownership)", "Affordable Housing (Rental)" and "Individual, Family and Household Stabilization" goals.
Economic Development Strategy	City of Madison Economic Development Division	Economic development issues are addressed as part of the Plan's "Micro-Enterprise and Job Creation" goal.
2014 Neighborhood Center Study	City of Madison Community Development Division	Neighborhood Centers are addressed as part of the Plan's "Neighborhood Resources and Stabilization" goal.
Race to Equity	Wisconsin Council on Children and Families	Under-resourced and disconnected neighborhoods are addressed as part of the Plan's "Neighborhood Resources and Stabilization" goal. Workforce challenges are addressed as part of the Plan's "Micro-Enterprise and Job Creation" 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. Primarily these funds have 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:

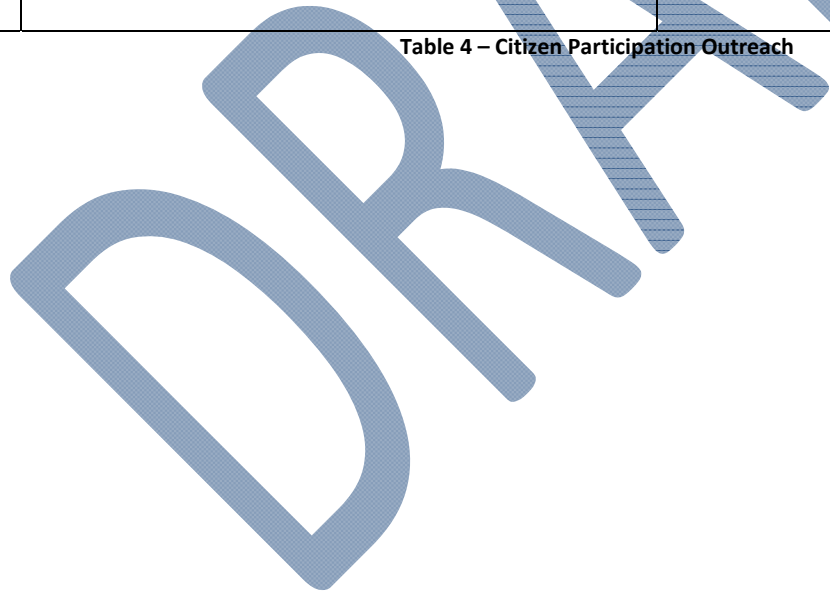
- Posted the draft Plan on the Division website. CDD operates an extensive website at www.cityofmadison.com/cdbg. The site includes a means to directly comment on any aspect of the Plan.
- Advertised via community newspapers and specific homeless, housing and business email distribution lists, regarding 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

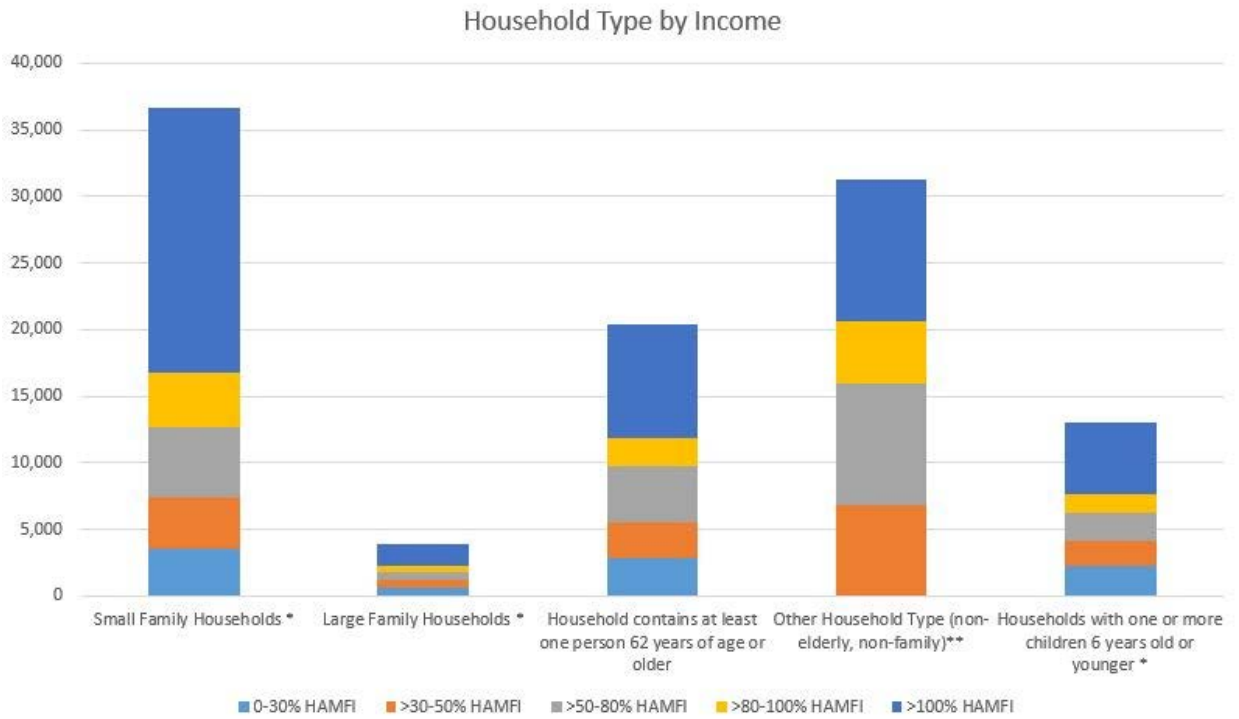
Data Source: 2010 Census (Base Year), 2013-2017 ACS (Most Recent Year).

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 *	655	555	570	510	1,570
Household contains at least one person 62 years of age or older*	2,865	2,680	4,215	2,070	8,595
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	5,460

* 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



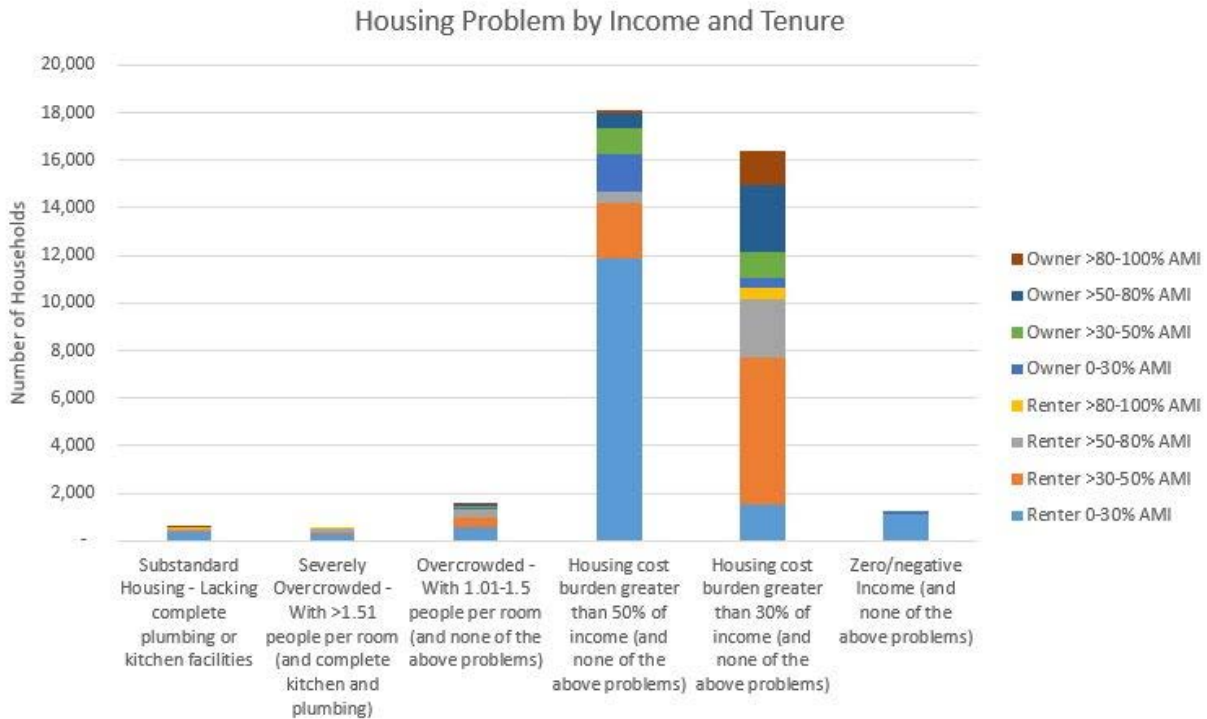
Household Type by Income

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

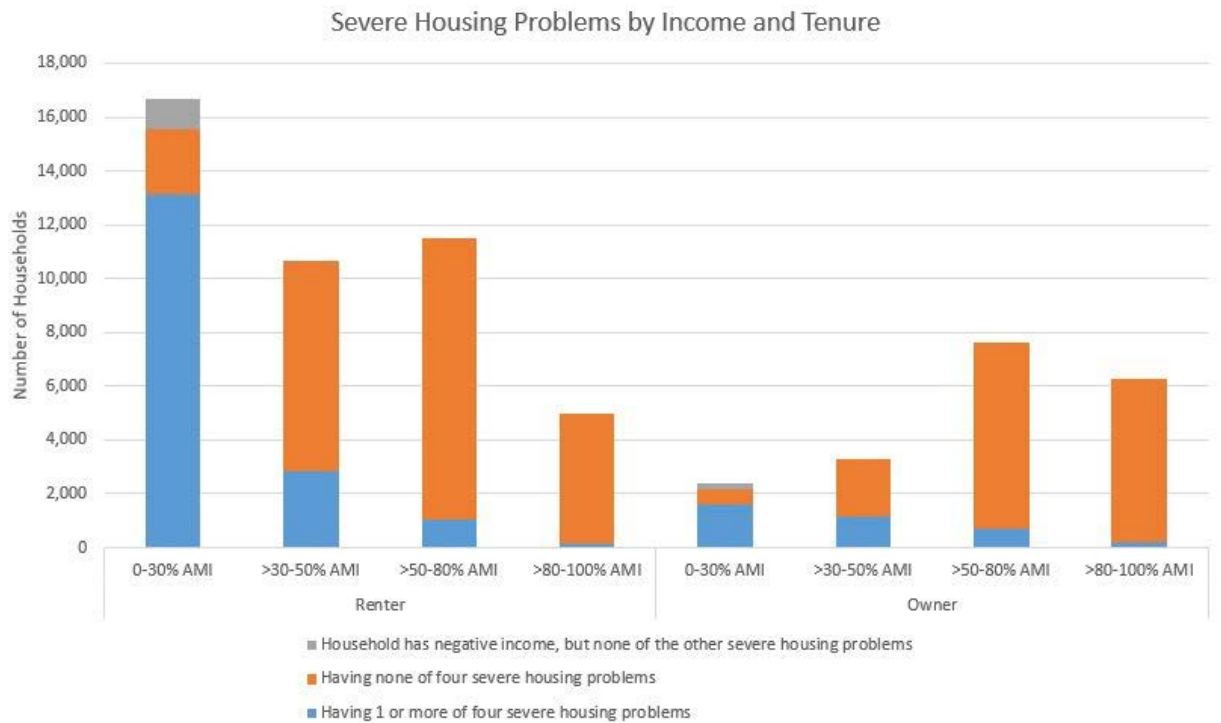


Housing Problem by Income and Tenure # 1

Housing Problems 2/2 (households with one or more Severe Housing Problems)	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

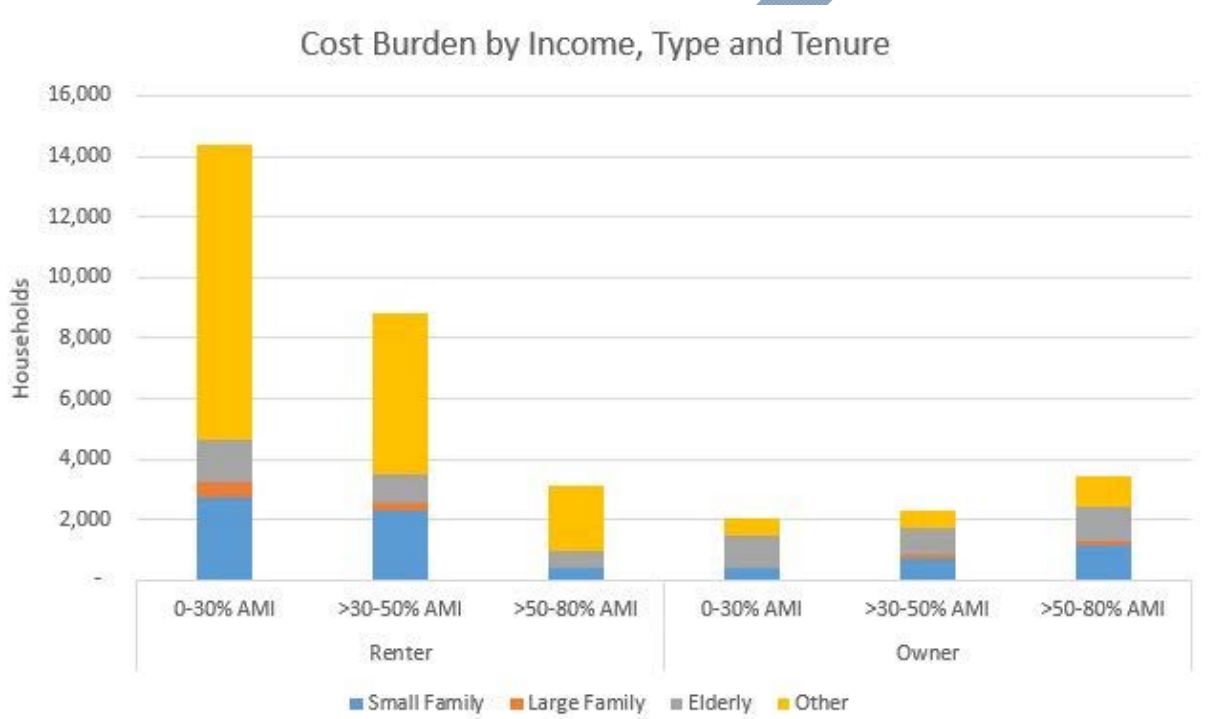


Housing Problem by Income and Tenure # 2

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

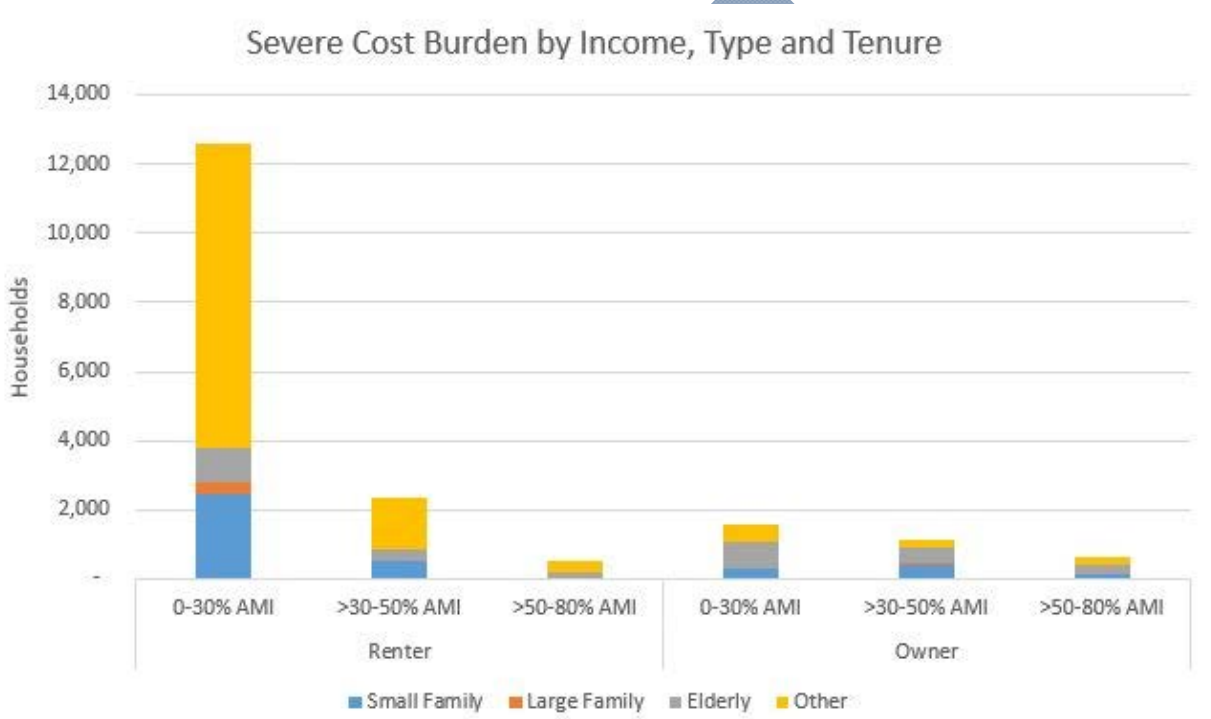


Cost Burden by Income, Type, and Tenure

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

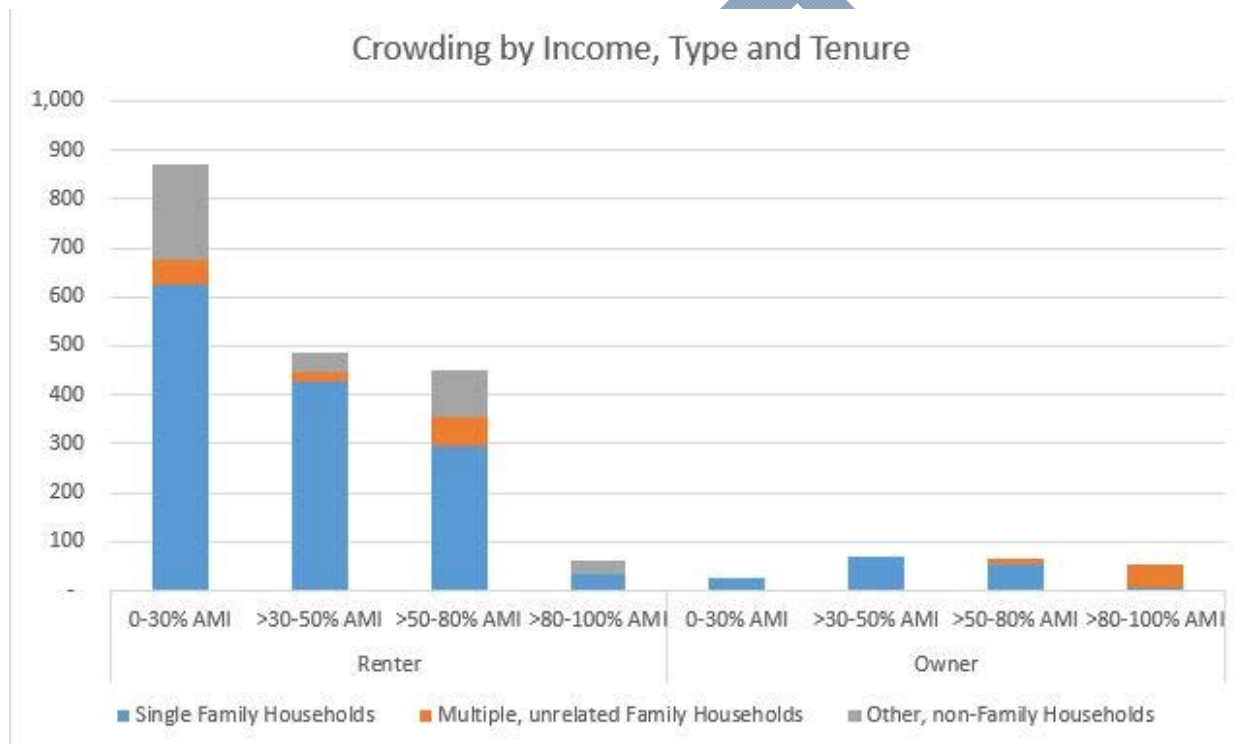


Severe Cost Burden by Income, Type, and Tenure

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 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 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 but are not be 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	16,210	1,034	1,235
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	10,930	2,594	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	6,805	11,870	0
White	6,030	9,590	0
Black / African American	185	715	0
Asian	870	104	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

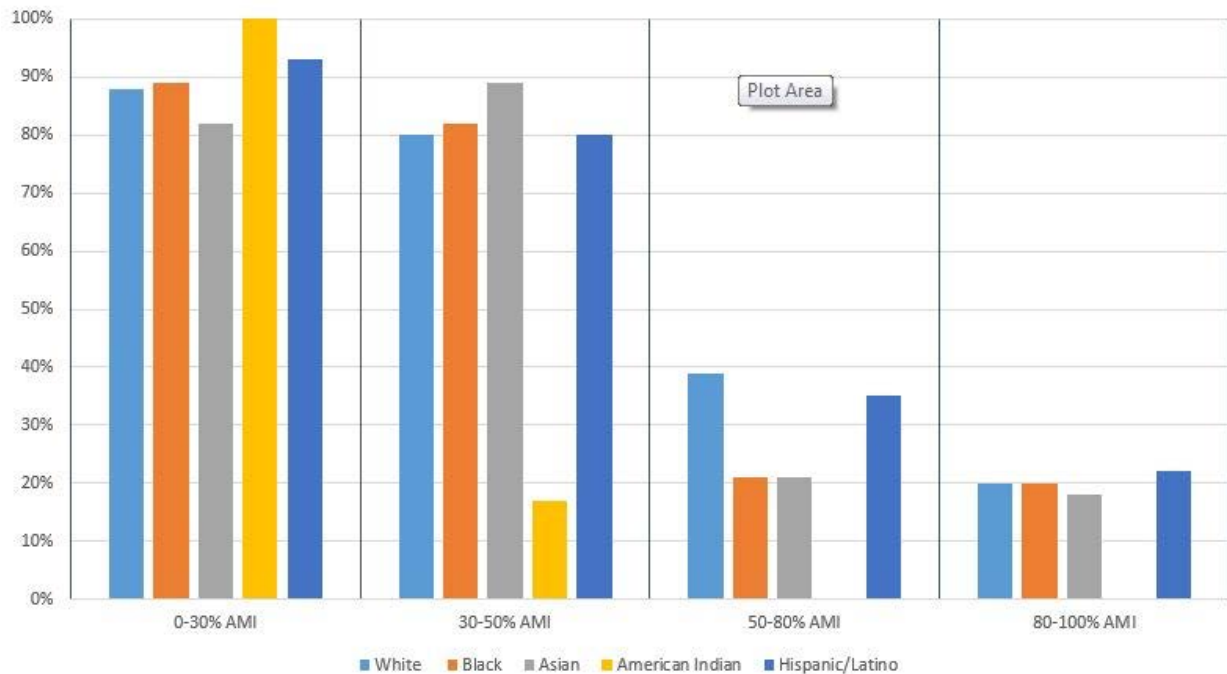
Housing Problems	Has one or more of four housing problems	Has none of the four housing problems	Household has no/negative income, but none of the other housing problems
Jurisdiction as a whole	2,245	8,914	0
White	1,970	7,775	0
Black / African American	85	345	0
Asian	110	505	0
American Indian, Alaska 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%

Has at least 1 of 4 Housing Problems



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	14,340	2,900	1,235
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	3,860	9,664	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	1,700	16,985	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

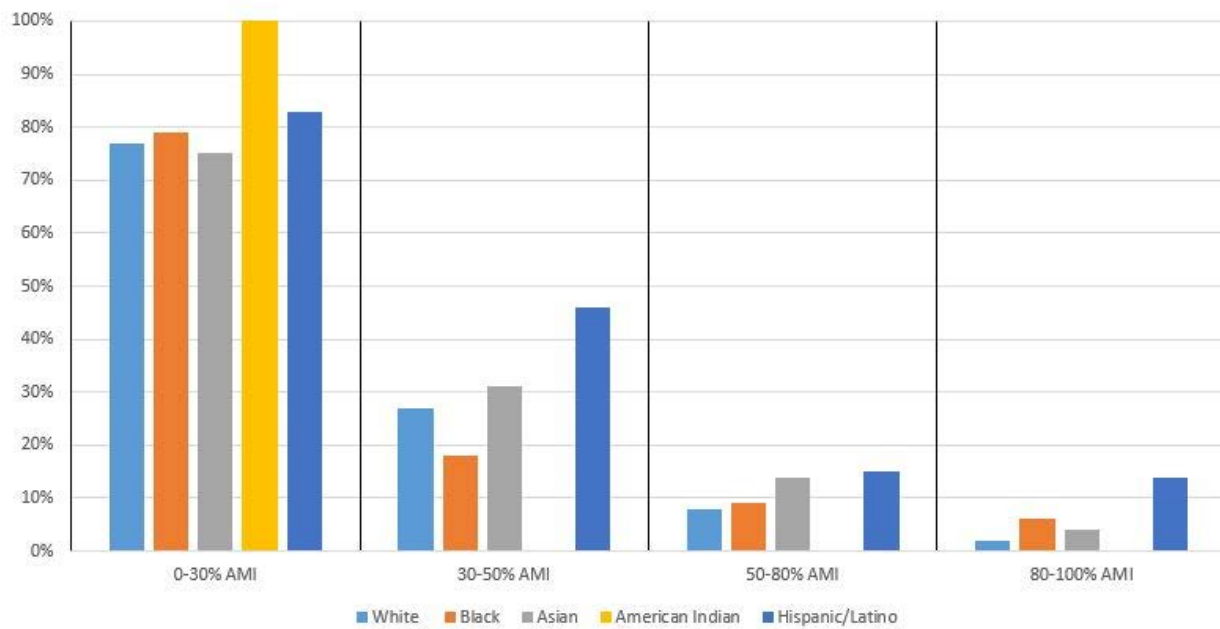
Severe Housing Problems*	Has one or more of four severe housing problems	Has none of the four severe housing problems	Household has no/negative income, but none of the other severe housing problems
Jurisdiction as a whole	314	10,849	0
White	215	9,530	0
Black / African American	24	410	0
Asian	25	590	0
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%

Has at least 1 of 4 Severe Housing Problems



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.

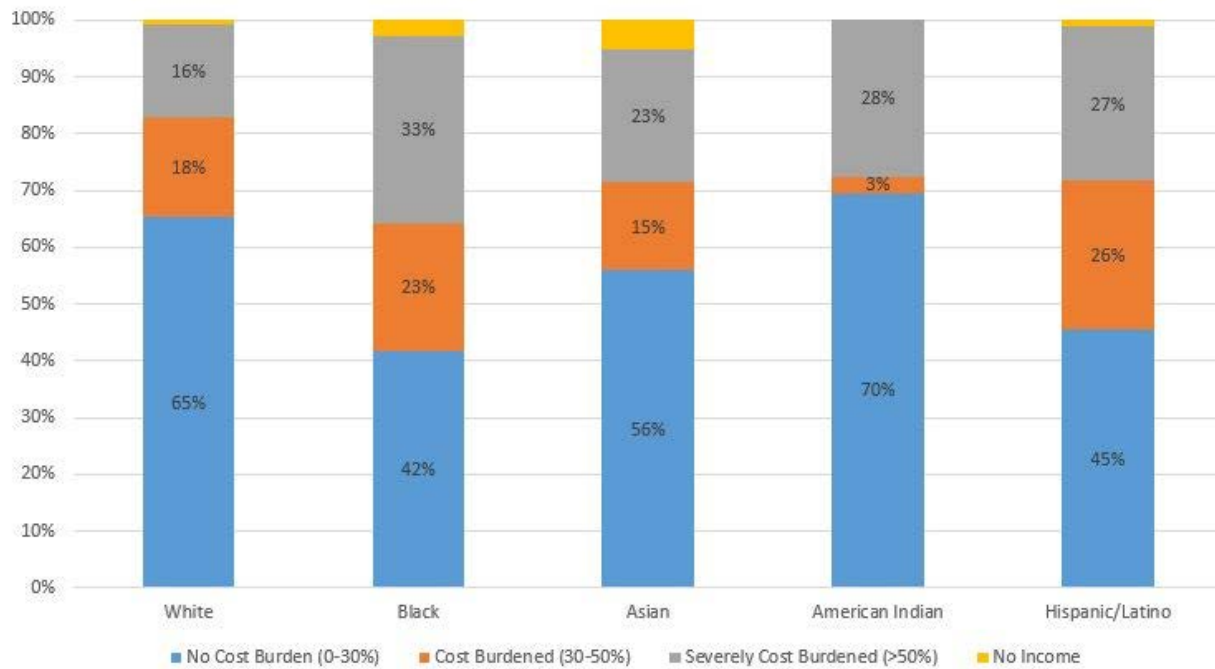
The City of Madison has concentrations of persons of color in both the north and south regions of the city, which roughly correspond with areas of high concentrations of housing cost burden.

Housing Cost Burden	<=30%	30-50%	>50%	No / negative income (not computed)
Jurisdiction as a whole	63,685	18,550	18,615	1,305
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

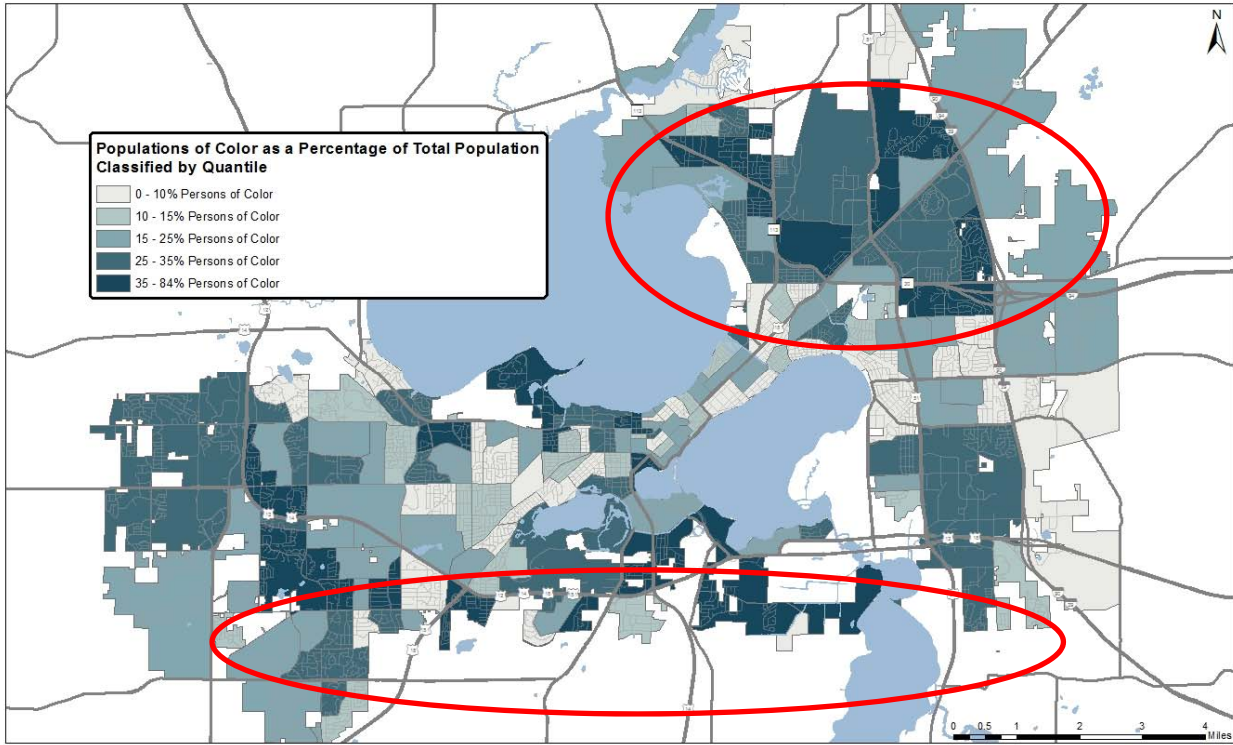
Table 20 – Greater Need: Housing Cost Burdens AMI

Data Source: 2011-2015 CHAS

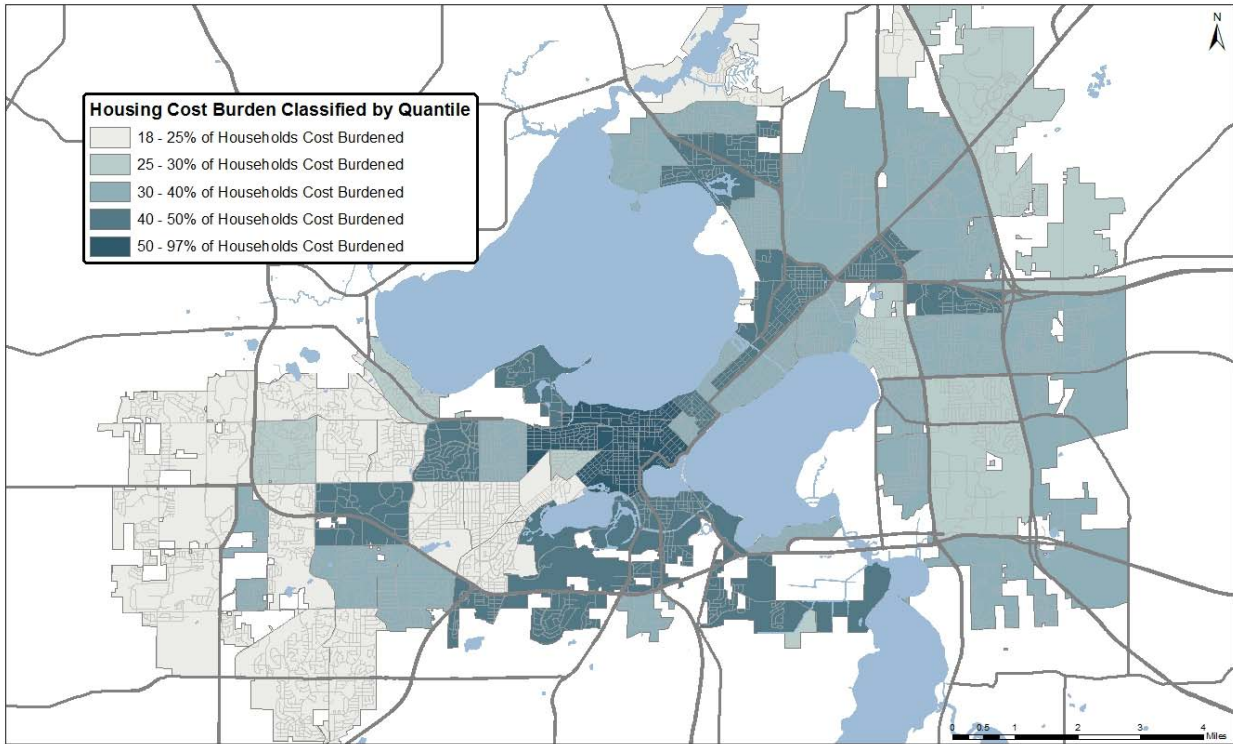
Percent of Households Cost Burdened by Race



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	766	1,478	202	1,546	185	66	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	16,557	15,878	12,604	16,230	12,918		15,535
Average length of stay	0	0	5	5	2	10	3		3
Average Household size	0	0	2	2	2	2	1		3
# Homeless at admission*	-	-	1	28	-	-	100		-
# of Elderly Program Participants (>62)	0	0	246	364	48	307	47		1
# of Disabled Families	0	0	468	848	62	763	100		60
# of Families requesting accessibility features	0	0	341	-	-	-	-		-
# 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						
				Total	Project-based	Tenant-based	Vouchers			
							Special Purpose Voucher			
			Veterans Affairs Supportive Housing	Family Unification Program	Disabled *					
White	0	0	329	596	68	441	72	17	0	
Black/African American	0	0	327	957	113	772	27	43	0	
Asian	0	0	62	32	5	26	1	0	0	
American Indian/Alaska Native	0	0	1	5	0	5	0	0	0	
Pacific Islander	0	0	2	0	0	0	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						
				Total	Project-based	Tenant-based	Vouchers			
							Special Purpose Voucher			
			Veterans Affairs Supportive Housing	Family Unification Program	Disabled *					
Hispanic	0	0	36	70	15	45	2	7	0	
Not Hispanic	0	0	685	1520	171	1,198	98	53	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	Part 2. Homeless Subpopulations	Sheltered	Unsheltered	Total
1. Number of Households - Families with Dependent Children	63	0	63	a. Chronically Homeless	92	32	124
1a. Number of Persons in these Families	205	0	205	b. Severely Mentally Ill	79	29	108
2. Number of Households - Families with Only Children	5	0	5	c. Chronic Substance Abuse	40	24	64
2a. Number of Persons in these Families	5	0	5	d. Veterans - Male	41	1	42
3. Number of Households - Adults without Dependent Children	320	84	404	e. Veterans - Female	1	0	1
3a. Number of Single Adults	320	84	404	f. Persons with HIV/AIDS	1	0	1
Total Number of Persons	530	84	614	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 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 less 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, Independent Living for seniors. The City also supports developers such as Madison Development Corporation that do not specifically target persons with disabilities but are 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 total 1,075 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 Resources and Stabilization. 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%

