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**Community Development Division  
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March 1, 2012

<b>Board/Committee/Commission: Community Development Block Grant Committee</b>	
<b>Contact Person: Mary Charnitz</b>	<b>Dept.: CDBG</b>
<b>Phone Number: (608) 267-0742</b>	<b>E-Mail Address: <a href="mailto:mcharnitz@cityofmadison.com">mcharnitz@cityofmadison.com</a></b>

DAY	DATE	TIME	LOCATION
Thursday	July 5	5:00 PM	260 MMB (regular meeting)
Tuesday	July 10	5:00 PM	260 MMB
Thursday	July 12	5:00 PM	300 MMB
Wednesday	July 18	5:00 PM	300 MMB
Thursday	July 19	5:00 PM	260 MMB
Thursday	Aug 2 Public Hearing	5:30 PM	260 MMB

<b>Board/Committee/Commission: Conference Committee</b>	
<b>Contact Person: Mary Charnitz</b>	<b>Dept.: CDBG</b>
<b>Phone Number: (608) 267-0742</b>	<b>E-Mail Address: <a href="mailto:mcharnitz@cityofmadison.com">mcharnitz@cityofmadison.com</a></b>

DAY	DATE	TIME	LOCATION
Wednesday	July 11	5:00 p.m.*	202 MMB
Thursday	Aug 2 Public Hearing	5:30 PM	260 MMB

<b>Board/Committee/Commission: CDBG &amp; CSC Committees</b>	
<b>Contact Person:</b>	
<b>Phone Number: (608) 266-6520</b>	<b>E-Mail Address:</b>

Thursday	Aug 2 Public Hearing	5:30 PM	260 MMB
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\*Meeting time may change depending on the schedules of Conference Committee representatives.

2013 – 2014 FUNDING PROCESS TIMELINE

1. Common Council approval of CDBG Framework/Goals and Objectives	March 20, 2012
2. Info and Forms re: Letter of Intent published	March 22, 2012
3. Letter of Intent due	April 13, 2012
4. Funding application released	May 2, 2012
5. Provider workshops	May 10, 2012
6. Applications due	June 1, 2012
7. Committee meeting – briefing on funding process, application review, background information, conflict of interest review based on applications received	June 7, 2012
8. Staff reviewing applications and preparing a Staff Review for Committee	June 7 – 27, 2012
9. Committee receives applications with Staff Reviews	June 29, 2012
10. Committee submits questions on applications for Housing, Economic Development and Employment	July 6, 2012
11. Committee meetings – Applicant presentations and submittal of questions on applications for Access/Homeless	July 10 and 12, 2012
12. Committee meeting - funding recommendations	July 18-19, 2012
13. Committee meeting - Public hearing and finalize funding recommendations	August 2, 2012



Department of Planning & Community & Economic Development  
**Community Development Division**

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Madison Municipal Building, Suite 225  
215 Martin Luther King, Jr. Boulevard  
P.O. Box 2627  
Madison, Wisconsin 53701-2627  
PH 608 266 6520  
FAX 608 261 9626

**COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM**

CDBG COMMITTEE:

ALDER TIM BRUER, 3310 Leyton Ln., 53713-3407; 298-0060 (h); [district14@cityofmadison.com](mailto:district14@cityofmadison.com)  
(14 A.D.); Term to expire April 16, 2013

MONYA CHOUDHURY, 1409 Winslow, 53711; 663-9111 (c); [monya.choudhury@gmail.com](mailto:monya.choudhury@gmail.com)  
(10 A.D.); Term to expire October 1, 2012

ALDER LAUREN CNARE, 5218 Kevins Way, 53714, 235-9179 [district3@cityofmadison.com](mailto:district3@cityofmadison.com)  
(3 A.D.); Term to expire April 16, 2013

LIZ DANNENBAUM, 4313 MAJOR AVE, 53716, 221-3997(h) 852-7144 (c); [liz.winter.dannenbaum@gmail.com](mailto:liz.winter.dannenbaum@gmail.com)  
(15 A.D.); Term to expire October 1, 2013

ROBERT HUNTER, 4306 Odana Rd, 53711-1512, 238-0964 (h); [joylessinmudville@msn.com](mailto:joylessinmudville@msn.com)  
(11 A.D.); Term to expire October 1, 2012

JUSTIN MARKOFSKI, 518 Troy Dr., 53704; 242-4461 (h); [justinmarkofski@yahoo.com](mailto:justinmarkofski@yahoo.com)  
(18 A.D.); Term to expire October 1, 2012 (First Alternate Member)

DANIEL O'CALLAGHAN, 2202 Commonwealth Ave., 53726; 283-0117 (w); [daocallaghan@michaelbest.com](mailto:daocallaghan@michaelbest.com)  
(10 A.D.); Term to expire October 1, 2013

ALDER MATT PHAIR 2322 Tanager Trl, 53711-4212; 297-7602 (h) 772-1187 (c); [district6@cityofmadison.com](mailto:district6@cityofmadison.com)  
(20 A.D.); Term to expire April 16, 2013

RUSS WHITESEL, 648 Crandall St., 53711-1837; 233-5046 (h); [whitesel29@tds.net](mailto:whitesel29@tds.net) (10 A.D.); Term to expire  
October 1, 2012 (Second Alternate Member)

STAFF:

Hickory Hurie, Interim Community Development Division Director  
Hardy Garrison, CDD Systems & Finance Coordinator

Mary Charnitz, Grants Administrator  
Teresa Cothrine, Grants Administrator  
Helen Dietzler, Administrative Clerk  
Nancy Dungan, Grants Administrator  
Anne Kenny, Community Development Aide

Mike Miller, Grants Administrator  
Linette Rhodes, Grants Administrator  
Julie Spears, Grants Administrator  
Peg Stonestreet, Program Assistant  
Sue Wallinger, Grants Administrator

**33.15 COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) COMMITTEE.** (Am. by ORD-09-00052, Pub. 4-2-09, Eff. 8-1-09)

- (1) Organization. There is created for the City of Madison a Community Development Block Grant (CDBG) Committee.
- (2) (a) Membership. The Committee shall consist of nine (9) members and two (2) alternate members, appointed by the Mayor, subject to the approval of the Common Council. Two (2) members shall be alderpersons. The other members shall be citizen members. At least three citizen members shall be persons of low or moderate income, as low or moderate income is defined by the CDBG regulations, and at least one citizen member shall be a member of a minority as defined in Sec. 39.02(9)(a)7. of these ordinances. One position may be filled by either an alderperson or a citizen member.
- (b) Alternate Members. In addition to the nine (9) members, as provided in Subdivision (a) above, the Mayor shall appoint a first alternate and a second alternate member. Alternate members shall serve a term of one (1) year, and may be re-appointed. The first alternate shall act with full power when any other member of the Committee is absent or refuses to act because of a conflict of interest. The second alternate shall act only when the first alternate is absent or refuses to act, or when more than one (1) Committee member is absent or refuses to act because of a conflict of interest. Alternates may serve as the CDBG Committee representative on other City committees at any time. (Am. by ORD-08-00128, 11-22-08)
- (3) Terms. All members except alternate members shall be appointed for two (2) year terms. The terms of alderpersons shall expire with the expiration of their terms as alderpersons.
- (4) Powers and Duties. The Community Development Block Grant (CDBG) Committee shall have the following powers and duties:
  - (a) Recommend policies, goals, and objectives of the CDBG program, after consultation with the Mayor, to be approved by the Common Council.
  - (b) Evaluate performance of contractors performing CDBG-funded activities, including obtaining such information as is reasonably necessary for such evaluation; and, at the discretion of the Committee, make recommendations to the Mayor and Common Council regarding contract revisions, enforcement or terminations.
  - (c) Review project and Local Options proposals for CDBG funding.
  - (d) Recommend to the Mayor and Common Council a budget for CDBG funding, based upon assessment of the proposals, evaluation of performance on other projects, City policies, goals, objectives, financial needs and commitments, and upon the needs assessment by the Clearinghouse for Citizen Participation.
  - (e) Recommend to the Mayor and Common Council the allocation of any reprogrammed funds.
  - (f) Perform those functions delineated in Sec. 4.22 as regards the Affordable Housing Trust Fund. (Cr. by Ord. 13,476, 12-23-03)
- (5) Mayor's Role. Nothing herein shall be deemed to limit the obligations, duties, and discretion of the Mayor pursuant to his or her position as the Chief Executive of the City and pursuant to the rules and regulations of the Department of Housing and Urban Development (HUD).
- (6) Meetings. The Committee shall meet at least once each month, shall elect officers, and otherwise conduct its business in accordance with rules it may establish. The Community Development Block Grant Supervisor, under the direction of the Mayor, shall provide necessary staff services to the Committee but the Committee may request and receive necessary staff services from other City agencies.

(Renumbered from Sec. 3.70 by ORD-07-00047, 4-12-07; Sec. 3.70 Am. by Ord. 11,182, 3-3-95; Ord. 13,476, 12-23-03; ORD-09-00052, Pub. 4-2-09, Eff. 8-1-09)

# MADISON ETHICS CODE SIMPLIFIED

The goal of the **Simplified Code** is to describe the City of Madison Ethics Code in everyday language. It is not intended to be a substitute for the Code. **Anyone who is uncertain whether a particular action (or inaction) may be a violation of the Code, or who believes that a violation of the Code has occurred, should obtain a copy of the Code and/or seek the advice of the City Attorney's Office or the City of Madison Ethics Board.**

## WHAT IS THE MADISON ETHICS CODE?

The Code spells out ethical standards of conduct intended to foster public trust and promote confidence in the integrity of government by avoiding the appearance of self-interest, personal gain, or benefit. The Code also requires written disclosures by most City elected officials, employees and appointees regarding their private financial or personal interests in matters that may affect the City. Page 3 of the Simplified Code discusses this obligation in greater detail. The Ethics Code is found in Section 3.35 of the Madison General Ordinances (MGO).

## WHY HAVE A CODE?

The Madison Ethics Code establishes guidelines to insure that City elected officials, employees, and appointees (a) act impartially, responsibly and independently, (b) make decisions and policies through proper channels of City governmental structure, and (c) serve the public interest rather than some private interest.

The major areas of responsibility and accountability spelled out in the Code include:

- Disclosure of conflicts of interest and possible disqualification from subsequent action
- Use of office for private gain
- Disclosures of confidential or privileged information
- Receipt of gifts and favors
- Incompatible employment
- Restrictions after leaving office or appointment.

By enacting a Code of Ethics, the City recognizes that certain responsibilities accompany public office or public position. These responsibilities address the need for City officials, employees, and appointees to discharge their duties in the public interest, uphold the U.S. and State Constitutions, and carry out the laws of the nation, state, and municipality with impartiality and fairness and without regard to their private interests.

## TO WHOM DOES THE CODE APPLY?

The Code applies to all elected City officials, employees and appointed members of City boards, committee and commissions (including sub-committees and ad hoc committees). The Code often uses the word “**incumbent**” to mean individuals in any of these categories. The Code may also refer to an incumbent’s “**immediate family**.” For these and other definitions, please consult Section 3.35(2) MGO.

In certain circumstances citizens who interact with City employees and officials may also be subject to the Ethic Code’s standards of conduct. For instance, the Code prohibits the offering of gifts, or special favors as a reward or in exchange for some official action. The Code also prohibits an incumbent from accepting such gifts or rewards. This is an example how the Code offers guidance to both officials and citizens alike.

## WHAT OBLIGATIONS DOES THE CODE IMPOSE?

### I. Financial Disclosure on Statements of Interest

The Code requires *incumbents* to file annually a Statement of Interests describing their private financial or personal interests in matters that may affect the conduct of City business. Disclosure of these interests is required to assure the public of the impartiality of those who make decisions on the public’s behalf.

Who must file? The filing requirement extends to all elected officials and members of boards, committees, commissions, unless they can demonstrate to the Ethics Board that they are **not** involved in the (a) regulation of economic activity, (b) expenditure or granting of public funds, or (c) entry into City contracts.

Disclosure forms must also be completed by City employees who work on behalf of the City (a) negotiating; the sale or acquisition of property or real estate, (b) overseeing economic development projects, (c) assessing or appraising property for tax purposes, or (d) enforcing City ordinances or state laws. Since Madison police officers are covered by their own departmental policies and disclosure requirements and need to have their identity protected from public disclosure, police officers are exempt from filing a Statement of Interest.

Candidates for elective public office must also file a Statement of Interest with the City Clerk at the same time as nomination papers are filed. Failure to file a Statement of Interest may result in the City Clerk removing the candidate’s name from the ballot.

Failure to file: Failure of a City employee to file a Statement of Interest in a timely manner may result in the withholding of salary and other compensation. Failure to file may also prevent an appointee from being confirmed by the Common Council.

Amendments and changes: If a filer becomes aware of *errors* or *omissions* in the original Statement, he/she *must* file an amended version as quickly as possible.

Moreover, elected officials, City employees who head departments or divisions, and mayoral assistants *must also* report any changes on their Statement as soon as possible. Statement of Interest forms and instructions are available from the City Clerk.

## II. Standards of Conduct

The following overview of the Code's standards of conduct is not intended to be definitive. The Code should be consulted for a complete description of its obligations and prohibitions.

Use of office or position: The Code states that no *incumbent* may use his/her position or office to obtain financial gain or anything of value or any advantage, privilege, or treatment for the private benefit of the *incumbent*, his/her immediate family, or an organization with which the *incumbent* is associated. Nor may an *incumbent* take any official action in a matter, which may affect a family member or association in which he/she may have a personal or financial interest.

Disclosure and disqualification: The Code states that any *incumbent* who has a financial or personal interest in a matter coming before the Common Council or any board, committee or commission must **disclose** the nature and extent of such interest and if necessary, **disqualify** himself/herself from discussing and, voting on the matter.

Influence and reward: The Code states that no *incumbent* may solicit or accept (directly or indirectly) anything of value that could reasonably be expected to influence a vote, official action, or judgment or be considered a reward for any official action or inaction.

Privileges and advantages: The Code prohibits the use of City-owned vehicles, equipment, materials, or property for personal convenience or profit except as authorized by the Common Council or when such things are available to the public generally.

Outside employment: The Code prohibits *incumbents* from accepting outside employment and/or service (paid or unpaid) that would impair (or reasonably appear to impair) independence of judgment or action in the performance of official duties.

Disclosure of information: The Code prohibits the intentional use or disclosure of privileged information that could result in anything of value for the *incumbent*, his/her immediate family, or for any other person or entity, unless the information has already been communicated to the general public or is a public record.

Cooling off period for *incumbents*: The Code places certain restrictions on the activities of *former incumbents* for **twelve months** after leaving office, employment, or appointment. For instance, restrictions limit *former incumbents* from appearing before and/or negotiating with his/her former entity, office, board, committee or commission for a **one year** period. Such restrictions apply whether or not the former *incumbent* is paid for his/her services.



Receipt of anything of value: The Code prohibits *incumbents* from receiving or keeping any transportation, meals, beverage, entertainment, fees, honoraria, or anything of value except in accordance with the standards of conduct contained in the Code. The Code is very explicit about what may and may not be accepted by *incumbents* in the performance of their duties and in outside activities. *Incumbents* who may be affected by such regulations should review the Code.

Nepotism and equal treatment: Favoritism and special treatment in hiring and promotion based on family and special relationships shall not be allowed.

Contract or leases: The Code places limitations on City contracts or leases (involving more than \$3000 per year) with any *incumbent*, his/her immediate family, or any organization in which the *incumbent* owns or controls at least 2% of the outstanding equity. Before accepting such a contract or lease, the *incumbent* must disclose in writing to the City Clerk the nature and extent of his/her interest in said contract or lease. In turn, the City Clerk will advise the Common Council about the disclosure at the time a vote on the contract or lease is considered.

### **III. Appointment of City Employees to a non-City Board or Committee**

When a City employee is appointed **by the mayor** to a non-City board or committee, that employee is obligated to represent the interests of the City and act with independence of judgment. Careful consideration should be given prior to the appointment to assure that such individuals do not have a conflict of interest which would be incompatible with the proper discharge of their City duties and have the necessary independence of judgment in representing the City's interest.

### **IV. Political Activities**

The Madison Ethics Code prohibits any City employee, during work hours or while on official business, from

- wearing or displaying campaign material,
- distributing campaign literature,
- soliciting or receiving political contributions, or
- actively campaigning for any candidate or referendum.