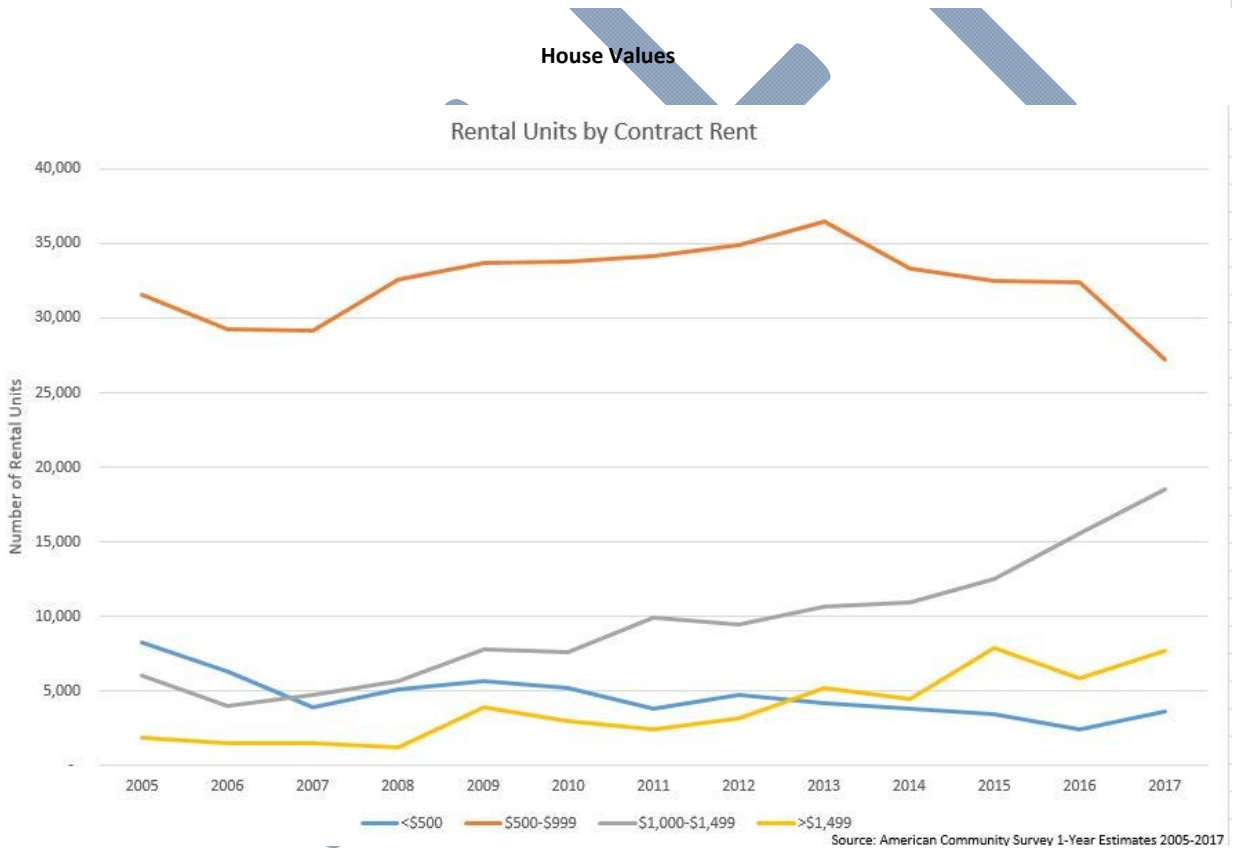
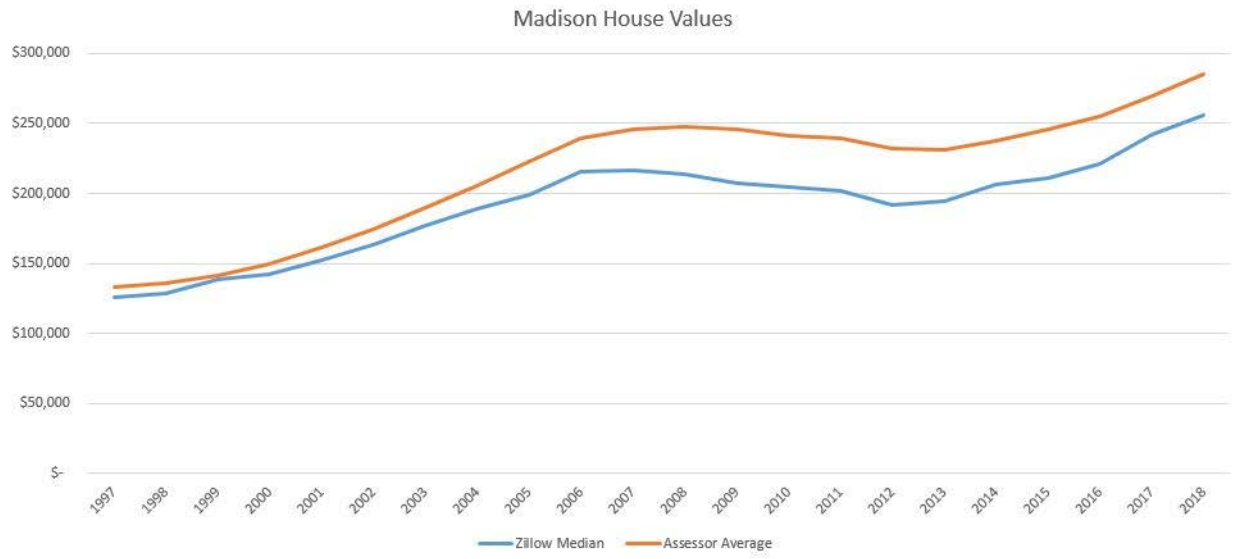
Table 27 – Cost of Housing

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

Rent Paid	Number	%
Less than \$500	3,414	6.1%
\$500-999	30920	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

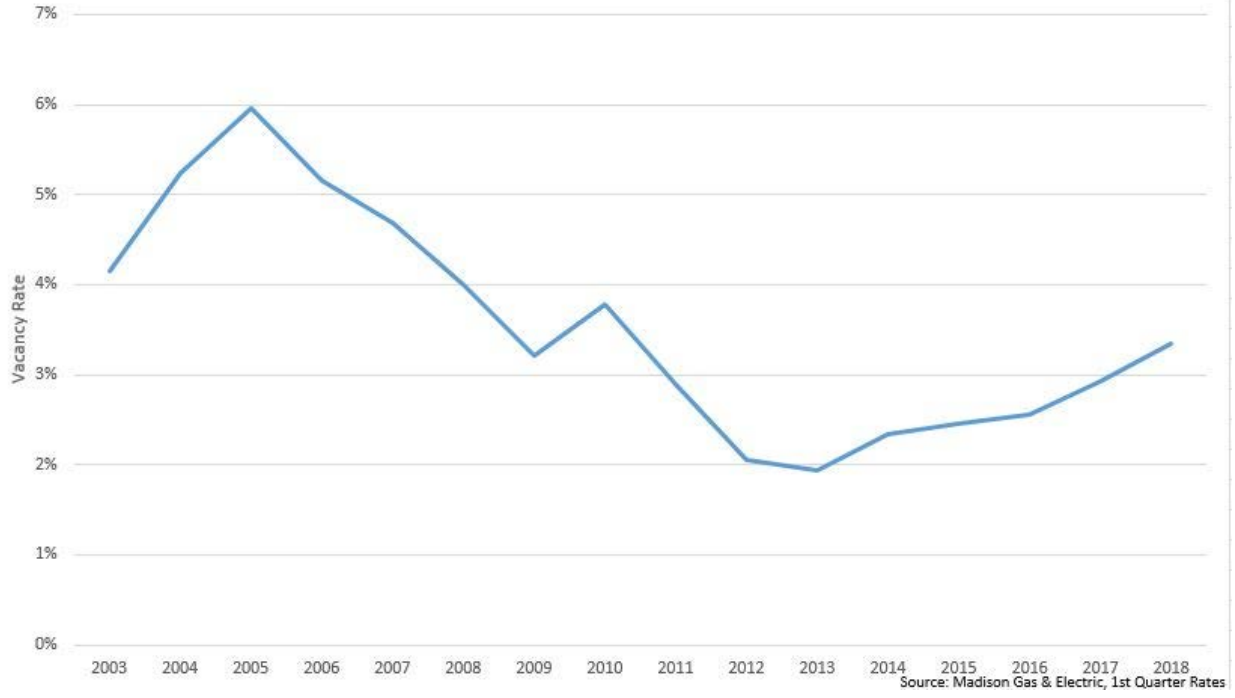


Rents Over Time



Renter Households by Income

Multifamily Rental Vacancy Rate



Rental Vacancy Rate

Housing Affordability

Units affordable to Households With Incomes	Renter	Owner
Up to 30% HAMFI	4,320	No Data
30% to 50% HAMFI	21,725	1,000
50% to 80% HAMFI	23,125	7,370
Greater than 80% HAMFI	4,460	14,870
Total	53,630	23,240

Table 29

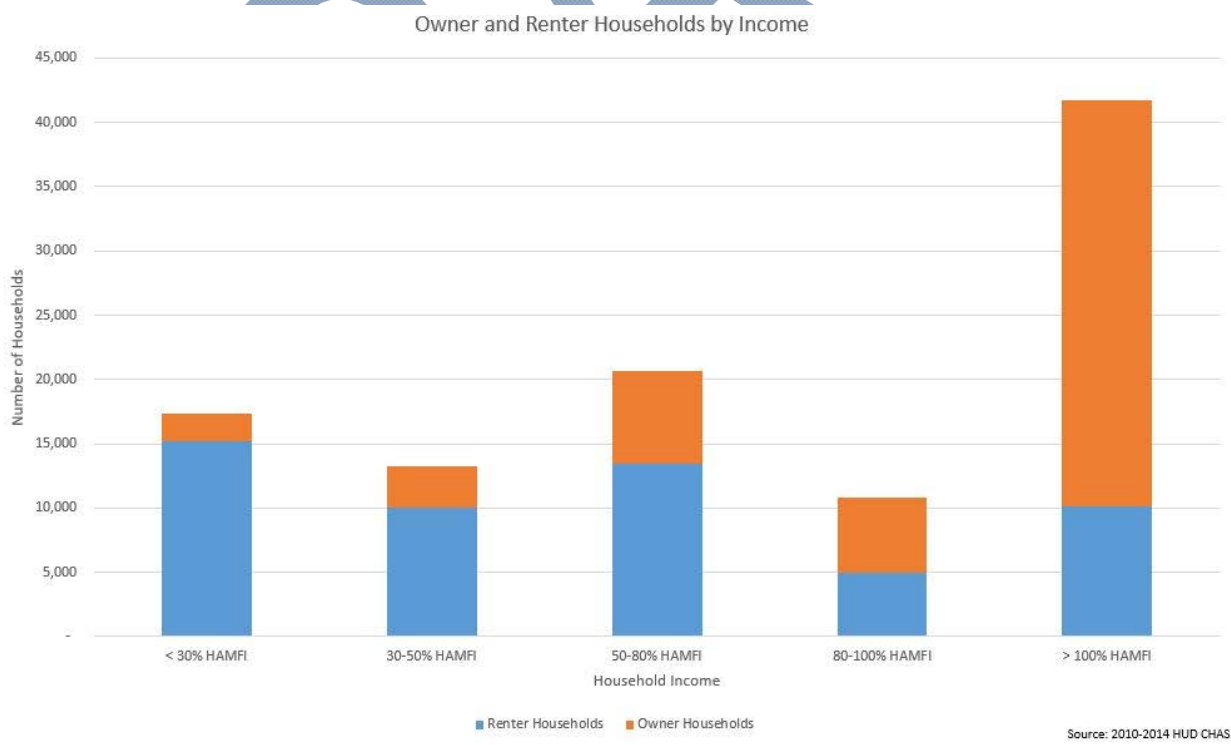
Units affordable to Households With Incomes	Renter
Up to 30% HAMFI	4,320
30% to 50% HAMFI	21,725
50% to 80% HAMFI	23,125
Greater than 80% HAMFI	4,460
<i>Total</i>	<i>53,630</i>

Table 30

Units affordable to Households With Incomes	Owner
Up to 50% HAMFI	9,220
50% to 80% HAMFI	22,875
80% to 1000% HAMFI	7,925
Greater than 100% HAMFI	9,675
<i>Total</i>	<i>49,695</i>

Data Source: 2011-2015 HUD CHAS

Tables 31 & 31 – Housing Affordability



Own vs Rent by Income

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 32 – 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.

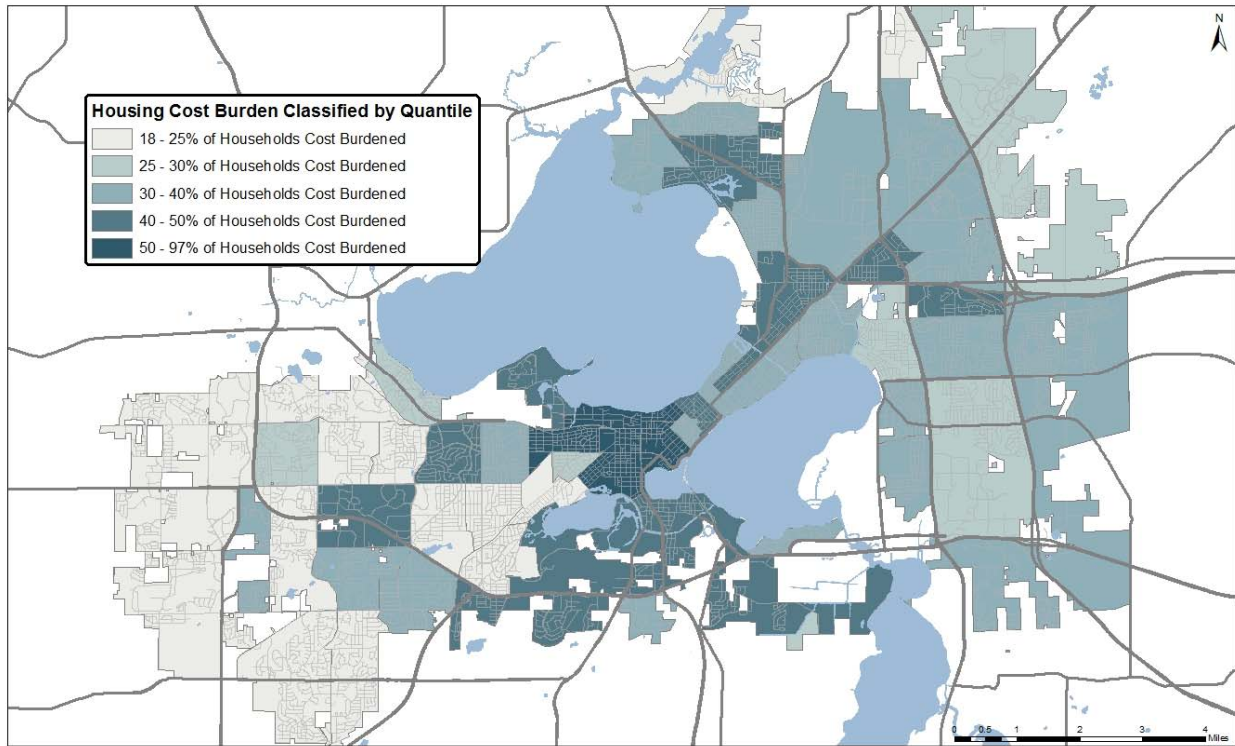
"Substandard condition but suitable for rehabilitation" is defined as any property that fails to comply with minimum housing standards outlined in Chapter 27 of the Madison General Ordinances, but that is not in such poor condition that the cost of rehabilitation exceeds 50% of the value of the assessed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

Condition of Units

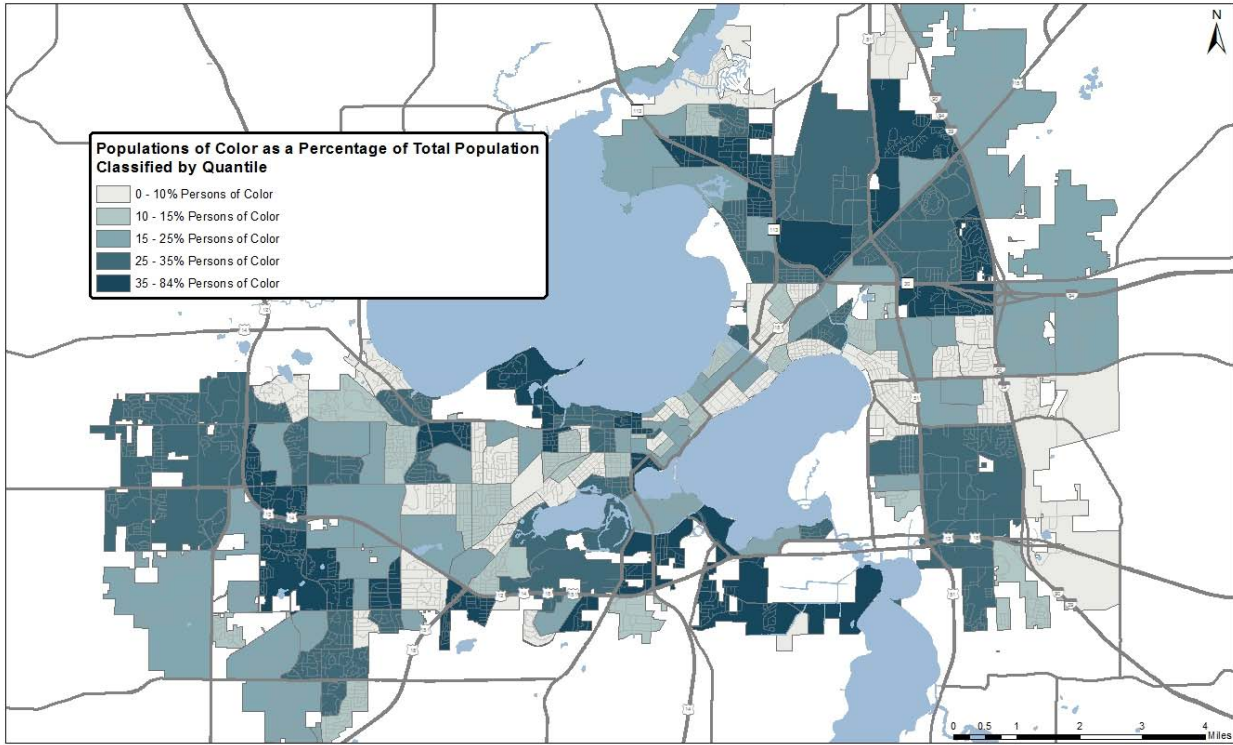
Condition of Units	Owner-Occupied		Renter-Occupied	
	Number	%	Number	%
With one selected Condition	10,333	20%	26,768	47%
With two selected Conditions	93	0%	1,644	3%
With three selected Conditions	0	0%	94	0%
With four selected Conditions	0	0%	0	0%
No selected Conditions	40,964	80%	27,994	50%
Total	51,390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

Table 33 - Condition of Units

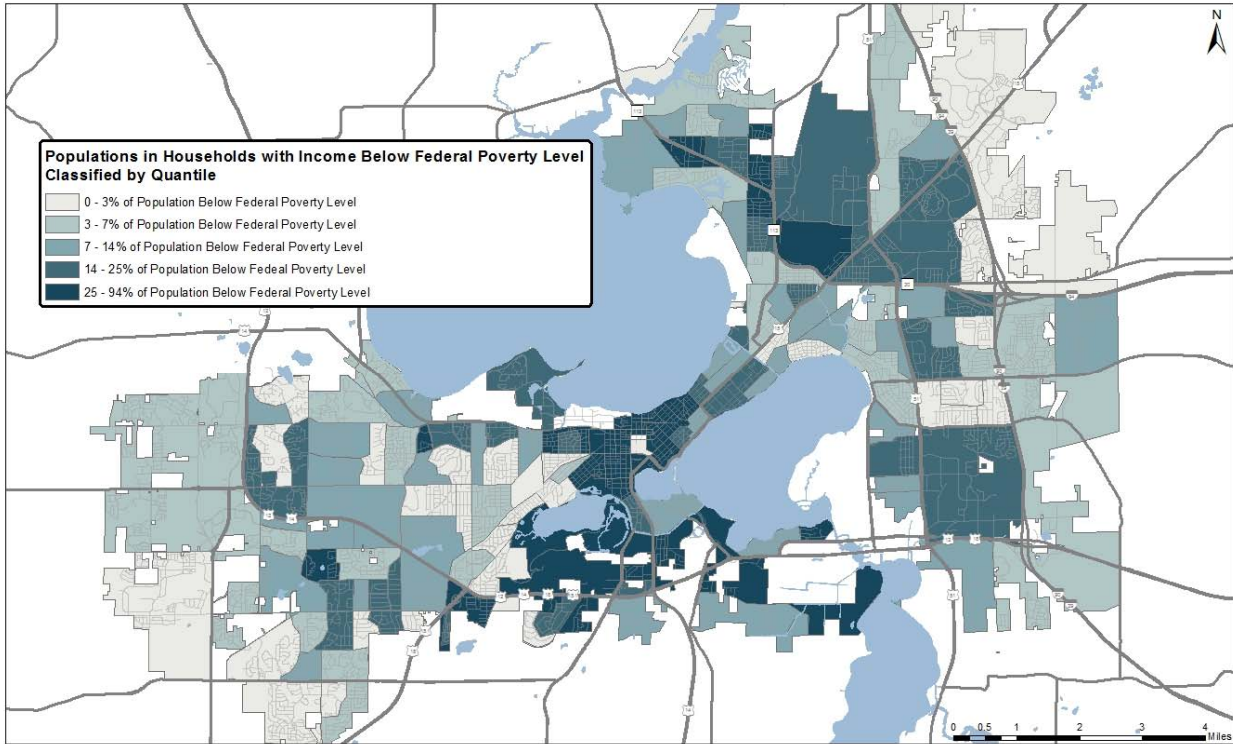
Data Source: 2013-2017 ACS



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 34 – Year Unit Built

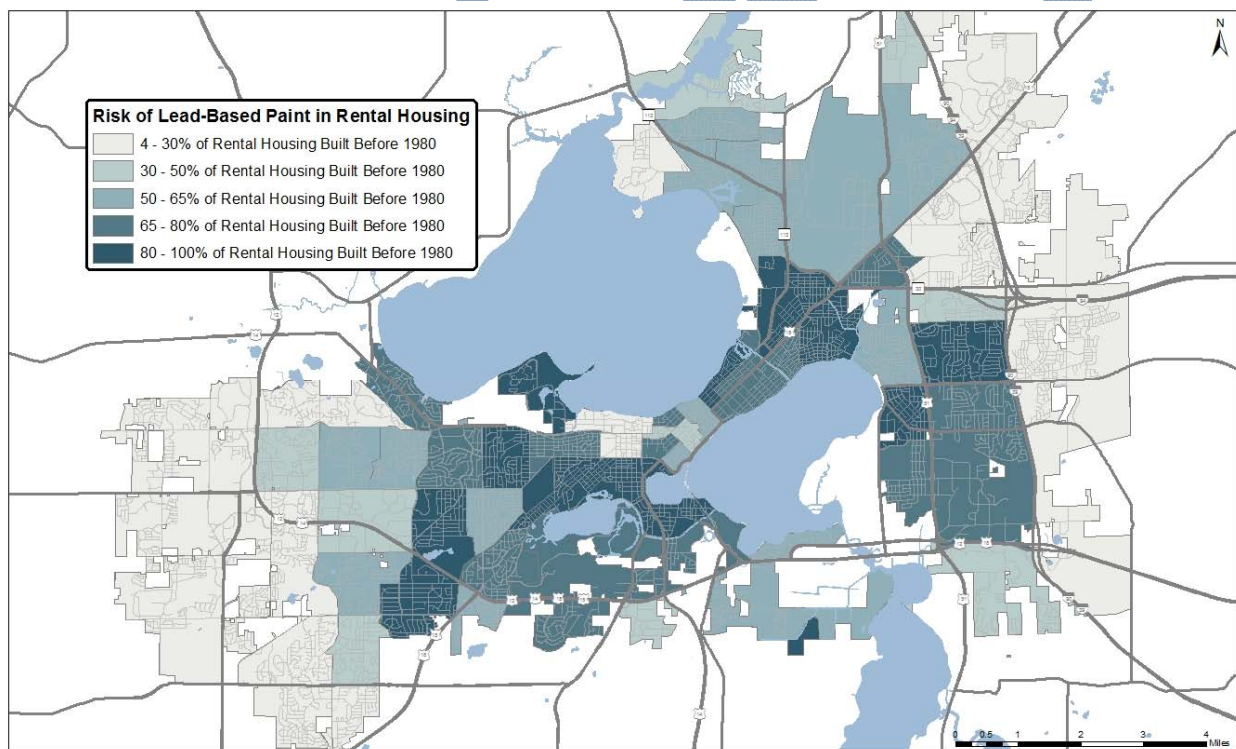
Data Source: 2011-2015 HUD CHAS

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	53%
Housing Units build before 1980 with children present	3,745	8%	3,439	6%

Table 35 – 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 36 - 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	1,748	202	1,546	185	66	0
# of accessible units			29						

Table 37 – 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 1940's, while the newer units were built in the 1970's.

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

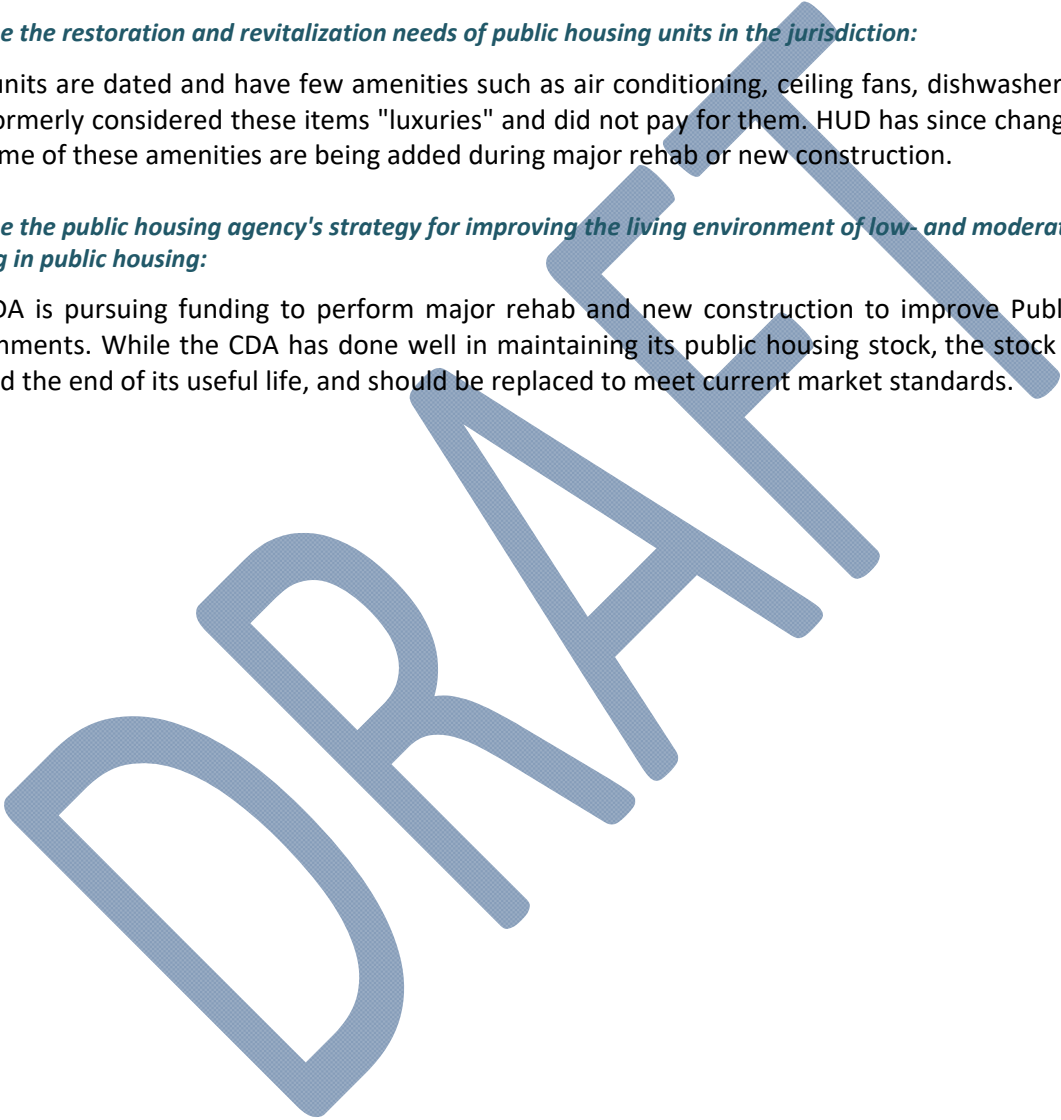
Table 38 - Public Housing Condition

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.

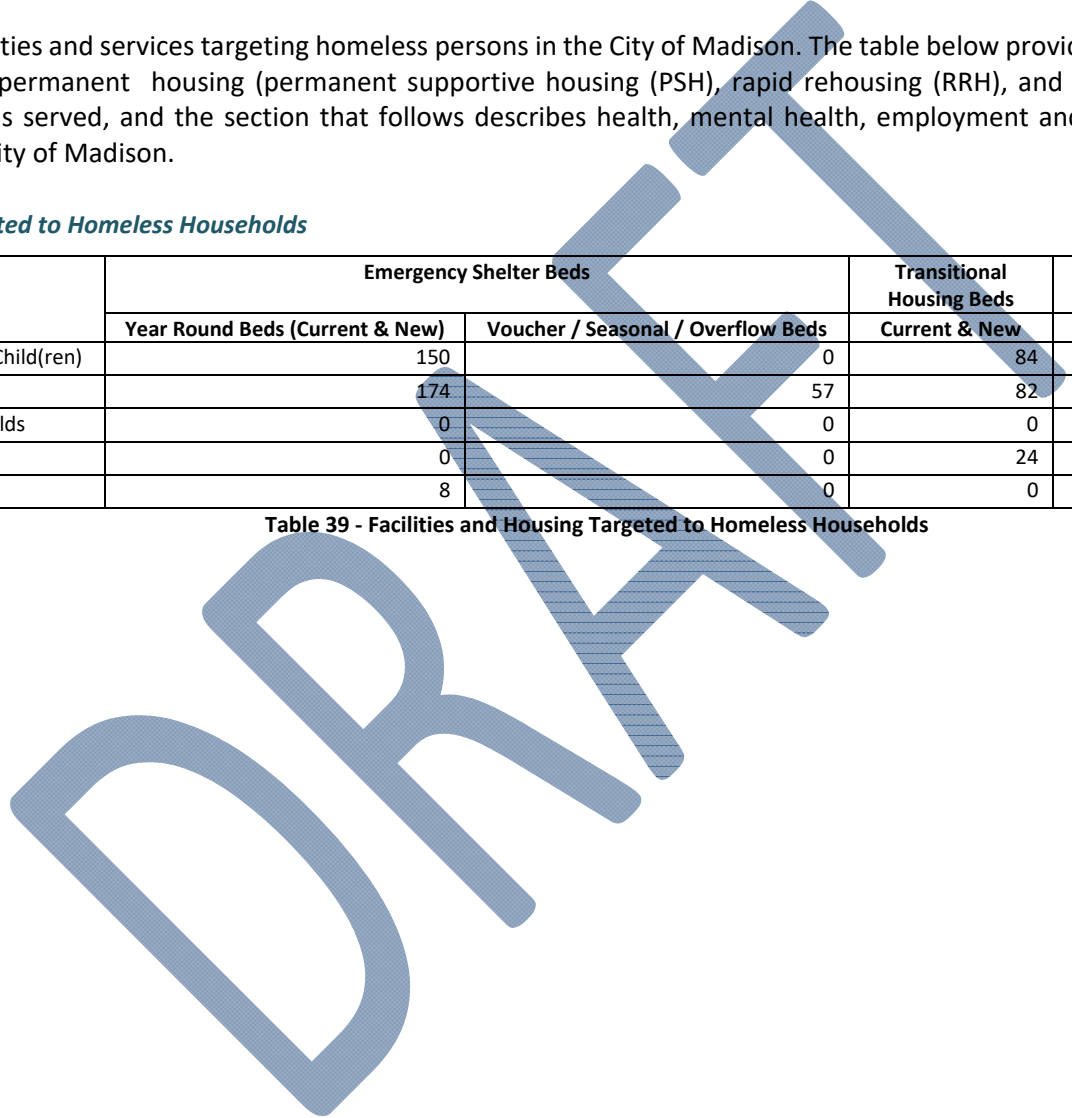


There are a variety of facilities and services targeting homeless persons in the City of Madison. The table below provides a breakdown of available shelter, transitional housing, and permanent housing (permanent supportive housing (PSH), rapid rehousing (RRH), and other permanent housing (OPH)) in relationship 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 39 - 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. Guest 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:

- **Affordable Housing (Rental)** - Preserve, improve, and expand the supply of rental housing; and
- **Individual, Family and Household Stabilization** - 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.)

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 Levy, 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 to reduce the impacts of some of these policies and practices. These strategies include:

- 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 40 - 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 41 - 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 42 – 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 43 - Travel Time

Data Source: 2013-2017 ACS

Educational Attainment by Employment Status (Population 25 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 44 - 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 45 - 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 46 – 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?

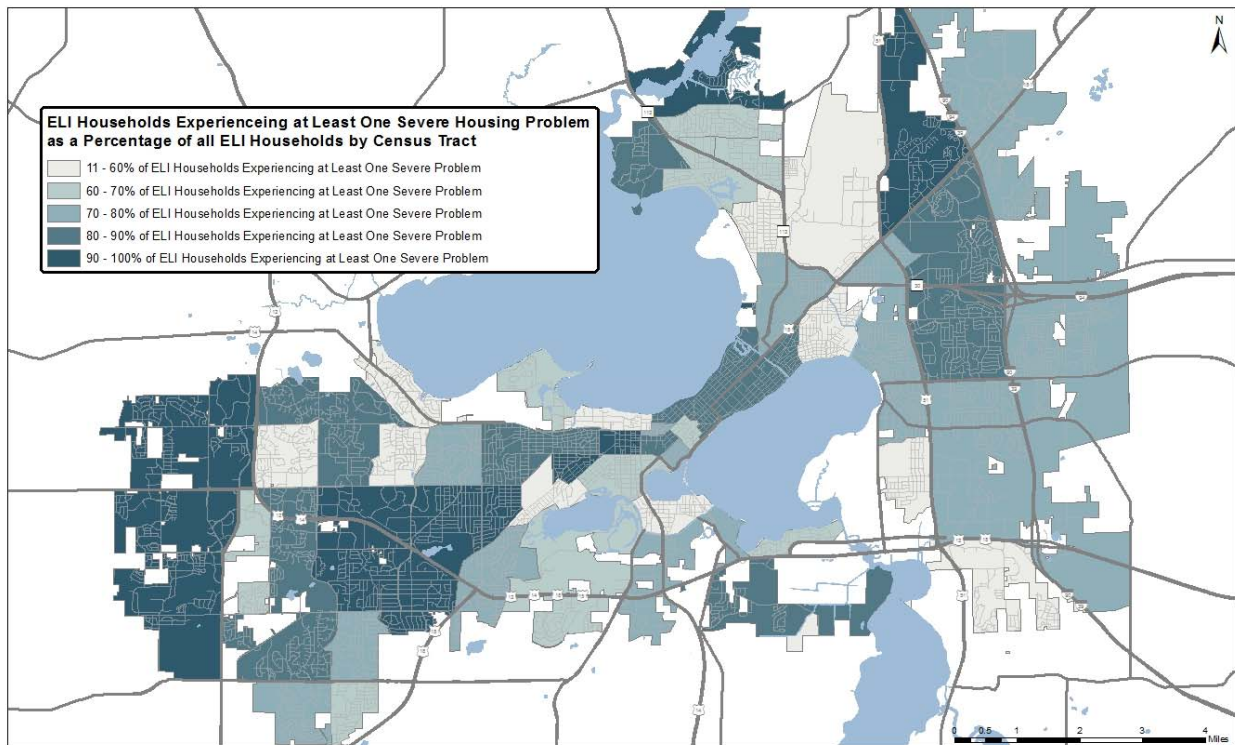
These areas generally correspond to higher rates of rental versus ownership, as well as housing cost burden.

Are there any community assets in these areas/neighborhoods?

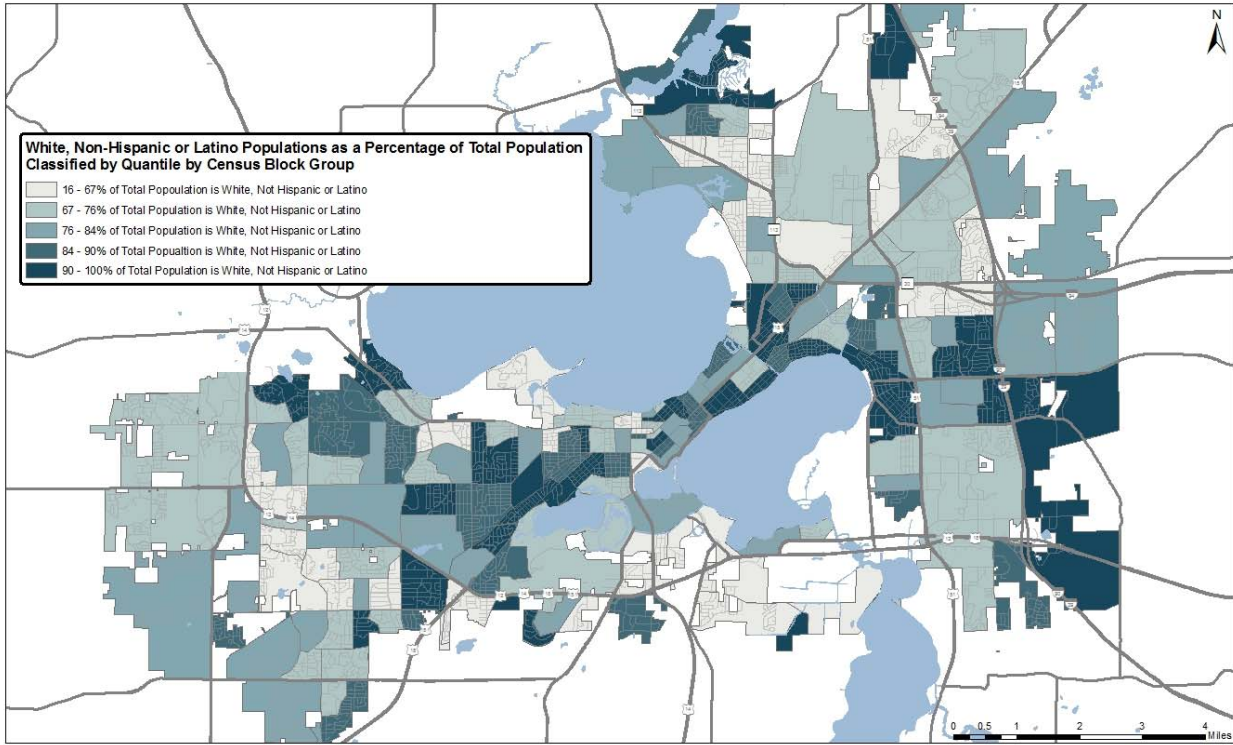
The City of Madison has a number of Neighborhood Resource Teams deployed in these areas to maximize the coordination and provision of City services to address housing and other community challenges.

Are there other strategic opportunities in any of these areas?

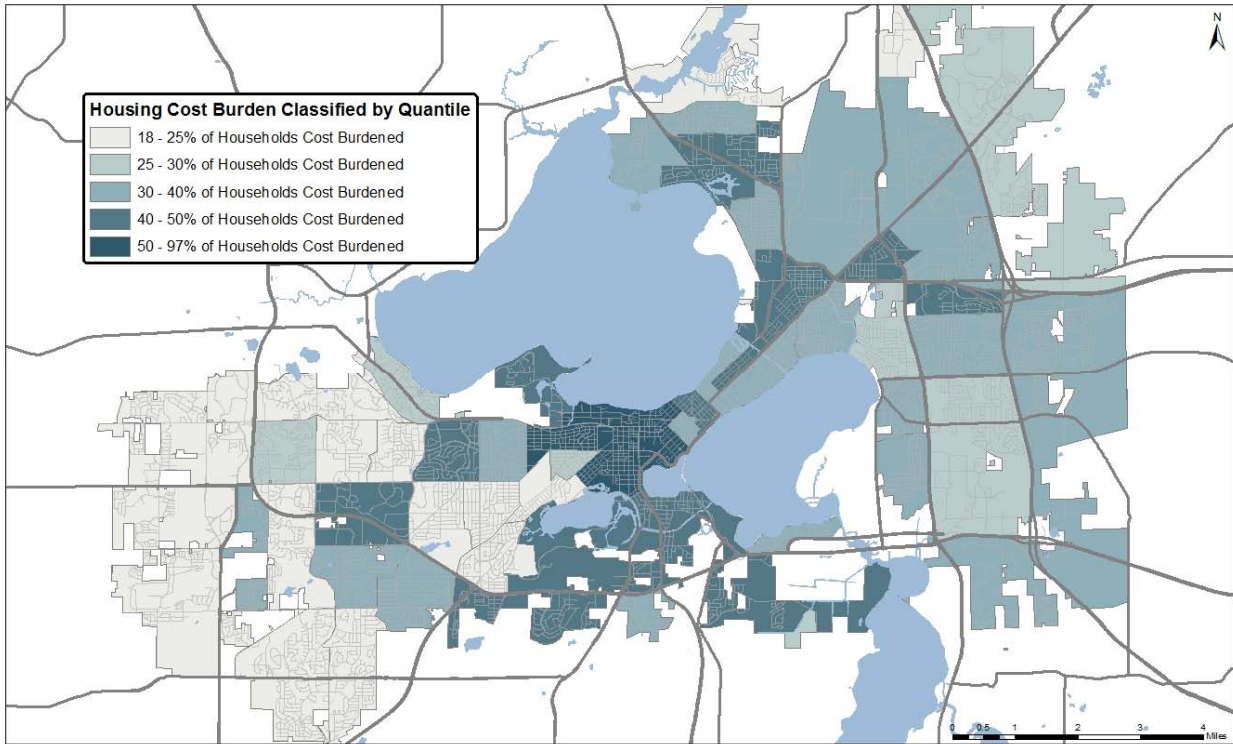
The Neighborhood Resource Teams are charged with ongoing identification of strategic opportunities and making recommendations for their implementation.



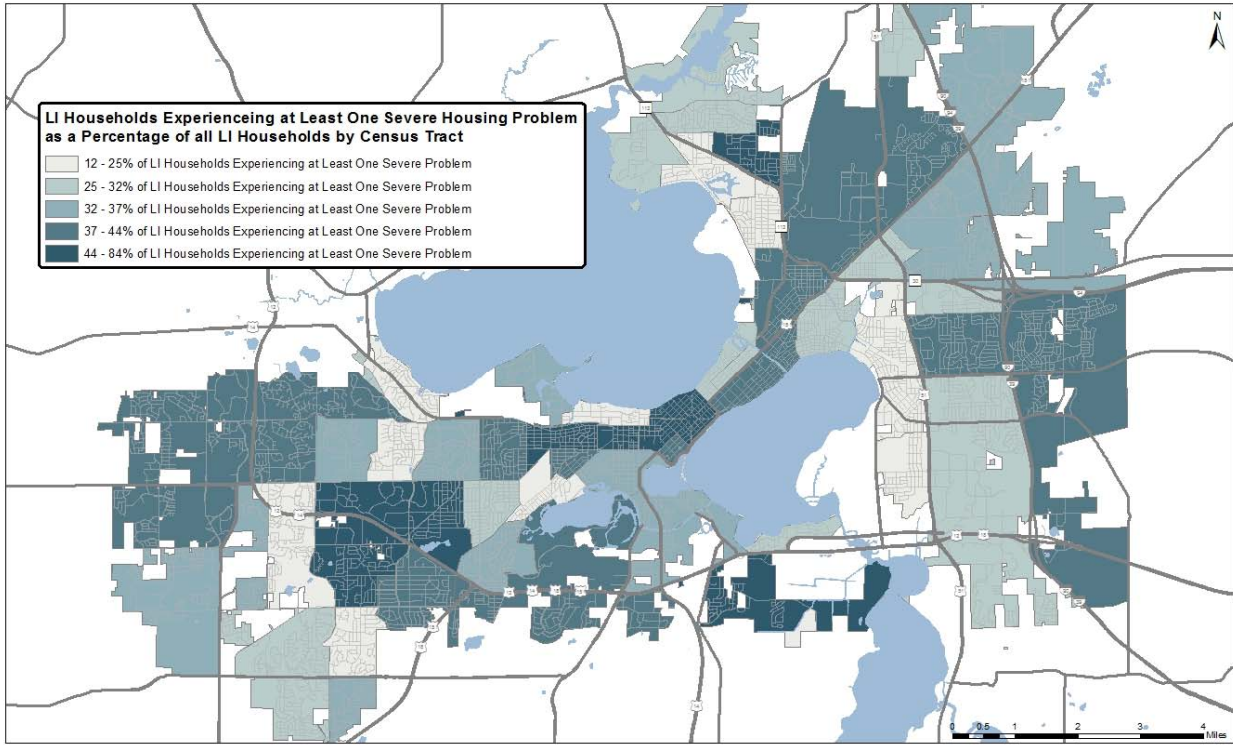
% of ELI Household with Severe Housing Problems



% of White Population



Housing Cost Burden



% of LI Households with Severe Housing Problems

DRAFT

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	Affordable Housing (Homeownership) Affordable Housing (Rental) Individual, Family and Household Stabilization	
	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		Micro-Enterprise and Job Creation	
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 Resources and Stabilization	
	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 47 – 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 & 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 48 – 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	10,498,144	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 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	29,800,000	Estimated five-year average annual City allocation: \$7,450,000

Table 49 - 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	Other

Table 50 - 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 51a, 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.

DRAFT

Goals Summary Information

Sort Order	Goal Name	Start Year	End Year	Category	Needs Addressed	Funding	Goal Outcome Indicator
1	Affordable Housing (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	Affordable Housing (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	Individual, Family and Household Stabilization	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	Micro-Enterprise and Job Creation	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 Resources and Stabilization	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 52 – Goals Summary

Goal Descriptions

1	Goal Name	Affordable Housing (Homeownership)
	Goal Description	Preserve, improve and expand the supply of affordable housing for homeowners.
2	Goal Name	Affordable Housing (Rental)
	Goal Description	Preserve, improve and expand the supply of affordable housing for renters.
3	Goal Name	Individual, Family and Household Stabilization
	Goal Description	Support vulnerable populations in stabilizing their homes and families.
4	Goal Name	Micro-Enterprise and Job Creation
	Goal Description	Improve economic opportunities for individuals and business owners.
5	Goal Name	Neighborhood Resources and Stabilization
	Goal Description	Develop, maintain & support community facilities; and support the development of revitalization plans & 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 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 rehousing
- 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 rehousing 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 as 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 and includes 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 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 rehousing 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 rehousing 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 five designated 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.

DRAFT

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	10,498,144	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	29,800,000	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	Affordable Housing (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	Affordable Housing (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	Individual, Family and Household Stabilization	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	Micro-Enterprise and Job Creation	2020	2020	Non-Housing Community Development	Economic Development and Employment Opportunities	CDBG: \$1,584,723	50 jobs created 1,005 businesses assisted
5	Neighborhood Resources and Stabilization	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	Affordable Housing (Homeownership)
	Description	Preserve, improve and expand the supply of affordable housing for homeowners.
2	Objective Name	Affordable Housing (Rental)
	Description	Preserve, improve and expand the supply of affordable housing for renters.
3	Objective Name	Individual, Family and Household Stabilization
	Description	Support vulnerable populations in stabilizing their homes and families.
4	Objective Name	Micro-Enterprise and Job Creation
	Description	Improve economic opportunities for individuals and business owners.
5	Objective Name	Neighborhood Resources and Stabilization
	Description	Develop, maintain & support community facilities; and support the development of revitalization plans & 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	Owner-Occupied Housing Rehab
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	Small Business (Micro-Enterprise) Development
9	Job Creation & Community Business Development
10	Neighborhood Focal Point Support
11	Capital Improvements for Community Organizations
12	Neighborhood Revitalization Plans & 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	Owner-Occupied Housing Rehab
	Objectives Supported	Affordable Housing (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	Affordable Housing (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	Affordable Housing (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	Affordable Housing (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 (formerly Tree Lane) Senior Housing GC Valor on Washington Rental Housing GC/UCA Generations (formerly GrandFamily) Rental Housing @ Union Corners MDC The Avenue Rental Housing Expansion MO The Royal Apts (formerly Madison on Broadway) 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	Individual, Family and Household Stabilization
	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	Individual, Family and Household Stabilization
	Goals/Needs Addressed	Affordable Housing
	Funding	City of Madison: \$1,366,275 EHH (ESG / HPR / 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 & 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	Individual, Family and Household Stabilization
	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 IL Home Modification 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	Small Business (Micro-Enterprise) Development
	Objectives Supported	Micro-Enterprise and Job Creation
	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 & Community Business Development
	Objectives Supported	Micro-Enterprise and Job Creation
	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 Resources and Stabilization
	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 NFPS: BGC Allied Family Center & BGC Taft Street Site NFPS: Bridge Lake Point Waunona Neighborhood Center NFPS: CRC Resilience 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 Resources and Stabilization
	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 & Projects
	Objectives Supported	Neighborhood Resources and Stabilization
	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, 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 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 nine designated 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

polymaking 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;
- Meet the HMIS data quality standards;
- Frequency with which the agency solicits client feedback on services provided;
- Agency submits requested reports to the City in a timely manner;
- Agency's program served:
 - (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

2020-2024 City of Madison Consultation and Citizen Participation

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This section summarizes the key findings from the consultation and citizen participation efforts of the City of Madison's 2020-2024 Five-Year Consolidated Plan, and provides the documentation used to collect the information.

Process Overview

The public participation and stakeholder consultation process for the Consolidated Plan integrates findings from numerous recent sources including:

- Focus groups led by City of Madison Community Development Division (CDD) staff about housing, homeless services, economic development, and community resources in two venues on Madison's north side and Isthmus area. One hundred three stakeholders were invited to participate in these conversations, and 14 individuals participated in these groups, which were held during February and early March 2019; and
- A stakeholder survey (138 participants) and a community survey (373 participants) fielded by the CDD for the development of the Consolidated Plan.

The focus groups and CDD surveys fielded for the Consolidated Plan development are supplemented by other relevant recent resident and stakeholder research. This includes:

- Qualitative feedback received through individual e-mail responses to messages sent to stakeholders requesting participation in the community and stakeholder surveys; and
- Resident and stakeholder outreach through holding bean polls at various venues and community events throughout the City of Madison. CDD staff attended five events in January and February 2019 to collect feedback from City residents on how they believe the City's federal HUD funds should be prioritized. This exercise also allowed us the opportunity to talk with residents and educate them about the programs that the City is able to fund with federal CDBG, HOME, and ESG funds.

Participant Profile

Over 600 Madison residents and stakeholders from across the City and Dane County participated in public input and stakeholder consultation opportunities to inform the development of the Consolidated Plan.

Focus Groups

The CDD focus groups were conducted across the City at two venues accessible to the majority of the City's stakeholders: The Warner Park Community and Recreation Center on the City's north side and the Madison Central Library downtown. The conversations were structured, but included informal dialogue from diverse groups of members of the Homeless Services Consortium, Homebuyers' Roundtable, and Third Sector, as well as neighborhood center directors, housing developers, and community and economic development experts discussed the priority needs for housing, homeless services, and community services. Of the 14 individuals who participated in the focus groups:

- Five were involved in homeownership and homebuyer activities
- Three were involved in affordable housing development and related programs
- Four were involved in efforts to end and prevent homelessness
- One was the director of a local neighborhood center
- One was involved in job creation initiatives

Partner Survey

The over 130 stakeholders who responded to the Partner Survey represent professionals working across the housing, human services, and community development spectrum in the public, private, and nonprofit sectors. The respondents provide services throughout Madison and Dane County, serving the needs of diverse low income and vulnerable populations:

- Over three in five serve families;
- Over 50 percent provide housing or services to persons with disabilities;
- Approximately one-third serve veterans;
- Over 50 percent with persons experiencing homelessness.

Other populations served by respondents' organizations include elderly (40%), youth (42%), and other special needs populations (21%) such as survivors of domestic violence; immigrants; formerly incarcerated individuals; foster families; individuals living with HIV or at risk for HIV; and victims of sex trafficking.

Community Survey

The majority of respondents to the Community Survey own their home (53%) and eight in 10 has, or knows someone who has had difficulty finding an affordable place to live in the City. All household sizes are represented: 25 percent live alone and seven percent have households of five or more members. Approximately one-quarter of respondents has a household income of less than \$35,000 and an additional 12 percent has incomes of between \$35,000 up to \$45,000. About 81 percent of respondents lives in Madison, and 19 percent in in the balance of Dane County, outside of Madison.

Bean Poll

The City of Madison took an additional, creative approach to soliciting resident feedback for the current Consolidated Plan, which involved CDD staff going out to various public events throughout the City and asking people about what they believe should be the City's funding priorities. Feedback was collected through the use of a bean poll, which involved setting up six mason jars and giving respondents a set of different colored beans (participants placed red beans in the jars for programs that mattered most to them and placed pinto beans in the jars for programs they thought mattered most to the community). CDD staff attended five events and collected feedback from 98 residents. Residents, by a fairly large margin, believed that using federal funds to support efforts to end and prevent homelessness is most important to themselves and to the community as a whole. Over 26% of red beans were put in this jar and over 28% of pinto beans were placed in this jar, indicating that over one in four residents believe that preventing and ending homelessness should be a funding priority of the City.

Housing Context

Nearly all stakeholders and residents describe an urgent need for more affordable housing. The specific nature of the affordable housing need ranges from a lack of units affordable to a specific low-income population to units that are unsafe or need repair. Other barriers to housing relate to a household's background, and in particular, housing discrimination, past evictions, and poor credit histories.

In surveys and focus groups, stakeholders and residents described the housing market and conditions. Many described that supply has not kept up with demand for owner-occupied housing, which is driving the aggressive increase in housing sales prices in the City. Almost all respondents agreed that the City needs to do more to address the affordability challenges in the housing market that is driven by the City's historically low rental vacancy rate – a finding consistent with data from the 2019 Analysis of Impediments to Fair Housing Choice (AI).

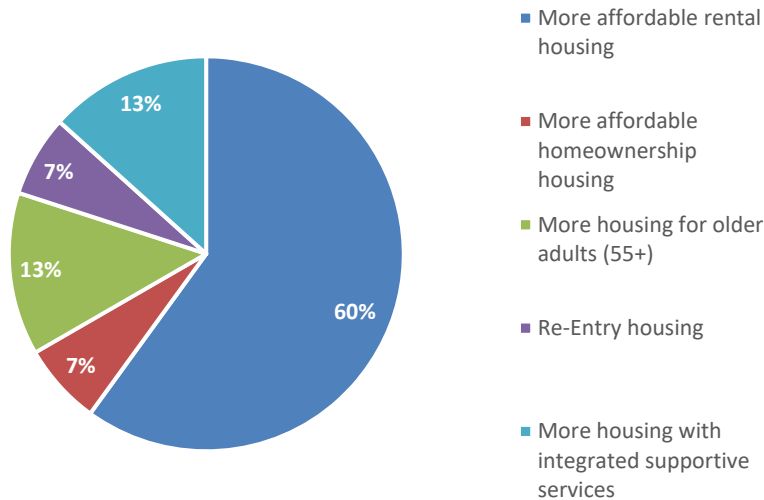
Increased demand for affordable rental and owner-occupied housing

By far, the majority of stakeholders' characterizations of the most significant issue in the local housing market related to an increased demand for housing, and affordable rental housing in particular. Stakeholders associated the increased demand with several factors, including housing prices keeping households out of the for-sale market; lack of product for first-time homebuyers; flat or falling household income; and population growth paired with an existing low vacancy rate. Four out of five respondents to the Community Survey had either personally experienced or knew someone who had difficulty finding affordable housing in the past five years.

Summary of Results of Partner Survey

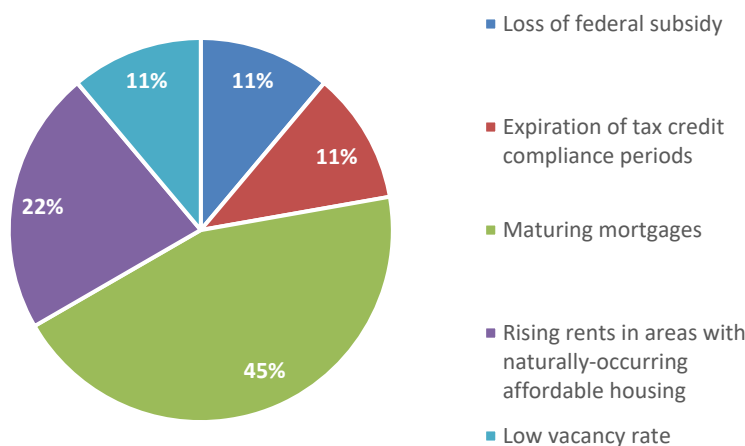
Of the 138 respondents to the partner survey, 15 were developers of affordable housing in Madison and Dane County. Sixty percent of that group believed that the highest priority affordable housing need in Madison and Dane County is additional affordable rental housing, while the remainder believed that providing additional housing for specific groups is a more pressing need.

Figure PS1: What do you see as the highest priority affordable housing need in Madison & Dane County?



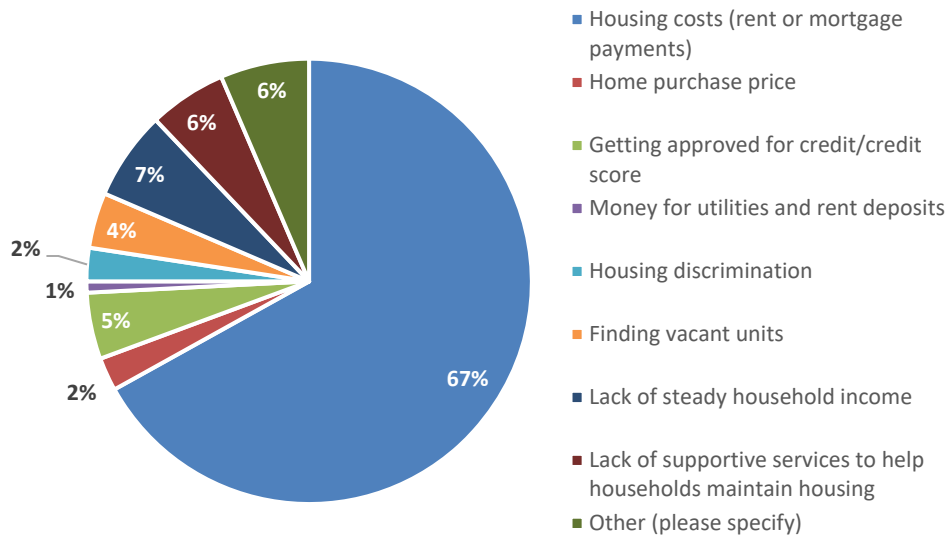
That same group was asked what they believed was the most likely reason behind why affordable housing units in Madison will be converted to market-rate units in the near future. While most responded that it will be due to properties with expiring tax credits converted to a market-rate property, other stakeholders believed that rising rents and Madison's low vacancy rate will drive up the housing prices in naturally-occurring affordable housing higher.

Figure PS2: Over the next five years, affordable housing units in Madison and Dane County may be lost through conversion to market-rate housing. Please indicate what you believe to be the primary reason for this loss.



Among all stakeholders who responded to the partner survey, over two-thirds believed that housing costs was the most significant barrier to residents finding and maintaining housing in the area.

Figure PS3: What is the most significant barrier to people finding and maintaining housing in Madison and Dane County?



Stakeholders from all backgrounds agreed in the survey that additional affordable rental housing is the most needed program for renter households in Madison and Dane County, with nearly 70 percent of stakeholders putting this as their first choice. Following the need for additional rental housing, stakeholders noted that emergency rental assistance and case management services (both important components of successful rapid rehousing programs for formerly homeless households) were listed highly as respondents' second choices.

Table PS1: What housing programs and activities for renters are most needed in your community?

	First Choice	Second Choice	Third Choice	Total
Additional affordable rental housing	68.55%	14.05%	4.20%	107
Additional affordable rental housing for older adults (65+)	6.45%	9.92%	2.52%	23
Rehabilitation of existing rental housing	4.84%	11.57%	12.61%	35
Accessibility improvements for renters with physical disabilities	0.81%	4.96%	3.36%	11
Emergency rental assistance	3.23%	15.70%	8.40%	33
Medium term rental assistance (3-24 months)	0.81%	9.09%	11.76%	26
Long term rental assistance (over 24 months)	4.03%	9.92%	7.56%	26
Housing case management assistance	4.03%	14.88%	16.81%	43
Eviction prevention	4.84%	5.79%	11.76%	27
Assistance paying energy bills	0.00%	0.83%	2.52%	4
Security deposit assistance	0.81%	3.31%	11.76%	19
Other debt payment assistance	1.61%	0.00%	6.72%	10

When posed the same question, but specifically as it related to current and prospective homeowners, nearly 40 percent of respondents answered that additional affordable owner-occupied housing supply is the most needed program. The two most commonly selected second choices for the most needed homeownership programs in Madison and Dane County were additional down payment assistance for first time homebuyers and emergency home repair programs for low-income homeowners.

Table PS2: What housing programs and activities for homeowners/prospective homebuyers are most needed in your community?

	First Choice	Second Choice	Third Choice
Additional affordable owner-occupied housing	38.94%	6.25%	6.25%
Different homeownership opportunities (e.g. co-ops, cohousing, etc.)	3.54%	13.39%	8.04%
Opportunities for older adults to age in place	7.96%	5.36%	5.36%
Loans to incentivize conversion of renter-occupied homes to owner-occupied homes	6.19%	8.04%	3.57%
Down payment assistance for first time homebuyers	20.35%	21.43%	13.39%
Emergency home repair programs for low-income owners	4.42%	15.18%	8.04%
Major home repair programs for low-income homeowners	2.65%	9.82%	16.07%
Accessibility improvements for homeowners with physical disabilities	0.88%	1.79%	5.36%
Homebuyer education	3.54%	6.25%	4.46%
Home improvement/home maintenance/energy efficiency education	0.00%	1.79%	3.57%
Foreclosure prevention assistance	4.42%	2.68%	15.18%
Assistance paying energy bills	0.00%	4.46%	1.79%
Other debt payment assistance	7.08%	3.57%	8.93%

On the topic of homelessness, there was generally a consensus about what the top two priorities should be in Madison and Dane County to address the issue. Namely, respondents noted that an increase in permanent housing and increased/improved behavioral health services are the two activities that would most help the homeless population.

Table PS3: What are the most urgent priorities for people experiencing homelessness in our community?

	First Choice	Second Choice	Third Choice	Total
Increase emergency shelter spaces	17.27%	8.11%	8.18%	37
Increase services provided at emergency shelters (e.g. case management, help finding work)	10.00%	15.32%	20.91%	51
Increase emergency rent assistance	10.91%	14.41%	12.73%	42
Increase permanent housing	34.55%	18.92%	11.82%	72
Homeless support services (transportation voucher, services, centers)	6.36%	13.51%	21.82%	46
Medical and dental services	0.00%	4.50%	0.91%	6
Behavioral health services (mental health, substance use)	20.91%	22.52%	21.82%	72
Food services	0.00%	2.70%	1.82%	5

There was a similar consensus among respondents when asked about how the community can best help individuals and families at-risk of becoming homeless. The choice selected by the greatest number of respondents as both the first and second choice for this question was an increase in supportive services for at-risk persons currently living in some form of housing, selected by over a third of respondents. The second most commonly selected response given on how to best help those at-risk of becoming homeless was increased funding for eviction prevention.

Table PS4: What are the most urgent priorities for people at risk of becoming homeless in our community?

	First Choice	Second Choice	Third Choice	Total
Increase funding for eviction prevention	26.79%	16.22%	14.81%	64
Tenant-landlord mediation services	6.25%	10.81%	6.48%	26
Provide greater assistance to help people find housing	10.71%	13.51%	17.59%	46
Increase funding for legal services	3.57%	3.60%	5.56%	14
Increase in supportive services for at-risk people currently in housing	34.82%	33.33%	12.96%	90
Increase funding for tenant-based rental assistance	14.29%	9.01%	21.30%	49
Re-entry services for formerly incarcerated individuals	3.57%	13.51%	21.30%	42

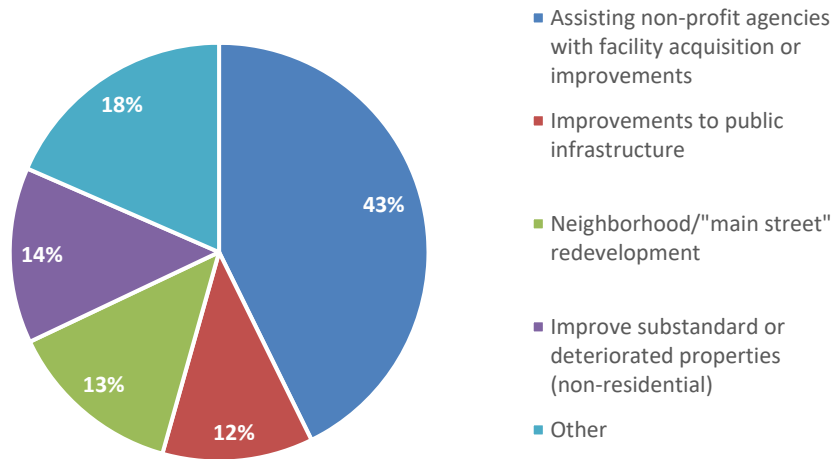
Over half of respondents answered that housing assistance is the most needed social service in Madison and Dane County, with an additional 20 percent of participants selecting this as the second most needed service in the community. Over 45 percent of participants believed that behavioral health services was the most needed or second-most needed service of low-income persons.

Table PS5: Which of the following social services are the most needed by low-income persons?

	First Choice	Second Choice	Third Choice	Total
Medical and dental assistance	7.77%	10.78%	15.15%	34
Food assistance	0.97%	7.84%	9.09%	18
Housing assistance	53.40%	20.59%	12.12%	88
Veteran services	0.00%	0.00%	2.02%	2
Behavioral health services (mental health and substance use)	20.39%	26.47%	14.14%	62
Youth services	2.91%	3.92%	2.02%	9
Legal assistance	1.94%	3.92%	8.08%	14
Services for families with children	10.68%	9.80%	15.15%	36
Services for older adults	0.00%	2.94%	5.05%	8
Services for people with disabilities	0.97%	8.82%	12.12%	22
Services for victims of domestic or sexual abuse	0.97%	1.96%	4.04%	7
Violence prevention services	0.00%	2.94%	1.01%	4

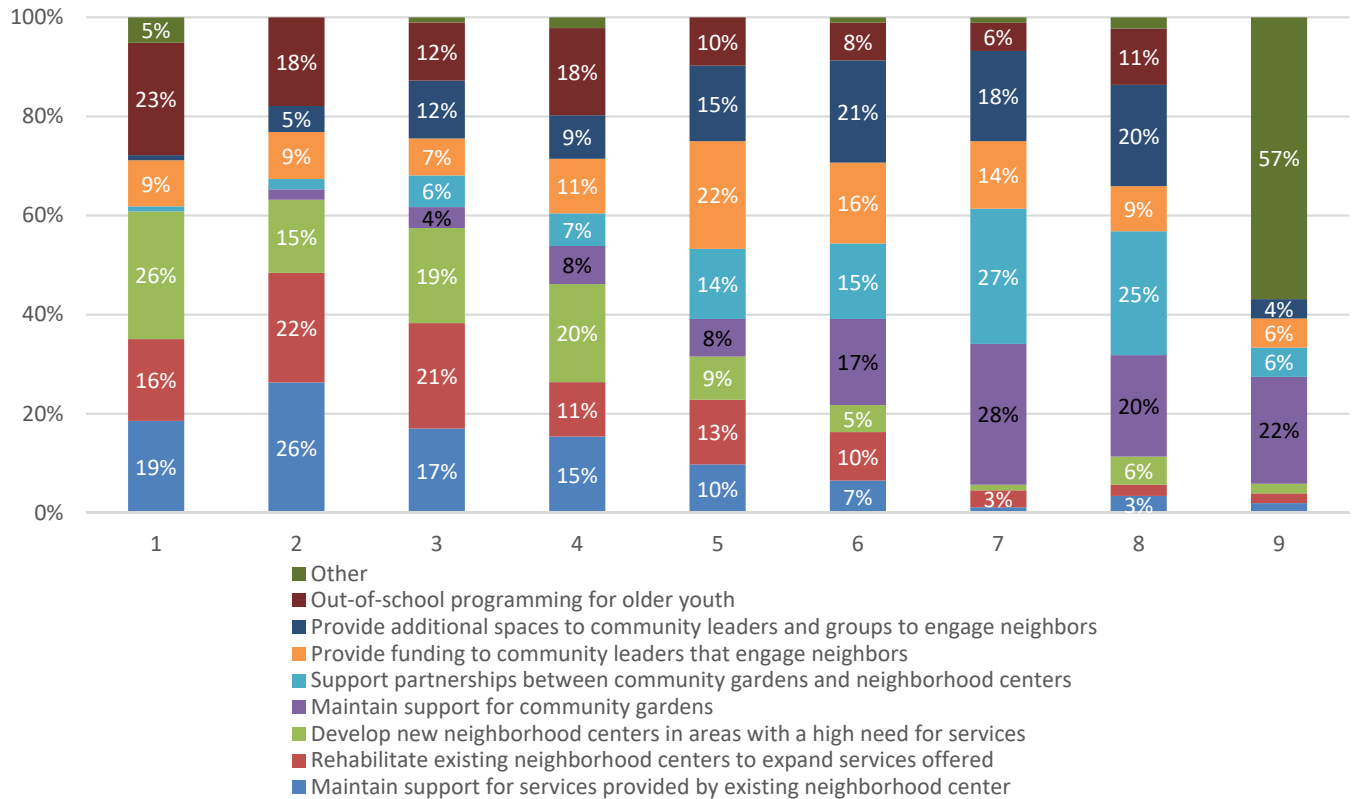
Shifting the focus from housing and homelessness issues to community and economic development issues, over 40 percent of stakeholders felt that assisting non-profit organizations with improvements or acquisitions of facilities for their use was the most needed activity that the City should fund.

Figure PS4: Which of the following community development activities are most needed in our community now?



When asked about ways that the City could better engage the community and build the leadership skills of those in the community, there was a mixed response among stakeholders about which of the activities provided were the most important to fund. A common theme, however, was that respondents valued the services provided by the City's neighborhood centers. Maintaining support for neighborhood centers, rehabilitating neighborhood centers, and developing new neighborhood centers each received over 15 percent of votes for the top two rankings for this question.

Figure PS5: Please rank the following to indicate your level of importance for funding the following community leadership and engagement activities.



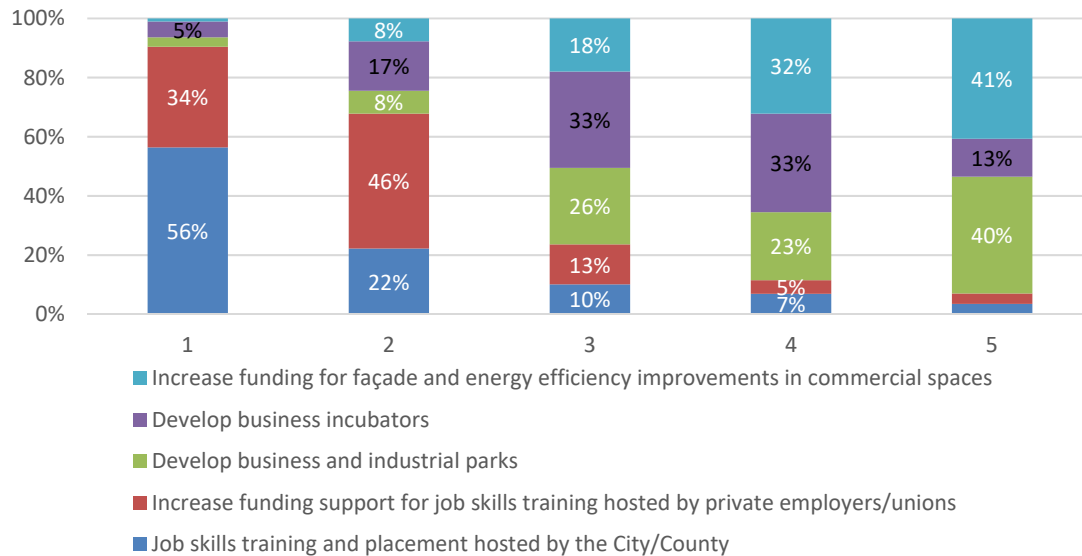
In the survey, stakeholders were asked which economic activities were most needed in the City and were provided with a list of 11 possible economic development activities from which they could choose. Despite the breadth of choices available, two activities were overwhelmingly selected as the top two economic activities most needed in the community: creating jobs in low-income neighborhoods and increasing job training programs for people currently or at-risk of becoming homeless.

Table PS6: What economic opportunities and activities are most needed in your community?

	First Choice	Second Choice	Third Choice	Total
More loans to entrepreneurs and micro-enterprises	2.02%	3.03%	2.02%	7
More technical assistance for micro-enterprises and entrepreneurs (counseling and training for business owners)	0.00%	5.05%	4.04%	9
More technical assistance for businesses owned by women and/or Persons of Color	4.04%	6.06%	10.10%	20
Job creation through micro-enterprise assistance	1.01%	5.05%	2.02%	8
Job creation through small business assistance	4.04%	8.08%	7.07%	19
Creating jobs in low-income neighborhoods	44.44%	13.13%	10.10%	67
Increased amount financial support to entrepreneurs and micro-enterprises led by women and persons of color	8.08%	4.04%	8.08%	20
Increase employment training programs targeted for people at-risk of or currently experiencing homelessness	23.23%	27.27%	12.12%	62
Creating jobs for disabled persons	4.04%	6.06%	8.08%	18
More funding for job training and placement	5.05%	16.16%	16.16%	37
Funding for transitional employment programs	4.04%	6.06%	20.20%	30

Similarly, stakeholders felt that the two most important business development activities that the City could fund with its federal dollars are City-hosted jobs skills training and placement sessions, and funding job skills training and placement programs hosted by the private sector.

Figure PS6: Please rank the following to indicate your level of importance for funding the following business development activities.



Anecdotal conversations throughout Madison and Dane County have suggested that there is a severe shortage of workers in certain trades, particularly among persons of color. The two most needed workforce development programs, as identified by stakeholders, are increased apprenticeship and other skills training programs targeted toward low-income persons, and increased employment opportunities in areas where low-income persons already live.

Table PS7: What workforce development activities are most needed in your community?