### **WHAT IS THE ETHICS BOARD?**

The City of Madison appoints an Ethics Board to answer questions, render opinions, and hear complaints on matters concerning the Code. The Board has seven members: four citizen members, one representative of the Mayor, the Common Council President (or designated alderperson), and one representative of organized labor. All members of the Board are appointed by the Mayor with confirmation by the Common Council.

The Board elects its own chair and vice-chair and develops written rules of procedures which are approved by the Mayor and the Common Council. The Human Resources Director provides staff support to the Board, and the City Attorney furnishes the Board with legal assistance.

## HOW DOES THE BOARD BECOME INVOLVED IN A MATTER?

Advisory Opinions: When an *incumbent* or candidate for City elected office is uncertain about the Code's application, he/she may ask the Ethics Board for an advisory opinion and be guided by that opinion when given. The individual will have an opportunity to present the facts at issue and state why the Code may or may not apply to a particular situation at hand. When the individual follows the Board's advice, it is considered evidence of his/her intent to comply with the Code. If the applicant desires the request for advice and the Board's opinion to remain confidential, the Board will meet in closed session, and only an anonymous summary of its opinion is made public.

Complaints: Any resident of the City may complain in writing to the Ethics Board about the activity or conduct of any person covered by the Code; however, that complaint must be filed within 12 months of the time the violation is alleged to have occurred. The person making the complaint must be present at the time the complaint is brought before the Ethics Board. The Board may issue subpoenas and administer oaths during the course of the proceeding. The procedure that the Board follows is based on rules and procedures that have been established by the Board and approved by the Common Council.

Copies of the Madison Ethics Code may be obtained from the Office of the City Attorney in Madison, Wisconsin.

The Procedures Manual may be obtained from the Office of the City Attorney in Madison, Wisconsin.

## **20 Things You Need to Know About the Ethics Code**

### **1. Madison's Ethics Code is based on State Law**

Our Code is based on Sec. 19.42, Wis. Stats. Our Code is in Sec. 3.35, MGO

### **2. Who is covered by the Code?**

All elected officials, all city employees, all members of Boards and Committee

### **3. What obligations does the Code Impose?**

Financial Disclosure, Standards of Conduct, Political Activities

### **4. Outside Employment is Regulated**

May not impair or appear to impair independence in official duties

### **5. Key Definitions**

When are you (including your immediate family) "Associated" with an organization? Officer, Director, or 2% of equity

"Economic or financial interest"

Business or cause in which you or family have share which relates to your income wealth or goods or the material resources of you or your family

"Personal interest"

Any interest greater than nominal including: close business, political or other association

### **6. Failure to file can lead to employee discipline or removal for a committee member**

Removal for committee member is "automatic"

### **7. Travel and Conferences funded by a third party are regulated**

Payments must be reported to the Finance Director. Incumbent may have to pay the amounts that exceed City travel reimbursement rates.

### **8. Soliciting Donations for a City project or a Conference is regulated**

Must be authorized by Common Council, incumbent cannot be associated with it, must file a report with the City Clerk with 6 months

### **9. Support Foundations—a source of recent complaints**

Ethics complaints recently filed before Ethics Board. But State of Wisconsin v. Beaver Dam Development Corporation.

### **10. The Code requires Disclosure and Disqualification**

Every city Board or Committee agenda must have an agenda item for Disclosures and Recusals.

- 11. Post Employment restrictions**  
a/k/a the "revolving door". Generally restrictions are for 12 months
- 12. Accepting "Anything of value" is prohibited**  
That which is not generally available to all residents of the City
- 13. Political Activity**  
Wearing or displaying campaign material, distributing campaign literature, soliciting contributions, active campaigning
- 14. Nepotism**  
Fair and equal consideration must be given. May not participate in final decision for hiring a member of their immediate family
- 15. Advisory Opinions May be Sought**  
Prima Facie evidence of intent to comply, if followed
- 16. Honoraria Fees and Expenses**  
May not receive anything of value, other than commemorative or of nominal value, arising from their city roles. May accept reimbursement of actual and reasonable expenses.
- 17. What happens if the Ethics Board gets involved? Who is on the Board?**  
Any Resident may make a Complaint. Board first determines if it has jurisdiction before having a full hearing. Board consists of: Four Citizens, One representative of the Mayor, Common Council President or designee, One labor representative
- 18. Appointment of City employees to a non City Board or Committee**  
Obligated to represent the interest of the City
- 19. There is a Continuing Duty to Update Statement of Interests**
- 20. Interests in Contracts or Leases with City are regulated**  
\$3,000 within a 12 month period

**Contact the City Attorney's office for further information:**

Michael May, City Attorney  
Steve Brist, Assistant City Attorney  
(608) 266-4511

## Reccomended Actions Where a Potential Conflict of Interest Exists

	Discussion on Funding for objective	Decisions on funding for objectives	Discussion on Funding for Goal	Decisions on funding for Goal	Discussion on overall funding	Decisions on overall funding
Self or family is a current or former client of program (If separation from agency has been less than 6 months)	Disclose and Recuse				Disclose Recuse on any discussion to move money between program areas	
Self or family employed in program being reviewed						
Self or family employed in agency being reviewed						
On Board of agency being reviewed						
Former employee of an agency being reviewed (If separation from agency has been less than 6 months)						
Note: Before Committees begin to review applications, they will be given a list of all agencies that have applied and will be asked to identify any potential conflicts.						

**Robert's Rules of Order**

Michael P. May  
City Attorney  
Madison, Wisconsin  
Updated February, 2012

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**Sources**

- ♦ Robert's Rules of Order (11<sup>th</sup> Ed.): 700 pages
- ♦ Robert's Rules Abridged: 200 pages
- ♦ Robert's Rules In Short ("May's Manual"): 7 pages.
- ♦ Chapter 2, and sec. 33.01, MGO

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**Who is Robert?**

- ♦ General Henry M. Robert (1837-1923), distinguished engineer.
- ♦ First codified in 1876. Now in its 11<sup>th</sup> edition.
- ♦ Now edited by Henry M. Robert III.

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## Purposes of Robert's Rules

- ♦ Run meetings efficiently.
- ♦ Protect the rights of the majority, the minority, individual members and absent members.
- ♦ A careful balance to allow action, and in some cases to halt action.

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## Meeting Agenda

- ♦ Governed by Wisconsin's Open Meeting Law (sec. 19.81, *et seq.*, Stats.) and sec. 3.71, MGO
- ♦ Agenda items must clearly apprise the public of the matter to be considered.
- ♦ No action if not on agenda and properly noticed (normally 24 hours).

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## Chapter 2, MGO

- ♦ Chapter 2 constitutes the standing rules for the Common Council.
- ♦ Except as modified by Chapter 2, Robert's Rules govern Council meetings. Sec. 2.32.
- ♦ Standing Order of Business, sec. 2.04.
- ♦ Introduction of Business at a prior meeting, sec. 2.05, with exceptions.

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## Ch. 2, MGO (cont.)

- ♦ Majority vote of all members, sec. 2.18.
- ♦ ¾ majority to change budget, sec. 2.19.
- ♦ Reconsideration, sec. 2.21.
- ♦ Time limits on speaking, sec. 2.29.
- ♦ Rules often (always?) suspended by 2/3 vote to take out of order.
- ♦ Use of the Consent Agenda.

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## Sec. 33.01, MGO

- ♦ Governs City Boards, Committees and Commissions. Revised in 2009.
- ♦ 15 minute rule on quorum. Quorum normally is one-half plus one of authorized members (note: 14 alders for Council). Sec. 33.01(8).
- ♦ May establish own rules (except for reconsideration), otherwise apply Robert's Rules. Sec. 33.01(9)(b).

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## Sec. 33.01, MGO (cont.)

- ♦ Reports to record votes; time limit on response (normally 45 days per sec. 2.05). Sec. 33.01(11).
- ♦ Counting majority for vote: 33.01(8)(d), MGO
- ♦ Must be a majority of members in attendance.
- ♦ Must also be a majority of the quorum.
- ♦ "Abstain" or "present" does not destroy quorum; absence does.
- ♦ Example: 3 ayes, 4 abstentions on 7 member body.

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### Sec. 33.01, MGO (cont.)

- ♦ Committees must allow Council members to participate in committee meetings under sec. 33.01(9)(d), MGO.
- ♦ May ask questions and participate in debate, but may not vote or make any motions.
- ♦ Does not apply to quasi-judicial proceedings.

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### Role of the Chair

- ♦ Obligation to run an orderly meeting.
- ♦ Recognizes members.
- ♦ Rules on votes, subject to call for roll.
- ♦ Rules on procedure, subject to appeal to body.
- ♦ Generally, not to vote except when vote decides outcome, and not to participate in debate. Committees may change by rule.

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### Proceed by Motion!

- ♦ The most basic rule of Robert's Rules: proceed by motion.
- ♦ No magic words: "I move that \_\_\_\_\_", "I move adoption of \_\_\_\_\_", "Move referral."
- ♦ Matters before Council usually have a recommendation which becomes the motion.
- ♦ Teach chair to ask for motions.

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## Classes of Motions

- ♦ Main motion. Underlying matter before the body.
- ♦ Subsidiary motions. To do something with or to the main motions (e.g., amend, refer).
- ♦ Incidental motions. Procedural matters related to the main motion that take precedence (e.g., point of order, suspend the rules).
- ♦ Privileged motions. Limited number that take precedence (recess, privilege, adjourn).
- ♦ See Robert's Rules, Secs. 5-6.

## Fifteen Common Motions

- ♦ Robert's lists at least 84 different types of motions, Table III.
- ♦ Adjourn. Not debatable.
- ♦ Adopt.
- ♦ Amend. Normally no more than two levels of amendment allowed. Robert's, Sec. 12.
- ♦ Division of Assembly/Roll Call. Granted when asked, not debatable.
- ♦ Division of Question/Separation. Separates votes on different issues or paragraphs. Requires a second, but is not debatable.

## 15 Motions (cont.)

- ♦ Lay on Table/Take off Table. Temporarily delay taking action. Not debatable.
- ♦ Place on file. Use by Council and some committees, is equivalent of a motion to delay or postpone indefinitely. Non-adoption without voting it down.
- ♦ Point of Information. An incidental motion to gain information before taking further action. No second required, a member simply states "Point of information", and is recognized.

## 15 Motions (cont.)

- ♦ Point of Order/Procedure. Another incidental motion, no second required. It raises a question about the procedure being used. The Chair rules on the point, subject to an appeal (which does require a second) to the full body.
- ♦ Point of Privilege. A privileged motion, no second. Relates to a personal matter.
- ♦ Previous Question. Ends debate and proceeds to an immediate vote. Requires a second, not debatable and requires a 2/3 vote.

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## 15 Motions (cont.)

- ♦ Recess. A privileged motion. The length of the recess should be stated. Not debatable.
- ♦ Reconsideration. Asks that a matter be reconsidered. Must be made at the same or next meeting by a member who voted for the winning side or had an excused absence.
- ♦ Referral. The matter is referred to another body or a later meeting of the same body.
- ♦ Suspend the Rules. Requires a 2/3 majority.

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## Consent

- ♦ Use of unanimous consent is a way to quickly move through non-controversial items.
- ♦ "Is there any objection to \_\_\_\_\_?"
- ♦ Council uses an extensive consent agenda.

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## Precedence of Motions

- ◆ See Robert's Rules Sec. 5 and Chart I.
- ◆ A motion is not in order when a motion with higher precedence is under consideration. The motion with precedence must be disposed of before the other motion is allowed.
- ◆ Following charts show precedence; a motion is not in order if it has a higher number than the pending matter.

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## Undeatable Motions

- ◆ 1. Adjourn.
- ◆ 2. Recess.
- ◆ 3. Question of Privilege.
- ◆ 4. Lay on the Table.
- ◆ 5. Previous Question
- ◆ 6. Limit or Extend Debate.

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## Debatable Motions

- ◆ 7. Postpone to a definite time.
- ◆ 8. Refer or commit.
- ◆ 9. Amend.
- ◆ 10. Postpone indefinitely/place on file.
- ◆ 11. Main motion.

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## Incidental Motions

- ◆ Incidental motions (Point or order or information, Suspend the Rules, Division of the Assembly or the Question) take precedence over whatever matter is pending.

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## “May’s Manual”

- ◆ Available on the City Attorney’s web page.
- ◆ <http://www.cityofmadison.com/attorney/>
- ◆ Contains a “Cheat Sheet” on common motions.

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## Questions?

- ◆ Call us at 266-4511
- ◆ Michael May or Patricia Lauten who are familiar with Robert’s Rules and city procedure.

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# THE LEGISLATIVE PROCESS IN MADISON

Michael P. May, City Attorney  
January 27, 2011

## 1. Resolutions and Ordinances.

Resolutions generally deal with discrete individual matters (approval of contracts, setting internal city policy, etc.). Any staff member may draft them.

Ordinances generally deal with rules that will affect the general public. Only the City Attorney may draft them.

Any resolution or ordinance, with specific exceptions, must have a member of the Common Council as a sponsor. Any resolution or ordinance must be given a legislative file number which is to be used on all agenda.

## 2. Introduction.

Unless it suspends the rules, the Common Council will introduce a resolution or ordinance at a meeting and not consider it until a later meeting. For any matter to be introduced as part of the agenda and make it into Legistar, it must be to the Clerk's office by noon on Wednesday preceding the Council meeting. A resolution or ordinance may also be introduced and referred from the floor of the Council, and must be placed into the legislative process after the meeting.

## 3. Referral and Committee action.

Nearly all resolutions and ordinances are referred to one or more of the City's boards, committees and commissions (Sub-units). The first Sub-unit listed is the lead referral. Other Sub-units (secondary referrals) are to review the matter before the lead referral and recommend action and any suggested changes to the lead referral. The lead referral reviews those suggestions and makes its own recommendation and any changes to the ordinance or resolution. The recommendation and changes (if any) of the lead referral is normally the action recommended to be taken by the Common Council.

If the lead referral changes the item so that the lead sponsor of the item no longer wishes to sponsor it, then something else may be moved from the floor of the Council.

The rules for operation of most Sub-units are set out in chapter 33 of the Madison General Ordinances, but some Sub-units have special rules by ordinance or statute. Also, Sub-units may establish their own rules that are not in conflict with the MGO. The Council adopted some major changes to chapter 33, effective in August, 2009.

In preparing agenda in Legistar, remember that all agenda must also be sent to the Clerk's office (CL Meetings) in order to be posted in compliance with the Open Meetings Law. Failure to do this may result in the cancellation of your meeting.

#### **4. Substitutes and Alternates and Amendments.**

A Substitute Ordinance or Resolution is created for any change in the proposed ordinance or resolution that is both supported by the original lead sponsor and occurs before the time the ordinance or resolution is taken up on the Council floor. Multiple substitutes indicate that multiple changes have been made. The same rule applies when a change is made in those ordinances or resolutions sponsored by boards or agencies (Board of Public Works, Plan Commission) where a technical change is made after the board has taken action.

An Alternate is any change prior to action on the Council floor where the change is not acceptable to the lead sponsor, and must itself have a sponsor.

An Amendment is any change made on the Council floor.

As a result, you may have the Council approve an item that is an Ordinance, an Amended Ordinance, a Substitute Ordinance, an Amended Substitute Ordinance, an Alternate Ordinance, or an Amended Alternate Ordinance. The same titles may be given to Resolutions, and if there is more than one substitute or alternate created, they will be given numbers.

All official versions of an item are to remain in Legistar as attachments, regardless of which version is recommended to the Council. Documents related to the proposal also must be included as attachments.

#### **5. Fiscal Notes.**

All ordinances and resolutions must have a fiscal note from the Comptroller's office. The fiscal note identifies the likely fiscal impact of the item, such as increased revenues, increased costs, deduction from the contingent reserve fund, etc. When substitutes or alternates are created, they also need a fiscal note.

#### **6. Public Hearings.**

Some items are required by law to be preceded by a "public hearing" before they may be adopted. Most of these items are Plan Commission re-zonings, ALRC licenses, and Public Works assessments. The public hearing portion of the Council meeting is a separate agenda item.