	First Choice	Second Choice	Third Choice	Total
Increased apprenticeship/technical skills training for low-income individuals	32.29%	15.63%	17.20%	62
Increased employment opportunities near where low- and moderate-income residents live (i.e. addressing the job/skills mismatch)	29.17%	28.13%	18.28%	72
Job training and placement/employment opportunities for formerly incarcerated individuals	10.42%	10.42%	21.51%	40
Payment for participation in job skills training programs (i.e. payment for lost wages due to training)	12.50%	14.58%	18.28%	43
Transportation subsidies for low- and moderate-income workers to travel to/from employment	10.42%	27.08%	11.83%	47
Funding businesses that support cohort-style internship/training opportunities for low-income persons	5.21%	4.17%	12.90%	21

Finally, stakeholders were asked to select the groups that they believe are in most need of housing assistance and the groups they believe are in most need of economic assistance/job training. Persons experiencing chronic homelessness, persons of color, and families were the largest groups identified by stakeholders as most in need of housing assistance. Low-income adults, persons of color, and formerly incarcerated individuals were the groups identified as most in need of economic assistance or could benefit most from job training programs.

Figure PS7: Please rank the following to indicate your level of importance for funding the following business development activities. Please select up to three.

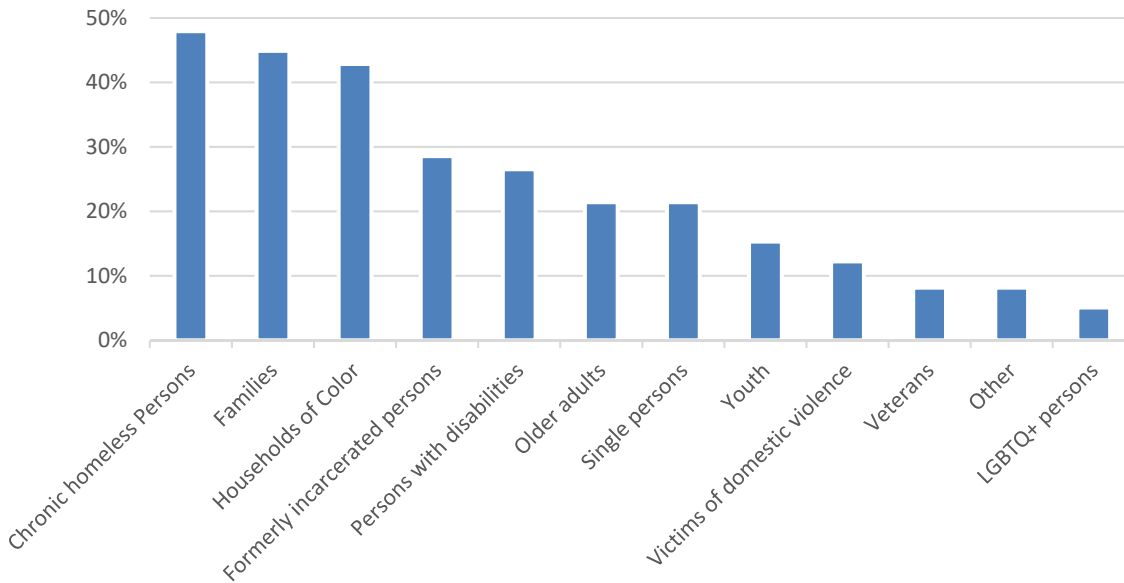
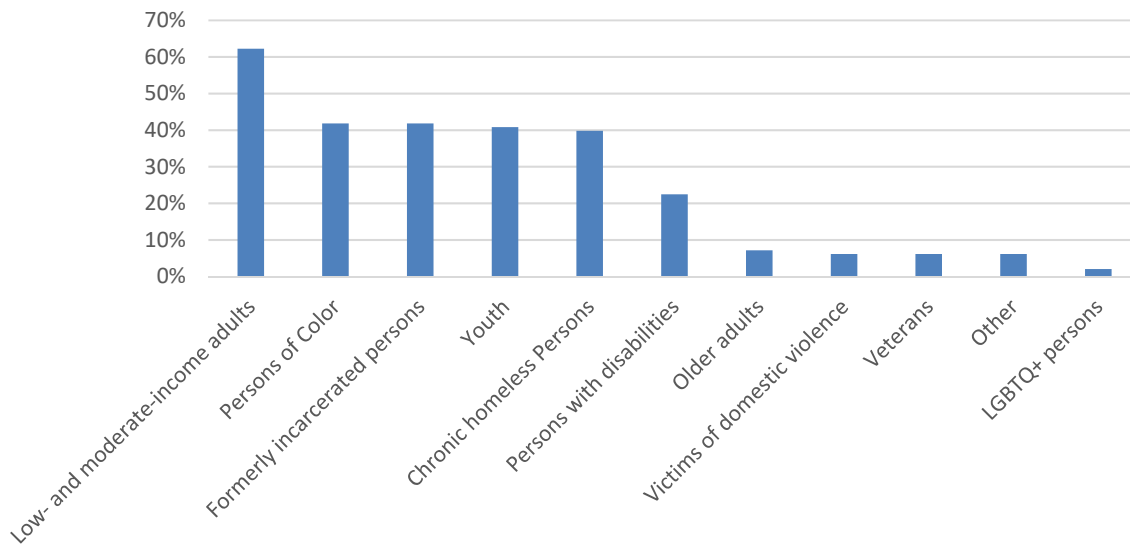


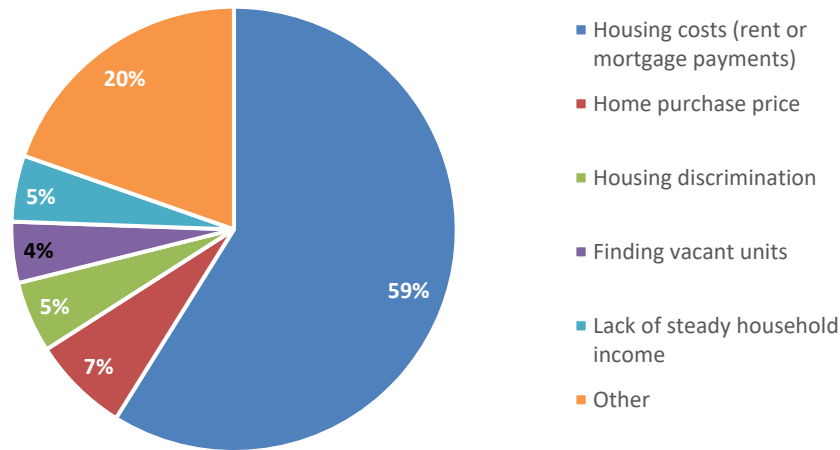
Figure PS8: Which target population(s) in your community are most in need of economic assistance and/or job training services? Please select up to three.



Summary of Results of Community Survey

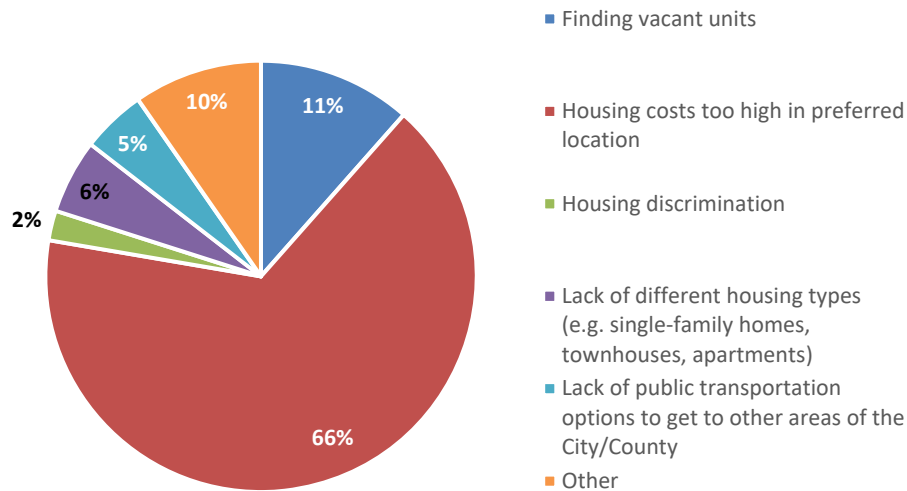
As noted above, the largest share of survey respondents noted that housing costs was the largest single barrier to residents finding and maintaining housing in the area. Other financial factors were similarly reported as barriers to residents in keeping their housing, while a myriad of other factors also contribute to housing instability in the City and County, including a lack of supportive housing units for those needing case management.

Figure CS1: What is the most significant barrier to people finding and maintaining housing in Madison and Dane County?



In respondents "areas of choice," or where they would prefer to live in Madison or Dane County, an even greater portion of residents (nearly two-thirds) shared that housing costs are too high in that location. Over one in ten responses indicated that residents felt that there were not enough vacant units in their preferred location to house everyone looking for housing in that area.

Figure CS2: What is the most significant barrier to finding housing in your area of choice in Madison and Dane County?



Similar to the stakeholder survey, residents largely selected additional affordable rental housing as the most needed activity that would benefit renter households in Madison and Dane County. However, unlike stakeholders, many residents believed that the next highest funding priorities for renter households in Madison should be additional affordable housing specifically for older adults and the rehabilitation of existing rental housing as a preservation measure.

Table CS1: What housing programs and activities for renters are most needed in your community?

	First Choice	Second Choice	Third Choice	Total
Additional affordable rental housing	63.88%	8.49%	6.77%	207
Additional affordable rental housing for older adults (65+)	8.37%	14.67%	4.78%	72
Rehabilitation of existing rental housing	6.46%	11.97%	9.16%	71
Accessibility improvements for renters with physical disabilities	1.90%	6.56%	5.98%	37
Emergency rental assistance	3.04%	11.20%	7.17%	55
Medium term rental assistance (3-24 months)	2.28%	6.95%	7.97%	44
Long term rental assistance (over 24 months)	2.66%	10.42%	11.95%	64
Housing case management assistance	3.04%	9.27%	11.95%	62
Eviction prevention	3.42%	6.95%	11.55%	56
Assistance paying energy bills	0.38%	3.47%	5.58%	24
Security deposit assistance	2.28%	8.49%	10.76%	55
Other debt payment assistance	2.28%	1.54%	6.37%	26

There was again some agreement among stakeholders and residents in the surveys regarding the highest funding priorities for homeowners and prospective homebuyers in the City of Madison. Nearly one-third of respondents noted that additional affordable owner-occupied housing is the highest need for this population, while additional down payment assistance for first time homebuyers was the most selected second highest priority, like in the stakeholder survey. However, unlike the stakeholder survey, the other second highest priority for homeowners and prospective homebuyers is the option of different homeownership opportunities, such as co-op and cohousing models.

Table CS2: What housing programs and activities for homeowners/prospective homebuyers are most needed in your community?

	First Choice	Second Choice	Third Choice	Total
Additional affordable owner-occupied housing	32.05%	10.89%	9.13%	134
Different homeownership opportunities (e.g. co-ops, cohousing, etc.)	15.83%	12.84%	8.33%	95
Opportunities for older adults to age in place	10.42%	10.51%	7.94%	74
Loans to incentivize conversion of renter-occupied homes to owner-occupied homes	5.79%	7.78%	12.70%	67
Down payment assistance for first time homebuyers	13.13%	17.90%	9.92%	105
Emergency home repair programs for low-income owners	3.86%	8.56%	9.13%	55
Major home repair programs for low-income homeowners	3.86%	10.89%	14.68%	75
Accessibility improvements for homeowners with physical disabilities	2.32%	2.33%	2.38%	18
Homebuyer education	3.86%	5.45%	3.97%	34
Home improvement/home maintenance/energy efficiency education	0.77%	5.06%	6.35%	31
Foreclosure prevention assistance	4.25%	3.11%	7.94%	39
Assistance paying energy bills	1.54%	2.72%	1.98%	16
Other debt payment assistance	2.32%	1.95%	5.56%	25

Residents had varying opinions on what the highest and second most urgent priorities should be to address the issue of homelessness in Madison and Dane County. Respondents identified both an increase in emergency shelter spaces and an increase in the amount of permanent housing in the community as the highest funding priorities. An increase in services provided at shelters and an increase in behavioral health services made available to those experiencing homelessness were identified by residents as the second-most urgent funding priorities.

Table CS3: What are the most urgent priorities for people experiencing homelessness in our community?

	First Choice	Second Choice	Third Choice	Total
Increase emergency shelter spaces	22.40%	8.03%	11.07%	103
Increase services provided at emergency shelters (e.g. case management, help finding work)	14.80%	18.88%	14.75%	120
Increase emergency rent assistance	7.60%	12.85%	9.84%	75
Increase permanent housing	26.40%	16.87%	11.48%	136
Homeless support services (transportation voucher, services, centers)	7.60%	14.86%	17.21%	98
Medical and dental services	0.80%	6.02%	8.20%	37
Behavioral health services (mental health, substance use)	19.20%	19.68%	22.95%	153
Food services	1.20%	2.81%	4.51%	21

For those not yet homeless, but who are at-risk of becoming homeless, over one-quarter of residents each responded that an increase in funding for eviction prevention and an increase in supportive services for those currently in housing as the most urgent funding need for this demographic in the community. This was identical to the top funding priorities identified in the stakeholder survey. One-quarter of residents also believed that increased supportive services should be the City's second most urgent funding priority to prevent homelessness.

Table CS4: What are the most urgent priorities for people at risk of becoming homeless in our community?

	First Choice	Second Choice	Third Choice	Total
Increase funding for eviction prevention	27.27%	11.20%	11.34%	120
Tenant-landlord mediation services	8.68%	8.71%	9.66%	65
Provide greater assistance to help people find housing	12.81%	17.43%	15.97%	111
Increase funding for legal services	4.13%	7.05%	7.56%	45
Increase in supportive services for at-risk people currently in housing	31.40%	24.07%	13.87%	167
Increase funding for tenant-based rental assistance	8.26%	17.01%	17.65%	103
Re-entry services for formerly incarcerated individuals	7.44%	14.52%	23.95%	110

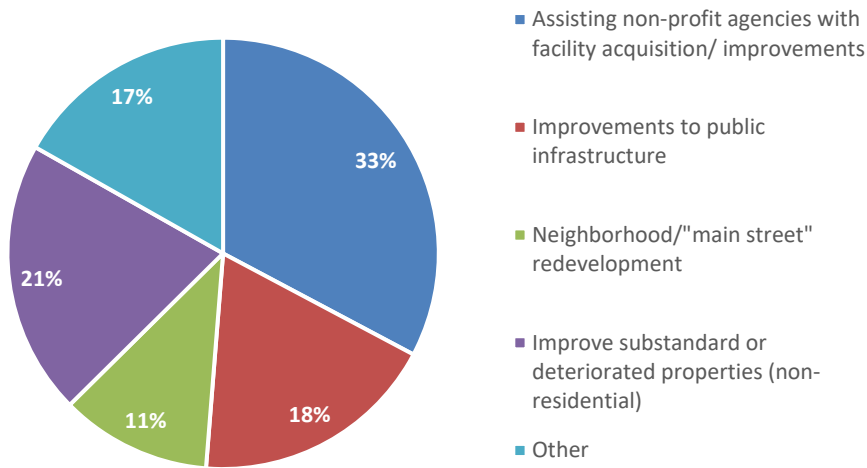
Nearly 60 percent of residents believed that housing assistance is the highest or second-highest priority that the City should fund as a social service for low-income residents. One-quarter of residents also identified that the provision of behavioral health services, including substance abuse, is the second-most needed social service for low-income persons.

Table CS5: Which of the following social services are the most needed by low-income persons?

	First Choice	Second Choice	Third Choice	Total
Medical and dental assistance	15.74%	12.88%	18.88%	111
Food assistance	5.96%	13.73%	11.16%	72
Housing assistance	43.40%	15.88%	11.59%	166
Veteran services	1.28%	0.86%	0.86%	7
Behavioral health services (mental health and substance use)	17.02%	23.61%	14.16%	128
Youth services	2.13%	4.29%	4.29%	25
Legal assistance	1.70%	4.72%	8.15%	34
Services for families with children	5.53%	10.73%	13.30%	69
Services for older adults	2.55%	3.43%	2.15%	19
Services for people with disabilities	1.70%	3.86%	4.72%	24
Services for victims of domestic or sexual abuse	2.13%	4.29%	3.43%	23
Violence prevention services	0.85%	1.72%	7.30%	23

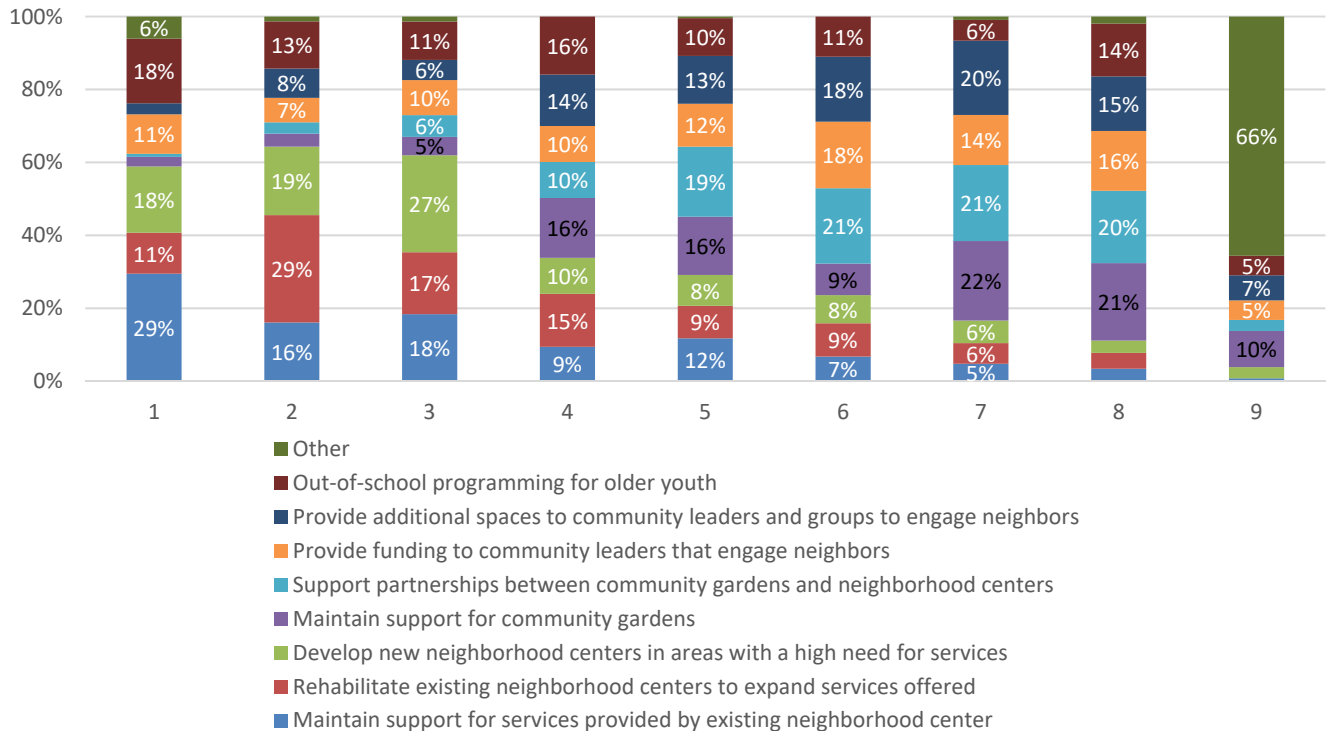
Approximately one-third of residents in the survey identified assisting non-profits with facility acquisition or improvements as the most needed community development activity. However, a large share of respondents also believed that improving the City's infrastructure or improving substandard areas of the area as the highest community development need we could fund.

Figure CS3: Which of the following community development activities are most needed in our community now?



Approximately 60 percent of residents selected some neighborhood center-related activity as the most important, second-most important, and third-most important community leadership and engagement activities that the City could fund. This theme is consistent with the results of the stakeholder survey, and the value that residents and stakeholders alike derive from neighborhood and community centers is apparent. Supporting community gardens and providing resources to leaders to engage their neighbors received the lowest rankings of the activities provided in the survey.

Figure CS4: Please rank the following to indicate your level of importance for funding the following community leadership and engagement activities.

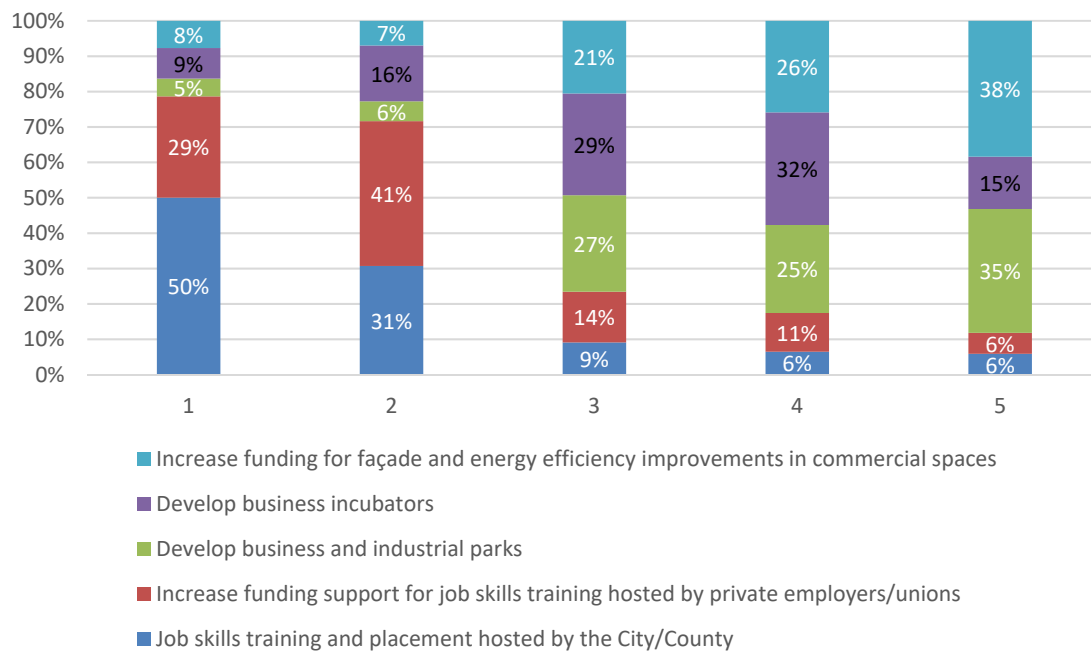


Residents and stakeholders have similar opinions in what economic opportunities and business development activities they believe Madison needs most. As in the stakeholder survey, the two activities selected as the top two economic activities most needed in the community were creating jobs in low-income neighborhoods and increasing job training programs for people currently or at-risk of becoming homeless. The two business development activities that the City could fund with its federal dollars, according to residents, are City-hosted jobs skills training and placement sessions, and funding job skills training and placement programs hosted by the private sector.

Table CS5: What economic opportunities and activities are most needed in your community?

	First Choice	Second Choice	Third Choice	Total
More loans to entrepreneurs and micro-enterprises	5.36%	4.07%	2.31%	26
More technical assistance for micro-enterprises and entrepreneurs (counseling and training for business owners)	1.79%	3.17%	3.70%	19
More technical assistance for businesses owned by women and/or Persons of Color	11.16%	9.05%	6.02%	58
Job creation through micro-enterprise assistance	3.13%	4.07%	5.56%	28
Job creation through small business assistance	5.36%	3.17%	5.09%	30
Creating jobs in low-income neighborhoods	37.95%	19.00%	8.80%	146
Increased amount financial support to entrepreneurs and micro-enterprises led by women and persons of color	4.91%	9.95%	6.94%	48
Increase employment training programs targeted for people at-risk of or currently experiencing homelessness	17.86%	27.60%	21.30%	147
Creating jobs for disabled persons	4.02%	4.07%	9.26%	38
More funding for job training and placement	4.46%	9.95%	16.20%	67
Funding for transitional employment programs	4.02%	5.88%	14.81%	54

Figure CS5: Please rank the following to indicate your level of importance for funding the following business development activities.



Similarly, residents and stakeholders also appeared to agree on which workforce development activities the City should prioritize with its federal funds. Nearly 60 percent of respondents believe that the first or second highest priority of the City should be to increase employment opportunities in low-income neighborhoods. Nearly one-third of residents think that the highest priority of the City should be to increase skills training to better prepare low-income persons for in-demand jobs.

Table CS6: What workforce development activities are most needed in your community?

	First Choice	Second Choice	Third Choice	Total
Increased apprenticeship/technical skills training for low-income individuals	31.08%	14.93%	11.63%	127
Increased employment opportunities near where low- and moderate-income residents live (i.e. addressing the job/skills mismatch)	29.28%	28.05%	12.56%	154
Job training and placement/employment opportunities for formerly incarcerated individuals	12.16%	18.10%	21.86%	114
Payment for participation in job skills training programs (i.e. payment for lost wages due to training)	11.71%	14.48%	18.60%	98
Transportation subsidies for low- and moderate-income workers to travel to/from employment	12.16%	17.65%	18.60%	106
Funding businesses that support cohort-style internship/training opportunities for low-income persons	3.60%	6.79%	16.74%	59

Summary of Focus Group Feedback

Throughout February and early March, CDD staff discussed issues related to housing, homelessness, and economic development to stakeholders from around Madison and Dane County. Staff asked the same questions to all participants, based on data from the American Community Survey, Point-in-Time Count, and economic data. Responses were intended to give staff insight into trends seen by experts in the field and not necessarily reflected in the data. The following summary of focus group input will inform our Division's planning efforts and funding prioritization over the next five years.

Rental Housing Discussion

With Madison's low rental vacancy rate of slightly over three percent, many participants noted that any new housing supply would be a welcome and much-needed addition to the market. The non-profit developers in attendance at the focus groups expressed a frustration with the City's growing financial support of larger, out-of-state developers when they feel they do just as much, if not more, with fewer City funds. They assert that, given the recent issues demonstrated by one of the permanent supportive housing developers, tax credit developers need to demonstrate that they have the capacity to both build a high quality project and provide sufficient supportive services. The local non-profits feel like they are getting "pushed" by the City more into only delivering supportive services and case management rather than building and rehabilitating more units to serve their populations.

With the Dane County Continuum of Care (CoC) encouraging non-profits and case management providers to shift to a Coordinated Entry model, one housing provider noted that while it is their mission to house homeless and vulnerable populations, the Coordinated Entry model is costing their organization more simply to implement the CoC's Housing First model. The direction that smaller housing providers are receiving from the CoC, along with the City's shift in focus to building more units by leveraging Low-Income Housing Tax Credits, is a major part of the reason that the City is seeing a decline in the number of non-profit developers filling and addressing the housing gap.

Comments and Input on How to Bolster Affordable Homeownership Opportunities

Many stakeholders have witnessed an exodus of middle class and affluent, predominantly white, households moving outside of the City to purchase homes. This can be attributed to the lack of available land on which to build new housing for homeownership and that much of the available land (including infill) is being developed as either affordable or luxury high-density rental apartments. Further, common feedback received was that housing costs for a typical single-family home in Madison is too high (and inventory so rarely turns over) for someone earning even a moderate income to afford, so many first-time homebuyers must look to suburban communities such as Sun Prairie to purchase a home under \$300,000. In Madison, the stakeholders noted that a typical household would need at least \$70,000 to buy a home at the median purchase price. Realtors at the focus groups noted that the median sale price of a home decreases by approximately \$70,000 in areas outside of Dane County. The high sale prices of single-family homes and available land in the City have further prevented low- and moderate-income homebuyers from accessing the market, as non-profit owner-occupied housing developers are looking elsewhere in Dane County for reasonably priced homes to acquire and rehabilitate to sell to income-qualified households.

Looking at long-term affordability, there was much discussion about the City prioritizing funding for and subsidy of alternative homeownership activities and owner-occupied development styles, including land trusts, cooperative housing, and shared equity models. Participants noted that generally, condominiums are more affordable than the existing available inventory of single-family homes, but the supply is more limited. The City should consider encouraging more owner-occupied multifamily development as a way to expand homeownership opportunities at a variety of price points.

Other feedback included modifying the zoning code to more flexible in order to allow for the construction of accessory dwellings in areas with small existing homes on large lots. One stakeholder pointed to the recent move by the City of Minneapolis, which allows for up to three dwelling units on a single lot in all residential zones. Expanding on existing programs that the City already offers, stakeholders familiar with homeownership housing

noted that the City's down payment assistance programs could go further in helping moderate-income homeowners buy a home by better working with sellers confused by the City's role, especially when there are multiple offers on the home.

Equity and Expansion of Opportunity for Persons of Color

When discussing economic opportunity and ways that Madison can expand its labor force participation among persons of color, stakeholders familiar with economic development cited the City of Milwaukee's requirement that all contractors include persons of color for construction contracts where City funds are involved. A stakeholder familiar with both the Madison and Milwaukee labor markets noted that there are not many people of color who own businesses that can be subcontracted out for work within the City limits. The group encouraged the City to support persons of color (through technical assistance, etc.) to grow their existing businesses so that they can have the capacity to be competitive for construction contracts. The fact that such a low percentage of construction work is completed by Minority-owned businesses and that there is a shortage of construction jobs overall is an opportunity of which the City is not taking advantage.

One suggestion of ensuring that more persons of color get access to well-paying construction jobs is to initiate "community benefit agreements" that can ensure persons of color have more opportunities to learn various trades. In Milwaukee, for example, some housing rehabilitation initiatives utilize trainees and apprentices hired by various subcontractors for trades like painting, drywall, and plumbing to complete the work for a given project, and satisfactory completion of the project has led to full-time employment by the contractor.

The City of Madison currently funds two agencies with CDBG revolving loan funds that support job creation among low- and moderate-income individuals – Wisconsin Women's Business Initiative Corporation (WWBIC) and Madison Development Corporation (MDC). One suggestion on improving our Division's economic development efforts in a way that more equitably distributes resources was to create a threshold for types of jobs created and funded by WWBIC and MDC. Stakeholders want a way to ensure that these agencies are creating jobs for low- and moderate-income persons of color as well. Despite the heavy discussions at all focus groups on economic development and creative ways to innovate and expand our programs, the consensus was that additional federal funds should not be shifted to fund these initiatives. Stakeholders noted that there is a "chicken and egg" problem where housing is needed to support existing and projected future households wishing to live in the City, but there needs to be an adequate number of well-paying jobs available to accommodate the projected influx of households coming to Madison. However, nearly all stakeholders, including the representative from an economic development organization, agreed that the shortage of available (and affordable) housing is still the most critical issue to address in the City.

Another troubling observation made by some participants actively involved in the homeownership community is that they have seen a decrease in the number of people of color purchasing homes in Madison. They are unsure exactly of the cause of this trend, but asked CDD staff about potential strategies to bolster participation and opportunities among this demographic.

Tenant-Based Rental Assistance

A new program that the City of Madison is contemplating implementing is a Tenant-Based Rental Assistance (TBRA) program, funded with a portion of its federal HOME Investment Partnerships Program funds. When this program was introduced to the focus groups, the response was generally positive, but several points and questions were raised on the program's implementation.

Some stakeholders compared the TBRA program to some difficulties they have seen with their clients' experiences with the Section 8 Housing Choice Voucher program, specifically, they have seen several households returning their vouchers due to the small number of landlords willing to accept them as rental assistance. They assert that a TBRA "voucher" program will encounter similar challenges in finding landlords open to renting to households with this assistance. One stakeholder suggested that it might be necessary to offer landlords some kind of incentive package in return for them accepting households receiving TBRA.

After providing some background on a TBRA program funded with HOME, and how the City of Madison is contemplating using the program to expand our existing Rapid Rehousing (RRH) program, many stakeholders, especially those involved with homelessness, were more receptive to the idea. Like in the City's existing RRH program, residents would be limited to two years of rental assistance, but the benefit of the program would be that a greater amount of state EHH funds would be used to fund the supportive services that formerly homeless families need to be successful in RRH. While it was explained that the City could use HOME to fund a TBRA program for use throughout the County, many felt that it would be more advantageous to limit it to Madison and other areas proximate to transit, jobs, and amenities. Stakeholders asserted that limiting the geography would help families stabilize when they do not need to worry about housing or transportation costs and constraints.

Results of Bean Poll Feedback

As mentioned above, nearly 100 residents from across the City participated in the CDD bean poll. Staff attended a variety of events, which included attending: an elementary school's open house, a mayoral forum debate, a family fun night at a local community center, a pop-up event at the homeless day shelter near downtown, and a tax preparation event for low-income families. Through attending these various events, CDD staff learned how residents believe the City should be prioritizing its federal housing and community development funds. This innovative exercise allowed CDD staff to interact with residents on a more informal level, and also allowed us the opportunity to educate residents about the services and programs that the City already offers.

Most notably, the largest share of beans was placed in the jar for those who believed that supporting efforts to prevent and end homelessness should be prioritized. This was the case for those who personally felt that way, as well as those who believed it is a City-wide priority. Close behind, the second largest share of respondents indicated that the City should use its federal funds to support affordable rental housing programs. Twenty-three percent and 22 percent of residents believed that supporting affordable rental housing programs (including supporting development and ongoing operating support of rental housing) was important to them and is a need in the City. We heard from many participants that they have personally had difficulty finding affordable housing and that it is very difficult to find an affordable place to live in Madison.

One interesting trend we found through conducting these bean polls is that while prioritizing efforts to end and prevent homelessness were important to residents overall, participants at the Beacon homeless day shelter did not indicate that this was their top choice for how the City should prioritize its federal funds. Forty percent of respondents at the homeless day shelter indicated that the most important program they felt City could fund with its federal resources is supporting affordable rental housing programs. They also indicated that they felt supporting affordable rental housing is most important to the City at-large, with one-third of pinto beans placed in this jar.

Figure BP2: What services and programs matter most to you?

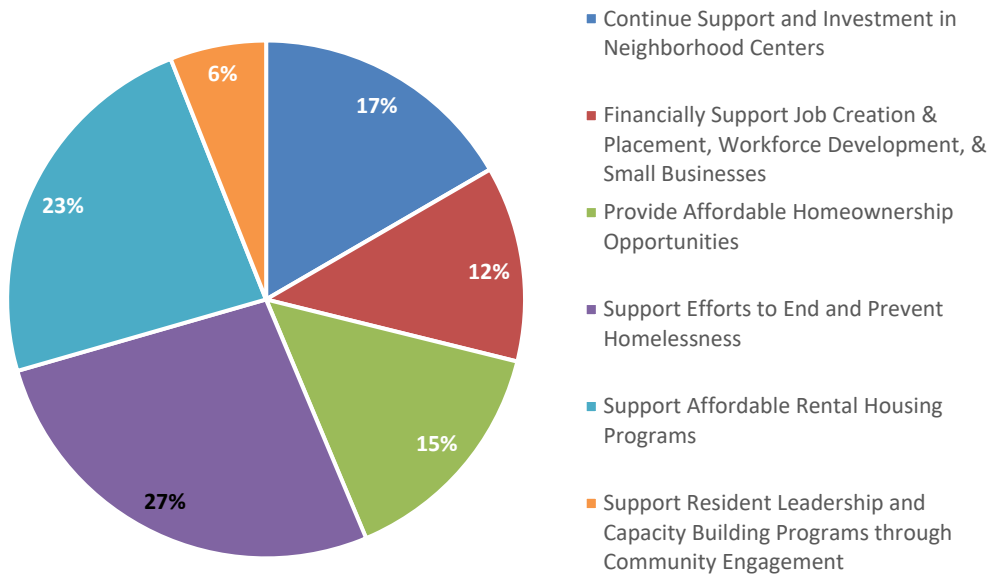
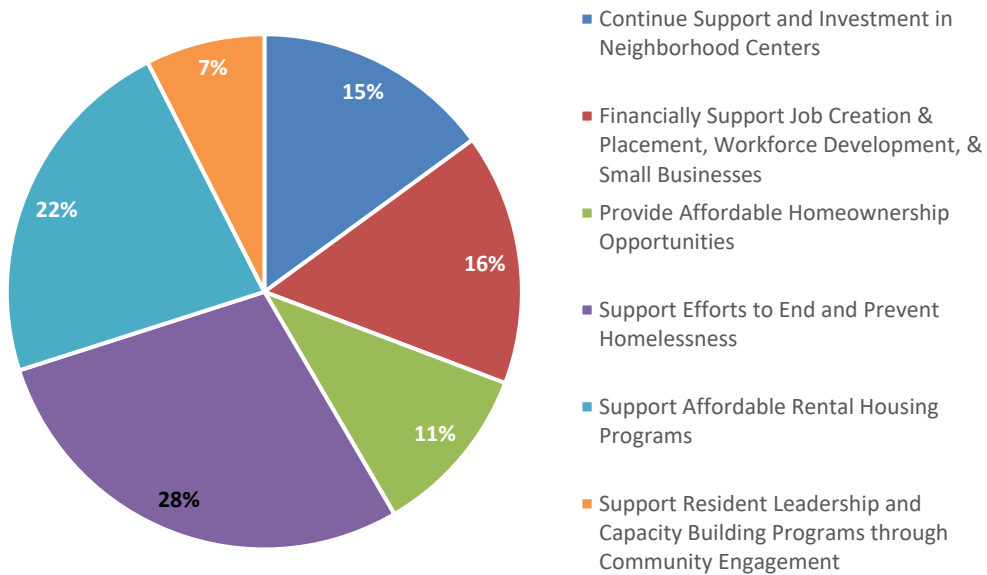


Figure BP3: What services and programs do you believe matter most to the community?



Consultation Group Summary

Timeline of Consultation Groups

February 12, 2019	Diverse Stakeholder Group
February 19, 2019	Diverse Stakeholder Group
March 1, 2019	Diverse Stakeholder Group
Summer 2019	City of Madison All Dept Groups

Summary of Response/Attendance

One hundred three people were invited to participate in, and fourteen people attended, the focus group sessions listed above, excluding the City of Madison internal department group. Participants were presented a PowerPoint with some background and data on Madison's housing and labor market, as well as data on homelessness, before being asked to discuss the information and the City's future needs.

Summary of Findings

This section summarizes the comments and discussions at the Consolidated Plan consultation focus group meetings and collected through the housing and community development needs worksheets. Participants of the focus groups expressed specific concern for two common themes; housing needs and employment needs.

The top concerns for housing needs include development of both affordable rental housing and owner-occupied housing, and housing inventory in general. Prices in City of Madison are a barrier to many low- and moderate-income households. The population of Madison continues to increase while housing inventory has not expanded at the same growth rate.

There is a significant decrease in the growth of owner-occupied households living in Madison, but faster growth occurring in the suburban communities. This is largely attributable land prices and the availability of existing housing units at a reasonable cost. Anecdotally, there is a demand among homebuyers to live in Madison, in particular areas close to transit and walkable to amenities. This decrease is not only among white buyers, but also among households of color.

There was a frustration and concern expressed by many about the decrease in the number of non-profit affordable housing developers in Madison. This frustration is exacerbated by non-profit owner-occupied housing developers have begun to build units outside the City. This decline has a negative impact on long-term affordability.

Concerns about the Madison economic and labor market include discussion about the importance of job training and business growth.

After seeing the data and trends on employment disparities in the City of Madison, there was some discussion about how to improve the situation for Persons of Color. Some comments included how the City can lead non-profits to better target their job creation efforts. Other comments included frustration that in the current tight construction labor market, more companies have not conducted outreach to communities of color to fill employment opportunities.

Despite this, the consensus among focus group participants, even those representing economic development organizations, agreed that the primary focus of the City and City funding should be focused on improving the affordable housing supply, decreasing rents, and reducing barriers to building housing.

Resident Survey

City of Madison and Dane County Are Seeking Your Input

The City of Madison and Dane County need your input on where to focus the housing and community development funds our local government will receive during the next five years (2020-2024). The City and County are starting a process called the Consolidated Plan, which will determine how the funds will be spent.

Funding is currently focused on four general areas: Affordable Housing, Economic/Business Development, Neighborhoods, and Access to Resources. Activities must generally benefit low- and moderate-income persons. Citizen participation is a vital step in determining community needs, and your input will assist us in determining where we should focus our efforts.

Instructions:

We ask that you review the survey questions carefully, and follow instructions, if any, that are stipulated in the questions. Surveys need to be completed and submitted by February 28, 2019.

Thank you for your help!

Housing

1. Have you or someone you know had difficulty finding housing that is affordable in the past five years?
Yes

No

2. If yes, please describe the reason or reasons that affordable housing was hard to find.

3. What is the most significant barrier to people finding and maintaining housing in Madison and Dane County?
Housing costs (rent or mortgage payments)

Home purchase price

Home purchase fees

Getting approved for credit/credit score

Money for utilities and rent deposits

Housing discrimination

Finding vacant units

Lack of steady household income

Lack of supportive services to help households maintain housing

Other

4. Please explain why the barrier you selected is the most significant.

5. What is the most significant barrier to finding housing in your area of choice in Madison and Dane County?
Finding vacant units
- Housing costs too high in preferred location
- Housing discrimination
- Lack of diversity
- Lack of different housing types (e.g. single-family homes, townhouses, apartments)
- Lack of public transportation options to get to other areas of the City/County
- Other
6. What housing programs and activities for renters are most needed in your community? Please select your 1st, 2nd, and 3rd choices from the list below.
- Additional affordable rental housing
- Additional affordable rental housing for older adults (65+)
- Rehabilitation of existing rental housing
- Accessibility improvements for renters with physical disabilities
- Emergency rental assistance
- Medium term rental assistance (3-24 months)
- Long term rental assistance (over 24 months)
- Housing case management assistance
- Eviction prevention
- Assistance paying energy bills
- Security deposit assistance
- Other debt payment assistance
- Other
7. What housing programs and activities for homeowners/prospective homebuyers are most needed in your community? Please select your 1st, 2nd, and 3rd choices from the list below.
- Additional affordable owner-occupied housing
- Different homeownership opportunities (e.g. co-ops, cohousing, etc.)
- Opportunities for older adults to age in place
- Loans to incentivize conversion of renter-occupied homes to owner-occupied homes
- Down payment assistance for first time homebuyers

- Emergency home repair programs for low-income owners
- Major home repair programs for low-income homeowners
- Accessibility improvements for homeowners with physical disabilities
- Homebuyer education
- Home improvement/home maintenance/energy efficiency education
- Foreclosure prevention assistance
- Assistance paying energy bills
- Other debt payment assistance
- Other

Homelessness

8. What are the most urgent priorities for people experiencing homelessness in our community? Please select your 1st, 2nd, and 3rd choices from the list below.
- Increase emergency shelter spaces
 - Increase services provided at emergency shelters (e.g. case management, help finding work)
 - Increase emergency rent assistance
 - Increase permanent housing
 - Homeless support services (transportation voucher, services, centers)
 - Medical and dental services
 - Behavioral health services (mental health, substance use)
 - Food services
 - Other
9. What are the most urgent priorities for people at risk of becoming homeless in our community? Please select your 1st, 2nd, and 3rd choices from the list below.
- Increase funding for eviction prevention
 - Tenant-landlord mediation services
 - Provide greater assistance to help people find housing
 - Increase funding for legal services
 - Increase in supportive services for at-risk people currently in housing
 - Increase funding for tenant-based rental assistance
 - Prisoner re-entry services

Other

Neighborhood and Community Services

10. Which of the following social services are the most needed by low-income persons? Please select your 1st, 2nd, and 3rd choices from the list below.

Medical and dental assistance

Food assistance

Housing assistance

Veteran services

Behavioral health services (mental health and substance use)

Youth services

Legal assistance

Services for families with children

Services for older adults

Services for people with disabilities

Services for victims of domestic or sexual abuse

Violence prevention services

Other

11. Which of the following community development activities are most needed in our community now? Please select your top choice from the list below.

Assisting non-profit agencies with facility acquisition or improvements

Improvements to public infrastructure (streets, curbs, sewer and storm water systems)

Neighborhood/"main street" redevelopment (parks, community centers, beautification)

Improve substandard or deteriorated properties (non-residential)

Other

12. Please rank the following to indicate your level of importance for funding the following community leadership and engagement activities:

Maintain support for services provided by existing neighborhood center

Rehabilitate existing neighborhood centers to expand services offered

Develop new neighborhood centers in areas with a high need for services

Maintain support for community gardens

Support partnerships between community gardens and neighborhood centers

Provide funding to community leaders that engage neighbors (e.g. stipends)

Provide additional spaces to community leaders and groups to engage neighbors

Out-of-school programming for older youth

Other

13. On a scale from 1 to 5, with 1 being not important at all and 5 being most important, please rank the importance of improving public transportation options for residents of Dane County

1 2 3 4 5

14. What programs and services matter most **to you** at neighborhood and community centers? Please select the five choices that are most important to you.

Pre-K and Child Care

Elementary Aged Programming

Middle and High School Aged Programming

Adult Employment and Training

Computer Lab

Older Adult/Senior Programming

Food Pantry

Community Events and Dinners

Affordable Community/Meeting Space

Information and Referral Services (connects individuals and families to needed services, for example housing, crisis, food, etc.)

Extended Night and Weekend Hours (staff available and building open on evenings and on the weekends)

Other, please explain:

15. What programs and services matter most **to the community** at neighborhood and community centers? Please select the five choices that you believe are most important to the community.

Pre-K and Child Care

Elementary Aged Programming

Middle and High School Aged Programming

Adult Employment and Training

Computer Lab

Older Adult/Senior Programming

Food Pantry

Community Events and Dinners

Affordable Community/Meeting Space

Information and Referral Services (connects individuals and families to needed services, for example housing, crisis, food, etc.)

Extended Night and Weekend Hours (staff available and building open on evenings and on the weekends)

Other, please explain:

Business and Economic Development

16. What economic opportunities and activities are most needed in your community? Please select your 1st, 2nd, and 3rd choices from the list below.

More loans to entrepreneurs and micro-enterprises

More technical assistance for micro-enterprises and entrepreneurs (counseling and training for business owners)

More technical assistance for businesses owned by women and/or Persons of Color

Job creation through micro-enterprise assistance

Job creation through small business assistance

Creating jobs in low-income neighborhoods

Increased amount financial support to entrepreneurs and micro-enterprises led by women and persons of color

Increase employment training programs targeted for people at-risk of or currently experiencing homelessness

Creating jobs for disabled persons

More funding for job training and placement

Funding for transitional employment programs

17. Please rank the following to indicate your level of importance for funding the following business development activities:

Job skills training and placement hosted by the City/County

Increase funding support for job skills training hosted by private employers/unions

Develop business and industrial parks

Develop business incubators

Increase funding for façade and energy efficiency improvements in commercial spaces

18. What workforce development activities are most needed in your community? Please select your 1st, 2nd, and 3rd choices from the list below.

Increased apprenticeship/technical skills training for low-income individuals

Increased employment opportunities near where low- and moderate-income residents live (i.e. addressing the job/skills mismatch)

Job training and placement/employment opportunities for formerly incarcerated individuals

Payment for participation in job skills training programs (i.e. payment for lost wages due to training)

Transportation subsidies for low- and moderate-income workers to travel to/from employment

Funding businesses that support cohort-style internship/training opportunities for low-income persons

Demographics

19. Where do you live?

City of Madison

Dane County, but not in Madison

Other

20. What is your current living situation?

I rent

I live in student housing

I am temporarily with family or friends

I don't have a permanent place to live

I own my home

Other

21. How many people live in your household?

I live alone

2 people

3 people

4 people

5 people

6 people

7 people

More than 7 people

22. Which racial, ethnic, and/or cultural group do you consider yourself a member of? Check all that apply.

African American/Black

American Indian/Native American/Native Alaskan

Asian

Hispanic/Latinx

Multi-racial

Native Hawaiian/Pacific Islander

White/Caucasian

Other

23. What is the total income for everyone in your household?

Under \$25,000

\$25,001-\$35,000

\$35,001 - \$45,000

\$45,001 - \$60,000

\$60,001 - \$75,000

\$75,001-\$100,000

Over \$100,000

24. What is your age?

Under 18

18-29

30-39

40-49

50-59

60-65

Over 65

25. Is there anything else you would like us to know?

Partner Survey

City of Madison and Dane County Are Seeking Your Input

The City of Madison and Dane County need your input on where to focus the housing and community development funds our local government will receive during the next five years (2020-2024). The City and County are starting a process called the Consolidated Plan, which will determine how the funds will be spent.

Funding is currently focused on four general areas: Affordable Housing, Economic/Business Development, Neighborhoods, and Access to Resources. Activities must generally benefit low- and moderate-income persons. Citizen participation is a vital step in determining community needs, and your input will assist us in determining where we should focus our efforts.

Instructions:

We ask that you review the survey questions carefully, and follow instructions, if any, that are stipulated in the questions. Surveys need to be completed and submitted by February 28, 2019.

Thank you for your help!

1. Type of agency (select all that apply)
 - Community organization/non-profit staff
 - Affordable housing developer, owner, manager
 - Local government staff or public official
 - City/County committee member
 - Local business owner
 - Neighborhood activist/neighborhood association board member
 - Other
2. What target population(s) does your agency primarily serve? Please select all that apply.
 - Elderly
 - Single persons
 - Family
 - Youth
 - Nonfamily households
 - Households of Color
 - People experiencing homelessness
 - Persons with disabilities

Veterans

Other

3. What geographic area does your agency serve?

City of Madison only

Dane County (outside of Madison) only

Madison and Dane County only

Madison/Dane County and beyond

Housing

4. What is the most significant barrier to people finding housing and maintaining housing in Madison and Dane County?

Housing costs (rent or mortgage payments)

Home purchase price

Home purchase fees

Getting approved for credit/credit score

Money for utilities and rent deposits

Housing discrimination

Finding vacant units

Lack of steady household income

Lack of supportive services to help households maintain housing

Other

5. Please explain why the barrier you selected is the most significant.

6. What housing programs and activities for renters are most needed in your community? Please select your 1st, 2nd, and 3rd choices from the list below.

Additional affordable rental housing

Additional affordable rental housing for older adults (65+)

Rehabilitation of existing rental housing

Accessibility improvements for renters with physical disabilities

Emergency rental assistance

Medium term rental assistance (3-24 months)

Long term rental assistance (over 24 months)

Housing case management assistance

Eviction prevention

Assistance paying energy bills

Security deposit assistance

Other debt payment assistance

Other

7. What housing programs and activities for homeowners/prospective homebuyers are most needed in your community? Please select your 1st, 2nd, and 3rd choices from the list below.

Additional affordable owner-occupied housing

Different homeownership opportunities (e.g. co-ops, cohousing, etc.)

Opportunities for older adults to age in place

Loans to incentivize conversion of renter-occupied homes to owner-occupied homes

Down payment assistance for first time homebuyers

Emergency home repair programs for low-income owners

Major home repair programs for low-income homeowners

Accessibility improvements for homeowners with physical disabilities

Homebuyer education

Home improvement/home maintenance/energy efficiency education

Foreclosure prevention assistance

Assistance paying energy bills

Other debt payment assistance

Other

Housing Continued (if "Developer" was checked in Question 1)

8. What do you see as the highest priority affordable housing need in Madison and Dane County?

More affordable rental housing

More affordable homeownership housing

More housing for older adults (55+)

Re-Entry housing

More housing with integrated supportive services

More housing for people with disabilities

9. What is the biggest challenge in developing affordable housing in Madison and Dane County?
- Lack of funding/funding gap
 - Lack of available or affordable land
 - Lack of adequately zoned parcels
 - Lack of neighborhood and/or aldermanic support
 - Market conditions are less favorable to affordable housing development
10. Over the next five years, affordable housing units in Madison and Dane County may be lost through conversion to market-rate housing. Please indicate what you believe to be the primary reason for this loss.
- Loss of federal subsidy
 - Expiring project-based rental assistance contracts
 - Expiration of tax credit compliance periods
 - Maturing mortgages
 - Rising rents in areas with naturally-occurring affordable housing
 - Low vacancy rate
 - Lack of strong partnerships with supportive service providers
 - Other, please explain:

Homelessness

11. What are the most urgent priorities for people experiencing homelessness in our community? Please select your 1st, 2nd, and 3rd choices from the list below.
- Increase emergency shelter spaces
 - Increase services provided at emergency shelters (e.g. case management, help finding work)
 - Increase emergency rent assistance
 - Increase permanent housing
 - Homeless support services (transportation voucher, services, centers)
 - Medical and dental services
 - Behavioral health services (mental health, substance use)
 - Food services
 - Other
12. Please describe why you selected those specific services as the most needed.
13. What are the most urgent priorities for people at risk of becoming homeless in our community? Please select your 1st, 2nd, and 3rd choices from the list below.
- Increase funding for eviction prevention

Tenant-landlord mediation services

Provide greater assistance to help people find housing

Increase funding for legal services

Increase in supportive services for at-risk people currently in housing

Increase funding for tenant-based rental assistance

Re-entry services for formerly incarcerated individuals

Other

14. Please describe why you selected those specific services as the most needed.

Neighborhood and Community Services

15. Which of the following social services are the most needed by low-income persons? Please select your 1st, 2nd, and 3rd choices from the list below.

Medical and dental assistance

Food assistance

Housing assistance

Veteran services

Behavioral health services (mental health and substance use)

Youth services

Legal assistance

Services for families with children

Services for older adults

Services for people with disabilities

Services for victims of domestic or sexual abuse

Violence prevention services

Other

16. Please describe why you selected these specific services as the most needed.

17. Which of the following community development activities are most needed in our community now? Please select your top choice from the list below.

Assisting non-profit agencies with facility acquisition or improvements

Improvements to public infrastructure (streets, curbs, sewer and storm water systems)

Neighborhood/"main street" redevelopment (parks, community centers, beautification)

Improve substandard or deteriorated properties (non-residential)

Other

18. Please describe why the service you selected is the most needed.

19. Please rank the following to indicate your level of importance for funding the following community leadership and engagement activities:

Maintain support for services provided by existing neighborhood center

Rehabilitate existing neighborhood centers to expand services offered

Develop new neighborhood centers in areas with a high need for services

Maintain support for community gardens

Support partnerships between community gardens and neighborhood centers

Provide funding to community leaders that engage neighbors (e.g. stipends)

Provide additional spaces to community leaders and groups to engage neighbors

Out-of-school programming for older youth

Other

20. On a scale from 1 to 5, with 1 being not important at all and 5 being most important, please rank the importance of improving public transportation options for residents of Dane County

1 2 3 4 5

Business and Economic Development

21. What economic opportunities and activities are most needed in your community? Please select your 1st, 2nd, and 3rd choices from the list below.

More loans to entrepreneurs and micro-enterprises

More technical assistance for micro-enterprises and entrepreneurs (counseling and training for business owners)

More technical assistance for businesses owned by women and/or Persons of Color

Job creation through micro-enterprise assistance

Job creation through small business assistance

Creating jobs in low-income neighborhoods

Increased amount financial support to entrepreneurs and micro-enterprises led by women and persons of color

Increase employment training programs targeted for people at-risk of or currently experiencing homelessness

Creating jobs for disabled persons

More funding for job training and placement

Funding for transitional employment programs

22. Please rank the following to indicate your level of importance for funding the following business development activities:

Job skills training and placement hosted by the City/County

Increase funding support for job skills training hosted by private employers/unions

Develop business and industrial parks

Develop business incubators

Increase funding for façade and energy efficiency improvements in commercial spaces

23. What workforce development activities are most needed in your community? Please select your 1st, 2nd, and 3rd choices from the list below.

Increased apprenticeship/technical skills training for low-income individuals

Increased employment opportunities near where low- and moderate-income residents live (i.e. addressing the job/skills mismatch)

Job training and placement/employment opportunities for formerly incarcerated individuals

Payment for participation in job skills training programs (i.e. payment for lost wages due to training)

Transportation subsidies for low- and moderate-income workers to travel to/from employment

Funding businesses that support cohort-style internship/training opportunities for low-income persons

POPULATIONS IN NEED

24. Which target population(s) in your community are most in need of housing assistance and/or services? Please select up to 3.

Older adults

Single persons

Families

Youth

Households of Color

Persons experiencing chronic homelessness

Persons with disabilities

Victims of domestic violence

Veterans

Formerly incarcerated persons

LGBTQ+ persons

Other

25. Which target population(s) in your community are most in need of economic assistance and/or job training services?

Please select up to 3.

Older adults

Low- and moderate-income adults

Youth

Persons of Color

Persons experiencing chronic homelessness

Persons with disabilities

Victims of domestic violence

Veterans

Formerly incarcerated persons

LGBTQ+ persons

Other

26. Do you have any other comments or information you would like to share with us about housing assistance and services in your area? About your agency? Other?

[Intentionally left blank for September 5, 2019 & October 3, 2019 Public Comments]

City of Madison

Citizen Participation Plan

A. PURPOSE

The City of Madison (City) Community Development Division (CDD) welcomes the participation of Madison citizens in the development, implementation, and evaluation of its HUD-funded Community Development Program. The goal of this plan is to outline the opportunities for Madison residents, especially low- and moderate-income residents; residents living in low- and moderate- income neighborhoods or participating institutions; businesses; and community organizations to help shape the activities of the Community Development Program. This plan is in conformance with Section 103(a)(3) of the Housing and Community Development Act of 1974 and 24 CFR 91.105, which are the federal regulations governing citizen participation in the Consolidated Planning process. This Plan provides for and encourages public participation in the development of the Consolidated Plan, any substantial amendments to the Consolidated Plan, and the performance report (CAPER).

The City of Madison Community Development Division will have lead responsibility for developing and implementing the Consolidated Plan. Policy oversight will be the responsibility of the Madison Community Development Block Grant (CDBG) Committee, which is composed of three alders and six appointed citizen members.

Since 1986, the City of Madison CDBG office has actively sought the involvement of Madison citizens in its community needs assessment and planning. Community Development staff have analyzed information, trends, citizen survey and focus group responses, and input from public hearings to develop recommendations for each area. As the program progressed, the City included more public funding bodies in the process to develop a more comprehensive look at community needs. While still adhering to this comprehensive approach, the CDD also uses information gathered in real time through its operation of publicly-funded projects.

While the structure of the CDD allows for ongoing participation of residents and groups, the Citizen Participation Plan applies to seven areas that the CDBG office oversees; (1) CDBG Committee Meetings and Regular Public Hearings; (2) Two-Year Funding Framework; (3) Development of the Five-Year Consolidated Plan; (4) One-Year Action Plan; (5) substantial amendments to the Consolidated or Action Plans; (6) Consolidated Annual Performance and Evaluation Report (CAPER); and (7) amendments to the Citizen Participation Plan. HUD requires that citizens have an opportunity to review and comment on the development and drafts of the aforementioned documents to allocate funding to the jurisdiction. This document outlines how Madison residents may participate in these seven key areas.

B. CITIZEN PARTICIPATION PLAN

CDBG Committee Meetings and Public Hearings

The City has a nine-member CDBG Committee that is comprised of citizens and elected officials. The Committee discusses ongoing issues of the program's operations, recommends funding for

particular projects and oversees the development of all HUD projects funded through the City of Madison. Additionally, the Committee provides an opportunity for continuous citizen and organizational participation through regular meetings and public hearings.

The Committee holds at least one meeting each month, as long as there is at least one item on the agenda and quorum is met. All Committee meetings are publicly noticed and open meetings and are operated in a manner that permits citizen comments. These meetings follow the public meeting notice requirements outlined under the "Notifications" section of the Citizen Participation Plan. The Committee maintains written and public minutes of its meetings, and has organized certain key public documents, such as a publicity brochure, its annual objectives, and its Grantee Performance report, so that the information is available through staff in the Mayor's office, and in the Department of Planning and Community & Economic Development.

In addition to its monthly meetings, the Committee holds a minimum of two public hearings each year. Generally, the hearings are held to obtain citizens' views on housing and community development needs, development of proposed activities, and review of program performance. However, the agenda for the hearings may be specifically targeted if it is a funding or consolidated planning year. The first hearing is typically held in late summer and the second hearing in late fall. The hearings follow the requirements outlined in the "Notifications" section of this document.

CDBG office staff participate in community-based meetings and task forces to continuously explore and obtain feedback on issues involved in implementing a sound community development program. Staff, as well as some Committee members, are involved in such meetings with the Homeless Services Consortium of Dane County, the Third Sector Group, Neighborhood Resource Teams, and ad hoc groups like the Housing Strategy Committee. These meetings serve as important sources of information about working with members of the target population.

Two-Year Funding Framework

The CDBG office sets its Program Funding Framework to cover each two year period. The goals and objectives of the two year period are derived from the CDBG office's Five-Year Plan and support other Department- and City-wide strategic goals, objectives and allocation processes. Setting the Funding Framework involves gathering input from Madison residents as well as the community agencies with which the CDBG office regularly collaborates.

The CDBG office develops a separate calendar and detailed explanation of funding processes. To encourage active participation and understanding in the funding processes, the CDBG office outlines and distributes the opportunities for participation by citizens and applicant agencies through mailings, electronic Listservs, public meetings, the CDBG office website, and alders. All meetings are held in accessible buildings located in neighborhoods with high concentrations of low- and moderate-income persons or at City offices, and are advertised in the City's two major newspapers and many community organizations' newsletters. All public meetings and hearings follow the requirements outlined in the "Notifications" section of this document.

Development of the Five-Year Consolidated Plan

The Consolidated Plan is developed through a collaborative process to establish a longer term vision for Madison's community development goals and objectives. Participation from citizens, community agencies and other interested stakeholders is an important part of the process. Individual consultations, public meetings and hearings, occasional public surveys and written comments are incorporated into the participation strategy. The CDBG office makes a special effort to reach out to the citizens residing in CDBG-funded or targeted neighborhoods for their ongoing input into the consolidated plan. Additionally, the office encourages the participation of all residents, including Persons of Color, Limited English Proficiency populations, and persons with a disability. This section outlines the steps for public participation in the Five-Year Consolidated Plan.

Individual Consultations

Before drafting the Five-Year Plan, the City receives input from various community institutions. Many of these agencies have continuous and frequent contact with the CDBG Program and Commission. However, during the spring and summer, CDBG staff meets with public and private, non-profit and for-profit agencies and community organizations to specifically discuss the Five-Year Plan. These consultations may be through individual meetings, task force or neighborhood meetings or other means. The purpose is to gain input and data that will guide the development of the goals and objectives in the Five-Year Plan.

Citizen Input: Public Hearings and 30 Day Comment Period

Citizens are encouraged to provide input into the Five-Year Plan through Public Hearings and the Comment Period. In addition to an opportunity to indicate community needs that should be reflected in the objectives of the plan, citizens may comment on the draft plan before it is finalized. Any comments received through public hearings or the comment period will be recorded, summarized and addressed in the Five-Year Plan.

Public Hearings: The CDBG office holds at least two public hearings to provide an opportunity for input by Madison residents, especially residents living in low-income or in targeted neighborhoods, in the Five-Year Plan. The first hearing is held to gather information on community needs from citizens. The second hearing is to receive oral comments on the draft Consolidated Plan, prepared by CDBG office staff. The public hearing is advertised to citizens following the "Notifications" section of this document. The publication includes a summary of the plan that includes the contents and purpose of the consolidated plan.

Comment Period: Citizens are given a 30-day period to submit comments on the draft plan.

The comment period starts when the draft is published, two weeks before the public hearing. It is available to citizens at various locations, including public libraries, specified neighborhood centers, the CDBG office website, CDD office and other public gathering spots. Notification of the draft plan and the designated locations will be published in the main newspaper and other media platforms and publications that target Persons of Color, special needs or target neighborhood populations. Additionally, the CDBG office will provide, upon request, a reasonable number of free copies of the plan to citizens and interested stakeholders.

Final Consolidated Plan

The plan includes a summary of all written and oral testimony that will be considered in the final Consolidated Plan. Additionally, the plan will provide reasons for any comments or views not accepted. The final plan is reviewed and approved by the CDBG Committee, City Finance Committee and City Common Council. The plan is submitted to HUD no later than 45 days before the start of the program year.

One-Year Action Plan

Each year an Action Plan and CAPER are submitted to HUD. The Action Plan outlines the funding allocations that will be used to achieve the objectives outlined in the Consolidated Plan. During the development of the Action Plan for the City of Madison, there is a public hearing held in conjunction with a CDBG Committee meeting. The public hearing follows the publication requirements outlined in the "Notifications" section of this document. In addition to the public hearing, the Action Plan is published for at least 15 days for written public comment. The final Action Plan is approved by the CDBG Committee, City Finance Committee and City Common Council before it is submitted to HUD.

Substantial Amendments

The Citizen Participation Plan allows for substantial amendments to the One-Year Action Plan or Five-Year Consolidated Plans. Substantial amendments only apply to the changes in the use of CDBG funds, from one eligible activity to another. The CDBG office defines a substantial amendment as:

"Any change in the allocation or distribution of funds, activity, or recipient and the dollar amount of that change is equal to or greater than 25% of the current fiscal year federal allocation."

If there is a proposed substantial amendment to the Consolidated Plan or Action Plan, CDBG staff will draft the amendment. A brief summary of the change will be published and identify where the full document can be reviewed. Once noticed, the public may review the document for 30 days and provide written comment to the CDBG office. During the 30 day comment period, a public hearing will be held at a CDBG Committee meeting to allow for oral citizen input. The hearing will follow the "Notifications" section of this document.

The final amendment includes a summary of and response to all citizen comments that were received. The amendment must be approved by the CDBG Committee, City Finance Committee and City Common Council.

Consolidated Annual Performance and Evaluation Report (CAPER)

The CDBG office encourages citizen participation and input in the Consolidated Annual Performance and Evaluation Report (CAPER). There is one public hearing on the CAPER held near the time of its submission by the City. The meeting is publicly noticed, held as part of a regularly scheduled CDBG Committee meeting, and encourages citizen comment about the program. The hearing follows the "Notifications" section of this document.

The draft CAPER is published for at least 15 days to receive comments on the performance report before it is submitted to HUD. The final report considers any comments received in writing or orally at a public hearing and includes a summary of all comments. The draft is available to citizens at various locations, including public libraries, specified neighborhood centers, the CDBG website, CDD office and other public gathering spots.

The final CAPER includes a summary of and response to all citizen comment received orally or in writing. The CAPER is approved by the CDBG Committee, City Finance Committee and City Common Council before it is submitted to HUD.

Substantial Amendments to the Citizen Participation Plan

If changes to the Citizen Participation Plan are necessary, the changes will be drafted by the CDBG office staff and reviewed by the CDBG Committee. The CDBG Committee meeting is held to review the changes will incorporate a public hearing to afford citizens the opportunity for oral comment. This meeting will follow the procedure outlined in the "Notifications" section of this document. After reasonable notice, the draft will also be available to the public for a minimum of 15 days for written comment. The updated Citizen Participation Plan considers all the written or oral comments received before it is adopted.

C. GENERAL REQUIREMENTS

Public Hearings

At least two (2) public hearings are held each year to obtain feedback and input from Madison citizens, public agencies, and other interested parties on the housing and community development needs for the City. Generally, one public hearing is held in the first quarter of the year. Any public hearing before the CDBG Committee or other appropriate organizations or groups are advertised as outlined in the "Notifications" section below.

Public Meetings

All CDBG Committee and Subcommittee meetings are public and open meetings. Any open meetings must meet the requirements outlined in the "Notification" section of this document.

Notifications

Advance notice of all public meetings and hearings are provided to residents in compliance with governing regulations.

Public notice of **open meetings** shall be given at least 24 hours prior notice and set forth the time, date, place and subject matter of the meeting as required by the Madison Code of Ordinances. The notice, agenda and minutes of all open meetings are submitted to the City Clerk and posted on the City website. Additionally, citizens may obtain specific information pertaining to federally-assisted housing and community development programs on the CDBG office website.

At least two weeks' notice is provided for any **public hearing** as required by HUD. Notice is provided by posting on the City website through the City Clerk. Citizens may also view this information on the CDBG office website.

In addition to posting on the City website, citizens receive additional notice for public hearings related to the Consolidated Plan, Action Plan or substantial amendments. Advertisements are published in local newspapers for general circulation and appear in English, Spanish and/or Hmong, if more appropriate. These advertisements appear for at least two weeks prior to any public hearing or comment period. The advertisements include a notice of the hearing, a summary of the relevant documents to be discussed, the process for public comment and a list of locations where relevant documents may be reviewed.

Accommodation

All public meetings and hearings are held in locations that are accessible to persons with disabilities. Upon request, translation for non-English speaking residents and/or those who are hearing impaired will be provided. These or other provisions necessary to accommodate residents may be available if requested at least five business days prior to a public hearing or meeting. The CDBG Committee makes an effort to hold at least one meeting (either a regular monthly meeting or a public hearing) per year at a location where CDBG funds are directed or another low-income area.

Document Access

Upon request, copies of all planning documents are available to the public. The Consolidated Plan, Action Plan, annual performance report, Citizen Participation Plan and other documents are posted on the CDBG office website. The public has the opportunity to review these documents while in draft form to incorporate citizen comments and input into the final document. Draft documents will be available at several locations throughout the City. The list of documents is published in the public hearing advertisement, but generally includes public libraries, neighborhood centers, the CDD office, public housing authorities and other non-profit organizations' offices. Citizens may contact the CDBG office to obtain a copy of the written documents. Upon request, the documents may be obtained in a form accessible to persons with disabilities.

Access to Records

Upon request, citizens, public agencies, and other interested parties will be provided reasonable and timely access to information and records relating to the consolidated plan, citizen participation plan, performance reports, and the City's use of federal assistance awarded under grant programs.

Technical Assistance

Technical assistance may be provided to neighborhoods targeted by CDBG funds or other low-income areas that need assistance preparing funding proposals or participating in the consolidated planning process. Assistance may be limited to the extent that staff or other resources are available, or if prohibited by federal, State, County or City rules or regulations.

This provision does not involve the use of City equipment, reassignment of City staff to the proposed group or project or guarantee an award of funds.

Complaints

The CDBG office staff is responsible for receiving and responding in writing to citizen complaints regarding any HUD-funded program or activity, including Consolidated Plan activities. Staff will provide a substantive, written response to the complainant within 15 business days, where practicable. If the response cannot be prepared within 15 business days, the complainant will be notified of the delay and the approximate date that the response will be provided.