#### **7. Super Majority Votes.**

In order for any item to pass the Common Council, it must get at least 11 votes. This is regardless of how many members are present. Any time the Council makes an "appropriation" that was not included in the annual budget, it requires a  $\frac{3}{4}$  majority or 15 votes. An "appropriation" takes money from one place or agency and gives to another, with the exception of expenditure of grant funds that have no contribution from the City. Some other items require a  $\frac{2}{3}$  majority vote, or 14 votes.

M. P. May, City Attorney



## **Mission, Goals and Objectives**

**T**he Community Development Block Grant (CDBG) Committee:

- recommends policies, goals and objectives of the CDBG program and other community development-related Federal or State-funded programs, after consultation with the Mayor, to be approved by the Common Council;
- evaluates performance of contractors performing funded activities, including obtaining such information as is reasonably necessary for such evaluation; and, at the discretion of the Committee, makes recommendations to the Mayor and Common Council regarding contract revisions, enforcement and proposals for funding;
- recommends to the Mayor and Common Council a budget for funding based upon City policies, goals, objectives, financial needs and commitments and community needs assessments.

The CDBG Committee operates under the authority of Madison General Ordinance 33.15.





# City of Madison 2010-2014 3-5 Year Strategic Plan

This document includes Narrative Responses to specific questions that grantees of the Community Development Block Grant, HOME Investment Partnership, Housing Opportunities for People with AIDS and Emergency Shelter Grants Programs must respond to in order to be compliant with the Consolidated Planning Regulations.

## GENERAL

### ***Executive Summary***

*The Executive Summary is required. Include the objectives and outcomes identified in the plan and an evaluation of past performance.*

#### ***3-5 Year Strategic Plan Executive Summary:***

The City of Madison Community Development Division annually receives federal funds through the U.S. Department of Housing and Urban Development (HUD). The Division is required to develop a 5-Year Consolidated Plan to articulate the community development goals for the next 5 years to receive these funds. The duration of this plan is for the period January 1, 2010 through December 31, 2014. During this period, the City anticipates that the following Federal funds will be received:

##### **Formula Grants**

- Community Development Block Grant (CDBG)
- HOME Investment Partnership Program (HOME)
- Emergency Shelter Grants (ESG)

In addition to these funds, the City will administer State and local funds and Neighborhood Stabilization Program (NSP) funds as well as Federal stimulus money which will include the following: Department of Energy Block Grant (EECBG) funds, Community Development Block Grant (CDBG-R) funds and Homelessness Prevention & Rapid Re-Housing Program (HPRP) funds.

The funds will be used to meet the goals and objectives established and approved by the CDBG Committee and the Common Council. The following goals and objectives have been developed in consultation with citizens, services agencies, other funding partners, the Madison Metropolitan School District and businesses to provide decent housing, a suitable living environment and economic opportunities for low to moderate income households.

The Community Development Division will pursue these goals and objectives by working with the non-profit community, 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 program's core activities.

The City of Madison will strive to meet the following 5 goals and 11 objectives between 2010 and 2014. These goals are based on assumptions about future funding levels for the Consolidated Plan programs. Because these funding sources are subject to annual Congressional appropriations as well as potential changes in funding distribution formulas or the number of communities eligible to receive entitlement grants, the accomplishment projections and planned activities are subject to change with availability of funding.

## Goals:

- Improve and expand affordable housing options.

### Objectives:

- **Owner-occupied housing** – improve the quality of existing owner-occupied housing stock to support community and neighborhood stability and neighborhood revitalization efforts (i.e. housing made accessible, brought to code, or made safer or more energy efficient)
- **Housing for buyers** - increase homeownership opportunities for low to moderate income individuals through affordable homes constructed, rehab efforts or downpayment assistance
- **Rental Housing** – expand the number of affordable rental units and/or improve the quality and/or diversity of rental units available to lower income individuals throughout the community (i.e. renovated to code or made accessible, better managed and affordable)

- Expand businesses to create jobs and assist with the development of microenterprises.

### Objectives:

- **Business Development and Job Creation** – assist businesses and non-profits to create new employment opportunities for low to moderate income individuals which meet wage standard levels or create training or advancement opportunities, with 51% being low to moderate income
- **Economic Development of Small Businesses** – Assist micro-enterprises which are the principal occupations of their owners, or which create new job opportunities for low or moderate income persons through technical and/or financial assistance

- Strengthen neighborhoods through the operation of neighborhood centers, community gardens and the implementation of strategic neighborhood revitalization efforts.

### Objectives:

- **Improvement of community focal points: Gardens and Neighborhood Centers** – create, enhance or sustain the operation of neighborhood centers and community gardens that bring people of diverse backgrounds together, serve as neighborhood focal points, or provide residents with skills or opportunities that will lead to stronger neighborhood
- **Revitalization of strategic areas** – through the neighborhood planning process assist residents of designated neighborhoods in identifying opportunities and promoting sustainable neighborhood revitalization

- Increase the access of low and moderate income households and community groups to resources through the improvement of community service facilities, enhancement of informational services and employment training opportunities.

### Objectives:

- **Improvement of services to homeless and special populations** – stabilize or improve the housing situation of homeless individuals or near-homeless individuals, and develop supportive activities
- **Physical improvement of community service facilities** – create or improve, safe, energy-efficient, accessible and well-maintained community and neighborhood facilities
- **Expansion of individual choice and access to housing resources and employment and training opportunities** – increase access to housing, information and other non-monetary resources and support for employment and training opportunities

- Administer the Community Development program to meet the community needs and funder requirements.

### Objectives:

- **Overall program administration** - develop, guide and manage activities which generate long term impact and self-sufficiency, including the provision of fair housing services. Achieve National and local cross-cutting objectives

**2010-2014 Goals, Objectives, Outcomes  
and Estimated Funding Sources and Amounts**

<i>Objectives</i>	<i>Outcomes</i>	<i>Estimated Funding Source and Amount</i>
<b>Goal: Improve and expand affordable housing options</b>		
(A) Owner-occupied housing	1,127 total repairs/rehabs (1,000 minor and 127 major repairs/rehabs)	CDBG = \$385,402 HOME = \$2,487,208 Other = \$404,935
(B) Housing for buyers	360 properties	CDBG = \$1,430,832 HOME = \$3,968,254 Other = \$1,789,959
(D) Rental Housing	772 rental units created or improved	CDBG = \$1,368,825 HOME = \$3,788,994 Other = \$2,420,143 ESG = \$148,723
<b>Goal: Expand businesses to create jobs and assist with the development of microenterprises</b>		
(E) Business Development and Job Creation	235 FTE positions	CDBG = \$6,084,716 Other = \$972,559
(F) Economic Development of Small Businesses	116 microenterprises assisted	CDBG = \$407,355
<b>Goal: Strengthen neighborhoods through the operation of neighborhood centers, community gardens and the implementation of strategic neighborhood revitalization efforts</b>		
(G) Improvement of community focal points	147,682 individuals	CDBG = \$1,948,691 Other = \$2,481,734
(L) Revitalization of strategic areas	15 neighborhoods	CDBG = \$772,710
<b>Goal: Increase the access of low and moderate income households and community groups to resources through the improvement of community service facilities, enhancement of informational services and employment and training opportunities</b>		
(J) Improvement of services to homeless and special populations	20,074 households	CDBG = \$163,466 Other = \$1,570,137 ESG = \$234,955
(K) Physical improvement of community service facilities	10 buildings	CDBG = \$2,026,592
(X) Expansion of individual choice and access to housing resources and employment and training opportunities	14,530 people	CDBG = \$94,000 Other = \$321,881 ESG = \$20,507
<b>Goal: Administer the Community Development program to meet the community needs and funder requirements</b>		
(Z) Overall program administration	700 contracts	CDBG = \$1,866,582 HOME = \$1,039,548 Other = \$389,042 ESG = 21,247

## Past Performance

The City of Madison continually strives to improve the performance of its operations and those of its funded agencies. In 2008, the Community Development Division invested \$11.7 million in the community to meet the goals and objectives outlined in the 2005-2009 Consolidated Plan. CDBG, HOME and ESG funds were primarily targeted toward affordable housing, economic development and development of neighborhood focal points. The chart on page 50 shows the use of these funds in relation to each objective. For a more detailed summary of the City's evaluation of past performance, previous Consolidated Annual Performance and Evaluation Reports (CAPER) can be viewed on the City's website at [www.cityofmadison.com/cdbg](http://www.cityofmadison.com/cdbg).

## Strategic Plan

*Due every three, four, or five years (length of period is at the grantee's discretion) no less than 45 days prior to the start of the grantee's program year start date. HUD does not accept plans between August 15 and November 15.*

### Mission

The mission of the community development program is to help make Madison "a more viable urban community by providing decent housing, a suitable living environment and by expanding the economic opportunities for low and moderate-income persons."

### Community Development Strategies

For 2010-2014, the Community Development Division and CDBG Committee have developed 5 major goals, 11 objectives and 5 implementation strategies. Over the next 5 years, there will be an emphasis on incorporating energy efficiency and sustainability initiatives into all eligible projects. In addition, economic development, job creation and employment and training will be emphasized within the major goals and objectives. The Division will explore targeted economic development strategies relating to small businesses, particular sectors, "green" jobs and will investigate other strategic approaches to include economic gardening. The Division will also be committed to producing quality employment options for the full spectrum of Madisonians.

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 be considered.

The Community Development Division will continue to work to increase coordination and collaboration with other entities engaged in related activities, wherever that coordination and collaboration enhances the CDBG initiatives and will support compatible efforts by other groups and associations. The Division will work with service providers, other funders, the Madison Metropolitan School District, other City of Madison departments, labor union representatives, businesses, Dane County and the State of Wisconsin to more efficiently deliver the City of Madison Community Development program.

The CDBG Committee has primarily funded non-profit agencies to provide direct services to City of Madison residents. Over the next 5 years the CDBG Committee will discuss the role that for-profit businesses may play in achieving the stated goals and objectives.

### Goals:

- Improve and expand affordable housing options.

#### Objectives:

- **Owner-occupied housing** – improve the quality of existing owner-occupied housing stock to support community and neighborhood stability and neighborhood revitalization efforts (i.e. housing made accessible, brought to code, or made safer or more energy efficient)
- **Housing for buyers** - increase homeownership opportunities for low to moderate income individuals through affordable homes constructed, rehab efforts or downpayment assistance
- **Rental Housing** – expand the number of affordable rental units and/or improve the quality and/or diversity of rental units available to lower income individuals throughout the community (i.e. renovated to code or made accessible, better managed and affordable)

- Expand businesses to create jobs and assist with the development of microenterprises.

Objectives:

- **Business Development and Job Creation** – assist businesses and non-profits to create new employment opportunities for low to moderate income individuals which meet wage standard levels or create training or advancement opportunities, with 51% being low to moderate income
  - **Economic Development of Small Businesses** – Assist micro-enterprises which are the principal occupations of their owners, or which create new job opportunities for low or moderate income persons through technical and/or financial assistance
- Strengthen neighborhoods through the operation of neighborhood centers, community gardens and the implementation of strategic neighborhood revitalization efforts.

Objectives:

- **Improvement of community focal points: Gardens and Neighborhood Centers** – create, enhance or sustain the operation of neighborhood centers and community gardens that bring people of diverse backgrounds together, serve as neighborhood focal points, or provide residents with skills or opportunities that will lead to stronger neighborhood.
  - **Revitalization of strategic areas** – through the neighborhood planning process assist residents of designated neighborhoods in identifying opportunities and promoting sustainable neighborhood revitalization
- Increase the access of low and moderate income households and community groups to resources through the improvement of community service facilities, enhancement of informational services and employment training opportunities.

Objectives:

- **Improvement of services to homeless and special populations** – stabilize or improve the housing situation of homeless individuals or near-homeless individuals, and develop supportive activities.
  - **Physical improvement of community service facilities** – create or improve, safe, energy-efficient, accessible and well-maintained community and neighborhood facilities.
  - **Expansion of individual choice and access to housing resources and employment and training opportunities** – increase access to housing, information and other non-monetary resources and support for employment and training opportunities
- Administer the Community Development program to meet the community needs and funder requirements.

Objectives:

- **Overall program administration** - develop, guide and manage activities which generate long term impact and self-sufficiency, including the provision of fair housing services. Achieve National and local cross-cutting objectives.

**Strategies:**

The City of Madison has developed the following Community Development strategies:

- Fund activities for long-term impact upon Madison’s neighborhoods and low- and moderate-income individuals. Many activities are designed to integrate lower income and higher income households rather than focus exclusively on very low-income households, based on the belief that all can contribute to the health of the City of Madison’s future.
- Assist activities that often operate within a market or quasi-market environment, such as assisted housing, business development or neighborhood district revitalization, where the program participant shares the responsibility for the costs and the shape of the actual product or program.
- Focus upon activities that are “developmental” in nature and are either capitalized costs, or operating costs (related to community gardens, neighborhood centers or information resources). In some of our most effective activities, we have provided an agency with the

assets and information to develop a service that in turn establishes a source of future revenue to the agency while serving a public benefit.

- Generally provide investment funding and other assistance to other organizations at the “wholesale” or system-wide level of operations, rather than manage programs that directly assist individual households. However, the Division will take an active role in the direction of these operations and make sure they are consistent with the overall needs and interests of the City of Madison. The Office does administer a downpayment assistance program directly to households as a way to effectively coordinate the various City housing programs.
- Combine and coordinate resources in the Community Development Division and within the City overall. In addition, continue and expand the Division's relationships with other local governments, private non-profits, businesses, stakeholders and other organizations.

The CDBG Office does not generally fund operating costs, unless they are part of a capital project or are related to community gardens, neighborhood centers, services to homeless populations or the provision of information and access to housing, including fair housing services. An example of this strategy is the use of the American Dream Downpayment Initiative (ADDI) funds where the City is able to use direct assistance to better integrate the development of affordable housing stock with the targeted use of ADDI funds.

## **General Questions**

1. *Describe the geographic areas of the jurisdiction (including areas of low income families and/or racial/minority concentration) in which assistance will be directed.*
2. *Describe the basis for allocating investments geographically within the jurisdiction (or within the EMSA for HOPWA) (91.215(a)(1)) and the basis for assigning the priority (including the relative priority, where required) given to each category of priority needs (91.215(a)(2)). Where appropriate, the jurisdiction should estimate the percentage of funds the jurisdiction plans to dedicate to target areas.*
3. *Identify any obstacles to meeting underserved needs (91.215(a)(3)).*

## **3-5 Year Strategic Plan General Questions response:**

### **Geographic Area**

The City of Madison is part of a dynamic and growing region, is the seat of the 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 respected research institution known for a tradition of academic excellence. The City includes parts of three lakes, and is located upon an isthmus, which gives the City its defining geographical characteristics.

### **Population**

As of the 2000 census, Madison had a population of 208,054. Its 2007 estimated population was 222,725 making it the second largest city in Wisconsin, after Milwaukee.

In 2000, slightly over 48% of residents of the County lived in the City of Madison. According to the Wisconsin Department of Administration, Madison is expected to add 20,100 households which is a 23% increase between 2000-2015.

### **Economic Conditions**

Madison is losing economic ground compared to the balance of Dane County. In 2000, the County median income was 17% higher than Madison's. In 2007, Dane County's median income was 19%, higher with Madison's median income at \$50,991 and Dane County's at \$60,791. Median household income in Madison is only slightly above state (\$50,578 in 2007) and national levels (\$50,233 in 2007).

The poverty rate in Madison continues to rise from a rate of 15% in 2000 to a rate of 18.5% in 2007. This compares to the county rate of 9.4% in 2000 and 10.9% in 2007.

Approximately 47.3% of the people of Madison have incomes at or below 80% of the county median income. This compares to Dane County which has 33.8% LMI persons. LMI individuals are scattered throughout the city. CDBG Target Area census tracts where 51% of the individuals meet the HUD low/moderate income standards of 80% or less of the area median income are labeled Target Areas and identified on the map on page 51.

Although the income of households in the City of Madison is only slightly above the State's, the median house or condo in 2007 was priced at \$215,800 compared to the state at \$168,800. Median gross rent in the city for 2007 was also much higher than the state, with Madison at \$814/month versus the state at \$673/month. This combination of average income and higher housing costs highlights the difficulty that lower income individuals have in securing affordable housing in Madison. Of the households at less than 50% median income, 68% report a housing cost burden greater than 50%. 88% of these are renters and 12% home owners.

<b>2007</b>	
State of Wisconsin Median Income	\$50,578
City of Madison Median Income	\$50,991
State of Wisconsin Median Price of House or Condo	\$168,800
City of Madison Median Price of House or Condo	\$215,800
State of Wisconsin Median Gross Rent	\$673/Month
City of Madison Median Gross Rent	\$814/Month

The numbers of households on public assistance has increased dramatically over the past year highlighting the need for affordable housing, jobs and support services.

**Dane County W-2 Caseload:**

	Jan.	Feb.	Mar.	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.
2007	348	356	344	357	372	354	357	385	402	425	432	404
2008	382	371	348	354	339	356	342	383	389	411	413	406
2009	370	417	447	494	532	558	596					

**Dane County Food Stamps (Food Share) – Unduplicated Recipients:**

	Jan.	Feb.	Mar.	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.
2007	9,335	9,371	9,417	9,543	9,547	9,584	9,642	9,764	9,866	10,026	10,102	10,069
2008	10,216	10,544	10,796	11,151	11,429	11,700	11,893	12,146	12,307	12,725	13,080	13,287
2009	13,683	14,117	14,633	15,257	15,791	16,197						

Wisconsin state government and the University of Wisconsin-Madison are the top two Madison employers. However, Madison's economy today is evolving from a government-based economy to a consumer services and high-tech base. Since 1981, jobs outside of education and government have grown from 66% to 80% of the city's economy.

Although area jobs are still concentrated within Madison, the balance of the county is gaining. In 1980, Madison had 79% of the jobs within the county. Today it has 70%.

Madison has been insulated from the extreme unemployment rates due to stable job opportunities with the University and state government. Madison's unemployment rate has grown from 5% in 2007 to 6.6% in 2009. This is compared to the national average of 9.7% in 2009.

**Age**

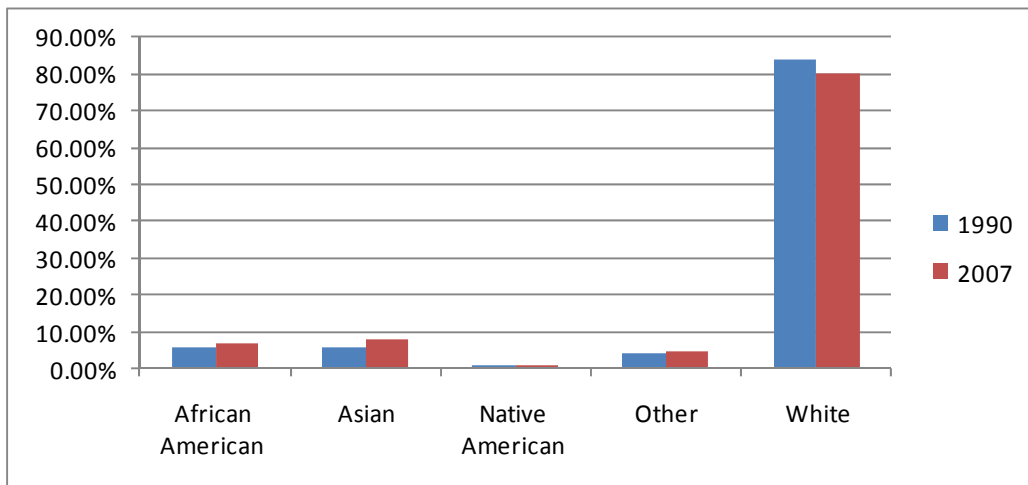
9.2% of Madison's population is over age 65 and 20.9% is in the baby boomer years of 45-64. These statistics have remained fairly constant with 9.2% over age 65 and 19.3% age 45-64 in 2000. The median age has remained constant from 2000 to 2007 at 30.6 years. This is a unique difference from the county as a whole which tends to see the population aging. Dane County had a

median age of 33.2 in 2000 increasing to 35 in 2007. Madison's median age is also much younger than the remainder of the state, with the state median age of 36.

**Race, Ethnicity**

The City has grown more diverse in terms of its race and ethnicity. In 1990, 84% of the population was white, 5.8% African American, 5.8% Asian, .36% Native American and 4.04% Other. 4% of Madison residents identify as ethnically Hispanic. In 2007, 79.9% were white, 6.8% African American, 8.1% Asian, .5% Native American and 4.8% Other. 6.8% of Madison residents identify as ethnically Hispanic. With the increase in diversity in Madison, there has been a corresponding need for a variety of language needs and access to services.

**City of Madison  
Racial Distribution in 1990 and 2007**



Note: In 1990, 4% of Madison residents identified themselves as ethnically Hispanic  
In 2007, 6.8% of Madison residents identified themselves as ethnically Hispanic

**Disability Status**

In Madison, 20,771 individuals who are over the age of 5 live with a disability. This includes 7.3% between the ages of 5-64 and 2.7% over age 65.

**Persons with AIDS/HIV**

According to Avert, an international AIDS charity, in 2007 Madison had 554 AIDS cases. Wisconsin has 2,296 persons with AIDS and 2,432 persons living with HIV.

**Demographic Information**

The table on the following page summarizes general, economic, social and housing characteristics as presented in both the 2000 Census and the 2007 American Community Survey.



CITY OF MADISON SELECTED DEMOGRAPHICS	2000 Census	2007 ACS
<b>POPULATION</b>		
Total population	207,525	222,725
18 and over (%)	82.1%	81.2%
65 and over (%)	9.2%	9.2%
<b>RACE</b>		
White (%)	84.3%	79.9%
Black or African American (%)	5.6%	6.8%
American Indian and Alaska Native	0.4%	.5%
Asian (%)	5.6%	8.1%
Native Hawaiian and Other Pacific Islander (%)	0.08%	0.02%
Some other race (%)	1.6%	2.3%
Two or more races (%)	2.4%	2.3%
Hispanic or Latino of any Race (%)	4.2%	6.8%
<b>AGE</b>		
Under 5	10,815	13,574
18 years and over	170,793	180,843
45 years - 64 years	40,142	46,675
65 years and over	19,184	20,469
Median age (years)	30.6	30.6
<b>HOUSEHOLDS</b>		
Total households	89,019	88,656
Family households (%)	47.7%	47.8%
Married-couple family (%)	37%	37.8%
Female householder, no husband present (%)	7.8%	7.2%
Householder living alone (%)	35.4%	39.0%
Households with individuals under 18 years (%)	22%	23.9%
Households with individuals 65 years and over (%)	21.6%	15.4%
Average household size	2.2	2.4
Average family size	2.87	3.2
<b>HOUSING UNITS</b>		
Total housing units	92,353	103,285
Median Value of owner-occupied units (\$)	137,700	215,800
Gross rent for renter-occupied unit (\$)	644	814
Owner occupied (%)	47.8%	55.0%
Renter occupied (%)	52.2%	45.0%

CITY OF MADISON SELECTED DEMOGRAPHICS	2000 Census	2007 ACS
<b>EMPLOYMENT STATUS (16+)</b>		
Employed (%)	95.1%	95%
Unemployed (%)	4.8%	5%
In Armed Forces (%)	0.09%	0.05%
<b>INCOME</b>		
Median Household income (\$)	41,941	50,991
Median family income (\$)	59,840	73,049
Per capita income (\$)	23,498	27,728
Median earnings for Male full-time, year-round (\$)	36,718	44,564
Median earnings for Female full-time, year-round (\$)	30,551	38,665
<b>DISABILITY STATUS</b>		
Populations 5 years and over with a disability (%)	13.5%	10%
<b>POVERTY STATUS</b>		
Individuals below poverty level (%)	15%	18.5%
Families below poverty level (%)	5.8%	9.2%
<b>EDUCATIONAL ATTAINMENT (25+)</b>		
High school graduate or higher (%)	92.4%	93.9%
Bachelor's degree or higher (%)	48.2%	50.4%

### Geographic Areas of Investment

The City has chosen to describe its goals and objectives primarily in terms of the functional components of a well-developed community: providing affordable housing, growing businesses with jobs, providing opportunities that expand neighborhood cohesion and stability, and focused neighborhood revitalization efforts. Allocations are typically used to address high priority needs, as identified in this plan, on a citywide basis for a project primarily benefiting low and moderate income households.

Although these activities do not provide an area benefit per HUD regulations, they often do succeed in addressing the challenges of low-moderate income neighborhoods in Madison by providing affordable housing, public facilities and improved and increased availability of public services for the area's residents.

However, the City does intend to prioritize and allocate a small portion of its funds to activities that seek to improve neighborhoods within the CDBG target areas. These efforts will focus on the Neighborhood Revitalization objective within the plan.

The Neighborhood Revitalization Program targets neighborhoods with high concentrations of low and moderate income persons for a special planning and project development process which it calls the concentration area process. The CDBG Committee, using census tract data, such as number of LMI individuals, race, ethnicity, age and housing tenure selects neighborhoods for this process. The process involves a three-year period for each neighborhood with the first year involving close work with a neighborhood association and a planning committee composed of representatives of the area. This planning committee works closely with the support of a CDBG-funded City planner to identify the neighborhood's needs and develop a neighborhood plan. This planning phase is followed by two years of active funding by the City, a process which encourages the development of neighborhood activity and rewards the hard work and commitment of neighborhood residents in their considerations of neighborhood needs.

Census Tracts where 51% of the individuals meet the HUD low/moderate income standards of 80% or less of the area median income are identified as target areas on the map on page 51.

### ***Identify any obstacles to meeting underserved needs (91.215(a)(3))***

All needs will not be met due to the limited amount of CDBG and other grant funding available. In addition to the limited resources, regulations that control these resources often add to the cost and complexity of project administration. Supporting a project with multiple fund sources increases the complexity and reduces flexibility.

### ***Managing the Process (91.200 (b))***

- 1. Lead Agency. Identify the lead agency or entity for overseeing the development of the plan and the major public and private agencies responsible for administering programs covered by the consolidated plan.*
- 2. Identify the significant aspects of the process by which the plan was developed, and the agencies, groups, organizations, and others who participated in the process.*
- 3. Describe the jurisdiction's consultations with housing, social service agencies, and other entities, including those focusing on services to children, elderly persons, persons with disabilities, persons with HIV/AIDS and their families, and homeless persons.*

*\*Note: HOPWA grantees must consult broadly to develop a metropolitan-wide strategy and other jurisdictions must assist in the preparation of the HOPWA submission.*

### ***3-5 Year Strategic Plan Managing the Process response:***

#### **Lead Agency**

The City of Madison has designated the Community Development Block Grant (CDBG) Office within the Community Development Division as the lead agency for the grant administration of the CDBG, HOME, ESG, NSP, CDBG-R and HPRP programs. The CDBG Committee serves as the lead policy body overseeing the development of the neighborhood and community development plan and programs. These two entities work with numerous community—based organizations and their partners, businesses, other funders and City of Madison departments to plan, develop, implement and evaluate activities covered 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. Throughout these discussions several themes emerged which lead to the development of the goals and objectives outlined in the plan. Affordable housing for renters and buyers, job creation, employee and business development, access to resources, and community focal points (i.e. neighborhood centers, community gardens) were identified as current and emerging needs in the City of Madison. In addition, the need for continued coordination and collaboration between agencies, local governments, other funders, other City agencies and the schools was also discussed. For further comments on the consultation and other agency involvement in the development of this plan please view the Synopsis of Citizen Comments located on page 37.

The CDBG Office regularly participates and coordinates with other funders such as United Way and Dane County and service groups in the community. The CDBG Office regularly meets with groups including the Homeless Service Consortium, Third Sector Housing, Home Buyers Round Table, and various City ad hoc committees, such as the Community Gardens, Housing, Civil Rights, Planning, Economic Development and Community Services Committees to improve methods of delivery and initiate systematic improvements in certain service sectors. The CDBG Office is also in regular contact with the Community Development Authority (CDA).

## **Citizen Participation (91.200 (b))**

1. *Provide a summary of the citizen participation process.*
2. *Provide a summary of citizen comments or views on the plan.*
3. *Provide a summary of efforts made to broaden public participation in the development of the consolidated plan, including outreach to minorities and non-English speaking persons, as well as persons with disabilities.*
4. *Provide a written explanation of comments not accepted and the reasons why these comments were not accepted.*

*\*Please note that Citizen Comments and Responses may be included as additional files within the CPMP Tool.*

### **3-5 Year Strategic Plan Citizen Participation response:**

The CDBG Committee serves as the main citizen participation resource for the community development program. The Committee is the lead policy decision making group for the overall program and involves citizens, community groups, non-profit agencies and businesses in the planning, selection and evaluation of the overall program.

The CDBG Committee meets monthly and provides time within its meetings 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 hear about future and emerging needs within the community.

The CDBG Committee and Office have initiated several efforts to broaden the outreach and participation of various community groups in the neighborhood and community development program. Two public hearings related to the development of the 5-Year Plan were held in neighborhoods with high concentrations of lower income households including people of diverse races and ethnicity. The draft Plan is available for review in all public libraries and in neighborhood centers, which are frequented by minority and lower income persons as well as by people with disabilities. The CDBG Office also has integrated efforts to broaden outreach and participation of various groups into the operations of the CDBG program as follows:

- The Office operates an extensive website at [www.cityofmadison.com/cdbg](http://www.cityofmadison.com/cdbg) to report on five year goals, annual projects and special issues. The site includes a means to directly comment on any aspect of the Plan or the program.
- The Office advertises in the community newspapers and in specific housing and business development issues.
- The Office serves on 5 neighborhood resources teams, and periodically solicits comments on emerging community needs and suggested solutions from these teams that include both City staff and community members.
- The Office participates in various groups such as the Park Street Partners, a broad coalition of business, resident, institutional, and public groups that helps coordinate and promote revitalization activities in South Madison.
- The Office regularly consults with community and business groups to better understand emerging community needs and effective strategies.
- The CDBG Committee holds their monthly meetings in the community (i.e. Warner Park Community Center, Meadowood Neighborhood Center).
- The Office frequently meets with service providers in the community.
- The Office meets with a broad range of organizations that serve underrepresented populations (i.e. La Sup).

The Citizen Participation Plan and Citizen Comments on this plan can be found on pages 41 and 37, respectively, of this document.

## **Institutional Structure (91.215 (i))**

1. *Explain the institutional structure through which the jurisdiction will carry out its consolidated plan, including private industry, non-profit organizations, and public institutions.*
2. *Assess the strengths and gaps in the delivery system.*
3. *Assess the strengths and gaps in the delivery system for public housing, including a description of the organizational relationship between the jurisdiction and the public housing agency, including the appointing authority for the Committee Members or board of housing agency, relationship regarding hiring, contracting and procurement; provision of services funded by the jurisdiction; review by the jurisdiction of proposed capital improvements as well as proposed development, demolition or disposition of public housing developments.*

### **3-5 Year Strategic Plan Institutional Structure response:**

The Community Development Division participates in a number of funder coordination groups, various service delivery groups, some general groups focused on certain geographical areas and with developers and businesses. The Division will primarily invest in activities administered by non-profit agencies. During the next 5 years, the CDBG Committee will explore the possibility of utilizing for-profit businesses to assist in achieving the goals and objectives in the Community Development program.

Funding is administered through a two-year funding process that was developed several years ago between the City of Madison Community Development Division, Dane County and United Way. This collaborative funding process has continued to evolve and has increased efficiencies for both funders and agencies. Agencies can now apply for funds for a two year period of time. Funders work collaboratively throughout the process to strengthen other components of program evaluation and delivery. In addition, the funding group has produced joint community needs assessments, sector-specific technical assistance, and coordination studies over the years.

The CDBG Committee makes the final funding recommendations to the Common Council. Once the funding recommendations are approved, the Community Development Division develops contracts with the funded agencies. The contract details the expectations, timetables, outcomes and regulation requirements.

The Community Development Authority (CDA), which serves as the lead public housing agency and administers both the public housing program and the housing voucher program, is an independent quasi-public agency with a board appointed by the Mayor. It contracts with the City for all of its staffing needs, including its Executive Secretary position who is also the City's Director of Planning and Community and Economic Development. The City has designated the CDA as the oversight administrative body for some of the City-funded rehabilitation and development loan programs. The Director of Public Housing meets weekly as part of the management group of the Department to share information and coordinate activities.