Complaints should be addressed to:

City of Madison Community Development Division

215 Martin Luther King, Jr. Blvd., Suite 300, Madison Municipal Building
PO Box 2627 · Madison, Wisconsin 53701-2627

OR

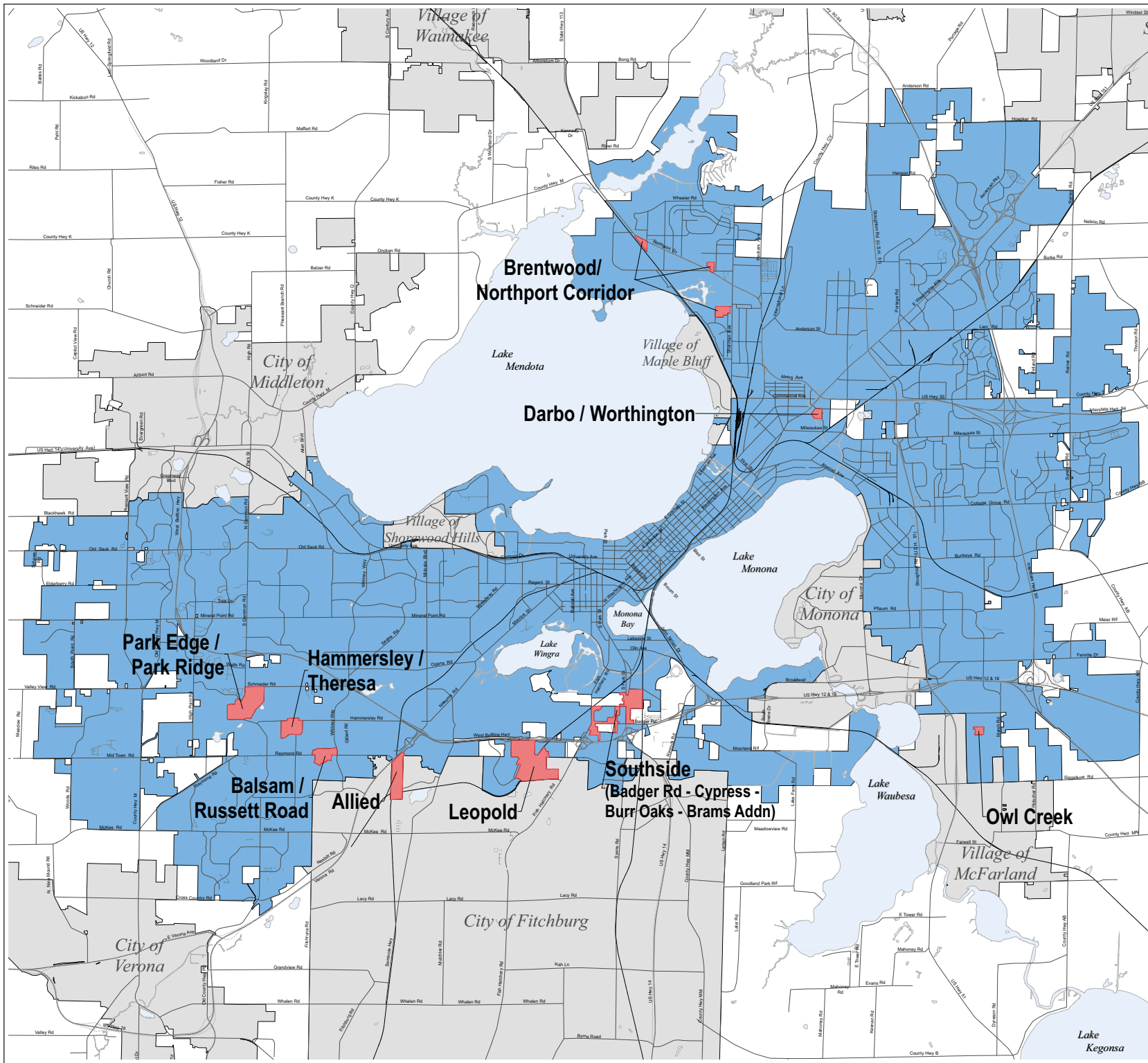
cdbg@cityofmadison.com

Summary of Actions

Impediments, Goals, and Actions	Responsible Party	Timeline
1. Actions to alleviate Supply Impediments		
1.1 Build more rental units		
1.1.1 Establish policies to maintain a 5% vacancy rate	Housing Strategy Com., Plan Commission, Council, staff	2014
1.1.2 Encourage flexible development (condo or rental)	Housing Strategy Com., Plan Commission, Council, staff	Ongoing
1.1.3 Create programs or incentives (Vancouver as model)	Housing Strategy Com., Plan Commission, Council, staff	2014
1.2 Build more large assisted rental units		
1.2.1 Offer incentives to encourage more large units	Housing Strategy Com., Plan Commission, Council, staff	Ongoing
1.3 Increase supply of single occupancy units		
1.3.1 Study this gap and identify strategies to increase supply	Housing Strategy Com., Plan Commission, Council, staff	2014
2. Actions to alleviate Affordability Impediments		
2.1 Build more affordable units		
2.1.1 Evaluate demand at various income levels and set targets and strategies for new unit creation	Housing Strategy Committee, Plan Commission, Council, Staff	2014
2.1.2 Encourage the inclusion of units affordable to low and very low income residents in development in all neighborhoods	Housing Strategy Committee, Plan Commission, Council, Staff	Ongoing
2.1.3 Provide incentives for the rehabilitation of existing affordable market rate units to mitigate/prevent their replacement by non-affordable units	Housing Strategy Committee, Plan Commission, Council, Staff	Ongoing
2.1.4 Encourage more non-traditional housing types (co-housing, co-ops, etc.)	Housing Strategy Committee, Plan Commission, Council, Staff	Ongoing
3. Actions to alleviate Financial Impediments		
3.1 More loans to minorities		
3.1.1 More credit and homebuying education	Staff, Homebuyers Roundtable	Ongoing
3.1.2 More lender education to avoid predatory lending	Staff, Homebuyers Roundtable	Ongoing
3.1.3 More post-purchase education to improve ownership experience	Staff, Homebuyers Roundtable	Ongoing
3.1.4 Encourage local lenders to Affirmatively Further Fair Housing, including outreach to underserved communities	Staff, Homebuyers Roundtable	Ongoing
3.1.5 Further target City home loan programs toward racial and ethnic households and neighborhoods	Staff	Ongoing
3.1.6 Make City loan program information easy to find and understand on the City website	Staff	2014

Impediments, Goals, and Actions	Responsible Party	Timeline
4. Actions to alleviate Spatial Impediments		
4.1 Direct assisted/subsidizing housing toward all neighborhoods		
4.1.1 Resist neighborhood opposition to affordable housing	Plan Commission, Council	Ongoing
4.1.2 Collaborate with CDA and WHEDA to prioritize certain neighborhoods for new units	Staff, CDA, Plan Commission, Council, Housing Strategy Com.	Ongoing
4.1.3 Develop a Comprehensive Housing Strategy	Housing Strategy Committee, Staff, Council	2014
4.1.4 Adjust development review fees to tie the fee to the projected unit value or rental cost	Staff, Council	2014
4.2 Reduce racial segregation		
4.2.1 Acknowledge and craft policy to reduce racial segregation in the comprehensive plan, neighborhood plans, Comprehensive Housing Strategy and the 5 year Consolidated Plan for HUD funding.	Staff, Plan Commission, Council, Housing Strategy Com.	Ongoing
4.3 Improve job access via Metro Transit		
4.3.1 Evaluate the routing system and schedule with a focus on the needs of low-income residents and neighborhoods	Staff, Committees, Council, Transit and Parking Commission	2014- 2020
4.3.2 Develop more housing along transit corridors	Plan Commission, Council, Transit and Parking Commission	Ongoing
4.4 Improve access to grocery stores		
4.4.1 Encourage development and services that offer daily grocery access in all neighborhoods	Staff, Plan Commission, Council	Ongoing
5. Actions to alleviate Administrative Impediments		
5.1 Increase use of fair housing compliant procedures		
5.1.1 Simplify materials and emphasize ease and quick resolutions	Staff	2014
5.1.2 Optimize the City website to make it easy to find fair housing info	Staff	2014
5.1.3 Coordinated training to identify and direct housing-related complaints	Staff	2014
5.1.4 Add "Housing Discrimination" to the Report a Problem system	Staff, IT	2014
5.1.5 Contract with a Qualified Fair Housing Enforcement Organization to provide investigative services	Staff	Ongoing
5.1.6 Revise fair housing ordinances to be consistent with state law	Staff, Council	2014

Impediments, Goals, and Actions	Responsible Party	Timeline
5.2 Establish implementation strategies and responsibility		
5.2.1 Establish clear implementation roles and responsibilities within DPCED	DPCED Director, Staff	2014
5.2.2 Collaboration and Coordination among DPCED, CDA, DCR	Directors and Staff of each	2014
5.2.3 Streamline and combine funding programs	Mayor, Council, Staff	2014-2016
5.3 Prevent segregation of disabled residents in group homes		
5.3.1 Consider revisions to the number of residents allowed in Community Living Arrangements	Staff, Plan Commission, Council, Commission on People with Disabilities	2014
5.4 Improve protected class representation on Boards and Commissions		
5.4.1 Actively recruit women, African Americans, Hispanics, and disabled persons to City boards and commissions	Council, staff	Ongoing



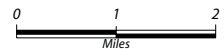
Neighborhood Resource Team Focus Areas

- NRT Focus Areas**
- City of Madison**
- Other Cities and Villages**

Neighborhood Resource Teams Allied

- Balsam / Russett**
- Brentwood / Northport Corridor**
- Darbo / Worthington**
- Hammersley / Theresa**
- Leopold**
- Owl Creek**
- Park Edge / Park Ridge**
- Southside**

APPENDIX C



CDBG Target Areas

APPENDIX D

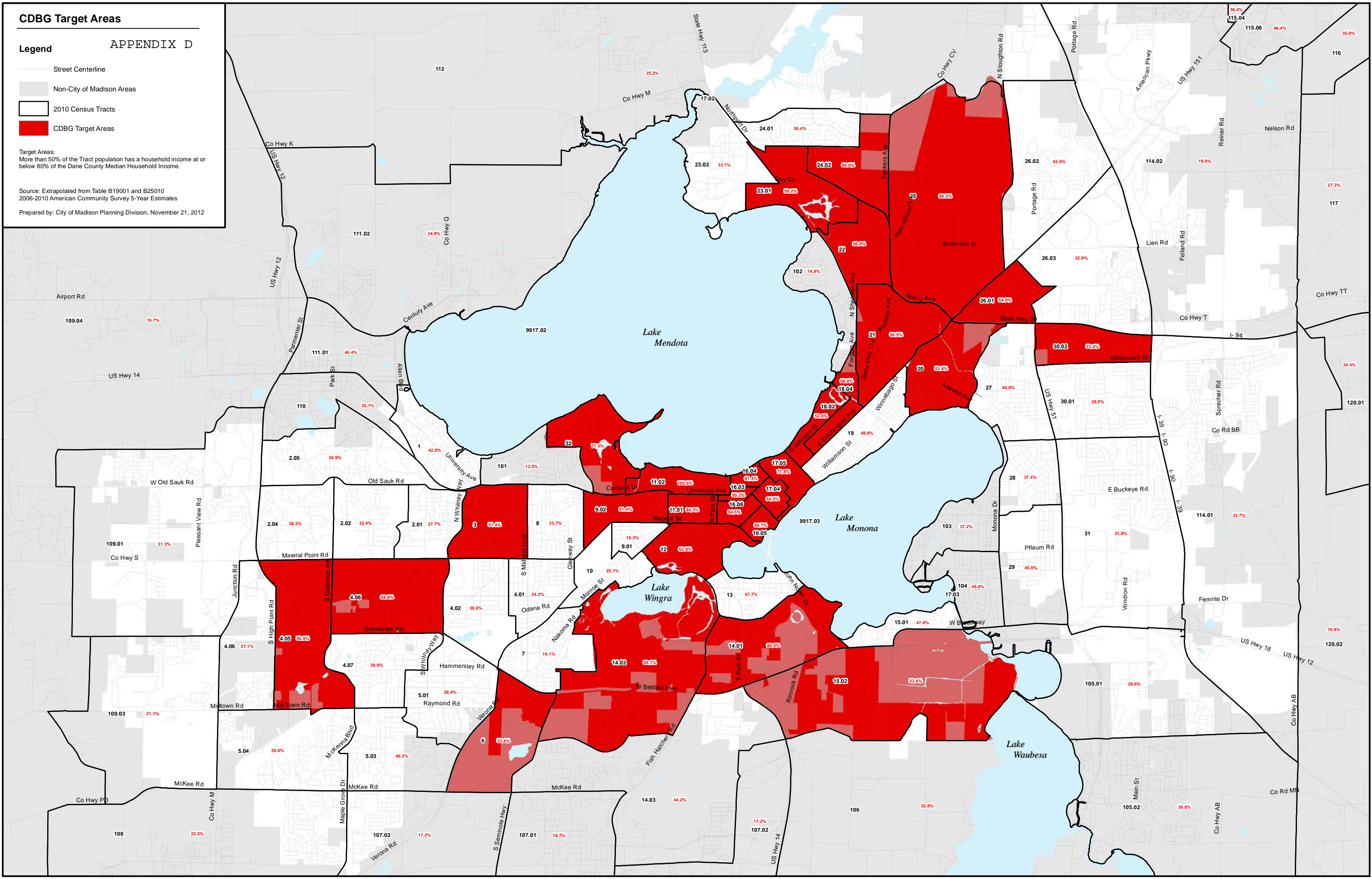
Legend

- Street Centerline
- Non-City of Madison Areas
- 2010 Census Tracts
- CDBG Target Areas

Target Areas:
More than 50% of the Tract population has a household income at or below 80% of the Dane County Median Household Income.

Source: Extrapolated from Table B19001 and B25010
2006-2010 American Community Survey 5-Year Estimates

Prepared by: City of Madison Planning Division, November 21, 2012



Goal 1: Prevent Homelessness

Actions	Measures	2020 Proposed Achievement
Provide prevention financial assistance and services to low-income households that are most likely to become homeless	Number of households that received homeless prevention financial assistance	80
	Number of households that received homeless prevention legal services	234
	Number of households that received homeless prevention mediation services	70
Expand rapid resolution (diversion) as an empowering approach to preventing homelessness in a manner that ensures safety	Number of households that received emergency shelter diversion services	450
	Percentage of households that received diversion services and did not return to shelters for the following 60 days	50%

Goal 2: Reduce the Length of Time People Experience Homelessness

Actions	Measures	2020 Proposed Achievement
Provide outreach services to individuals and families experiencing homelessness, especially people who are unsheltered, and connect them to permanent housing	Number of households that enrolled in outreach programs	200
	Percentage of households that exited to permanent housing by street outreach programs	40%
Provide housing-focused supportive services at emergency shelters to help people move to permanent housing as quickly as possible	Percentage of individuals that exited to permanent housing by singles shelters	15%
	Percentage of family households that exited to permanent housing by family shelters	45%
	Average length of time individuals and households remain at shelters	38 days
Provide rapid rehousing rent assistance and supportive services to individual and family households	Number of individuals that received rapid rehousing assistance	47
	Number of family households that received rapid rehousing assistance	97
	Percentage of individual and family households that exit to permanent housing by rapid rehousing programs	70%

Goal 3: Increase Housing Stability

Actions	Measures	2020 Proposed Achievement
Provide permanent supportive housing to chronically homeless individuals and families including veterans	Number of individuals served in permanent supportive housing programs	451
	Number of family households served in permanent housing programs	132
	Percentage of individual and family households that exited to other permanent housing or retained permanent supportive housing	90%



DANE COUNTY
WRITTEN STANDARDS
2019

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INTRODUCTION

The Continuum of Care (CoC) plans and coordinates a system of homeless housing and services in order to meet the needs of the population and subpopulations experiencing homelessness within the geographic area of the Continuum. The local CoC encompasses Madison and Dane County and is called the Homeless Services Consortium (HSC).

The Continuum of Care (CoC) and Emergency Solutions Grant (ESG) Program Interim Rules require recipients of ESG funds and CoCs to develop, in coordination with each other, written standards for administering assistance. All programs that receive CoC, ESG, and State of Wisconsin Emergency Solutions Grant/Housing Program/Homeless Prevention Program (EHH) must abide by the applicable sections of the standards in full. Programs funded through other sources are highly encouraged to follow these standards and may be required by the funders to comply with the standards. These standards do not replace policies and procedures created by homeless services providers, but rather they provide an overall context for programs funded with federal, state and local funding.

The written standards will:

- Establish community-wide expectations on the operations of projects within the community;
- Ensure the system that is transparent to users and operators; and
- Establish a minimum set of standards and expectations in terms of the quality expected of projects.

The first version of the written standards were developed by the HSC Written Standards Committee and approved by the HSC Board of Directors (Board) in consultation with ESG recipients in 2016. The standards are reviewed annually by the HSC Core Committee and recommended changes are approved by the Board.

In reviewing and updating the standards, the Core Committee uses the HSC listserv to invite HSC members to join the process. Recommendations for changes to the standards go out to the HSC for feedback and are presented to the HSC Board. The Board reviews and approves the standards. The Board meeting is open to the public and the agenda is publicly noticed, allowing opportunities for the public to provide input.

Changes made in the standards go into effect within 90 days of the Board approval of the changes, unless specified otherwise by the Board. The Board or the CoC Coordinator as designated by the Board is responsible for notifying the agencies receiving CoC, ESG, EHH, or other public funds that require compliance with the standards in writing.

The Board uses the written standards when evaluating program applications for the CoC, ESG and EHH funds. Programs that fail to abide by the standards may not be approved for future CoC, ESG, or EHH funding.

- CoC and ESG funded programs will complete the written standards checklist (Appendix TBD) as a self-monitoring tool and submit to CoC Coordinator annually. CoC Coordinator will pass them onto the Board and appropriate funders.
- The Board designee for ESG, EHH, and CoC funds will use the written standards checklist to review compliance with the standards during monitoring. Programs found not in compliance with the standards must work with the funder or funding administrator to address the compliance issue within timeframe designated by the funder. Results of the written standards compliance monitoring and approved plans of correction will be shared with the Board upon funder's approval of plan of correction. In limited circumstances, a waiver may be requested to the Board if an agency cannot reasonably comply with the standards. The Board may grant or deny a waiver or choose to revise the standards.

If an agency disagrees with non-compliance finding with the standards, the agency may submit a written notice of appeal to the entity issuing the non-compliance finding within 30 days. The Board will make the final determination if the agency is in compliance with the standards.

The Board will use the agency self-monitoring and funder monitoring results regarding written standards compliance to inform strategy development (e.g. training, peer support, shared tool, etc.) to move the CoC towards increased compliance with the standards. The Board will facilitate training for any major changes in the standards.

Outside of the standard monitoring process, if the CoC Coordinator or the Board receives concerns regarding written standards compliance, the Board will investigate the concern, provide technical assistance, and require corrective action as necessary.

In keeping with the goals and objectives of the Dane County "Community Plan to Prevent and End Homelessness," all activities provided through the agencies of the Homeless Services Consortium should further the mission of preventing or ending homelessness for households in need.

Homeless housing and service providers must coordinate and integrate activities targeted to homeless people in the Dane County Continuum of Care system. Programs designed to serve homeless and at-risk households must provide a strategic and community-wide system to prevent and end homelessness.

In addition to the services provided by each agency, each program will play an active role in connecting participants to mainstream services, which are services not specifically designated for homeless households. All Consortium agencies agree to coordinate their services with other providers for the benefit of their participants. Examples of these programs include the Department of Housing and Urban Development (HUD) public housing programs, Section 8 tenant assistance, Supportive Housing for Persons with Disabilities, HOME, Temporary Assistance for Needy Families, Medicaid, Badger Care, public school districts, Head Start, Social Security, Social Security Disability, Social Security Disability Insurance, and Food Share.

SECTION I: GENERAL REQUIREMENTS

1. PROGRAM STANDARDS

1. In providing or arranging for housing, shelter or services, the program considers the needs of the individual or family experiencing homelessness.
2. The program provides assistance in accessing suitable housing.
3. The program is aligned with the community goals for the Built for Zero initiative, the Homeless Services Consortium Plan to Prevent and End Homelessness, and current Department of Housing and Urban Development priorities, including priorities for ending homelessness among specified sub-populations.
4. The Vulnerability Index & Service Prioritization Decision Assistance Tool (VI-SPDAT), Vulnerability Index & Family Service Prioritization Decision Assistance Tool (VI-F-SPDAT), or Transition Age Youth-Vulnerability Index & Service Prioritization Decision Assistance Tool (TAY-VI-SPDAT) will be used when screening households for Permanent Supportive Housing and Rapid Re-housing programs. The latest version will be posted on the Homeless Services Consortium website.
5. The full Service Prioritization Decision Assistance Tool (SPDAT) is to be recommended as an assessment tool for housing case management and housing programs. The full SPDAT should only be administered by staff trained to do so. SPDAT data should be entered into the Homeless Management Information System (HMIS).
6. Each housing and housing case management program must be aware of and inform households of the educational rights of children and unaccompanied youth in their programs. Materials explaining rights should be provided to applicable households. Program staff will collaborate with the Transition Education Program (TEP) or other school officials to coordinate educational services. Program staff will highly encourage school attendance and will work with households to address any barriers to regular attendance. If attendance and truancy concerns are noted, program staff will communicate/coordinate with school staff.
7. Each program in the CoC will provide accurate and up-to-date information on eligibility criteria for the program; e.g. – gender specific, individuals/families. Each agency will provide information to Coordinated Entry.
8. Each housing and housing case management program in the CoC will use the Mainstream Benefits Checklist. This checklist should be kept in the file for each household and updated annually.
9. Each program will make language translation service available for clients when needed by utilizing available services, such as a language line.
10. All ES, TH, PSH, RRH, and other PH providers must provide information for Housing Inventory Chart (HIC) and Point in Time (PIT) as requested by the CoC or its designee.

2. CASE MANAGEMENT SERVICES

MINIMUM STANDARDS

1. The frequency of case management services will vary based on program participant need. Initial contacts with the participant will typically be at least weekly and continued contacts will be at least monthly. In-person contact is preferred whenever possible.
2. Case management services include, but are not limited to: developing an individualized housing/service plan, assistance with obtaining and maintaining housing, counseling, employment referrals, education, referral and coordination of services, accessing mainstream benefits, and coordinating with schools.
3. Case management service plans will incorporate the participants' expectations and choices for short and long-term goals.
4. Together, the program and program participants will develop a schedule for reassessing the individualized service plan. The reassessments will occur at least annually, and as often as required by the funder.

3. PERSONNEL

All programs shall be adequately staffed by qualified personnel to ensure quality service delivery, effective program management, and the safety of program participants.

MINIMUM STANDARDS

1. The agency selects, for its service staff, only those employees and/or volunteers with appropriate knowledge, or experience, for working with individuals and families experiencing homelessness and/or other issues that put individuals or families at risk of housing instability.
2. The program provides training to all paid and volunteer staff on both the policies and procedures employed by the program and on specific skill areas as determined by the program.
3. All paid and volunteer service staff participates in ongoing and/or external training and development to further enhance their knowledge and ability to work with individuals and families experiencing homelessness and/or other issues that put individuals or families at risk of housing instability. Examples of training topics include, but are not limited to, harm reduction, trauma informed care, housing first and racial justice.
4. For programs that use HMIS, all HMIS users must abide by the standard operating procedures found in the HMIS Policies and Procedures manual. Additionally, users must adhere to the privacy and confidentiality terms set forth in the User Agreement.
5. Agency staff with responsibilities for supervision of the casework, counseling, and/or case management components have, at a minimum, a bachelor's degree in a human service-related field and/or experience working with individuals and families experiencing homelessness and/or other issues that put individuals or families at risk of housing instability.
6. Staff with supervisory responsibilities for overall program operations shall have, at a minimum, a bachelor's degree in a human service-related field and/or demonstrated ability and experience that qualifies them to assume such responsibility.
7. All staff has a written job description that, at a minimum, addresses the major tasks to be performed and the qualifications required for the position.

8. The program operates under affirmative action and civil rights compliance plans or letters of assurance.
9. Case supervisors review current cases and individual service plans on a regular and consistent basis to ensure quality, coordinated services.

4. HOUSING FIRST

Housing First is a proven method of ending all types of homelessness, and is the most effective approach to ending chronic homelessness. Housing First offers individuals and families experiencing homelessness immediate access to permanent affordable or supportive housing, without clinical prerequisites like completion of a course of treatment or evidence of sobriety and with a low-threshold for entry. Housing First permanent supportive housing models are typically designed for individuals or families who have complex service needs, who are often turned away from other affordable housing settings, and/or who are the least likely to be able to proactively seek and obtain housing on their own. Housing First approaches for rapid re-housing provide quick access to permanent housing through interim rental assistance and supportive services on a time-limited basis. Rapid re-housing programs are designed to have low barriers for program admission, and to serve individuals and families without consideration of past rental, credit or financial history. The Housing First approach has also evolved to encompass a community-level orientation to ending homelessness in which barriers to housing entry are removed and efforts are in place to prioritize the most vulnerable and high-need people for housing assistance.

SYSTEM-WIDE HOUSING FIRST ORIENTATION FOR THE HOMELESS SERVICES CONSORTIUM

- Emergency shelter, street outreach providers, and other parts of crisis response system are aligned with Housing First and recognize their roles to encompass housing advocacy and rapid connection to permanent housing. Staff in crisis response system services operate under the philosophy that all people experiencing homelessness are housing ready.
- Strong and direct referral linkages and relationships exist between crisis response system (emergency shelters, street outreach, etc.) and rapid re-housing and permanent supportive housing. Crisis response providers are aware and trained in how to assist people experiencing homelessness to apply for and obtain permanent housing.
- The HSC has a streamlined and user-friendly community-wide process for applying for rapid re-housing, permanent supportive housing and/or other housing interventions. The process includes the use of standardized eligibility forms.
- The HSC has a coordinated entry system for matching people experiencing homelessness to the most appropriate housing and services based on participant choices.
- The HSC has a data-driven approach to prioritizing highest need cases for housing assistance whether through analysis of lengths of stay in Homeless Management Information Systems, vulnerability indices, or data on utilization of crisis services.
- Policymakers, funders, and providers collaboratively conduct planning and raise and align resources to increase the availability of affordable and supportive housing and to ensure that a range of affordable and supportive housing options and models are available to maximize housing choice among people experiencing homelessness.

- Policies and regulations related to permanent supportive housing, social and health services, benefit and entitlement programs, and other essential services, support and do not inhibit the implementation of the Housing First approach. For instance, eligibility and screening policies for benefit and entitlement programs or housing do not require the completion of treatment or achievement of sobriety as a prerequisite.

MINIMUM STANDARDS

1. Program admission/tenant screening and selection practices promote the acceptance of applicants regardless of their sobriety or use of substances, completion of treatment, and participation in services.
2. Applicants are not rejected on the basis of poor credit or financial history, poor or lack of rental history, minor criminal convictions, or behaviors that indicate a lack of “housing readiness.” Although applicants may be rejected due to convictions for violent criminal activity, agencies will make all effort possible to remove barriers to program enrollment. A rejection is only appropriate when an applicant presents a direct threat to the health and safety of program staff and residents and that threat cannot be ameliorated.
3. Supportive services emphasize engagement and problem-solving over therapeutic goals. Services plans are highly tenant-driven without predetermined goals. Participation in services or program compliance is not a condition of permanent supportive housing tenancy. Rapid re-housing programs may require case management as condition of receiving rental assistance as required by state or federal funding.
4. Use of alcohol or drugs in and of itself (without other lease violations) is not considered a reason for eviction. Services are informed by a harm reduction philosophy that recognizes that drug and alcohol use and addiction are a part of tenants’ lives, where tenants are engaged in non-judgmental communication regarding drug and alcohol use, and where tenants are offered education regarding how to avoid risky behaviors and engage in safer practices.
5. If a participant’s tenancy is in jeopardy, every effort is made to offer a transfer to a tenant from one housing situation to another. Whenever possible, eviction back into homelessness is avoided. If unavoidable, every effort is made to connect the participant with outreach or other housing support services.
6. Tenant selection plan for permanent housing includes a prioritization of eligible tenants based on criteria other than “first come/first serve” such as duration/chronicity of homelessness, vulnerability, or high utilization of crisis services.
7. Tenants in permanent housing are given reasonable flexibility in paying their tenant share of rent (after subsidy) on time and are offered special payment arrangements (e.g. a payment plan) for rent arrears and/or assistance with financial management including representative payee arrangements.

RECOMMENDED PROGRAM PRACTICES

1. Tenants are not required to have income for program eligibility.
2. Case managers/service coordinators are trained in and actively employ evidence-based and best practices for client/tenant engagement such as Motivational Interviewing (MI), Critical Time Intervention (CTI), client-centered care, and trauma-informed care. Agencies are recommended to participate in any trainings provided by the HSC.

3. Building and apartment units may include special physical features that accommodate disabilities, reduce harm, and promote health among tenants. These may include elevators, stovetops with automatic shut-offs, wall-mounted emergency pull-cords, ADA wheelchair compliant showers, soundproofing cushions, etc.
4. In the event a provider seeks to terminate services and/or evict a program participant, a notice of termination shall include information of local legal services providers.

PROGRAM EVALUATION FOR HOUSING FIRST¹

In an effort to move to a system-wide orientation to ending homelessness through the use of Housing First principles, the HSC has included the following section to review agency and program adoption of Housing First. Agencies and programs should follow the guidelines below. The guidelines have been created to minimize as many barriers to housing as possible, recognizing that this may not be feasible under all circumstances. In some cases, there may be other entities, including, but not limited to, private landlords, the criminal justice system, and funders, that place additional tenant requirements upon program participants. The HSC Board will conduct an annual Housing First evaluation to inform funding decisions.

The guidelines set forth under this section have been created by the HSC in an effort to promote agency-to-agency review and technical assistance within the HSC for all community programs. All review conducted under this section will be conducted internally by the HSC.

1. Does the project provide and explain the written eligibility criteria, which are in line with the Housing First philosophy, to participants?
2. Does the project have admission/tenant screening and selection practices that promote the acceptance of applicants regardless of their sobriety, use of substances, completion of treatment, or participation in services?
3. Does the project accept participants who are diagnosed with or show symptoms of a mental illness?
4. Does the project have and follow a written policy for the following:
 - a. Stating that taking psychiatric medication and/or treatment compliance for mental illness is not a requirement for entry into or continued participation in the project?
 - b. Not rejecting participants based on previous criminal history that is not relevant to participation in the program, and accepting participants regardless of minor criminal convictions to the project?
 - c. Not rejecting participants based on prior rental history or past evictions to the project?
 - d. Accepting participants regardless of lack of financial resources to the project, unless program operation is dependent upon participant income?
 - e. Accepting participants regardless of past non-violent rule infractions within the agency's own program and/or in other previous housing programs to the project?

¹ Program Evaluation taken from:

<http://www.allchicago.org/sites/allchicago.org/files/2015%20Project%20Component%20-%20FINAL.pdf>

5. Upon entry to the project, the project agrees to allow participants to remain in the project even if they require an absence of 90 days or less due to the reasons outlined below, unless otherwise prohibited by law or funder policy:
 - a. Substance use treatment intervention
 - b. Mental health treatment intervention
 - c. Hospitalization and short-term rehabilitation
 - d. Incarceration
 - e. Or other reason approved by the program supervisor

5. EMERGENCY TRANSFER PLAN

The Continuum of Care is required to have an Emergency Transfer Plan in place in cases of domestic violence, dating violence, sexual assault, or stalking where a household deems their current unit an unsafe living situation. A victim may request an emergency transfer from their current unit to another unit. The ability to request a transfer is available regardless of sex, gender identity, or sexual orientation. Providers shall publicly post the Emergency Transfer Plan on its website and in a conspicuous location on its premises.

ELIGIBILITY CRITERIA

- A victim of domestic violence, dating violence, sexual assault, or stalking qualifies for an emergency transfer if:
 - a. The tenant requests the transfer; and
 - b. The tenant believes there is a threat of imminent harm from further violence if the tenant remains within the same dwelling unit that the tenant is currently occupying; or
 - c. In cases of sexual assault
 - the tenant reasonably believes there is a threat of imminent harm from further violence if the tenant remains in their current unit, or
 - the sexual assault occurred on the premises during the 90-calendar-day period preceding the date of the request for transfer.
- Requests for an emergency transfer can be either written or verbal. If a verbal request is made, staff shall document the request in writing.
- In cases of two adult households where the participant asked to leave was the eligible participant for the housing program, the remaining participant(s) that were not already eligible will have a period of 90 calendar days from the date of the eligible participant leaving to:
 - a. Establish eligibility for the housing program
 - b. Establish eligibility for another housing program
 - c. If not eligible for a housing program, assist with finding alternative housing.

Agencies may extend this period up to an additional 60 calendar days if needed. Case management staff will help to obtain documentation. The provider shall give written notice to the remaining participant of the remaining participant's rights under this section, including the right to an extension. Denials of extensions shall be subject to the provider's grievance process.

- Although every effort will be made to keep the person requesting the emergency transfer in the program, there is no guarantee that continued assistance will be available in the current program or in other program housing.

MINIMUM STANDARDS

1. Upon request for an emergency transfer, the housing provider must establish an individualized plan within 24 hours to the tenant and provide a copy of the plan to the tenant in writing.
2. Program staff must complete an immediate initial emergency transfer if a safe unit can be identified. The participant will move to the new unit without having to undergo an application process.
3. If a participant must move outside of the current project to locate a safe unit, the program staff must communicate with other projects within the CoC's Coordinated Entry System to complete an external emergency transfer. The participant will move to another unit as soon as a unit is identified as available, and on its face, it appears that the tenant is eligible. The applicant will subsequently undergo an application process in order to establish permanent residency in the new unit.
4. Program participants requesting an emergency transfer will be prioritized above any other households for open units.
5. The program participant will make a decision on whether or not a unit qualifies as a safe unit.
6. Program participants may request an external emergency transfer. Participants may also request both an internal and external transfer at the same time in order to speed up the process of identifying a new unit.
7. Agencies participating in Coordinated Entry must accept emergency transfers as they have available units that are deemed safe.
8. Program staff will work together to ensure an immediate transfer to a new safe unit. If needed, the participant may seek shelter while a permanent safe unit is being secured.
9. For families receiving tenant-based rental assistance, if the family separates in order to affect an emergency transfer, the housing provider must work with the family members exiting from the program on housing stability. This may include working with the landlord so the family can stay in the unit or work towards a mutual lease termination. The housing provider will conduct a housing search with the family members for 90 days and if not housed, connect to another provider for ongoing assistance.
10. The housing provider, at its discretion, may make a written request for documentation from the tenant of the occurrence of domestic violence, dating violence, sexual assault, or stalking for which the emergency transfer is requested. **Housing providers are NOT required to request documentation.** Housing provider's policies must include their policy for requesting documentation, if they choose to request documentation. The policy must be consistent with these standards and equally applied to all participants. Should the housing provider exercise its discretion to request documentation, it shall do so in writing. The written request shall inform the tenant of the types of additional documentation that may be provided, any one of which would be acceptable, and the period of time by which the documentation is to be provided. The period of time shall be no less than 14 days and may be extended by the provider. This documentation may include:
 - a. Certification Form (see Appendix B)
 - b. A document:
 - o Signed by an employee, agent, or volunteer of a victim service provider, an attorney, or medical professional, or a mental health professional from whom the victim has sought assistance relating to domestic violence, dating violence, sexual assault, or stalking or the effects of abuse;
 - o Signed by the applicant or tenant; and

- That specifies, under penalty of perjury, that the professional believes in the occurrence of the incident of domestic violence, dating violence, sexual assault, or stalking that is the ground for protection and that the incident meets the applicable definition of domestic violence, dating violence, sexual assault, or stalking (see glossary); or
- A record of a Federal, State, tribal or territorial or local law enforcement agency, court or administrative agency; or
- A statement or other evidence provided by the applicant or tenant.

If the housing provider receives documentation that contains conflicting information, the housing provider may require third-party documentation be obtained within thirty days of the request for third-party documentation. Conflicting information cannot be the result of the housing provider’s own personal biases or stereotypes about survivors. **Housing providers are NOT required to obtain the above documentation.** The housing provider may deny the emergency transfer request if documentation has not been provided. Participants are entitled to written notice of denials of emergency transfer requests that include specific grounds for denial, information on their right to grieve the denial and, a copy of the grievance process.

11. Housing providers must keep a record of all emergency transfers requested under this plan and the outcomes of such requests, and retain these records for a period of three years, or for a period of time specified in program regulations. Requests and outcomes of such requests must be reported to HUD and the CoC Board of Directors annually.

6. TERMINATION AND GRIEVANCE PROCEDURES

MINIMUM STANDARDS

1. Programs should terminate assistance only in the most severe cases, utilizing the housing first philosophy. (See Section I.4 Housing First)
 - Prior to initiating program termination, PSH program staff will complete a Transfer Request Form (Appendix E) and submit to the Coordinated Entry Manager for discussion at the next meeting. At the placement meeting, PSH program staff will discuss the situation and housing options, including keeping the participant in their current program and possibly transferring the participant to another program.
 - Discussion of housing options will be participant-centered.
 - Transfers may be made from PSH to PSH program if the participant has chronic homeless documentation in place prior to program entry.
 - Transfers may be made from RRH to PSH if the participant needs more intensive support services. There must be documentation of chronic homeless status prior to RRH program entry. Transfers from RRH to PSH should not be made only for affordability reasons.
 - Transfers will be granted based on consensus of those present at the Housing Placement Meeting.
2. All agencies providing services with CoC and ESG funds shall be required to have a termination and grievance policy. Policies must allow an applicant to formally dispute an agency decision on eligibility to receive assistance. The policy must include the method an applicant would be made

aware of the agency's grievance procedure and the formal process for review and resolution of the grievance.

3. All agencies must have policies that allow a program participant to formally dispute an agency decision to *terminate assistance*. The policy must include the method that a written notice would be provided containing clear statement of reason(s) for termination, which shall include a detailed statement of facts, the source of the information upon which it was based, and the participant's right to advance review of the agency's file and all evidence upon which the decision was based; a review of the decision in which the program participant is given the opportunity to present evidence (written or orally) before a person other than the person who made or approved the termination decision; and a prompt written notice of the final decision to the program participant. The agency has the burden to prove the basis for their decision by a preponderance of the evidence. The decision shall not be based solely on hearsay.
4. If an agency has a website, they must publicly post their termination and grievance procedures.
5. See the Emergency Shelter section for details on how these programs should handle termination and grievances.
6. If a program participant is terminated from a program in which the agency owns the unit, the program will retain the participant's property for a minimum of 30 days before discarding.
7. Nothing in this section shall prevent an agency from reinstating services pursuant to applicable law.

7. RECORD KEEPING REQUIREMENTS

Agencies are responsible for knowing the reporting requirements for each funder and program. Documentation for the effective delivery and tracking of service will be kept up to date and the confidentiality of program participants will be maintained.

MINIMUM STANDARDS

1. Each participant file should contain, at a minimum, information required by funders, participation agreements and/or signed lease agreements, service plans, case notes, information on services provided both directly and through referral and any follow-up and evaluation data that are compiled.
2. When required by funders, client information must be entered into HMIS in accordance with the data quality, timeliness and additional requirements found in the HMIS Policies and Procedures manual. At a minimum, programs must record the date the client enters and exits the program, and update the client's information as changes occur.
3. Financial recordkeeping requirements include documentation of: all costs charged to the grant, funds being spent on allowable costs, the receipt and use of program income, compliance with expenditure limits and deadlines and match contributions.
4. The program will maintain each participant file in a secure place and shall not disclose information from the file without the written permission of the participant as appropriate except to project staff and other agencies as required by law. Participants must give informed consent to release any client identifying data to be utilized for research, teaching and public interpretation.

5. Files must be saved for a minimum of six years after program discharge. It should be noted that different funders may have different record keeping requirements.

SECTION II: PROGRAM REQUIREMENTS

1. PREVENTION

Homelessness prevention assistance includes rental assistance and housing relocation and stabilization services necessary to prevent an individual or family from moving into an emergency shelter, the streets, or a place not meant for human habitation.

ELIGIBILITY CRITERIA

- Participants must meet one of the following categories of HUD's Homeless Definition under CFR §576.2, AND have an annual income at or below 30% of the county median income:
 - Category 2* (Imminent Risk of Homelessness)
 - Category 3 (Homeless Under Other Federal Statutes)
 - Category 4* (Fleeing/Attempting to Flee Violence, and not living in a place described in Category 1)

*Category 2 and category 4 participants must have no other residence AND lack the resources and support networks to obtain other permanent housing.

OR

Individuals and families who do not meet the definition of "homeless" under any of the categories established in the HUD Homeless Definition final rule, and are "at risk of homelessness" under the McKinney-Vento Act, may receive homeless prevention assistance.

- Participants must meet one of the three categories of HUD's At Risk of Homelessness Definition under CFR §576.2, AND have an annual income at or below 30% of county median income:
 - Category 1: An individual or family who:
 - Has an annual income below 30% of median family income for the area; AND
 - Does not have sufficient resources or support networks immediately available to prevent them from moving to an emergency shelter or another place defined in Category 1 of the "homeless" definition; AND
 - Meets one of the following conditions:
 - Has moved because of economic reasons 2 or more times during the 60 days immediately preceding the application for assistance; OR
 - Is living in the home of another because of economic hardship; OR
 - Has been notified that their right to occupy their current housing or living situation will be terminated within 21 days after the date of application for assistance; OR
 - Lives in a hotel or motel and the cost is not paid for by charitable organizations or by Federal, State, or local government programs for low-income individuals; OR
 - Lives in an SRO or efficiency apartment unit in which there reside more than 2 persons or lives in a larger housing unit in which there reside more than one and a half persons per room; OR
 - Is exiting a publicly funded institution or system of care; OR

- Otherwise lives in housing that has characteristics associated with instability and an increased risk of homelessness, as identified in the recipient’s approved Con Plan
- Category 2 (Children/youth who do not qualify as homeless under the homeless definition in §576.2 but qualify as homeless under another Federal statute)
- Category 3 (Children/youth and their families who do not qualify as homeless under the homeless definition in §576.2, but who do qualify as homeless under Section 725(2) of the McKinney-Vento Homeless Assistance Act)

PARTICIPANT PRIORITIZATION REQUIREMENTS FOR FINANCIAL ASSISTANCE

- All individuals and families must meet the minimum HUD requirements for eligibility for homeless prevention. Further, all participants must have experienced homelessness in an emergency shelter, safe haven or place not meant for human habitation at some point in their lives.