## **Monitoring (91.230)**

*Describe the standards and procedures the jurisdiction will use to monitor its housing and community development projects and ensure long-term compliance with program requirements and comprehensive planning requirements.*

### **3-5 Year Strategic Plan Monitoring response:**

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

Each agency allocated funding from the City of Madison will submit an application which is formalized through a contract which outlines all requirements, regulations, procedures and accomplishments. The agency will submit progress reports on a quarterly basis at a minimum. The specific reporting periods will be established with the contractual process. Reports will be reviewed for contract compliance with all regulations including administrative, financial and programmatic operations. Timely expenditure of funds will be reviewed on a continual basis to

ensure compliance with program regulations. Individual meetings with the agency will occur as necessary to respond to questions or assess project progress. Depending upon the complexity of the project and the funding requirements, the City may provide orientation training and technical assistance to help improve successful completion of the project.

In addition to the monitoring requirements for each funding source, the Community Development Division staff will make at least one monitoring visit on-site on selected higher risk projects to monitor compliance with fiscal, programmatic and regulatory controls and requirements. High-risk recipients include those that are 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 along with the Community Development Block Grant Committee will serve as the lead in the recording, monitoring and evaluating the City's progress in achieving the goals and objectives outlined in this plan. Presentations, updates, status reports are presented at monthly Committee meetings.

### ***Priority Needs Analysis and Strategies (91.215 (a))***

- 1. Describe the basis for assigning the priority given to each category of priority needs.*
- 2. Identify any obstacles to meeting underserved needs.*

### ***3-5 Year Strategic Plan Priority Needs Analysis and Strategies response:***

The Community Development Division had discussions with various stakeholders, partners, funded agencies, citizens and community groups to determine the priorities of the Community Development program. In addition, the CDBG Committee addressed these priorities throughout the development of the 2009-2010 Framework.

Although many high priority issues were identified such as education, safety and transportation it was determined that other City departments or community groups may be more appropriate to address the indicated need because of mandates or specific resources available to meet the need. Given this, it was determined that the Community Development program should continue to focus on areas that are critical to the overall goal of developing and maintaining a viable urban community. The Community Development program will continue to emphasize the following major goals for the next five years:

- Improve and expand affordable housing options.
- Expand businesses to create jobs and assist with job growth and the development of microenterprises.
- Strengthen neighborhoods through the operation of neighborhood centers, community gardens and the implementation of strategic neighborhood revitalization efforts.
- Increase the access of low and moderate income households and community groups to resources through the improvement of community service facilities, enhancement of informational services and employment and training opportunities.
- Administer the Community Development program to meet the community needs and funder requirements.

### ***Lead-Based Paint (91.215 (g))***

- 1. Estimate the number of housing units that contain lead-based paint hazards, as defined in section 1004 of the Residential Lead-Based Paint Hazard Reduction Act of 1992, and are occupied by extremely low-income, low-income, and moderate-income families.*
- 2. Outline actions proposed or being taken to evaluate and reduce lead-based paint hazards and describe how lead based paint hazards will be integrated into housing policies and programs, and how the plan for the reduction of lead-based hazards is related to the extent of lead poisoning and hazards.*

### **3-5 Year Strategic Plan Lead-Based Paint response:**

The City estimates that there are 66,544 dwelling units within the community that were built prior to 1979, 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 5% (or 3,200 structures) of these contain lead hazards, and that over 80% (2,500) of these structures would be occupied by income-targeted families.

The City expects to use the following strategies to evaluate and reduce lead-based paint hazards:

- Inform families with young children about the dangers of lead-based paint hazards and steps to reduce those hazards.
- Coordinate public health services and screening with referrals to home repair, lead reduction, and rehabilitation programs.
- Enforce a local ordinance designed to reduce lead paint hazards.
- Continue to allow a higher per unit subsidy for projects that involve lead paint reduction.
- Monitor federally funded rehabilitation projects for compliance with Federal standards.

## HOUSING

### **Housing Needs (91.205)**

*\*Please also refer to the Housing Needs Table in the Needs.xls workbook.*

1. *Describe the estimated housing needs projected for the next five year period for the following categories of persons: extremely low-income, low-income, moderate-income, and middle-income families, renters and owners, elderly persons, persons with disabilities, including persons with HIV/AIDS and their families, single persons, large families, public housing residents, victims of domestic violence, families on the public housing and section 8 tenant-based waiting list, and discuss specific housing problems, including: cost-burden, severe cost-burden, substandard housing, and overcrowding (especially large families).*
2. *To the extent that any racial or ethnic group has a disproportionately greater need for any income category in comparison to the needs of that category as a whole, the jurisdiction must complete an assessment of that specific need. For this purpose, disproportionately greater need exists when the percentage of persons in a category of need who are members of a particular racial or ethnic group is at least ten percentage points higher than the percentage of persons in the category as a whole.*

### **3-5 Year Strategic Plan Housing Needs response:**

#### **General Estimated Needs and Services for 2010-2014**

According to the 2007 American Community Survey, there were 103,285 housing units in the City of Madison for a population of 228,754 composed of 88,656 households. This is a housing unit growth rate of 11% since 2000. There is anticipation that the need for additional housing units will continue to grow for 2010-2014 however given the changes in the economy this need will require further evaluation as more recent data becomes available.

#### **Categories of Persons Affected**

The following snapshot provides some indication of income distribution and race/ethnicity for Madison households. These figures would seem to indicate that Asian, African American, and Hispanic households may experience the most severe housing cost burdens.

According to the 2000 census, the total number of households in Madison was 89,019. 13,749 had incomes 30% or less; 10,527 had incomes between 30% and 50% of area median income (AMI); 17,809 had incomes between 50% and 80% of AMI; 46,013 had incomes more than 80% of AMI.

In 2000, 5.6% of the population were African American, 5.6% Asian and 4.2% Hispanic. Each race/ethnicity category increased in population from 2000-2007. In 2007, 6.8% of the population were African American, 8.1% were Asian and 6.8% Hispanic.

HOUSING PROBLEMS		
ALL HOUSEHOLDS	% of all City of Madison households experiencing some housing problems (defined by HUD as substandard housing or paying more than 30% of income for housing costs)	34%
HOUSEHOLDS UNDER 30% OF AMI	% of households under 30% of AMI experiencing housing problems	86%
	<i>% African Americans under 30% AMI experiencing housing problems</i>	87%
	<i>% of Hispanics under 30% AMI experiencing housing problems</i>	93%
	<i>% of Asians under 30% AMI experiencing housing problems</i>	78%
HOUSEHOLDS BETWEEN 30-50% OF AMI	% of households between 30-50% of AMI experiencing housing problems	72%
	<i>% African Americans between 30-50% of AMI experiencing housing problems</i>	71%
	<i>% of Hispanics between 30-50% of AMI experiencing housing problems</i>	80%
	<i>% of Asians between 30-50% of AMI experiencing housing problems</i>	80%
HOUSEHOLDS BETWEEN 50-80% OF AMI	% of households between 50-80% of AMI experiencing housing problems	35%
	<i>% African Americans between 50-80% of AMI experiencing housing problems</i>	20%
	<i>% of Hispanics between 50-80% of AMI experiencing housing problems</i>	43%
	<i>% of Asians between 50-80% of AMI experiencing housing problems</i>	49%*

\*Indicates a disproportionately greater burden than the income group as a whole

Source: 2000 Census data

### Race/Ethnicity

According to the 2000 census data, race and ethnicity appear to influence opportunities and housing tenure patterns. 93% of Hispanic households and 87% of African American (non-Hispanic) households under 30% of AMI had housing problems, compared to 86% of the entire population under 30% AMI. In addition, there is a disproportionate percentage (considered 10% or greater than the income group as a whole) of the Asian population with incomes between 50-80% AMI experiencing housing problems.

### Renters and Owners

In 2007, 45.1% of the housing units in the City were rental and 54.9% were owner occupied. For rental property there was 5% vacancy rate while for owner occupied that was a 1% vacancy rate.

### Elderly Population

The number and proportion of elderly households continues to grow. In 1990, 23,754 persons were 60 years and older; in 2000, 24,832 persons were 60 years or older and in 2007, 28,282 persons were 60 years or older.

### Larger Families

In 2007, there were 4,782 larger family renters. This constitutes 5% of the total households in Madison. 3% of all family renter households below 51% AMI are categorized as large families of 5 or more persons. 1.7% of all renter households below 51% AMI are categorized as large families.

### Disabled Population

National estimates indicate that one in ten persons may be classified as a person with disabilities. The 2007 data shows that 20,538 people within the City of Madison live with physical or developmental disabilities and are in need of some form of supportive housing or services. 75% of the households with income of 30% or less AMI and reporting a mobility impairment experienced housing problems.

### Domestic Violence

The Dane County District Attorney's Office had 3,000 domestic violence complaints in 2008. Of the families that go to shelters, 36% have had a threat of violence or violent acts are present. Of the single women that go to shelters, 23% have had a threat of violence or violent acts are present.



## Cost Burden

The Housing Needs Table illustrates an analysis of severe cost burdens. It suggests that based on the 2000 census data over 55% of owners and 68% renters with incomes less than 30% of median carry housing cost burdens of over 50% of income.

## Overcrowding

The City of Madison has developed a local definition of “substandard” based upon the assessed value of the building and the square footage of the improvements. Using this definition, staff estimates that over 4,000 rental units and 3,000 owner housing units were “substandard”, with 99% suitable for rehab.

The 2007 figures suggest that 2,087 housing units have more than one person per room compared to 3,103 in 2000.

## Persons with HIV/AIDS

As of 2005, the ASN/Care Consortium reported that there were over 700 reported cases of HIV disease and 400 reported cases of AIDS within the 13 county South Central Wisconsin region, which includes Madison. This service area constitutes about 20% of the documented AIDS cases in Wisconsin.

The Madison AIDS Network provides case management and support services to individuals and their families. Client income data indicates the 73% of clients have incomes less than 200% of federal poverty, with 55% of clients at or below 100% of poverty. Madison AIDS Network reports that many of their clients find themselves in repeated housing crises as they continue to be unable to access Section 8 housing, or are adversely affected by tremendous decreases in their financial resources and limited affordable and safe options for housing options. Individuals express fear and uncertainty in attempting to access traditional housing services as they worry about confidentiality and fear of discrimination.

## Priority Housing Needs (91.215 (b))

1. *Identify the priority housing needs and activities in accordance with the categories specified in the Housing Needs Table (formerly Table 2A). These categories correspond with special tabulations of U.S. census data provided by HUD for the preparation of the Consolidated Plan.*
2. *Provide an analysis of how the characteristics of the housing market and the severity of housing problems and needs of each category of residents provided the basis for determining the relative priority of each priority housing need category.*

*Note: Family and income types may be grouped in the case of closely related categories of residents where the analysis would apply to more than one family or income type.*

3. *Describe the basis for assigning the priority given to each category of priority needs.*
4. *Identify any obstacles to meeting underserved needs.*

## 3-5 Year Strategic Plan Priority Housing Needs response:

The Community Development Division reviews census data and descriptive materials on housing trends to identify several priority areas within the larger group of people with housing problems. The CDBG Committee has traditionally placed a high priority on serving the needs of people already in housing, in order for them to retain their housing and prevent eviction or frequent moves that contribute to family issues and destabilization. Frequently, this means helping those elderly homeowners and family households in the 50% of AMI and under range. The Committee has also placed a high priority on those households in the 50% to 80 % of AMI range who currently rent, that with some assistance, could possibly purchase homes and stabilize their housing situations. While the CDBG Committee acknowledges the severity of housing needs for all households with income below 50%, the Committee also recognizes the availability of such programs as public housing and housing choice vouchers to provide some level of assistance to those renters in that income range. The Committee has also placed a priority on individuals with incomes less than 50% and who need rental housing.

## **Housing Market Analysis (91.210)**

*\*Please also refer to the Housing Market Analysis Table in the Needs.xls workbook.*

- 1. Based on information available to the jurisdiction, describe the significant characteristics of the housing market in terms of supply, demand, condition, and the cost of housing; the housing stock available to serve persons with disabilities; and to serve persons with HIV/AIDS and their families. Data on the housing market should include, to the extent information is available, an estimate of the number of vacant or abandoned buildings and whether units in these buildings are suitable for rehabilitation.*
- 2. Describe the number and targeting (income level and type of household served) of units currently assisted by local, state, or federally funded programs, and an assessment of whether any such units are expected to be lost from the assisted housing inventory for any reason, (i.e. expiration of Section 8 contracts).*
- 3. Indicate how the characteristics of the housing market will influence the use of funds made available for rental assistance, production of new units, rehabilitation of old units, or acquisition of existing units. Please note, the goal of affordable housing is not met by beds in nursing homes.*

### **3-5 Year Strategic Plan Housing Market Analysis responses:**

The 2000 Census counted a total of 92,353 occupied year-round housing units within the City of Madison, compared to 81,891 in 1990. 25,036 dwelling units or 25% were 0 to 1 bedroom units; 28,632 or 31% were 2-bedroom units; 29,527 units or 32% were 3 bedroom housing units. Of these 17.69% were one-unit detached structures and 6% were two-unit structures.

The overall vacancy factor in 2000 was 4% compared to 5.5% in 1990. Despite areas of higher vacancy, where some apartment complexes are experiencing as much as 40% vacancy rates, this trend of relatively low vacancy continues to maintain a tighter housing market where good, safe, affordable housing is scarce, and housing costs are increasing. Experience since the 2000 census period suggests that low interest rates and newer high-density apartment structures close to the University campus have caused a softening in the rental market. This has not yet resulted in lower rent rates, but has produced some additional spot vacancy trends in certain neighborhoods, and special rebates for longer term renters.

In 2000, a HUD sponsored special census study found the following trends in affordability:

Housing problems experienced by households related to housing quality (age and condition), cost (contract rent or mortgage and interest costs), and crowding (number of persons per bedroom). The 2000 study indicated that households, or almost 33.8% of Madison households, experience some sort of housing problem, the predominant one that of cost. Roughly 92,130 people in Madison are members of a household with incomes of 80% or less than the area media income (AMI). This represents almost 48% of all persons in the Madison area.

One of the contributing factors to the supply of affordable housing within Madison is the effect of the student population on the housing market. Their relatively greater purchasing power, their concentration in older neighborhoods within the community near the campus, and their direct competition for certain housing types, which may also be sought by larger families, creates a housing market that places lower income families with children at a competitive disadvantage, particularly within the broader Madison Isthmus area.

The CDBG Committee and other public and private housing funding groups within the area have observed the characteristics of the Madison area market and have responded to some of its special characteristics with innovation and revised housing strategies. Over the last ten years, the City has seen the rise of a downtown condo market, with successful sales that are transforming some of the older downtown neighborhoods, such as Bassett and First Settlement. The City has seen the construction near the campus of denser, higher rise buildings to meet the needs of University students, a trend that may open opportunities for renovation of older housing units in neighborhoods where these students formerly resided. In addition, the development community, aided by the City and lenders, has planned and developed more infill and Greenfield plats that emphasize a traditional neighborhood approach to design, with a great mixture of housing types, friendlier pedestrian-oriented streets and paths, and more attention to civic or neighborhood identification features, such as parks, schools, libraries or lake and vistas.

<b>Jurisdiction</b>						
<b>Housing Market Analysis</b>						
	<i>Complete cells in blue.</i>					
Housing Stock Inventory	Vacancy Rate	0 & 1 Bedroom	2 Bedrooms	3+ Bedroom	Total	Substandard Units
<b>Affordability Mismatch</b>						
Occupied Units: Renter		20130	17212	6570	43912	4391
Occupied Units: Owner		523	5806	19004	25333	2027
Vacant Units: For Rent	5%	677	1123	427	2227	223
Vacant Units: For Sale	1%		100	163	263	21
Total Units Occupied & Vacant		21330	24241	26164	71735	6662
Rents: Applicable FMRs (in \$s)		574	846	1,135		
<b>Rent Affordable at 30% of 50% of MFI (in \$s)</b>						
<b>Public Housing Units</b>						
Occupied Units		499	213	120	832	2
Vacant Units		21	9	5	35	2
Total Units Occupied & Vacant		520	222	125	867	4
<b>Rehabilitation Needs (in \$s)</b>					0	

### Specific Housing Objectives (91.215 (b))

1. Describe the priorities and specific objectives the jurisdiction hopes to achieve over a specified time period.
2. Describe how Federal, State, and local public and private sector resources that are reasonably expected to be available will be used to address identified needs for the period covered by the strategic plan.

### 3-5 Year Strategic Plan Specific Housing Objectives response:

The Community Development Division will focus on the following objectives in the housing area:

- Improve the quality of the existing owner-occupied housing stock to possibly include an energy conservation and sustainability component as well as support for community stability and neighborhood revitalization efforts.
- Increase the opportunities for homeownership for low and moderate income individuals through the provision of downpayment assistance.
- Expand the number of affordable rental units and improve the quality and diversity of units available to lower income individuals throughout the community.

The City has developed this plan with the expectation that the Federal government will provide approximately \$19 million over the five year period through such programs as CDBG, HOME and ESG. The City expects to leverage these funds with state funds and local resources which include the Housing Trust Fund, revolving loan programs and Tax Incremental Financing (TIF).

### Needs of Public Housing (91.210 (b))

*In cooperation with the public housing agency or agencies located within its boundaries, describe the needs of public housing, including the number of public housing units in the jurisdiction, the physical condition of such units, the restoration and revitalization needs of public housing projects within the jurisdiction, and other factors, including the number of families on public housing and tenant-based waiting lists and results from the Section 504 needs assessment of public housing projects located within its boundaries (i.e. assessment of needs of tenants and applicants on waiting list for accessible units as required by 24 CFR 8.25). The public housing agency and jurisdiction can use the optional Priority Public Housing Needs Table (formerly Table 4) of the Consolidated Plan to identify priority public housing needs to assist in this process.*

### 3-5 Year Strategic Plan Needs of Public Housing response:

In recent years the Community Development Authority, which serves as the City's public housing authority and its redevelopment authority, has focused on the improvement of its existing publicly-owned housing units and the expansion of its housing voucher program. The CDA owns 867

housing units, which are further detailed in the housing market analysis table contained within this document.

A description of the families on 2009 waiting list for public housing noted that of the 565 families on the public housing list, 497 had incomes of 30% of AMI or less, 269 were families with children, 79 were families with disabilities, 17 were elderly families, and 296 needed 1-bedroom units. Of the 1,852 families on the Section 8 waiting list, 1,593 had incomes of 30% or less of AMI, 1,081 were families with children, 715 were families with disabilities, and 188 were elderly.

### **Public Housing Strategy (91.210)**

- 1. Describe the public housing agency's strategy to serve the needs of extremely low-income, low-income, and moderate-income families residing in the jurisdiction served by the public housing agency (including families on the public housing and section 8 tenant-based waiting list), the public housing agency's strategy for addressing the revitalization and restoration needs of public housing projects within the jurisdiction and improving the management and operation of such public housing, and the public housing agency's strategy for improving the living environment of extremely low-income, low-income, and moderate families residing in public housing.*
- 2. Describe the manner in which the plan of the jurisdiction will help address the needs of public housing and activities it will undertake to encourage public housing residents to become more involved in management and participate in homeownership. (NAHA Sec. 105 (b)(11) and (91.215 (k))*
- 3. If the public housing agency is designated as "troubled" by HUD or otherwise is performing poorly, the jurisdiction shall describe the manner in which it will provide financial or other assistance in improving its operations to remove such designation. (NAHA Sec. 105 (g))*

### **3-5 Year Strategic Plan Public Housing Strategy response:**

The Community Development Authority (CDA), the City's public housing agency, has placed a high priority on developing special programs to reduce the turn-over time for units, improve the long term maintenance program, and develop programs and services within each of the major housing complexes to serve the social, economic, recreational, and educational needs of its residents. Since the CDA has limited resources, they plan to apply for additional housing voucher funds when they become available in order to increase the affordable housing options for lower income households.

The CDA is governed by a Board of Directors, with two operating subcommittees. The CDA encourages resident participation and notices their meetings to residents and to the community at large, has resident representation on the subcommittees, and holds occasional hearings to gauge the needs and goals of its participants.

The CDA has also partnered with other lenders and private developers to secure some deteriorated apartment complexes in the Broadway-Simpson-Lakepoint neighborhood, and through a program of renovation and conversion, develop both new and remodeled apartment homes and condominiums to encourage home-ownership for low and moderate income families. The CDA coordinates its program with the CDBG Office and other homeownership programs to link public housing tenants to homeownership opportunities whenever possible.

The CDA developed a Long Range Planning effort that identified renovation, rehabilitation and new construction at its Public Housing sites as a strategy to address local housing needs. The CDA developed a priority approach and worked with public housing residents to develop a concept plan at its priority site, the Truax Park Apartments Development Site. Funding is now being pursued for the renovation of these public housing units. In addition to renovations of existing units, funding is now being pursued for the construction of additional affordable housing units alongside Public Housing units. Tax Credit funding has been awarded and a Hope IV grant application is under consideration to support this effort.

HUD has not designated the Madison CDA as a troubled agency, and has given the agency high marks for its management and programs.

## **Barriers to Affordable Housing (91.210 (e) and 91.215 (f))**

- 1. Explain whether the cost of housing or the incentives to develop, maintain, or improve affordable housing are affected by public policies, particularly those of the local jurisdiction. Such policies include tax policy affecting land and other property, land use controls, zoning ordinances, building codes, fees and charges, growth limits, and policies that affect the return on residential investment.*
- 2. Describe the strategy to remove or ameliorate negative effects of public policies that serve as barriers to affordable housing, except that, if a State requires a unit of general local government to submit a regulatory barrier assessment that is substantially equivalent to the information required under this part, as determined by HUD, the unit of general local government may submit that assessment to HUD and it shall be considered to have complied with this requirement.*

### **3-5 Year Strategic Plan Barriers to Affordable Housing response:**

The cost to develop, maintain, or improve affordable housing in the City of Madison has been affected by several key factors, including the time it takes developers to take a project from start to finish; the clarity and ease of use of zoning codes; and the property tax policies. The City has identified barriers to affordable housing and is in the process of implementing strategies to remove these negative effects.

The zoning code is one of the primary tools the City uses to regulate development. This code is often confusing and difficult to use. In 2008, the City began a rewrite of the zoning code. This two year project is intended to provide a much improved code that is easier to use and understand. A Development Services Center website and ELAM (Enterprise Land Asset Management) system became operational in 2009. The City's Development Services Center provides a central location for information on the development review permitting and inspection processes of all City agencies. The Development Services Center helps to streamline the development process making it timelier and less costly for development to occur. The Community Development Division will continue to participate in the operational aspects of this system and seek its improvement through evaluation. The Division will continue to review its experience in the funding of affordable housing projects and where possible, seek Council action to remove non-financial obstacles to the construction of affordable housing within the City.

Another policy of concern relates to property tax exemption. New state legislation will allow property owned by a non-profit benevolent association and as low income housing to be exempt from local property taxes. Without recent change these low income housing properties would pay property tax resulting in greater expenses which would be passed on to the tenant through rent.

The Community Development Division will meet periodically with Third Sector Housing, a group of non-profit housing development agencies, to identify ways to improve the capacity of non-profit agencies for housing development, and to streamline various aspects of the funding proposal, contracting and procurement process too. Some of these recommendations will be reflected in the Program Funding Framework and guidelines for future years. Some will be incorporated into the procurement procedures and policies for the development process.

## **HOMELESS**

### **Homeless Needs (91.205 (b) and 91.215 (c))**

*\*Please also refer to the Homeless Needs Table in the Needs.xls workbook.*

*Homeless Needs— The jurisdiction must provide a concise summary of the nature and extent of homelessness in the jurisdiction, (including rural homelessness and chronic homelessness where applicable), addressing separately the need for facilities and services for homeless persons and homeless families with children, both sheltered and unsheltered, and homeless subpopulations, in accordance with Table 1A. The summary must include the characteristics and needs of low-income individuals and children, (especially extremely low-income) who are currently housed but are at imminent risk of either residing in shelters or becoming unsheltered. In addition, to the extent information is available, the plan must include a description of the nature and extent of homelessness by racial and ethnic group. A quantitative analysis is not required. 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.*

### 3-5 Year Strategic Plan Homeless Needs response:

#### Homeless Persons

There were a total of 8,650 homeless individuals in 2008: 3,894 individuals were served in emergency shelter, 1,120 were served in transitional housing and 3,636 individuals were turned away from shelter because of lack of shelter beds or funds for hotel vouchers. The number of families with children rose significantly from 1,317 in 2007 to 2034 in 2009 while the number of single women and single men decreased slightly, from 515 women in 2007 to 504 women in 2008 and from 1,558 men in 2007 to 1,300 men in 2008. The most recent point in time survey (January 2009) of homeless people found that in one night 410 households with 611 individuals were homeless. Nine percent (9%) of those were unsheltered on that one night.

In 2008, the populations of homeless households shifted to reflect homeless families with children as the largest percentage of homeless individuals. Previously, single men had made up the largest group. Families with children make up the largest percentage (53%) of persons using emergency shelter followed by single men (34%) and single women (13%). Unaccompanied youth and couples make up less than 1% of the total homeless served in shelter.

The following table compares the number of individuals who had contact with providers of emergency shelter from 2004 to 2008.

	2004	2005	2006	2007	2008
Individuals <b>Served</b> in Shelter	3,342	3,039	3,487	3,432	3,894
Individuals <b>Turned Away</b> without Shelter	2,484	2,476	3,207	2,978	3,635
<b>Total</b> Estimated Homeless in Dane County	5,826	5,515	6,694	6,410	7,529
<b>Individuals in Families</b>	1,466	1,355	1,432	1,317	2,035
<b>Families</b> in Shelter	445	444	469	423	636
<b>Children</b> in Shelter	865	834	875	848	1,310
<b>Single Women</b> in Shelter	464	482	523	515	504
<b>Single Men</b> in Shelter	1,343	1,129	1,481	1,558	1,300
<b>Unaccompanied Youth</b>	67	61	43	40	27
<b>Couples w/o Children</b>	1	6	4	1	14

In 2008, the length of a homeless episode was similar to what was reported in 2007. Seventy-five percent (75%) indicated that their current episode of homelessness had been less than one month (78% in 2007). Fifteen percent (15%) of all households reported that their current episode of homelessness had lasted between one and six months (11% in 2007), while 10% reported their current homeless episode had lasted more than six (6) months (10% in 2007).

In 2008, the overflow warming shelter for families expanded operations to operate 365 days a year. In previous years, the warming shelter operated only during the coldest months. The warming shelter operated at The Salvation Army building on East Washington and provided shelter for families with no other options, either because they were no longer eligible for shelter or because there were no beds availability at the shelter. The Salvation Army provided over-night staff to provide a safe and secure place for homeless families to sleep on mattresses on the floor. Families were able to spend the daytime hours at The Road Home day center and receive support services.

During the 2008 calendar year, 587 individuals (190 families with 361 children) spent an average of 4 nights on mattresses at the warming shelter. For the first time, families were turned away from the warming shelter because of lack of space. In 2008, 238 individuals were turned away from overflow shelter. Of the 190 families that were served, 36 were two-parent households with children, 146 were headed by a single female and eight (8) were headed by a single male. Eighty-

four percent (84%) of individuals in the overflow shelter reported being non-white – the majority being Black/African American.

Prior to coming to the warming shelter, 64% of families reported that they had doubled up with friends or families, 14% of families reported sleeping on the street or in a vehicle and 6% of families reported having stayed in emergency shelter.

Forty-two (42) warming shelter families reported the reason for their homelessness was a roommate or family conflict. Forty-one (41) families reported they had been evicted and 29 reported they were leaving a violent or threatening situation. Remaining families reported a variety of reasons for seeking shelter.

More than one-half (53%) reported having an existing medical condition, 34% reported issues with mental health, 18% reported developmental and/or physical disabilities, and 18% reported alcohol and/or other drug issues.

Of those families in the warming shelter, a least one adult in 26 families was employed full-time and 5 employed part-time. Of the remaining families, 125 households had no adult employed. Adults in 35 households were not likely to become employed as a result of a disability. This is consistent with the number of households who reported receiving income from SSI. Over two-thirds of the households had an adult who had a high school diploma or the equivalent; 51 adults attended some college or technical school, and 5 adults graduated college or technical school.

In 2008, the majority of families in the warming shelter reported being new to the area: 60% reported living in Dane County for less than one year (42% less than one month) and 53% reported living in Wisconsin for less than one year (36% less than one month). These numbers indicate a slight increase in the number of families using the warming shelter who reported living in Dane County, but a slight decrease who reported living in Wisconsin, for less than one month from the previous year.

The reasons most frequently given for seeking emergency shelter vary somewhat by sub-population. Thirty-six percent (36%) of families and 23% of single women most often said that “violence or threat of violence” (36%) brought them to seek emergency shelter. Single men reported that they were seeking shelter most often as a result of “no or low income” (23%). For runaway/throw away youth, “conflicts with family/roommate” was mentioned by 74% of those seeking shelter. The reasons given have generally been consistent year to year.

Where members of households slept prior to seeking shelter is also different depending on the sub-population. Over half of families (54%) were likely to have been doubled up with friends or family. However, the trend for families show they are becoming less likely to double up in 2008; 57% in 2007, 63% in 2006 and 75% in 2005. Almost half (44%) of single women report doubling up with friends or family.

The number of households who reported sleeping on the street or in a vehicle differed by sub-population: 16% of single women, 12% of single men, 11% of families and 8% of all runaway/throw away youth reported sleeping on the street or in a vehicle. Seventy-six (76) families with children reported sleeping in an uninhabitable place, which is an increase back to the 2006 level when 79 families reported sleeping on the street or in a vehicle. One hundred forty-eight (148) single men (down from 230 single men in 2007), 67 single women (down from 82 single women in 2007) and two (2) runaway/throw-away youth spent time on the street or in a vehicle prior to seeking shelter.

In 2008, 33% of all households in shelter reported they lived in Dane County less than one year while 19% reported living in the county for less than one month. Seven percent (7%) lived in Dane County for one to two years and 61% lived in Dane County for two years or more. These numbers reflect a slight shift towards current Dane County residents seeking shelter away from homeless individuals moving into the area. Twenty-three percent (23%) of homeless households reported living in the state for less than one year, 6% for one to two years, and 72% lived in the state for two years or more. Households seeking shelter were more likely to have lived in Wisconsin than in Dane County indicating at least a number of households were relocating from other Wisconsin

areas. This would indicate that homeless households who relocate to Dane County come from both out-of-state and from other locations in Wisconsin.

In 2007, 55% of families, 55% of single women, and 74% of single men reported that they had lived in Dane County for one year or more before seeking shelter. For families and single women, this is about the same as reported in 2005, 2006 and 2007. Data for the majority of single men was not available in 2005 and 2006 and only partially available in 2007 and 2008.

Families and single women were the most likely to seek shelter in the initial month of their residency in Dane County and Wisconsin. For families, slightly less than half (45%) reported living in Dane County for less than one year; 29% reported living in Dane County for less than one month. These numbers were nearly the same in 2006 and 2007.

Forty-four percent (44%) of single women reported living in Dane County for less than one year with 33% reported living in Dane County for less than one month. These numbers were nearly the same in 2006 and 2007.

For those single men who reported data, 8% reported living in Dane county for less than one year and only 1% indicated that they were new to Dane County and/or Wisconsin (less than one month). Three-quarters reported living in Dane County for one year or more.

For 2008, a total of 352 households resided in Dane County less than one month prior to seeking shelter, while a total of 1,269 households resided in Dane County for one year or more and 1,163 of those households resided in Dane County more than two years.

In 2007 and 2008, 70% of the homeless served identified themselves as non-white. Eighty-eight percent (88%) of those who identified themselves as non-white specifically identify themselves as Black/African American. The number of households who identify themselves as non-white fluctuates by sub-population. Families are more likely to be non-white than single women or single men. More than four out of five families reported that they are non-white, with the majority being Black/African American. For all subpopulations, the numbers of minorities who seek shelter remained somewhat steady.