The HSC will use a shared prioritization scoring tool (see Appendix C) that will target participants with the most barriers to housing. This tool will be used for individuals and households that meet the initial eligibility requirements listed above. Participants with the highest score at the end of an agency’s intake period will be prioritized to receive financial assistance.

MINIMUM STANDARDS FOR FINANCIAL ASSISTANCE

1. Financial assistance includes the following: one-time payment for up to 6 months of rent in arrears including any late fees, short-term rental assistance up to 3 months, medium-term rental assistance up to **6 months**, rental application fees, security deposits equal to no more than 2 months rent, last month’s rent, utility deposits, utility payments up to **6 months**, and moving costs (or otherwise directed by the funder).
2. Households can only receive assistance once in a three-year period or otherwise directed by the funder.
3. Households in CoC –funded Permanent Supportive Housing (PSH) can receive financial assistance if the program receives rental assistance funding. If the PSH program is leasing or operation, the household is not eligible for financial prevention assistance.
4. The costs of homelessness prevention are only eligible to the extent that the assistance is necessary to help the program participant regain stability in the program participant’s current permanent housing or move into other permanent housing and achieve stability in that housing for at least 30 days. Prevention funds may be provided for 6 months of rental arrears not to exceed two months of Fair Market Rent for the unit type.
 - a. All clients are assessed to determine initial need and create a budget to outline planned need for assistance, including establishing a plan for housing stability for the next 30 days.
 - b. Agencies cannot set organizational maximums or minimums.
 - c. The HSC expects that agencies will use progressive engagement and households receive the minimum amount of assistance necessary to stabilize in housing.
5. If providing short-term rental assistance (more than a one time payment of rental arrears), eligibility and types/amounts of assistance must be re-evaluated not less than once every 3 months. At a minimum, each re-evaluation must establish and document:

- a. The program participant does not have an annual income that exceeds 30% of county median income.
 - b. The program participant lacks sufficient resources and support networks necessary to retain housing without prevention assistance.
 - c. Programs may require program participants receiving assistance or services to provide notification regarding changes to household income, household composition, or other circumstances that may impact need for assistance.
6. Financial assistance will be distributed in a way to ensure that programs have funds available throughout the grant period.
 7. Participants will work with their case manager to develop their individual housing plan based on participant goals and shared goals for achieving housing stability. Case managers will use the housing plan to determine the participant contribution based on monthly income. Financial assistance is available for households with zero income.

MINIMUM STANDARDS FOR HOUSING RELOCATION AND STABILIZATION SERVICES

1. Housing Relocation and Stabilization Services include the following: housing search and placement, housing stability case management, mediation, legal services, and credit repair.
2. The costs of homelessness prevention are only eligible to the extent that the assistance is necessary to help the program participant regain stability in the program participant's current permanent housing or move into other permanent housing and achieve stability in that housing.
3. Eligibility and types/amounts of assistance must be re-evaluated not less than once every 3 months. At a minimum, each re-evaluation must establish and document:
 - a. The program participant does not have an annual income that exceeds 30% of county median income.
 - b. The program participant lacks sufficient resources and support networks necessary to retain housing without prevention assistance.
4. Programs may require program participants receiving assistance or services to provide notification regarding changes to household income, household composition, or other circumstances that may impact need for assistance.
5. Homeless prevention participants receiving housing stability case management will be offered a meeting with a case manager not less than once per month to assist in ensuring long-term housing stability. Case managers and program managers are encouraged to provide more than the minimum required services through case management.

2. STREET OUTREACH

Street outreach workers engage with people experiencing homelessness in order to connect them with emergency shelter, housing, or other critical services. Street outreach services are provided in non-facility-based settings. People experiencing unsheltered homelessness and those who are not engaged in other services are prioritized for street outreach services. ESG-funded street outreach programs can only provide case management services to people experiencing unsheltered homelessness.

ELIGIBILITY CRITERIA

- Participants must meet category 1 – Literally Homeless as outlined by the HUD definition of homelessness.

MINIMUM STANDARDS

1. Support services provided must be focused on:
 - a. Getting participants housed (permanent housing, shelter, transitional housing, doubled up, etc.)
 - b. Linking participants to mainstream benefits and resources
 - c. Maintaining benefits for which participants are eligible
2. Participant engagement – outreach workers will locate, identify, build relationships with people experiencing homelessness, prioritizing people who are unsheltered, and engage them to provide immediate support, intervention, and connections with homeless assistance programs and/or mainstream social services and housing programs.
3. Services are not facility-based. Outreach workers will go where services are needed.
4. Programs will address urgent physical needs, such as providing meals, blankets, clothing, or toiletries.
5. Outreach staff will remain connected to participants until they obtain permanent housing or are linked to other supportive services. These may include shelter case management, CCS services or services offered through a housing program. If the worker has initiated contact regularly with a participant and has not had contact for 90 days, the participant must be exited from the program in HMIS.
6. Street outreach workers will be certified by the Coordinated Entry System Manager to act as mobile assessment hubs for the Coordinated Entry System. Once certified, street outreach workers will conduct the VI-SPDAT assessment and make appropriate referrals to the housing priority list.
7. Street outreach workers will participate in bi-monthly outreach meetings.
8. Street outreach workers will gather documentation of a participant’s history of homelessness, income and disability status, and collect the Participant Interest Form in order to confirm eligibility for permanent housing placement. Completed documentation will be sent to the Coordinated Entry System Manager.

3. DIVERSION

Diversion² is a strategy that prevents homelessness for people seeking shelter by helping them identify immediate alternate housing arrangements and, if necessary, connecting them with services and financial assistance to help them return to permanent housing. Diversion specialists connect with people as they are requesting shelter or within 7-10 days of shelter entry. Diversion is not about keeping people out of the shelter system. It is about supporting self-resolution and should always be safe and

² Diversion section taken from: National Alliance to End Homelessness, “Closing the Front Door: Creating a Successful Diversion Program for Homeless Families”

appropriate according to the participant. Diversion services may include: short term case management; limited financial assistance; conflict mediation; connection to mainstream services/benefits; and housing search.

ELIGIBILITY CRITERIA

- A standard assessment tool is used to screen for diversion. See Appendix D for the Diversion Assessment Tool.

MINIMUM STANDARDS

1. Immediate Connection to Case Management: When a household is deemed eligible for diversion services, a case manager connects with the household to start housing planning for both immediate and permanent housing.
2. Resourceful Staff Members: Staff should be familiar with the intake and assessment processes, have experience with landlord mediation and conflict resolution, and be knowledgeable about rental subsidies and financial literacy programs.
3. Screening Tool and Process: All households requesting shelter are screened for diversion eligibility using the Diversion Assessment Tool.
4. Flexible Funding: Funds should ensure households obtain housing, allow them to stay longer in a doubled up situation or unify them with family members.
5. Participant safety must be considered first. Participants decide what is safe and appropriate for themselves.
6. If a participant requests funds to relocate to another community, service providers must confirm they have housing in that community.
7. All participants who enter a diversion program must be entered into HMIS.

4. EMERGENCY SHELTER

Emergency shelter is any facility whose primary purpose is to provide a temporary shelter for the homeless in general or for specific populations of people experiencing homelessness. Emergency shelters do not require occupants to sign leases or occupancy agreements.

ELIGIBILITY CRITERIA

Individuals and families defined as homeless under the following categories are eligible for assistance:

- Category 1: Literally Homeless
- Category 2: Imminent Risk of Homelessness
- Category 3: Homeless Under Other Federal Statutes
- Category 4: Fleeing/Attempting to Flee Domestic Violence

MINIMUM STANDARDS

1. Shelter staff and volunteers will treat guests with respect and dignity. Shelter policies and procedures will promote a welcoming, safe and non-intimidating environment for shelter guests and

staff. These policies and procedures must be explained to applicants prior to entering shelter. In addition, they must be posted in the shelter and on the agency's website.

2. Supportive services are available to assist persons in obtaining housing either on-site or through a daytime resource center. All shelter guests are notified of the availability of support services and how to access these services.
3. Shelter operates every day of the year. In the event of a temporary shelter closure for rehabilitation or major maintenance work, as much notice as possible should be provided to guests, and efforts should be made to find a short-term replacement facility.
4. Each shelter will have a policy of respect for each individual's self-identified gender. Guests who request shelter services will be admitted to the shelter operated for the gender to which an individual identifies. Transgender and gender non-conforming guests will be offered the same services and resources as all other guests. While shelter staff will take reasonable steps to accommodate specific needs, it may not be possible to segregate the guest from the rest of the shelter population. Staff will not share or in any way advertise the fact that certain guests may have identified themselves as transgender or gender non-conforming. Staff will not segregate guests in sleeping and restroom spaces unless requested by the guest.
5. All households with children, regardless of age, gender identification, sexual orientation, or marital status who identify as a household will be served as such in family shelter. Households will not be separated when entering family shelter. There can be no inquiry, documentation requirement or "proof" related to family status, gender identification and/ or sexual orientation. The age and/or gender of a child under the age of 18 or, if over 18, enrolled in high school cannot be used as a basis for denying any family's admission to a program that uses ESG funding or services if those programs serve families with children under age 18.³
6. There is no charge to a shelter guest for emergency shelter.
7. Documentation (including Photo ID, birth certificate, etc.) is not a barrier to shelter.
8. Guests may be asked to leave for a period of time in the event of serious infraction and only in the most severe cases such as for behavior that is deemed seriously threatening or harmful to other guests and staff. Suspending a shelter guest is allowed only when all other options have been explored and a suspension is necessary to protect the health and safety of staff and guests. All shelter guests will be notified of the agency's grievance policy. When it is not possible to serve a guest because of the guest's behavior, efforts will be made by shelter staff to assist the guest in finding alternatives. See Dane County Ordinance 30.04 for details on the procedure for discontinuing shelter services to a guest.
9. Shelters are required to give notice of changes regarding access to the Homeless Services Consortium via hsc@cityofmadison.com. The Homeless Services Consortium's website will be updated to reflect the changes.

ACCESS TO SHELTER

Information on how to access shelter can be found on the Homeless Services Consortium website (<https://www.danecountyhomeless.org/get-help>).

³ From (24 CFR § 576.102 Prohibition against involuntary family separation) (24 CFR § 5.403 Definitions- Family) (24 CFR §570.3 Definitions - Household) (24 CFR 5.105(a) Nondiscrimination and equal opportunity)

PRIORITIZATION FOR FAMILY SHELTER

Shelter is provided for households with children on a nightly basis. Priority is given to families with newborns (3 months and younger from May–October, 6 months and younger from November–April) and then to families who were denied the night before. As many families as possible are accommodated, based on space available. A factor that is accounted for is where the family sleeps when not accepted into EFS.

RECOMMENDED PROGRAM PRACTICES

Shelters will continue to work towards the following⁴:

1. **Housing First Approach:** Align shelter eligibility criteria, policies and practices with a Housing First approach so that anyone experiencing homelessness can access shelter without prerequisites, make services voluntary, and assist people to access permanent housing options as quickly as possible.
2. **Safe & Appropriate Diversion:** Provide diversion services to find safe and appropriate housing alternatives to entering shelter through problem-solving conversations, identifying community supports, and offering lighter touch solutions.
3. **Immediate & Low-barrier Access:** Ensure immediate and easy access to shelter by lowering barriers to entry and staying open 24/7. Eliminate sobriety and income requirements and other policies that make it difficult to enter shelter, stay in shelter, or access housing and income supports.
4. **Housing-focused, Rapid Exit Services:** Focus services in shelter on assisting people to access permanent housing options as quickly as possible.
5. **Data to Measure Performance:** Measure data on percentage of exits to housing, average length of stay in shelter, and returns to homelessness to evaluate the effectiveness of shelter and improve outcomes.

5. TRANSITIONAL HOUSING

Transitional Housing (TH) facilitates the movement of homeless individuals and families to permanent housing within 24 months of entering TH. Programs will provide safe, affordable housing that meets participants' needs.

ELIGIBILITY CRITERIA

- Participants must meet categories 1 - Literally Homeless, 2 - At Imminent Risk, or 4 - Fleeing Domestic Violence as outlined by the HUD definition of homelessness.
- All TH program participants must fall into at least one of the categories below:
 - a. Individuals or head of household struggling with a substance use disorder
 - b. Individuals in early recovery from a substance use disorder who may desire more intensive support to achieve their recovery goals
 - c. Survivors of domestic violence or other forms of severe trauma who may require and prefer the security and onsite services provided in a congregate setting to other available housing options

⁴ National Alliance to End Homelessness: The Five Keys to Effective Emergency Shelter infographic

- d. Unaccompanied and pregnant or parenting youth (age 18-24) who are unable to live independently or who prefer a congregate setting with access to a broad array of wraparound services to other available housing options
- e. Individuals listed on a sex offender registry
- f. People re-entering the community after a stay in jail or prison

MINIMUM STANDARDS

1. Maximum length of stay cannot exceed 24 months.
2. Staff must assist participants with creating a housing stabilization plan which may include the following: creating a housing history, completion of subsidized housing applications, repair credit history, make payment plans on past debts, increase income, create positive housing history in current place, and advocate with landlords as needed. Additional supportive services are provided as needed.
3. Program participants in transitional housing must enter into a lease agreement for a term of at least one month. The lease must be automatically renewable upon expiration, except on prior notice by either party, up to a maximum term of 24 months.

6. PERMANENT SUPPORTIVE HOUSING

Permanent supportive housing (PSH) is defined by the following criteria:

- Affordable – Housing is subsidized to ensure fiscal sustainability of household
- Safe – Housing meets standards of habitability
- Low-barrier – No required preconditions to access housing
- Supportive – Household has indefinite access to client-driven supportive services that follow household through housing transitions
- Community-focused – Housing is integrated, to its greatest extent, into the surrounding community and services support household in connecting to and interacting with community

ELIGIBILITY CRITERIA

- Participants must meet categories 1- Literally Homeless or 4 – Fleeing Domestic Violence as outlined by the HUD definition of homelessness.
- PSH programs can only provide assistance to individuals with disabilities and families in which at least one adult or child has a disability
- PSH referrals are generated through the CoC Coordinated Entry process and the CoC-wide priority lists for families and individuals.

PARTICIPANT PRIORITIZATION REQUIREMENTS⁵

⁵ CDP-14-012, *Notice on Prioritizing Persons Experiencing Chronic Homelessness and Other Vulnerable Homeless Persons in Permanent Supportive Housing and Recordkeeping Requirements for Documenting Chronic Homeless*

Participants will be prioritized based on their chronic homeless status, length of time homeless, and VI-SPDAT, VI-F-SPDAT, or TAY-VI-SPDAT score.

A. PRIORITIZATION FOR BEDS DEDICATED OR PRIORITIZED FOR PERSONS EXPERIENCING CHRONIC HOMELESSNESS

FIRST PRIORITY - Individuals and Families experiencing chronic homelessness with the Longest History of Homelessness and with the Most Severe Service Needs.

An individual or head of household experiencing chronic homelessness as defined in 24 CFR 578.3 for whom both of the following are true:

- i. The chronically homeless individual or head of household of a family has been homeless and living in a place not meant for human habitation, a safe haven, or in an emergency shelter for at least 12 months either continuously or on at least four separate occasions in the last 3 years, where the cumulative total length of the four occasions equals at least 12 months; and
- ii. The CoC or CoC program recipient has identified the chronically homeless individual or head of household, who meets all of the criteria in paragraph (1) of the definition for chronically homeless, of the family as having severe service needs⁶.

SECOND PRIORITY - Individuals and Families experiencing chronic homelessness with the Longest History of Homelessness.

An individual or head of household experiencing chronic homelessness, as defined in 24 CFR 578.3, for which both of the following are true:

- i. The individual or head of household of a family experiencing chronic homelessness has been homeless and living in a place not meant for human habitation, a safe haven, or in an emergency shelter for at least 12 months either continuously or on at least four separate occasions in the last 3 years, where the cumulative total length of the four occasions equals at least 12 months; and,
- ii. The CoC or CoC program recipient has not identified the individual or the head of household experiencing chronic homelessness, who meets all of the criteria in paragraph (1) of the definition for chronically homeless, of the family as having severe service needs.

THIRD PRIORITY - Individuals and Families experiencing chronic homelessness with the Most Severe Service Needs.

An individual or head of household experiencing chronic homelessness as defined in 24 CFR 578.3 for whom both of the following are true:

Status, U.S. Department of Housing and Urban Development, July 28, 2014. <http://portal.hud.gov/hudportal/documents/huddoc?id=14-12cpdn.pdf>. AND CPD-16-11, *Notice on Prioritizing Persons Experiencing Chronic Homelessness and Other Vulnerable Homeless Persons in Permanent Supportive Housing*, U.S. Department of Housing and Urban Development, July 25, 2016. <https://www.hudexchange.info/resources/documents/notice-cpd-16-11-prioritizing-persons-experiencing-chronic-homelessness-and-other-vulnerable-homeless-persons-in-psh.pdf>

⁶ See Section I.D.3. of the HUD Notice for definition of severe service needs.

- i. The individual or head of household of a family experiencing chronic homelessness has been homeless and living or residing in a place not meant for human habitation, a safe haven, or in an emergency shelter on at least four separate occasions in the last 3 years, where the total length of those separate occasions equals less than one year; and
- ii. The CoC or CoC program recipient has identified the individual or the head of household experiencing chronic homelessness, who meets all of the criteria in paragraph (1) of the definition for chronically homeless, of the family as having severe service needs.

FOURTH PRIORITY - All Other Individuals and Families experiencing chronic homelessness.

An individual or head of household experiencing chronic homelessness as defined in 24 CFR 578.3 for whom both of the following are true:

- i. The individual or head of household of a family experiencing chronic homelessness has been homeless and living in a place not meant for human habitation, a safe haven, or in an emergency shelter for at least four separate occasions in the last three years, where the cumulative total length the four occasions is less than 12 months; and
- ii. The CoC or CoC program recipient has not identified the individual or the head of household experiencing chronic homelessness, who meets all of the criteria in paragraph (1) of the definition for chronically homeless, of the family as having severe service needs.

B. PRIORITIZATION FOR BEDS NOT DEDICATED OR NOT PRIORITIZED FOR PEOPLE EXPERIENCING CHRONIC HOMELESSNESS

FIRST PRIORITY – Individuals and families experiencing homelessness with a Disability and Long Periods of Episodic Homelessness and Severe Service Needs

An individual or family that is eligible for CoC Program-funded PSH who has experienced fewer than four occasions where they have been living or residing in a place not meant for human habitation, a safe haven, or in an emergency shelter but where the cumulative time homeless is at least 12 months **and** has been identified as having severe service needs.

SECOND PRIORITY – Individuals and Families Experiencing Homelessness with a Disability with Severe Service Needs

An individual or family that is eligible for CoC Program-funded PSH who is residing in a place not meant for human habitation, a safe haven, or in an emergency shelter and has been identified as having severe service needs. The length of time in which households have been homeless should also be considered when prioritizing households that meet this order of priority, but there is not a minimum length of time required.

THIRD PRIORITY – Individuals and Families Experiencing Homelessness with a Disability Coming from Places Not Meant for Human Habitation, Safe Haven, or Emergency Shelter Without Severe Service Needs

An individual or family that is eligible for CoC Program-funded PSH who is residing in a place not meant for human habitation, a safe haven, or an emergency shelter where the individual or family has not been identified as having severe service needs. The length of time in which households have been homeless should be considered when prioritizing households that meet this order of priority, but there is not a minimum length of time required.

FOURTH PRIORITY – Individuals and Families Experiencing Homelessness with a Disability Coming from Transitional Housing

An individual or family that is eligible for CoC Program-funded PSH who is currently residing in a transitional housing project, where prior to residing in the transitional housing lived in a place not meant for human habitation, in an emergency shelter, or safe haven. This priority also includes individuals and families residing in transitional housing who were fleeing or attempting to flee domestic violence, dating violence, sexual assault, or stalking and prior to residing in that transitional housing project even if they did not live in a place not meant for human habitation, an emergency shelter, or a safe haven prior to entry in the transitional housing.

HOUSING PRIORITY LIST

Following the above prioritization requirements, the Housing Priority List will rank potential participants by chronic homeless status and number of points. The number of points are determined by using the following calculation: (number of months of homelessness/12) + VI-SPDAT score = total points.

Further, people who have complete chronic documentation in place with the Coordinated Entry System Manager are prioritized for openings in PSH programs.

RECORD KEEPING REQUIREMENTS FOR DOCUMENTING CHRONIC HOMELESS STATUS⁷

1. Programs must have written intake procedures that establish the order of priority for obtaining evidence. The acceptable order of obtaining evidence as defined by HUD is:
 - i. third party documentation,
 - ii. intake worker observations, and
 - iii. certification from the person seeking assistance.

Records found in HMIS, including intake worker observations, are acceptable evidence of third-party documentation if there is a history of all entries including who entered the data, date of entry, and the change made AND if HMIS prevents overrides or changes of dates of entries made.

2. CoC-funded PSH programs whose grant agreement includes beds that are dedicated or prioritized for the chronic homeless must maintain records showing that those receiving assistance meet the definition of chronically homeless. Records must include evidence of homeless status, duration of homelessness and documentation of disability.

A. EVIDENCE OF HOMELESS STATUS

Evidence of a household's current living situation may be documented by written observation of an outreach worker, written referral by housing or service provider or self-certification from the person

⁷ CDP-14-012, *Notice on Prioritizing Persons Experiencing Chronic Homelessness and Other Vulnerable Homeless Persons in Permanent Supportive Housing and Recordkeeping Requirements for Documenting Chronic Homeless Status*, U.S. Department of Housing and Urban Development, July 28, 2014.

<http://portal.hud.gov/hudportal/documents/huddoc?id=14-12cpdn.pdf> AND CPD-16-11, *Notice on Prioritizing Persons Experiencing Chronic Homelessness and Other Vulnerable Homeless Persons in Permanent Supportive Housing*, U.S. Department of Housing and Urban Development, July 25, 2016.

<https://www.hudexchange.info/resources/documents/notice-cpd-16-11-prioritizing-persons-experiencing-chronic-homelessness-and-other-vulnerable-homeless-persons-in-psh.pdf>

seeking service that they are homeless and living in a place not meant for human habitation, an emergency shelter or a safe haven. For paragraph 2 of the definition for persons residing in an institution, acceptable evidence includes:

- i. Discharge paperwork or a written or oral referral from a social worker, case manager, or other appropriate official of the institution, stating the beginning and end dates of the time residing in the institution that demonstrate the person resided there for less than 90 days. All oral statements must be recorded by the intake worker; or
- ii. Where the evidence above is not obtainable, a written record of the intake worker's due diligence in attempting to obtain the evidence described in the paragraph i. above and a certification by the individual seeking assistance that states that they are exiting or have just exited an institution where they resided for less than 90 days; and
- iii. Evidence that the individual was homeless and living in a place not meant for human habitation, a safe haven, or in an emergency shelter, and met the criteria in paragraph (1) of the definition for chronically homeless in 24 CFR 578.3, immediately prior to entry into the institutional care facility.

B. EVIDENCE OF THE DURATION OF THE HOMELESSNESS

Recipients documenting chronically homeless status must also maintain the evidence described in paragraph i. or in paragraph ii. below, and the evidence described in paragraph iii. below:

- i. Evidence that the homeless occasion was continuous, for at least one year.

Recipients must provide evidence that the homeless occasion was continuous, for a year period, without a break in living or residing in a place not meant for human habitation, a safe haven, or in an emergency shelter. A break is considered at least seven or more consecutive nights not residing in a place not meant for human habitation, in shelter, or in a safe haven.

At least 9 months of the 1-year period must be documented by one of the following: (1) HMIS data, (2) a written referral, or (3) a written observation by an outreach worker. In only rare and the most extreme cases, HUD would allow a certification from the individual or head of household seeking assistance in place of third-party documentation for up to the entire period of homelessness. Where third-party evidence could not be obtained, the intake worker must obtain a certification from the individual or head of household seeking assistance, and evidence of the efforts made to obtain third-party evidence as well as documentation of the severity of the situation in which the individual or head of household has been living. An example of where this might occur is where an individual has been homeless and living in a place not meant for human habitation in a secluded area for more than 1 year and has not had any contact with anyone during that entire period.

Note: A single encounter with a homeless service provider on a single day within 1 month that is documented through third-party documentation is sufficient to consider an individual or family as homeless for the entire month unless there is any evidence that the household has had a break in homeless status during that month (e.g., evidence in HMIS of a stay in transitional housing).

- ii. Evidence that the household experienced at least four separate homeless occasions over 3 years that combined total at least 12 months.

The recipient must provide evidence that the head of household experienced at least four, separate, occasions of homelessness in the past 3 years that combined total at least 12 months.

Generally, at least three occasions must be documented by either: (1) HMIS data, (2) a written referral, or (3) a written observation. Any other occasion may be documented by a self-certification with no other supporting documentation.

In only rare and the most extreme cases, HUD will permit a certification from the individual or head of household seeking assistance in place of third-party documentation for the three occasions that must be documented by either: (1) HMIS data, (2) a written referral, or (3) a written observation. Where third-party evidence could not be obtained, the intake worker must obtain a certification from the individual or head of household seeking assistance, and must document efforts made to obtain third-party evidence, and document of the severity of the situation in which the individual has been living. An example of where this might occur is where an individual has been homeless and living in a place not meant for human habitation in a secluded area for more than one occasion of homelessness and has not had any contact with anyone during that period.

- iii. Evidence of diagnosis with one or more of the following conditions: substance use disorder, serious mental illness, developmental disability (as defined in Section 102 of the Developmental Disabilities Assistance Bill of Rights Act of 2000 (42 U.S.C. 15002), post-traumatic stress disorder, cognitive impairments resulting from brain injury, or chronic physical illness or disability. Evidence of this criterion must include one of the following: (1) Written verification of the condition from a professional licensed by the state to diagnose and treat the condition; (2) Written verification from the Social Security Administration; (3) Copies of a disability check (e.g., Social Security Disability Insurance check or Veterans Disability Compensation); (4) Intake staff (or referral staff) observation that is confirmed by written verification of the condition from a professional licensed by the state to diagnose and treat the condition that is confirmed no later than 45 days of the application for assistance and accompanied with one of the types of evidence above; or (5) Other documentation approved by HUD
- iv. Evidence of Severe Service Needs: Evidence of score on VI-SPDAT, VI-F-SPDAT, or TAY-VI-SPDAT. This can be documentation found in HMIS. If a participant was brought into a program based on a medical exception, there must be case notes from the decision.
- v. Evidence that the recipient is following the CoC's Written Standards for Prioritizing Assistance: Order of prioritization must be incorporated into project's intake procedures and the project is following the procedures when accepting new program participants.
- vi. Evidence that there are no households meeting higher order of priority within the CoC's geographic area:
 - a. If a dedicated and prioritized PSH project fills a vacancy with a person not experiencing chronic homelessness, there must be documentation showing that there were no households in the CoC experiencing chronic homelessness. Documentation should include evidence of outreach efforts undertaken to locate eligible households experiencing chronic homelessness. If there are people experiencing chronic homelessness, but have not accepted assistance, documentation should specify the

number of persons that meet this criteria and the attempts that have been made to engage the individual or families.

- b. If a non-dedicated and non-prioritized PSH project serves a household who meets a lower order of priority, the project must document how the determination was made that there were no eligible households within the CoC's geographic area that met a higher priority.

MINIMUM STANDARDS

1. There can be no predetermined length of stay for a PSH project.
2. Supportive services designed to meet the needs of the project participants must be made available to the project participant throughout the duration of stay in the PSH project.
3. Project participants in PSH must enter into a lease agreement that is terminable for cause for an initial term of at least one year. The lease must be automatically renewable upon expiration for a minimum term of one month, except on prior notice by either party.
4. Turnover beds in PSH projects will be prioritized for chronically homeless participants.
5. Brief periods of stays in institutions, not to exceed 90 days for each occurrence, are not considered vacancies and the project is required to keep the unit for the participant's return.
6. Agencies will have a written policy on ensuring participant safety during periods of extreme weather (hot and cold).
7. PSH project will use Housing First approaches. (See Section I: General Requirements, Housing First)

ACCESS TO PSH PROJECTS

All referrals for PSH projects will come through the coordinated entry system and the CoC-wide PSH priority lists for families and individuals.

7. RAPID RE-HOUSING

Rapid rehousing is an intervention designed to help individuals and families exit homelessness as quickly as possible, return to permanent housing, and achieve stability in that housing. Rapid re-housing assistance is offered without preconditions (such as employment, income, absence of criminal record, or sobriety) and the resources and services provided are typically tailored to the unique needs of the household.

The core components of a rapid re-housing program are housing identification and relocation, short-and/or medium term rental assistance and move-in (financial) assistance, and case management and housing stabilization services.

Program staff are expected to remain engaged with the households from first contact to program exit (no more than 24 months of rental assistance, in addition to up to 6 months of continued case management), using a progressive engagement approach and tailoring services to the needs of the

household in order to assist the household to maintain permanent housing.⁸ According to the National Alliance to End Homelessness, progressive engagement is,

“A strategy of providing a small amount of assistance to everyone entering the homelessness system. For most households, a small amount of assistance is enough to stabilize, but for those who need more, more assistance is provided. This flexible, individualized approach maximizes resources by only providing the most assistance to the households who truly need it. This approach is supported by research that household characteristics such as income, employment, substance use, etc., cannot predict what level of assistance a household will need.”

ELIGIBILITY CRITERIA

- Participants must meet categories 1- Literally Homeless or 4 – Fleeing Domestic Violence as outlined by the HUD definition of homelessness.
- If the household meets category 4, they must also reside in one of the places set forth in category 1 at the time eligibility is determined. Homeless Verification form must be retained in the household’s file.
- The participant’s household annual income must be at or below 30% CMI.
- The participant must be assessed using the VI-SPDAT or VI-F-SPDAT. To qualify for RRH, a participant must have a VI-SPDAT score in the range 4-7 or a family must have a score within the range 4-8. A copy of the assessment shall be retained in the participant’s file.
- Participants must lack sufficient resources and support networks necessary to retain housing without rapid rehousing assistance (24 CFR 578.37(E)).
- Participants will be prioritized based on VI-SPDAT or VI-F-SPDAT score and length of time homeless. Youth ages 18-21 will be prioritized.

HOUSING PRIORITY LIST

The Housing Priority List will rank potential participants by homeless status and total points. The number of points are determined by using the following calculation: (Number of months of homelessness/12) + VI-SPDAT score = total points.

MINIMUM STANDARDS

1. The maximum length of program participation is 24 months.
2. Supportive services designed to meet the needs of the project participants must be made available to the project participant throughout the duration of stay in the RRH project.
3. Project participants in RRH must enter into a written lease agreement that is terminable for cause. The lease must be automatically renewable upon expiration for a minimum term of one month, except on prior notice by either party. Programs may have additional requirements determined by program funding requirements. For example, programs may require a written lease agreement for an initial term of one year.
4. RRH programs may provide move-in costs.

⁸ 24 CFR 578.37 and *Core Components of Rapid Re-Housing*, National Alliance to End Homelessness

5. RRH project will use Housing First approaches, following the Minimum Standards listed in the Housing First section of the Written Standards.
6. Financial assistance and case management should be based on a household's individual needs using progressive engagement. Assistance should be offered using a light touch; start with a small amount of assistance and increase it if needed.
7. RRH programs will connect households with community resources and mainstream benefits to allow for individual resources to be used for housing costs.

ACCESS TO RAPID RE-HOUSING

- All referrals for RRH projects will come through the coordinated entry system and the HSC community RRH priority lists for families and individuals.

MINIMUM PERFORMANCE BENCHMARKS FOR RRH PROJECTS

- Average length of shelter stay is less than 45 days.
- Average time from program entry to housing placement is 60 days.
- Referral to RRH Priority List within 7 days of emergency shelter entry or assessment for families and individuals living on the streets or in a place not meant for human habitation.
- 80% of participants will remain in permanent housing -at the end of the operating year or exiting to permanent housing during the operating year
- 80% of adult participants will maintain or increase their total income -at the end of the operating year or program exit.

8. COORDINATED ENTRY

Coordinated Entry is an important process through which people experiencing or at risk of experiencing homelessness can access the crisis response system in a streamlined way, have their strengths and needs quickly assessed, and quickly connect to appropriate, tailored housing and mainstream services within the community or designated region. Standardized assessment tools and practices used within local coordinated assessment processes take into account the unique needs of single adults, households with minor children and unaccompanied youth. When possible, the assessment provides the ability for households to gain access to the best options to address their needs, incorporating participants' choice, rather than being evaluated for a single program within the system. The most intensive interventions are prioritized for those with the highest needs.⁹

The Coordinated Entry (CE) policies and procedures are put in place by the Dane County Homeless Services Consortium to provide an effective Coordinated Entry System. The system is intended to match people in a housing crisis (either homeless or at-risk of homelessness) with the level of service needed to end the crisis and assist them in housing stability. All programs that receive Continuum of Care Program, Emergency Solutions Grant (ESG) or State of Wisconsin EHH Grant funding must abide by these

⁹ Opening Doors: Federal Strategic Plan to Prevent and End Homelessness, p. 57

policies and procedures. Programs funded through other sources may be required, and are highly encouraged to participate in CE and follow these policies and procedures.

Coordinated Entry responsibilities are completed at assessment hubs, which include both permanent and mobile locations. Coordinated Entry staff refers to staff paid through the CoC grant for Coordinated Entry.

ACCESS TO COORDINATED ENTRY

A. FULL COVERAGE

The Coordinated Entry System is accessible throughout Dane County. Assessment hubs are located at The Salvation Army Single Women's and Family Shelter, Porchlight Men's Shelter and the CE office at The Beacon Day Resource Center. Participants can also access CE at The Beacon by calling 608-826-8019. Callers will not be required to present in the CE office. They will be assessed for immediate needs, and when possible, referrals will be given over the phone. The VI-SPDAT assessment should be conducted in person.

Street outreach workers serve as mobile hubs, and will seek out people sleeping in places not meant for human habitation or other locations that serve vulnerable populations that are not assessment hubs (i.e. Briarpatch, DAIS, Catholic Multicultural Center, etc.). Additionally, there are monthly mobile assessment hubs provided in areas surrounding the City of Madison. There will be assessment hubs located in geographically diverse sections of Dane County that will be visited as necessary to do VI-SPDATs and provide services.

The Homeless Services Consortium website has up-to-date information regarding access to Coordinated Entry: <https://www.danecountyhomeless.org/get-help>. Emergency shelter phone numbers can be accessed through the HSC website.

B. EMERGENCY SERVICES

All shelters will participate in Coordinated Entry. All shelters are highly encouraged to assess clients for appropriate permanent housing placement using the VI-SPDAT. If shelters cannot assess clients due to lack of shelter resources, shelters must refer clients to the Coordinated Entry System for assessment, and explain to clients the process of accessing housing programs. All shelters are required to notify clients about how to access Coordinated Entry.

C. NONDISCRIMINATION

The CE system, programs that receive CoC, EHH, or ESG funds, and other participating housing and supportive services must comply with the nondiscrimination and equal opportunity provisions of Federal civil rights laws, including the following:

- Fair Housing Act prohibits discriminatory housing practices based on race, color, national origin/ancestry, religion, sex, age, family/familial status, disability/handicap, actual or perceived sexual orientation, lawful source of income, gender identity, marital status, domestic abuse/sexual assault/stalking victims, military discharge status, physical appearance, political beliefs, student status, domestic partnership, tenant union association, genetic identity, citizenship status, Section 8 housing voucher participant, non-religion, and homelessness.

- Section 504 of the Rehabilitation Act prohibits discrimination on the basis of disability under any program or activity receiving Federal financial assistance.
- Title VI of the Civil Rights Act prohibits discrimination on the basis of race, color, or national origin under any program receiving Federal financial assistance.
- Title II of the Americans with Disabilities Act prohibits public entities, which includes State and local governments, and special purpose districts, from discriminating against individuals with disabilities in all their services, programs and activities, which include housing, and housing-related services such as housing search and referral assistance.
- Title III of the Americans with Disabilities Act prohibits private entities that own, lease and operate places of public accommodation, which include shelters, social service establishments, and other public accommodations providing housing, from discriminating on the basis of disability.

If Coordinated Entry participants feel they have been treated unfairly by a specific agency or representative of that agency due to any of the above reasons, they may file a complaint with the agency through the agency's nondiscrimination complaint process. If after filing a complaint with an agency, the participant is not satisfied with the result, they may file a discrimination complaint with the City of Madison. Information on how to file a complaint can be found on the City of Madison's website at <http://www.cityofmadison.com/civil-rights>. Information and complaint forms are available at assessment hubs. Assessment hubs will post information on how/where to file a complaint.

D. ACCESSIBILITY

Assessment hubs may be accessed by all people who are currently in Dane County, and are experiencing homelessness or are at risk of homelessness. People experiencing chronic homelessness, veterans, families with children, youth, and survivors of domestic violence may present at any of the assessment hubs for which they qualify as a target population and be assessed for housing. Referrals will be made to agencies who specialize in serving specific populations.

A participant who is or has been a victim of domestic violence, dating violence, sexual assault, or stalking will not be denied access to the Coordinated Entry process. CE staff will work with survivors to create safe and confidential access to the CE process based on individual needs.