**Homeless Individuals by Racial Category 2004-2008**

	2004	2005	2006	2007	2008
Total Percent Who Identify Themselves as <b>Non-white</b>	71%	65%	68%	70%	70%
Percent of Individuals in <b>Families</b> Who Identify Themselves as <b>Non-White</b>	86%	84%	87%	86%	83%
Percent of <b>Single Men</b> Who Identify Themselves as <b>Non-White</b>	50%	48%	52%	59%	55%
Percent of <b>Single Women</b> Who Identify Themselves as <b>Non-White</b>	55%	61%	63%	63%	58%

Nine percent (9%) of homeless households include a veteran. This is the same percentage as in 2006 and 2007. There are many more single homeless men who are veterans than any other sub-population. The wide fluctuations of male veterans between 2005 and forward is likely the result a shift in the way data was collected.

**Length of Time in Shelter by Population 2004 - 2008**

	2004	2005	2006	2007	2008
<b>Families</b> with Children	19	13	5	7	16
<b>Single Men</b>	75	62	212	203	202
<b>Single Women</b>	16	10	16	9	13



While the reasons for homelessness are complex, the physical barriers identified by homeless households are significant. About half of all families and single women seeking shelter report that they have existing medical conditions. This is less likely for single men and unaccompanied youth. A significant percentage of homeless households report issues with mental illness; households without children report more involvement with alcohol and drug issues than do families.

Thirty-eight percent (38%) of families reported that they have one or more members who suffer from mental illness; 21% report that someone in the family has an alcohol or drug abuse issue; and 8% report that someone in the family has a physical disability.

Forty-nine percent (49%) of single women reported having issues with mental illness and 36% reported issues with alcohol and/or drug abuse. Sixteen percent (16%) of single women reported that they have a physical disability.

Twenty-seven percent (27%) of single men reported issues with mental illness and 34% reported alcohol or other drug abuse issues. Four percent (4%) indicate that they have a physical disability.

Forty-one percent (41%) of unaccompanied youth reported issues with mental illness and 74% reported alcohol or other drug abuse issues. Eight percent (8%) indicate that they have a physical disability.

The trend for length of time in shelter varies by sub-population. On average in 2008, single men spent nearly two (2) days more than families with children and 3.4 days more than single women. Unaccompanied youth spent a relatively short time in volunteer host homes. The number of days that families spent in shelter has decreased since 2003 while single men and women's average days have increased. However, until all shelter providers are using Wisconsin ServicePoint to report client based data, it will not be possible to determine the entire length of time a household spends in shelter if that household stays in more than one facility.

	2004	2005	2006	2007	2008
<b>Families with Children</b>	31.60	32.84	32.10	35.09	25.45
<b>Single Men<sup>1</sup></b>	21.30	26.36	25.14	22.98	27.27
<b>Single Women<sup>2</sup></b>	22.85	18.93	20.20	21.40	23.83
<b>Unaccompanied Youth</b>	1.31	1.14	1.25	1.50	1.37

### Persons at Risk of Homelessness

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. such as being 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 to 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 link them with supportive services such as financial management. The City's CDBG Office acts as the lead agency to prevent homelessness working with the Homeless Services Consortium, Dane County's Continuum of Care organization, to implement a variety of activities to reduce the risks of homelessness. The City contracts with Community Action Coalition for South Central Wisconsin, Inc. to provide short-term rental assistance, limited financial counseling and landlord/tenant mediation. Nine other non-profit homeless service agencies create a formalized referral base for eligible households.

<sup>1</sup> Calculated using Porchlight Drop-In Shelter data.

<sup>2</sup> Calculated using The Salvation Army Single Women's shelter data.

In the next two years, the CDBG Office will manage a contract for services, using Homelessness Prevention and Rapid Re-Housing Program funds, with Community Action Coalition serving as the lead agency and collaborating with an additional eight (8) non-profits representing all the subpopulations of low-income households with a risk of homelessness. Seventy-nine percent (79%) of the HPRP funds are targeted to serving those with an eviction notice and/or utility shut-off notice who, but for this assistance, would be homeless.

### **Priority Homeless Needs**

- 1. Using the results of the Continuum of Care planning process, identify the jurisdiction's homeless and homeless prevention priorities specified in Table 1A, the Homeless and Special Needs Populations Chart. The description of the jurisdiction's choice of priority needs and allocation priorities must be based on reliable data meeting HUD standards and should reflect the required consultation with homeless assistance providers, homeless persons, and other concerned citizens regarding the needs of homeless families with children and individuals. The jurisdiction must provide an analysis of how the needs of each category of residents provided the basis for determining the relative priority of each priority homeless need category. A separate brief narrative should be directed to addressing gaps in services and housing for the sheltered and unsheltered chronic homeless.*
- 2. A community should give a high priority to chronically homeless persons, where the jurisdiction identifies sheltered and unsheltered chronic homeless persons in its Homeless Needs Table - Homeless Populations and Subpopulations.*

### **3-5 Year Strategic Plan Priority Homeless Needs response:**

The members of the Homeless Services Consortium (HSC) collaborated with one of its members, Community Action Coalition for South Central Wisconsin, Inc. (CACSCW), to create, and implement a 2007 Needs Assessment process. CACSCW has implemented a needs assessment every three years since 1982. Prior to 2007, the HSC conducted an annual or biannual survey of its own. Since many HSC agencies have previously participated in distributing CACSCW surveys to their clients, it seemed a very good fit to combine the two efforts. Another reason to change to the tri-annual assessment is that the needs have changed very little over the past decades.

A total of 350 low-income households, including those who were homeless (in shelter or transitional housing) and those who were at risk of homelessness, were asked to complete a needs survey. The survey respondents represented a broad demographic mix of individuals and household types.

The six needs listed below are a compilation of "strongly agree/agree" and "strongly disagree/disagree" responses to statements regarding needs. For example, the statements "I can't afford to pay both security deposit and first month's rent at one time" and "I need more education / training to get a better job" ranked #1 and #2 for "strongly agree/agree" responses.

The results of the survey were reviewed by a committee of the Homeless Services Consortium (HSC) which serves as the local CoC. The HSC review consisted of the results of the needs survey as well as data including: an inventory of housing units affordable to low-income, number of households turned away from shelter/housing, services where the demands far exceed the availability, and funding currently available.

The results of the needs assessment identified the following needs in order of importance:

1. Financial assistance to help obtain and maintain housing for families and single adults.
2. Employment/Jobs – training and access to employment for families, single adults and unaccompanied youth.
3. Assistance in finding housing/ ability to maintain housing – supportive services for families, single adults and unaccompanied youth.
4. Access to medical treatment (including physical health issues, alcohol and other drug abuse treatment; mental health services) for families, single adults and unaccompanied youth.
5. Access to reliable and affordable transportation for families, single adults and unaccompanied youth.
6. Assistance with Landlords - legal advocacy, housing mediation for families and single adults.

Individuals who are chronically homeless have all the same needs mentioned by other homeless and individuals at risk of homelessness. The challenge for many chronically homeless individuals is having service providers able to work with them over the long term to help them maintain their successes. In 2009, one additional outreach worker was funded to help chronically homeless access housing and services.

### **Homeless Inventory (91.210 (c))**

*The jurisdiction shall provide a concise summary of the existing facilities and services (including a brief inventory) that assist homeless persons and families with children and subpopulations identified in Table 1A. These include outreach and assessment, emergency shelters and services, transitional housing, permanent supportive housing, access to permanent housing, and activities to prevent low-income individuals and families with children (especially extremely low-income) from becoming homeless. The jurisdiction can use the optional Continuum of Care Housing Activity Chart and Service Activity Chart to meet this requirement.*

### **3-5 Year Strategic Plan Homeless Inventory response:**

The local access points for people who are homeless or at risk of being homeless are through efforts defined as prevention, outreach and assessment, emergency shelter, transitional housing and supportive permanent housing. The Madison-Dane County efforts emphasize a broad network of case management and support services within each phase as a major strategy to prevent homelessness and move homeless persons quickly from homelessness into stable housing. A brief summary of the current facilities and services that assist homeless persons and families with children and subpopulations is listed below.

#### **In 2008, the following occurred:**

- Approximately 2,000 households, who would have likely become homeless with financial assistance and supportive services avoided homelessness. Through funds targeted to households at risk of homelessness, financial assistance was provided in the form of back rent, back utility payments and short term rent subsidies to enable households to remain in their housing. Several non-profit agencies participate in providing support services to these households
- Five (5) outreach workers working with unaccompanied youth and single adults connecting homeless persons with services worked with approximately 300 unsheltered homeless individuals. With financial assistance provided by the City approximately 50 individuals have accessed housing directly from sleeping in uninhabitable places.
- Madison-Dane County had 297 beds, 67 overflow, available for Emergency Shelter Housing. Depending on the location, the agencies serve families, single women with children, single men and women, men and women with mental illness and youth. In 2007, these shelters served 3,432 individuals.
- Madison-Dane County had 230 beds/units available for Transitional Housing. The agencies providing the housing served single men and women, individuals with a need for AODA treatment, families, couples, individuals with mental illness, women with children, and single men who are veterans. In 2007, the transitional housing units served 1,009 individuals.
- Madison-Dane County had 715 beds/units available in 2008 for Supportive Permanent Housing. The agencies providing housing served single men and women, families, women and men that needed AODA treatment, disabled singles and families, singles and families with mental illness and single women with children. In 2007, these units served 1,172 people.
- Madison-Dane County has 419 Privately Owned Single Occupancy (SRO) Units, not including those available for Transitional or Supportive Permanent Housing, primarily used by men and women, both student and non-students.
- The City of Madison has 5,742 units of Federally Assisted Housing. These units are occupied by families, persons with special needs, the elderly and disabled. There are also 48 Federally Assisted Family units currently under construction.

## HOMELESS STRATEGIC PLAN

1. *Homelessness— Describe the jurisdiction's strategy for developing a system to address homelessness and the priority needs of homeless persons and families (including the subpopulations identified in the needs section). The jurisdiction's strategy must consider the housing and supportive services needed in each stage of the process which includes preventing homelessness, outreach/assessment, emergency shelters and services, transitional housing, and helping homeless persons (especially any persons that are chronically homeless) make the transition to permanent housing and independent living. The jurisdiction must also describe its strategy for helping extremely low- and low-income individuals and families who are at imminent risk of becoming homeless.*
2. *Chronic homelessness—Describe the jurisdiction's strategy for eliminating chronic homelessness by 2012. This should include the strategy for helping homeless persons make the transition to permanent housing and independent living. This strategy should, to the maximum extent feasible, be coordinated with the strategy presented Exhibit 1 of the Continuum of Care (CoC) application and any other strategy or plan to eliminate chronic homelessness. Also describe, in a narrative, relationships and efforts to coordinate the Conplan, CoC, and any other strategy or plan to address chronic homelessness.*
3. *Homelessness Prevention—Describe the jurisdiction's strategy to help prevent homelessness for individuals and families with children who are at imminent risk of becoming homeless.*
4. *Institutional Structure—Briefly describe the institutional structure, including private industry, non-profit organizations, and public institutions, through which the jurisdiction will carry out its homelessness strategy.*
5. *Discharge Coordination Policy—Every jurisdiction receiving McKinney-Vento Homeless Assistance Act Emergency Shelter Grant (ESG), Supportive Housing, Shelter Plus Care, or Section 8 SRO Program funds must develop and implement a Discharge Coordination Policy, to the maximum extent practicable. Such a policy should include "policies and protocols for the discharge of persons from publicly funded institutions or systems of care (such as health care facilities, foster care or other youth facilities, or correction programs and institutions) in order to prevent such discharge from immediately resulting in homelessness for such persons." The jurisdiction should describe its planned activities to implement a cohesive, community-wide Discharge Coordination Policy, and how the community will move toward such a policy.*

### 3-5 Year Homeless Strategic Plan response:

In Dane County, the City of Madison works with a variety of housing, social and health service organizations to meet the needs of homeless persons. The lead group exploring ongoing issues of homelessness is the Homeless Services Consortium (HSC). The HSC functions as the local Continuum of Care (COC), recognized by the U.S. Department of Housing and Urban Development as the local planning and decision-making body on programs funded with HUD's homeless assistance programs.

The HSC plans and manages the homeless system's coordination through an ongoing collaboration of public and non-profit agencies, funders, advocacy groups and formerly homeless individuals. Monthly HSC meetings and regular meetings of several issue-specific committees, deal with topics such as the level of system integration, progress on action steps in the plan to prevent and end homelessness, joint funding proposals and researching best practices through visits to other communities. The meetings provide an important venue for consumers, providers and funders to identify system-wide gaps and community-based solutions. In addition to the monthly meetings, all stakeholders routinely work together to identify needs, set priorities and strategy, eliminate duplication, evaluate, coordinate and improve services and the delivery system. Currently, the HSC encompasses nearly 50 entities providing housing and support services to the homeless.

In 2006, the Homeless Services Consortium created a blueprint for action to enable Dane County to prevent and end homelessness. From a full-day community planning process to a number of meetings with homeless agency staff to meetings with homeless and formerly homeless persons to meetings with the Mayor, County Executive, and United Way, the HSC organized the input into three goal statements. These goals were centered around providing: 1) a safety net for homeless households, 2) support services for homeless or those at risk, and 3) an adequate inventory of affordable housing units. Each of the goal statements includes a number of objectives:

1. **Provide support services for homeless households and households at risk of homelessness to enable them to access and maintain stable housing.**
  - Increase the availability of effective case management services.
  - Increase financial resources to households so that they are able to afford the cost of

housing.

- Advocate for resources to help households maintain housing such as employment services, medical and dental services, AODA prevention and services, mental health services, childcare, transportation, and education.
- Provide education to help households better manage their resources.
- Build on efforts to improve relationships between those who need housing (tenants) and those who have housing (landlords).
- Protect the legal rights of tenants to ensure that all are treated without discrimination and within the boundaries of the law.
- Assure households' access to appropriate services by improving the process used by HSC agencies to direct and refer (No "wrong door").

**2. Help homeless households by providing a short-term safety net with continuous support services with the goal of moving to stable housing as quickly as possible.**

- Develop a local "Housing First" model to serve the needs of homeless families, single adults and unaccompanied youth.
- Provide safe shelter beds for homeless families with children and single adults until such time that other more appropriate housing alternatives are available.
- Provide housing alternatives for unaccompanied homeless youth.
- Ensure safe housing alternatives with on-going supportive services for victims of domestic violence.
- Provide and expand on ready-access for homeless households to store personal belongings and to access transportation services, voice mail, showers and meals during the daytime hours.
- Provide effective street-level outreach services to increase the access to housing and services by chronically homeless individuals.
- Respond to urgent short-term needs of homeless persons by the flexible use of community resources.

**3. Provide an adequate inventory of affordable housing units for low-income households, whether by creating new units or making existing units affordable.**

- Provide a variety of housing units that are affordable for low-income single adults and families with children, and for those with special needs such as mental illness or physical disability.
- Support housing subsidies that will increase the number of private market housing units affordable to low-income households.
- Explore the feasibility of other housing models in the effort to find affordable housing for low-income households. Encourage small-scale innovative approaches to preventing and ending homelessness.

Each objective includes a number of action steps, designates the lead entities for seeing that there is progress made, and proposed outcomes. On an annual basis, the Community Plan Oversight Committee, made up of funders and agency staff, gather data on the action steps to determine success or continued challenge. Through efforts by the community, government and non-profit groups some of the results have been very positive.

**In 2008, the following occurred:**

- 1,798 families received housing case management services. Since 2005, Homeless Services Consortium agencies have increased their annual capacity to offer case management

services to an additional 145 families.

- More than 82% of households receiving housing and support services maintained their housing at the 12 month mark.
- Dane County hired two employment specialists that helped 72 homeless persons find employment. Since 2006, 980 women received appropriate workplace clothing through Homeless Services Consortium agency programs.
- 1,709 households received help with budgeting and financial literacy; this number doubled since 2006.
- 2,664 low-income families received child care financial assistance which is an increase of 172 households since 2006.
- There were 26 Housing First slots for homeless families and 15 Housing First slots for homeless single adults shortening their stay in emergency shelter; this is a six-fold increase from the number of slots in 2006.
- 265 units of supported permanent housing units were available for previously homeless individuals and families with a persistent mental illness. This is an increase of 91 units since 2006.
- There were a total of 8,155 federally assisted rental units available throughout Dane County; this is an increase of 715 units since 2006.
- 86 short-term rent subsidies and 50 long term rent subsidies were available to homeless persons in order to make existing housing affordable. This is a slight increase of 29 rent subsidy slots available since 2006.
- The Dane County Jail Diversion budget for individuals with AODA and mental illness issues has increased more than \$412,000 since 2006.
- Prisoners from Oak Hill Correctional institution became eligible for SSI prior to their release, giving them a source of income to reduce the chance that they will be released to homelessness. Since 2006, 57 prisoners have been eligible.
- The City and County partnered with The Salvation Army and The Road Home to provide a year-round overflow warming shelter for homeless families with no other place to go.
- Society of St. Vincent de Paul created a storage program to accommodate the belongings of homeless individuals while they search for employment and housing.
- Tellurian, Porchlight and Youth Services of Southern Wisconsin spent over 11,000 outreach hours working with homeless youth and adults to connect them with services and housing. Fifty (50) adults moved from the street into housing with the help of outreach workers.
- Homeless Services Consortium housing agencies operated 985 service-supported transitional and permanent housing units for previously homeless persons; this is an increase of 153 units since 2006.