Coordinated Entry staff will provide regular office hours throughout the county to accommodate those in outlying areas. There will be assessment hubs located in geographically diverse sections of Dane County that will be visited as necessary to do VI-SPDATs and provide services. If a household needs to get to Madison for shelter services, staff will contact the CoC Coordinator to explore transportation options.

Auxiliary aids and appropriate services must be provided to ensure effective communication with individuals with disabilities. This will include providing information in accessible formats such as Braille, audio, large type, assistive listening devices and using Wisconsin Relay. Whenever these services are provided, Coordinated Entry staff must document the accessible format provided.

Assessment hubs must be accessible to individuals who use wheelchairs.

Services are accessible to individuals with Limited English Proficiency (LEP). When an individual needs services in a language other than English, every effort will be made to find a qualified person who speaks the needed language. If a qualified person is not available, then a language line will be used to communicate with the individual. Individuals needing language assistance will be served as they present. They will not be asked to wait for services.

E. MARKETING

A marketing plan will be created to target those who may be least likely to access services. Data will be used to identify and target marketing materials toward potentially underserved groups. Outreach workers act as mobile assessment hubs and engage with those who traditionally do not access services. Marketing materials will indicate that physical assessment hubs are accessible to those with disabilities, that accommodations will be made if requested, and language services are provided. Marketing materials will be provided in English and Spanish. Posters will contain the words “Lus Hmoob” to indicate that Hmong speakers are available. In addition, marketing materials indicate that services are available to all people regardless of race, color, national origin/ancestry, religion, sex, age, family/familial status, disability/handicap, actual or perceived sexual orientation, lawful source of income, gender identity, marital status, domestic abuse/sexual assault/stalking victims, military discharge status, physical appearance, political beliefs, student status, domestic partnership, tenant union association, genetic identity, citizenship status, Section 8 housing voucher participant, non-religion, and homelessness.

The lead CE agency will develop and update marketing materials. Posters will be provided to area agencies and businesses that may serve people experiencing homelessness to display in prominent areas. In addition, business cards will be provided to agencies and businesses to distribute to consumers. Marketing materials will be reviewed at least annually and updated if necessary. Updated materials will be distributed to agencies and businesses.

All information regarding CE will be available on the HSC website. Up-to-date materials and information will be available via the Homeless Services Consortium website.

Additionally, CE staff will present to agencies who want information on how the CE System operates. Initial presentations will be provided to agencies identified by the Core Committee. Future presentations will be provided as requested or if major changes are implemented in the operation of CE.

ASSESSMENT

A. ASSESSMENT TOOL

In order to achieve fair, equitable and equal access to services in the community, staff at assessment hubs (including mobile hubs), will use the same assessment tool. The Dane County CoC uses the Vulnerability Index-Service Prioritization Decision Assistance Tool (VI-SPDAT). The appropriate version of the tool will be used based on the population of the presenting household (single, family or youth). The VI-SPDAT assesses households based on history of housing and homelessness, risks, socialization and daily functioning and wellness.

B. ASSESSMENT PROCESS

When households present to CE, they will receive referrals to basic housing resources such as diversion services, housing location assistance, and/or case management. If the household has not self-resolved their housing situation in 7-10 days and fall into one of our community’s priorities (see Written Standards, Permanent Supportive Housing, Participant Prioritization Requirements), they will be assessed using the appropriate VI-SPDAT tool and placed on the Housing Priority List. Staff will ensure that the person does not already have an assessment in the system. Households should only be placed on the priority list if they are currently staying in shelter or a place not meant for human habitation. Staff will double check HMIS to ensure that people are properly on or off the list as required, or are

added back to the list. If CE staff are aware of a household who is staying in a place not meant for human habitation, staff must inform them of services at The Beacon, emergency shelters, and offer connection to an outreach worker. If the household would like connection to an outreach worker, CE staff must alert outreach staff of the person's location immediately. Outreach staff will make contact within 48 hours.

Staff should not provide households with their VI-SPDAT score. Staff can provide households information about the housing intervention for which they are recommended (for example, Permanent Supportive Housing or Rapid Rehousing) should the household inquire about their assessment.

When a household is referred to the Housing Priority List, the staff making the referral is responsible to follow-up with the household every 30-45 days (starting for all households added to the list after January 22, 2018). Follow-ups must be recorded in the "Coordinated Entry Referral Follow Up" section in the Assessments tab of the client profile in HMIS. Households that do not use emergency shelter or outreach services within the HSC for two years, will be removed from the priority list.

If a household presents as two adults with no minor children, a VI-SPDAT for Single Adults should be completed for each individual. Each individual should be referred to the singles list and it should be noted in HMIS who they would like to live with (under the "Housing Placement Meeting" section in the Assessments tab of the client profile in HMIS). When one person comes up on the Housing Priority List, the outreach worker or CE staff will check in with the person and their significant other individually to be sure they want to live together.

If an unaccompanied youth between the ages of 18 and 24 presents to CE, staff should complete the TAY-VI-SPDAT and refer them to the singles list six months prior to their eighteenth birthday. In addition, CE staff should provide a referral to Briarpatch Youth Services.

A household may be re-assessed with the VI-SPDAT if there is a major life change. A major life change includes, but is not limited to the following: change in household members, change in health status, and additional interactions with emergency services.

If a household re-enters homelessness after being permanently housed, they should be re-assessed.

A household may refuse to complete the assessment. If a household refuses to complete the VI-SPDAT assessment, CE and outreach staff must continue to work to engage with them. It is important to continue to learn and document their needs for appropriate housing/service provision. While working with the household to get further information, CE and outreach staff may make a referral to the Housing Priority List. However, households must complete a CE Release of Information in order to be referred to the Housing Priority List.

The Coordinated Entry assessment process does not screen out people due to perceived barriers to housing or services, including, but not limited to, too little or no income, active or a history of substance use, domestic violence history, resistance to receiving services, the type or extent of disability-related services or supports that are needed, history of evictions or poor credit, lease violations or history of not being a leaseholder, mental health issues, medical need, perceived ability to live independently or criminal history.

C. SAFETY PLANNING

During the assessment, if a household indicates that they are fleeing or attempting to flee domestic violence, dating violence, sexual assault, stalking or community violence, CE staff will work with them to create a safe and confidential space to access Coordinated Entry. Community violence is defined as

exposure to intentional acts of interpersonal violence committed in public or private areas by individuals who are not intimately related to the victim. CE staff will make a referral and provide immediate access to connect to a victim services provider. Participants are able to access the domestic violence hotline by calling 800-747-4045. If a household ends up in shelter with a non-victim services provider, staff at the shelter will work on safety planning with the household including ensuring confidentiality and flexibility with regular procedures to ensure safety.

D. PARTICIPANT CHOICE

Members of the Dane County CoC understand that households know best their needs and wants. It is important as people are nearing the top of the Housing Priority List that providers have a sense of what the household wants. Households will be offered the Participant Interest Form to complete. The form must be uploaded in HMIS to be used for placement. Providers must not tell households where they are on the Housing Priority List because it is a fluid list, not a time-bound list. Providers cannot determine when a housing opportunity will become available for the household.

E. ASSESSOR TRAINING

The Coordinated Entry Manager is responsible for developing trainings about the Coordinated Entry System. Trainings may be offered live, but can be recorded and posted on the Homeless Services Consortium website.

Required training for new Coordinated Entry staff includes:

- HMIS Licensure
- Coordinated Entry Policies and Procedures and Written Standards
- How to Conduct the Coordinated Entry Assessment in HMIS
- How to Initiate the Referral Process in HMIS
- How to Conduct/Enter the VI-SPDAT
- Best Practices for Engagements with Families
- Fair Housing Laws in Dane County
- HUD's Equal Access Rule
- Cultural and Linguistic Competency
- Trauma Informed Care
- Harm Reduction
- Client Confidentiality
- Housing First
- Domestic Violence 101 and Safety Planning

Required training for participating agencies of the Coordinated Entry System includes:

- HMIS Licensure
- Coordinated Entry Policies and Procedures and Written Standards
- How to Accept a Referral in HMIS

Ongoing trainings will be developed based on the needs of the CoC. The CE Manager will seek input from the Core Committee and the CoC Board on needed trainings.

Training protocols will be updated and distributed annually. The Coordinated Entry Manager will review the protocols and receive feedback from the Core Committee.

PRIORITIZATION

Data collected during the assessment process is not used to discriminate or prioritize households for housing and services on the basis of a protected class (see nondiscrimination section).

The Dane County CoC prioritizes Permanent Supportive Housing and Rapid Rehousing for the most vulnerable populations in our community. Households who are experiencing Category 1 – Literally Homeless or Category 4 – Fleeing Domestic Violence as outlined by the HUD definition of homelessness may be placed on the Housing Priority List. Households placed on the list will be prioritized based on chronic homeless status, length of time homeless and VI-SPDAT score (HUD Notice CPD-14-012). There is one priority list for single adults and one for families with minor children.

People who are experiencing Category 1 or Category 4 homelessness and refuse or are unable to complete the VI-SPDAT may still be referred to the Housing Priority List. If participants refuse or are unable to complete the VI-SPDAT, their prioritization on the list may be affected.

Households may receive a lesser intervention than their score. For example, a household may have a score in the PSH range, but if there are not PSH units available, the household may be offered a Rapid Rehousing intervention if applicable. The purpose is to move households from homelessness to housing as quickly as possible.

When a household is eligible for Homeless Prevention Funds, they will be prioritized using the Prevention Scoring Tool (see Appendix C). The tool considers the following factors in prioritization:

- Eviction process
- Lives in subsidized housing
- Eviction history
- History of homelessness
- Criminal history
- Disability/Needs accessible unit
- Household of five or more members

Entrance to emergency shelter will not be prioritized in order to allow for an immediate crisis response.

A. EXCEPTIONS TO THE HOUSING PRIORITY LIST

Exceptions may be made to the CoC's prioritization policy by an outreach worker. Exceptions should only be requested in **rare** circumstances for households who are **extremely** vulnerable. This includes households in the following circumstances:

- Emergency medical priority where there is vulnerability to illness and death, including high utilization of crisis or emergency services.
- Significant challenges or functional impairments, including physical, mental, developmental or behavioral health challenges that require a significant level of support in order to maintain permanent housing and for which granting permission to conduct a VI-SPDAT may not be appropriate.
- Inability to complete the VI-SPDAT due to a mental health barrier, a severe cognitive disability or traumatic brain injury.
- Vulnerability to victimization based on race, gender, status, sexual orientation, physical assault, trafficking, or sex work.

The following may be taken into consideration for exceptions:

- High utilization of crisis and/or emergency services.

- Written documentation from a health professional that explains diagnosis, prognosis and how housing is imperative to maintaining the participant's life.

A.1 PROCEDURES FOR SINGLE ADULTS

1. An outreach worker must submit the Exception Request Form (Appendix F) to the Coordinated Entry System Manager.
2. Coordinated Entry will notify the Outreach meeting leader for presentation at the next regularly scheduled meeting.
3. Attendees present (who have been present at least monthly for the previous three months) at the meeting vote on whether or not to grant the exception (2/3 majority rules).

A.2. PROCEDURES FOR FAMILIES WITH CHILDREN

1. A shelter case manager or outreach worker must submit the Exception Request Form (Appendix E) to the Coordinated Entry System Manager.
2. The Except Request will be presented at the next regularly scheduled Family Placement Meeting.
3. Attendees present (who have been present at least monthly for the previous three months) at the meeting will vote on whether or not to grant the exception (2/3 majority rules).

Prioritization policies will be made publicly available via the CoC's website and notices placed at assessment hubs.

Please note that eligibility (see Assessment section) and prioritization are different. A household may be prioritized for an intervention, but they still must meet eligibility for that intervention.

REFERRAL

A. HOUSING PLACEMENT MEETINGS

There is a Housing Placement meeting for Families with Children. These meetings occur twice each month. The Coordinated Entry Manager leads these meetings. The CE Manager will provide a list of households (de-identified client ID numbers) to discuss one to two days prior to the scheduled meeting. If someone is working with a household on this list, they must attend the meeting or make advance arrangements with the CE Manager. Housing providers will provide a list of vacancies and potential transfers to the CE Manager one to two days prior to the scheduled meeting. A representative from each housing provider must be present at each meeting. If a representative is not available, advance arrangements must be made with the CE Manager.

There are not Housing Placement meetings for Single Adults. As soon as a housing provider is aware of an opening in their program, they must contact the Coordinated Entry Manager. The CE Manager runs the Housing Priority List for Single Adults and sends the housing provider the name of the household at the top of the Housing Priority List with all of their documentation completed (see Permanent Supportive Housing section) and what outreach worker they are connected to. When a household is at the top of the priority list and a match has been identified, their preferences must be considered by accessing their Participant Interest Form. A housing option can be rejected by a household. The

household does not lose their spot on the list for rejecting an option. There is no limit to the number of times a household may reject a placement.

Households shall not be steered toward any particular housing facility or neighborhood based on a protected class (see nondiscrimination section).

Housing providers may not reject a household for assistance based on perceived barriers to housing or services. CoC, EHH and ESG funded programs must use the Coordinated Entry process as the only referral source from which they fill vacancies in housing or services.

B. CONTACTING PEOPLE ON THE HOUSING PRIORITY LIST

If staff is completing data clean-up of the Housing Priority List to see if people are still in need of housing, there will be times when staff is unable to make contact with the person. Staff must attempt contact at least three times over the course of a 30-day period. Contacts must be recorded in the “Coordinated Entry Referral Follow Up” section in the Assessments tab of the client profile in HMIS. Contacts can be made via telephone, text, or e-mail. Staff must also reach out to the following applicable entities: outreach providers, placement meeting providers and school district or Head Start staff. If no one is able to contact the household, staff will cancel the referral to the Housing Priority List.

Best practices for contacting clients:

- Attempt contact during different times of the month (beginning, middle, end).
- Contacts should be made over the course of 30 days, not all in one week.
- If staff is able to text, please try this as someone’s phone may be out of minutes, but they can still send and receive text messages.
- Bring the name to the outreach meeting and placement meeting to see if anyone has information.
- Check the VINE system to see if the person is incarcerated.
- If your agency allows, staff may use an agency Facebook page to attempt contact.

C. HOLDING A UNIT FOR CLIENT PLACEMENT

When an agency receives a name from the priority list, staff must initiate contact with the person within two business days. (See “Best practices for contacting clients” above, under Contacting People on the Housing Priority List.) There may be circumstances where two agencies work together to connect with someone. It is the receiving agency’s responsibility to ensure contact. Staff must attempt to contact a participant three times during seven business days. All attempts must be documented in HMIS under the Coordinated Entry Referral Follow Up section. If staff attempts contact on three occasions during the seven business days and does not get a response, they may move to the next household on the priority list.

GRIEVANCE PROCEDURE FOR COORDINATED ENTRY

Households have the right to file a grievance if there is a violation of the Coordinated Entry Policies and Procedures received through the Dane County Coordinated Entry System. Households are informed about the grievance policy during their initial meeting with Coordinated Entry staff. The policy is accessible on the Homeless Services Consortium website (www.danecountyhomeless.org).

Households have the right to be assisted by an advocate of their choice (agency staff person, co-worker, friend, family member, etc.) at each step of the grievance process. Households have the right to withdraw their grievance at any time.

If a household has a grievance regarding a specific agency or representative of that agency, they should be directed to that agency's grievance policy. Agencies should post their grievance policies on their websites.

There are two levels of review available for each grievance.

- Level 1: The first person to review the grievance is the CoC Coordinator. Households should contact the CoC Coordinator for Dane County to start the process. Contacts can be made through the HSC website (www.danecountyhomeless.org) via the "contact us" function, hsc@cityofmadison.com or 608-266-6254. Grievances can be made in writing or verbally and should state the alleged violation of the Coordinated Entry policies and procedures. Within two business days, the CoC Coordinator will contact the agency/staff in question to request a response to the grievance, including any actions that were taken to attempt to resolve the issue. The response must be provided to the CoC Coordinator within five business days of request. Once the CoC Coordinator has gathered relevant information about the incident, they will decide what, if any, action needs to be taken. The CoC Coordinator will provide a written decision within 15 days of the initial complaint.

If both the household and the provider agree, the process ends and the resolution is implemented.

If the household or provider disagrees, the grievance moves to the next level.

- Level 2: The Dane County CoC Board of Directors President reviews the grievance within five business days of being informed of dissatisfaction with the Coordinator's resolution. The Board President may designate one or more Board members to review the situation. The grievant has the right to present any additional information and may present it in person. The Board will have 10 business days to gather and review relevant information. Within 30 days of the grievance being moved to Level 2, the Board President will provide a written decision. The decision of the Board of Directors is final.

DATA MANAGEMENT

The Coordinated Entry System uses a Homeless Management Information System (HMIS) to track data and store the Housing Priority List. The HMIS Lead Agency, the Institute for Community Alliances (ICA), has policies and procedures in place to ensure the adequate privacy protections of all household information. All HMIS users are required to abide by the [HMIS Policies and Procedures](#).

All HMIS users are required to complete an annual Security Training provided by ICA. The training covers the privacy rules associated with collection, management and reporting of client data.

Coordinated Entry staff will receive household consent, written or verbal, through an HMIS Release of Information before sharing household information in HMIS. All shared information is for the purpose of assessing and referring households to housing and services provided through the Coordinated Entry process. The only information to be shared is that for which the household has provided consent. Households will not be denied services for refusal to have their information shared in HMIS.

EVALUATION

Annually, the HSC will conduct an evaluation of the Coordinated Entry System. The evaluation will include a review of the CE policies and procedures, assessment by households accessing the system and feedback from housing and service providers. The evaluation will look at the intake, assessment and referral process of Coordinated Entry. All participating agencies will be asked to evaluate the system.

Surveys will be distributed to households at participating agencies including, but not necessarily limited to The Beacon, The Salvation Army, Porchlight Men's Shelter and Tenant Resource Center and participating housing programs. Any household information collected during the evaluation period will be kept private. Surveys will be kept confidential and identifying information will not be collected.

The annual surveys for participants and housing and service providers will be developed by the Core Committee, and distributed according to a timeline set by the Core Committee. The Core Committee or other HSC designee will present the survey results and a plan to implement changes to the CE System.

The Core Committee will receive updates from the CE Manager as requested. The CE Manager will seek feedback from the Core Committee as needed, in order to facilitate ongoing evaluation of the system.

The Core Committee and HSC Board of Directors will review the CoC's System Performance Measures every six months, consider how the system is affecting Performance Measures and what changes can be implemented to improve performance.

APPENDIX A: DEFINITIONS OF HOMELESSNESS

1. 24 CFR §583.5 HUD HOMELESS DEFINITION

1. An individual or family who lacks a fixed, regular and adequate nighttime residence, meaning:
 - i. An individual or family with a primary nighttime residence that is a public or private place not designed for or ordinarily used as a regular sleeping accommodation for human beings, including a car, park, abandoned building, bus or train station, airport, camping ground;
 - ii. An individual or family living in a supervised publicly or privately operated shelter designated to provide temporary living arrangement (including congregate shelters, transitional housing, and hotels and motels paid for by charitable organizations or by federal, state, or local government programs for low income individuals); or
 - iii. An individual who is exiting an institution where he or she resided for 90 days or less and who resided in an emergency shelter or place not meant for human habitation immediately before entering that institution;

2. An individual or family who will imminently lose their primary nighttime residence, provided that:
 - i. The primary nighttime residence will be lost within 14 days of the date of application for homeless assistance;
 - ii. No subsequent residence has been identified; and
 - iii. The individual or family lacks the resources or support networks, e.g., family, friends, faith-based or other social networks, needed to obtain other permanent housing;

3. Unaccompanied youth under 25 years of age, or families with children and youth, who do not otherwise qualify as homeless under this definition, but who:
 - i. Are defined as homeless under section 387 of the Runaway and Homeless Youth Act (42 U.S.C. 5732a), section 637 of the Head Start Act (42 U.S.C. 9832), section 41403 of the Violence Against Women Act of 1994 (42 U.S.C. 14043e-2), section 330(h) of the Public Health Service Act (42 U.S.C. 254b(h)), section 3 of the Food and Nutrition Act of 2008 (7 U.S.C.2012), section 17(b) of the Child Nutrition Act of 1966 (42 U.S.C. 1786(b)), or section 725 of the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11434a);
 - ii. Have not had a lease, ownership interest, or occupancy agreement in permanent housing at any time during the 60 days immediately preceding the date of application for homeless assistance;
 - iii. Have experienced persistent instability as measured by two moves or more during the 60-day period immediately preceding the date of applying for homeless assistance; and
 - iv. Can be expected to continue in such status for an extended period of time because of chronic disabilities, chronic physical health or mental health conditions, substance addiction, histories of domestic violence or childhood abuse (including neglect), the presence of a child or youth with a disability, or two or more barriers to employment, which include the lack of a high school degree or General Education Development (GED), illiteracy, low English proficiency, a history of incarceration or detention for criminal activity, and a history of unstable employment; or

4. Any individual or family who:

- i. Is fleeing, or is attempting to flee, domestic violence, dating violence, sexual assault, stalking, or other dangerous or life-threatening conditions that relate to violence against the individual or a family member, including a child, that has either taken place within the individual's or family's primary nighttime residence or has made the individual or family afraid to return to their primary nighttime residence;
- ii. Has no other residence; and
- iii. Lacks the resources or support networks, e.g., family, friends, and faith-based or other social networks, to obtain other permanent housing.

2. 24 CFR §578.3 HUD CHRONICALLY HOMELESS DEFINITION

1. A "homeless individual with a disability," as defined in section 401(9) of the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11360(9)), who:
 - i. Lives in a place not meant for human habitation, a safe haven, or in an emergency shelter; and
 - ii. Has been homeless and living as described in paragraph (1)(i) of this definition continuously for at least 12 months or on at least 4 separate occasions in the last 3 years, as long as the combined occasions equal at least 12 months and each break in homelessness separating the occasions included at least 7 consecutive nights of not living as described in paragraph (1)(i). Stays in institutional care facilities for fewer than 90 days will not constitute as a break in homelessness, but rather such stays are included in the 12-month total, as long as the individual was living or residing in a place not meant for human habitation, a safe haven, or an emergency shelter immediately before entering the institutional care facility;
2. An individual who has been residing in an institutional care facility, including a jail, substance abuse or mental health treatment facility, hospital, or other similar facility, for fewer than 90 days and met all of the criteria in paragraph (1) of this definition, before entering that facility; or
3. A family with an adult head of household (or if there is no adult in the family, a minor head of household) who meets all of the criteria in paragraph (1) or (2) of this definition, including a family whose composition has fluctuated while the head of household has been homeless.

3. 24 CFR §576.2 HUD AT RISK OF HOMELESSNESS DEFINITION

At risk of homelessness means:

1. An individual or family who:
 - i. Has an annual income below 30 percent of median family income for the area, as determined by HUD;
 - ii. Does not have sufficient resources or support networks, e.g., family, friends, faith-based or other social networks, immediately available to prevent them from moving to an emergency shelter or another place described in paragraph (1) of the "homeless" definition in this section; and
 - iii. Meets one of the following conditions:

- a. Has moved because of economic reasons two or more times during the 60 days immediately preceding the application for homelessness prevention assistance;
 - b. Is living in the home of another because of economic hardship;
 - c. Has been notified in writing that their right to occupy their current housing or living situation will be terminated within 21 days after the date of application for assistance;
 - d. Lives in a hotel or motel and the cost of the hotel or motel stay is not paid by charitable organizations or by Federal, State, or local government programs for low-income individuals;
 - e. Lives in a single-room occupancy or efficiency apartment unit in which there reside more than two persons or lives in a larger housing unit in which there reside more than 1.5 persons reside per room, as defined by the U.S. Census Bureau;
 - f. Is exiting a publicly funded institution, or system of care (such as a health-care facility, a mental health facility, foster care or other youth facility, or correction program or institution); or
 - g. Otherwise lives in housing that has characteristics associated with instability and an increased risk of homelessness, as identified in the recipient's approved consolidated plan;
2. A child or youth who does not qualify as "homeless" under this section, but qualifies as "homeless" under section 387(3) of the Runaway and Homeless Youth Act (42 U.S.C. 5732a(3)), section 637(11) of the Head Start Act (42 U.S.C. 9832(11)), section 41403(6) of the Violence Against Women Act of 1994 (42 U.S.C. 14043e- 2(6)), section 330(h)(5)(A) of the Public Health Service Act (42 U.S.C. 254b(h)(5)(A)), section 3(m) of the Food and Nutrition Act of 2008 (7 U.S.C. 2012(m)), or section 17(b)(15) of the Child Nutrition Act of 1966 (42 U.S.C. 1786(b)(15)); or
 3. A child or youth who does not qualify as "homeless" under this section, but qualifies as "homeless" under section 725(2) of the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11434a(2)), and the parent(s) or guardian(s) of that child or youth if living with her or him.

APPENDIX B: CERTIFICATION FOR EMERGENCY TRANSFER

CERTIFICATION OF DOMESTIC VIOLENCE, DATING VIOLENCE, SEXUAL ASSAULT, OR STALKING, AND ALTERNATE DOCUMENTATION

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

OMB APPROVAL NO. 2577-0286, EXP. 06/30/2017

PURPOSE OF FORM

The Violence Against Women Act (“VAWA”) protects applicants, tenants, and program participants in certain HUD programs from being evicted, denied housing assistance, or terminated from housing assistance based on acts of domestic violence, dating violence, sexual assault, or stalking against them. Despite the name of this law, VAWA protection is available to victims of domestic violence, dating violence, sexual assault, and stalking, regardless of sex, gender identity, or sexual orientation.

USE OF THIS OPTIONAL FORM

If you are seeking VAWA protections from your housing provider, your housing provider may give you a written request that asks you to submit documentation about the incident or incidents of domestic violence, dating violence, sexual assault, or stalking.

In response to this request, you or someone on your behalf may complete this optional form and submit it to your housing provider, or you may submit one of the following types of third-party documentation:

1. A document signed by you and an employee, agent, or volunteer of a victim service provider, an attorney, or medical professional, or a mental health professional (collectively, “professional”) from whom you have sought assistance relating to domestic violence, dating violence, sexual assault, or stalking, or the effects of abuse. The document must specify, under penalty of perjury, that the professional believes the incident or incidents of domestic violence, dating violence, sexual assault, or stalking occurred and meet the definition of “domestic violence,” “dating violence,” “sexual assault,” or “stalking” in HUD’s regulations at 24 CFR 5.2003.
2. A record of a Federal, State, tribal, territorial or local law enforcement agency, court, or administrative agency; or
3. At the discretion of the housing provider, a statement or other evidence provided by the applicant or tenant.

SUBMISSION OF DOCUMENTATION

The time period to submit documentation is 14 business days from the date that you receive a written request from your housing provider asking that you provide documentation of the occurrence of domestic violence, dating violence, sexual assault, or stalking. Your housing provider may, but is not required to, extend the time period to submit the documentation, if you request an extension of the time period. If the requested information is not received within 14 business days of when you received the request for the documentation, or any extension of the date provided by your housing provider, your housing provider does not need to grant you any of the VAWA protections. Distribution or issuance of this form does not serve as a written request for certification.

CONFIDENTIALITY

All information provided to your housing provider concerning the incident(s) of domestic violence, dating violence, sexual assault, or stalking shall be kept confidential and such details shall not be entered into any shared database. Employees of your housing provider are not to have access to these details unless to grant or deny VAWA protections to you, and such employees may not disclose this information to any other entity or individual, except to the extent that

disclosure is: (i) consented to by you in writing in a time-limited release; (ii) required for use in an eviction proceeding or hearing regarding termination of assistance; or (iii) otherwise required by applicable law.

TO BE COMPLETED BY OR ON BEHALF OF THE VICTIM OF DOMESTIC VIOLENCE, DATING VIOLENCE, SEXUAL ASSAULT, OR STALKING

1. Date the written request is received by victim: _____

2. Name of victim: _____

3. Your name (if different from victim's): _____

4. Name(s) of other family member(s) listed on the lease: _____

5. Residence of victim: _____

6. Name of the accused perpetrator (if known and can be safely disclosed): _____

7. Relationship of the accused perpetrator to the victim: _____

8. Date(s) and times(s) of incident(s) (if known): _____

10. Location of incident(s): _____

<p>In your own words, briefly describe the incident(s):</p> <p>_____</p> <p>_____</p> <p>_____</p>
--

This is to certify that the information provided on this form is true and correct to the best of my knowledge and recollection, and that the individual named above in Item 2 is or has been a victim of domestic violence, dating violence, sexual assault, or stalking. I acknowledge that submission of false information could jeopardize program eligibility and could be the basis for denial of admission, termination of assistance, or eviction.

Signature _____

Signed on (Date) _____

PUBLIC REPORTING BURDEN

The public reporting burden for this collection of information is estimated to average 1 hour per response. This includes the time for collecting, reviewing, and reporting the data. The information provided is to be used by the housing provider to request certification that the applicant or tenant is a victim of domestic violence, dating violence, sexual assault, or stalking. The information is subject to the confidentiality requirements of VAWA. This agency may not collect this information, and you are not required to complete this form, unless it displays a currently valid Office of Management and Budget control number.

APPENDIX C: PREVENTION PRIORITIZATION TOOL

The information provided for the prioritization is based on self-report.

Factor	Score	Participant Score
Eviction Process (choose only one)		
Has a stipulated dismissal (court order) which requires payment of money	10	
Has an eviction court date scheduled	5	
Has a 5, 14, or 30 day notice but no court date scheduled	3	
Lives in Subsidized Housing (choose only one)		
Has Section 8 voucher or lives in CDA/DCHA public housing	5	
Lives in other subsidized housing (i.e. Northport, Meridian, etc.)	4	
Lives in Section 42 or comparable housing	2	
Eviction History (choose only one)		
Has 1 or more eviction judgement in CCAP in the past 2 years	5	
Has 1 or more eviction judgement in CCAP in the past 5 years	3	
Has ever had an eviction filed in CCAP	2	
Other eviction record or evictions that are not in CCAP	1	
Criminal History (choose one)		
On sex offender registry	5	
Past Felony(ies)	3	
Past misdemeanors	1	
Other Factors (may choose more than one)		
Needs and lives in wheelchair accessible unit	1	
Household of 5 or more members	1	
	Total	

APPENDIX D: DIVERSION ASSESSMENT TOOL

1. Where did you sleep last night?

2. If staying in someone else's housing:

(things to consider: rental/owned unit, landlord, total length of stay thus far, landlord's knowledge of situation)

a. What issues exist with you remaining in your current housing situation?

b. Can those issues be resolved with financial assistance, case management, etc.?

c. Are you currently experiencing domestic violence?

3. If coming from their own unit:

a. Is it possible and safe to stay in your current housing unit?

b. What resources would you need to do that? (give the examples below)

financial assistance

case management

mediation

transportation

other: _____

5. What other safe housing options do you have for the next few days or weeks?

6. Is there anywhere safe you could stay for at least the next three (3) to seven (7) days if you were able to receive case management services/transportation assistance/limited financial support?

Yes No

Help individual think through potential places – with family, friends, co-workers. Have them identify what barriers they think exist to staying in a certain location and how they might be overcome.

APPENDIX E: TRANSFER REQUEST FORM

TO BE COMPLETED BY PROGRAM COORDINATOR OR PROPERTY MANAGER AND SUBMITTED TO CE MANAGER.

Date: _____ Name of Staff Requesting Transfer: _____

Head of Household Name: _____

Current Housing Program: _____ Program Entry Date: _____

Number of People in Household: _____ Number of Youth Ages 16+: _____

Date discussed at Case Manager Meeting: _____

Disability Documentation Attached? Yes No

Homeless History Documentation Attached? Yes No

1. Please list the lease violations:

2. Please describe what strategies program staff have already used:

3. In what ways do program staff think a transfer will make a difference?

4. How does the participant think a transfer will affect the possibility of future lease violations?

5. What does the participant want regarding their housing?

6. Where is the landlord at in the eviction process?

7. Has participant been referred to Legal Action and/or Tenant Resource Center? ____ Yes ____ No

Supervisor's Signature: _____ Date: _____

If granted, the transfer should be completed within 30 days.



Coordinated Entry Manager Use Transfer was: ____ Granted ____ Denied

Participant will transfer to the following program: _____

APPENDIX F: EXCEPTION REQUEST FORM

Exception Request Form

****This form must be submitted to the Coordinated Entry System Manager prior to the Outreach or Family Placement meeting.****

Today's Date: _____

Participant Name: _____

of people in household: _____

DOB: _____

What is the precipitating factor causing the request for an exception? Please provide the main reason/diagnosis initiating the request for an exception. Please include other pertinent health/life history: _____

How will housing affect the person's health outcomes? _____

Please list Emergency Services and Crisis contacts for the last 6 months (Ambulance Calls, ER visits, Police Contacts): _____

Has the person been brought for an exception previously? (You may check with Coordinated Entry Manager) If so, what has changed since the previous request? _____

*Please attached documents from health professional that explain diagnosis, prognosis and how housing is imperative to maintaining the participant's life.

Approved

Denied

APPENDIX G: LIST OF ACRONYMS AND GLOSSARY

CE – Coordinated Entry

CoC – Continuum of Care

CoC Program – Continuum of Care Program – funded by HUD

Dating Violence - violence committed by a person:

1. Who is or has been in a social relationship of a romantic or intimate nature with the victim; and
2. Where the existence of such a relationship shall be determined based on a consideration of the following factors:
 - The length of the relationship;
 - The type of relationship; and
 - The frequency of interaction between the persons involved in the relationship.

Domestic Violence - includes felony or misdemeanor crimes of violence committed by a current or former spouse or intimate partner of the victim, by a person with whom the victim shares a child in common, by a person who is cohabitating with or has cohabitated with the victim as a spouse or intimate partner, by a person similarly situated to a spouse of the victim under the domestic or family violence laws of the jurisdiction receiving grant monies, or by any other person against an adult or youth victim who is protected from that person's acts under the domestic or family violence laws of the jurisdiction. The term spouse or intimate partner of the victim includes a person who is or has been in a social relationship of a romantic or intimate nature with the victim, as determined by the length of the relationship, the type of the relationship, and the frequency of interaction between the persons involved in the relationship.

EFS – Emergency Family Shelter

ESG – Emergency Solutions Grant – funded by HUD

EHH – Emergency Solutions Grant/Housing Program/Homeless Prevention Program – a combination of funding from HUD and the State of Wisconsin

HMIS – Homeless Management Information System

HSC – Homeless Services Consortium

HUD – Department of Housing and Urban Development

ICA – Institute for Community Alliances

PSH – Permanent supportive housing

RRH – Rapid Re-housing

Sexual Assault - any nonconsensual sexual act proscribed by Federal, tribal, or State law, including when the victim lacks capacity to consent.

SPDAT – Service Prioritization Decision Assistance Tool

Stalking - engaging in a course of conduct directed at a specific person that would cause a reasonable person to:

1. Fear for the person's individual safety or the safety of others; or
2. Suffer substantial emotional distress.

TH – Transitional housing

VA – Department of Veterans Affairs

VAWA – Violence Against Women Act

VI-SPDAT – Vulnerability Index-Service Prioritization Decision Assistance Tool

VI-F-SPDAT – Vulnerability Index-Family Service Prioritization Decision Assistance Tool

APPENDIX H: WEBSITES FOR ADDITIONAL INFORMATION

Dane County Homeless Services Consortium

<http://www.danecountyhomeless.org/>

National Alliance to End Homelessness

<http://www.endhomelessness.org/>

U.S. Department of Housing and Urban Development, HUD Exchange

<https://www.hudexchange.info/>

U.S. Interagency Council on Homelessness

<https://www.usich.gov/>

APPENDIX I: LIST OF DOCUMENT REVISIONS

4/4/2016

Original version approved by the Madison/Dane County CoC Board of Directors.

8/26/2016

Revised the participant eligibility scoring criteria for permanent supportive housing and rapid re-housing programs to place a greater emphasis on a participant's VI-SPDAT score.

11/1/2016

Revised the participant eligibility criteria for rapid re-housing programs. Limited the eligible VI-SPDAT score range to the rapid re-housing score range suggested by the creators of the VI-SPDAT, OrgCode Consulting.

1/27/2017

Added prevention program standards.

5/19/2017

Board approved update to Street Outreach standards and approved Diversion standards and Diversion tool.

11/16/2017

Board approved addition of Emergency Transfer section.

01/19/2018

Board approved addition of Coordinated Entry Policies and Procedures appendix.

09/21/2018

Board approved revisions to Section 1.

10/19/2018

Board approved addition of Transfer Request Form appendix.

12/21/2018

Board approved update to Permanent Supportive Housing section.

03/15/2019

Board approved updates to Street Outreach, Diversion, Emergency Shelter and Transitional Housing sections.

05/17/2019

Board approved updates to Coordinated Entry section.

City of Madison Recapture Policy

The Community Development Division will use recapture provisions for all assistance provided as direct subsidies allowable in homebuyer activities per 92.254. This provision will be the policy for all homebuyer assistance programs administered by the City of Madison and/or any direct subsidies provided by a subrecipient or developer.

Direct subsidies are defined as the mortgage reduction assistance and closing costs awarded to the homebuyer to purchase the property. Direct subsidies provided to homebuyers are given 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 calculation of 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).

Recapture provisions permit homebuyers to sell their unit at any time during the period of affordability, to any willing buyer, and at the price the market will bear. CDD will record with the Register of Deeds a mortgage and a written agreement between the homebuyer and the City of Madison to enforce the recapture provisions and period of affordability requirements of 92.254 on each property. At the time of sale, CDD will be notified by either the homeowner or the title company, requesting a review of the recapture amount and removal of the lien on the property.

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).