Some goals in the Community Plan can have a positive impact on chronically homeless individuals as well as others who are homeless or who are at risk. Goals related to expediting SSI and other entitlement benefits are specifically helpful to those who have been homeless over the long term, as well as increased AODA treatment beds and diagnosis and treatment of mental illness. The Plan also calls for increasing the number of Housing First beds many of which will operate on a harm-reduction model, benefitting chronically homeless as they move directly from the street into housing.

The HSC has been in contact with Corrections, County foster care, and mental health institutions, some of whom are HSC members, to ensure that they not only have discharge policies not to discharge clients into homelessness, but that they also follow this in practice. The Dane County jail recently added a Discharge Planner that works specifically with inmates that have been identified as having mental illness. The Planner works with others in the community that can offer support and a continuum of services and medication. Since some of these inmates were actually homeless prior to being incarcerated, the Planner will work with local supportive housing agencies to serve this clientele as appropriate.

CPMP Version 2.0																						
Continuum of Care Homeless Population and Subpopulations Chart																						
Part 1: Homeless Population										Madison Data Quality												
		Sheltered		Un-sheltered		Total																
		Emergency	Transitional																			
1. Homeless Individuals		217	75	26		318		(A) administrative records														
2. Homeless Families with Children		52	30	11		93																
2a. Persons in Homeless with Children Families		173	92	28		293																
Total (lines 1 + 2a)		390	167	54		611																
Part 2: Homeless Subpopulations										Madison Data Quality												
		Sheltered		Un-sheltered		Total																
1. Chronically Homeless				110		13		123		(A) administrative records												
2. Severely Mentally Ill				255		0		255														
3. Chronic Substance Abuse				175		0		175														
4. Veterans				67		0		67														
5. Persons with HIV/AIDS				33		0		33														
6. Victims of Domestic Violence				82		0		82														
7. Youth (Under 18 years of age)				1		0		1														
Part 3: Homeless Needs Table: Individuals																						
Beds		Needs	Currently Available	Gap	5-Year Quantities										Total			Priority: H, M, L	Plan to Fund? Y, N	Fund Source: CDBG, HOME, HOPWA, ESG, or Other		
					Year 1		Year 2		Year 3		Year 4		Year 5		Goal	Actual	% of Goal					
					Goal	Complete	Goal	Complete	Goal	Complete	Goal	Complete	Goal	Complete								
	Emergency Shelters	0	175	-175	0	0	0	0	0	0	0	0	0	0	0	0	0	###	N/A	N		
	Transitional Housing	562	113	449	0	0	0	0	0	0	0	0	0	0	0	0	0	###	N/A	N		
	Permanent Supportive Housing	454	344	110	5	0	5	0	5	0	5	0	5	0	25	0	0%	H	Y		C, H, O	
	Total	1016	632	384	5	0	5	0	5	0	5	0	5	0	25	0	0%				C, H, O	
Chronically Homeless																						
Part 4: Homeless Needs Table: Families																						
Beds		Needs	Currently Available	Gap	5-Year Quantities										Total			Priority: H, M, L	Plan to Fund? Y, N	Fund Source: CDBG, HOME, HOPWA, ESG, or Other		
					Year 1		Year 2		Year 3		Year 4		Year 5		Goal	Actual	% of Goal					
					Goal	Complete	Goal	Complete	Goal	Complete	Goal	Complete	Goal	Complete								
	Emergency Shelters	0	124	-124	0	0	0	0	0	0	0	0	0	0	0	0	0	###	N/A	N		
	Transitional Housing	1162	163	999	38	0	38	0	38	0	38	0	38	0	190	0	0%	H	Y		C, H, O	
	Permanent Supportive Housing	395	200	195	38	0	38	0	38	0	38	0	38	0	190	0	0%	H	Y		C, H, O	
	Total	1557	487	1070	76	0	76	0	76	0	76	0	76	0	380	0	0%				C, H, O	
<p>Completing Part 1: Homeless Population. This must be completed using statistically reliable, unduplicated counts or estimates of homeless persons in sheltered and unsheltered locations at a one-day point in time. The counts must be from: (A) administrative records, (N) enumerations, (S) statistically reliable samples, or (E) estimates. The quality of the data presented in each box must be identified as: (A), (N), (S) or (E).</p> <p>Completing Part 2: Homeless Subpopulations. This must be completed using statistically reliable, unduplicated counts or estimates of homeless persons in sheltered and unsheltered locations at a one-day point in time. The numbers must be from: (A) administrative records, (N) enumerations, (S) statistically reliable samples, or (E) estimates. The quality of the data presented in each box must be identified as: (A), (N), (S) or (E).</p> <p>Sheltered Homeless. Count adults, children and youth residing in shelters for the homeless. "Shelters" include all emergency shelters and transitional shelters for the homeless, including domestic violence shelters, residential programs for runaway/homeless youth, and any hotel/motel/apartment voucher arrangements paid by a public/private agency because the person or family is homeless. Do not count: (1) persons who are living doubled up in conventional housing; (2) formerly homeless persons who are residing in Section 8 SRO, Shelter Plus Care, SHP permanent housing or other permanent housing units; (3) children or youth, who because of their own or a parent's homelessness or abandonment, now reside temporarily and for a short anticipated duration in hospitals, residential treatment facilities, emergency foster care, detention facilities and the like; and (4) adults living in mental health facilities, chemical dependency facilities, or criminal justice facilities.</p> <p>Unsheltered Homeless. Count adults, children and youth sleeping in places not meant for human habitation. Places not meant for human habitation include streets, parks, alleys, parking ramps, parts of the highway system, transportation depots and other parts of transportation systems (e.g. subway tunnels, railroad car), all-night commercial establishments (e.g. movie theaters, laundromats, restaurants), abandoned buildings, building roofs or stairwells, chicken coops and other farm outbuildings, caves, campgrounds, vehicles, and other similar places.</p>																						

**Community Development (91.215 (e))**

*\*Please also refer to the Community Development Table in the Needs.xls workbook.*

1. *Identify the jurisdiction's priority non-housing community development needs eligible for assistance by CDBG eligibility category specified in the Community Development Needs Table (formerly Table 2B), – i.e., public facilities, public improvements, public services and economic development.*
2. *Describe the basis for assigning the priority given to each category of priority needs.*
3. *Identify any obstacles to meeting underserved needs.*
4. *Identify specific long-term and short-term community development objectives (including economic development activities that create jobs), developed in accordance with the statutory goals described in section 24 CFR 91.1 and the primary objective of the CDBG program to provide decent housing and a suitable living environment and expand economic opportunities, principally for low- and moderate-income persons.*

*NOTE: Each specific objective developed to address a priority need, must be identified by number and contain proposed accomplishments, the time period (i.e., one, two, three, or more years), and annual program year numeric goals the jurisdiction hopes to achieve in quantitative terms, or in other measurable terms as identified and defined by the jurisdiction.*

**3-5 Year Strategic Plan Community Development response:**

The City of Madison has placed a high priority on the expansion of economic opportunities for lower income persons through job creation and employment training, on the creation and improvement of neighborhood-focused facilities that serve lower income neighborhoods, on the operation of neighborhood centers and community gardens, and on revitalization efforts that address higher priority needs within selected geographical areas within the CDBG Target areas.

Priority is reflected in part by the amount of resources targeted for each area, since the CDBG Office believes that a balanced portfolio of projects effectively implemented over a period of time will result in the most productive effect within the community. The City has developed these priorities over a period of time, based on census, demographic and market data, supplemented by numerous planning processes and public forums, as well as periodic evaluation of the effectiveness of current strategies and projects. These are complemented by discussions and other coordinated research efforts among other city and community funders.

The major obstacles to meeting underserved needs are the lack of Federal resources to mount an effective, long-term campaign to revitalize lower income neighborhoods and expand opportunities for lower income people, as well as the negative impact of certain market forces that create crisis events for low income families where lack of resources and informal safety nets raise barriers to successful survivor strategies.

In addition to the limited resources, regulations that control these resources often add to the cost and complexity of project administration. In addition, supporting a project with multiple fund sources increases the complexity and reduces flexibility.

To help families and neighborhoods address these needs and reduce these obstacles, the City has adopted the following non-housing community development objectives:

1. Help businesses and non-profits grow in ways that create new employment opportunities for lower income persons which expands economic opportunity and improves the quality of life for unemployed and underemployed individuals.
2. Assist micro-enterprises thrive to become the principal occupation of their owners or create jobs for lower income persons.
3. Connect residents to job training opportunities that lead to permanent employment that offers a living wage or greater.
4. Create, enhance or sustain the operation of neighborhood centers and community gardens that bring people of diverse backgrounds together, serve as neighborhood focal points, or



provide residents with skills or opportunities that will lead to stronger neighborhoods.

5. Assist residents of designated neighborhoods identify opportunities and promote sustainable revitalization efforts. Encourage sustained, complementary and comprehensive revitalization efforts in selected neighborhoods.
6. Create or improve safe, accessible and well-maintained environments for the delivery of human and recreational services to the CDBG target population.

### **Antipoverty Strategy (91.215 (h))**

1. *Describe the jurisdiction's goals, programs, and policies for reducing the number of poverty level families (as defined by the Office of Management and Budget and revised annually). In consultation with other appropriate public and private agencies, (i.e. TANF agency) state how the jurisdiction's goals, programs, and policies for producing and preserving affordable housing set forth in the housing component of the consolidated plan will be coordinated with other programs and services for which the jurisdiction is responsible.*
2. *Identify the extent to which this strategy will reduce (or assist in reducing) the number of poverty level families, taking into consideration factors over which the jurisdiction has control.*

### **3-5 Year Strategic Plan Antipoverty Strategy response:**

The general Antipoverty strategy of the City is to promote the accessibility and availability of employment, education, health care and family support services to lower income households to help them develop greater family independence and to promote neighborhood involvement, steps which will eventually lead to the reduction of poverty throughout the City.

The City has adopted these major strategies to achieve these goals of poverty reduction:

1. Market information about resources to poverty level households;
2. Refine housing assistance programs to better link such housing assistance to other helping resources, including self-help activities, such as community gardening and employment efforts;
3. Improve City service delivery systems to become more responsive to neighborhoods where poverty-level families tend to reside and encourage goals, policies and practices which tend to involve these neighborhoods in the City's decision processes and revitalization efforts.
4. Increase economic development and employment and training opportunities.
5. Improve collaborative efforts between local governments, non-profits, schools and businesses.

Over the next 5 years the City will continue to focus revitalization efforts on the Allied Drive, South West and Leopold school areas where needs have been identified. In addition, the North side Plan will be implemented. Additional revitalization efforts will take place in 15 areas during the period covered in this Consolidated Plan.

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 the public infrastructure within the areas.
- Continue to support a Neighborhood Resource Team in each of the 5 designated areas (includes representatives from Civil Rights, Building Inspection, Public Health, Police, Community Development Division, Fire and Parks).
- Increase effectiveness of the overall police 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 and collaborate programs and services with other funders, agencies, businesses and neighborhoods organizations.

The City's efforts will assist in reducing poverty by addressing emerging neighborhood needs. These efforts will bring additional services and opportunities to residents that may have been previously underserved or isolated.

### **Low Income Housing Tax Credit (LIHTC) Coordination (91.315 (k))**

*(States only) Describe the strategy to coordinate the Low-income Housing Tax Credit (LIHTC) with the development of housing that is affordable to low- and moderate-income families.*

#### **3-5 Year Strategic Plan LIHTC Coordination response:**

Not applicable to the City of Madison.

## **NON-HOMELESS SPECIAL NEEDS**

### **Specific Special Needs Objectives (91.215)**

1. *Describe the priorities and specific objectives the jurisdiction hopes to achieve over a specified time period.*
2. *Describe how Federal, State, and local public and private sector resources that are reasonably expected to be available will be used to address identified needs for the period covered by the strategic plan.*

#### **3-5 Year Non-homeless Special Needs Analysis response:**

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 (Housing Initiatives for participants in mental health services and Independent Living for older people) and homeownership (Movin' Out for persons with disabilities). 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 special needs but considers such housing proposals and their service linkages as part of the planning and funding processes described elsewhere in the plan.

### **Non-homeless Special Needs (91.205 (d) and 91.210 (d)) Analysis (including HOPWA)**

*\*Please also refer to the Non-homeless Special Needs Table in the Needs.xls workbook.*

1. *Estimate, to the extent practicable, the number of persons in various subpopulations that are not homeless but may require housing or supportive services, including the elderly, frail elderly, persons with disabilities (mental, physical, developmental, persons with HIV/AIDS and their families), persons with alcohol or other drug addiction, victims of domestic violence, and any other categories the jurisdiction may specify and describe their supportive housing needs. The jurisdiction can use the Non-Homeless Special Needs Table (formerly Table 1B) of their Consolidated Plan to help identify these needs.*

*\*Note: HOPWA recipients must identify the size and characteristics of the population with HIV/AIDS and their families that will be served in the metropolitan area.*

2. *Identify the priority housing and supportive service needs of persons who are not homeless but may or may not require supportive housing, i.e., elderly, frail elderly, persons with disabilities (mental, physical, developmental, persons with HIV/AIDS and their families), persons with alcohol or other drug addiction by using the Non-homeless Special Needs Table.*
3. *Describe the basis for assigning the priority given to each category of priority needs.*
4. *Identify any obstacles to meeting underserved needs.*
5. *To the extent information is available, describe the facilities and services that assist persons who are not homeless but require supportive housing, and programs for ensuring that persons returning from mental and physical health institutions receive appropriate supportive housing.*
6. *If the jurisdiction plans to use HOME or other tenant based rental assistance to assist one or more of these subpopulations, it must justify the need for such assistance in the plan.*

### **3-5 Year Non-homeless Special Needs Analysis response:**

The 2000 census noted that 19,184 people (9.2% of the Madison population) were 65 and over. 11% of the population over 60 years of age was 85 and older, a commonly used measure for “frail” elderly. This is an increase in the percentage of this population compared to 1990, when only 9.3% of the older population was 85 and older.

The national average for adults age 16 to 64 with disabilities is 19.3%. In 2007, 12.9% of the Madison adult population 16 to 64, or 29,244 people, reported some sort of disability. The break-out by type is as follows:

- Sensory: 2,983
- Physical: 6,448
- Mental: 6,912
- Self-Care: 2723
- Employment disability: 10,178

The local service delivery system in Wisconsin relies on State funding of County government to provide the lead human services for these populations. The City of Madison has chosen to provide some supplemental levels for particular functions, such as the development of housing for people with special needs through organizations such as Movin’ Out and Housing Initiatives. This Five Year Plan will continue that focus on housing production and adaptation.

The CDBG Office has given assistance to organizations that provide supportive permanent housing in the City of Madison. Some examples include the following: Goodwill Industries, Housing Initiatives, Inc., Porchlight, Inc., Rodney Scheel House, Tellurian and the YWCA of Madison. Additional information about these resources can be found in the City’s Annual Homeless Reports, available on the City’s website at [www.cityofmadison.com/cdbg](http://www.cityofmadison.com/cdbg).

The City does not currently plan to use HOME funds for direct rental assistance, but may amend this plan through an annual amendment to provide such an option. 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.

## **OTHER NARRATIVE**

*Include any Strategic Plan information that was not covered by a narrative in any other section.*

The City of Madison has a strong commitment to affirmatively further fair housing and the expansion of housing opportunities for groups traditionally limited in their housing choices. The City funds an excellent Department of Civil Rights that provides outreach and education regarding Madison’s fair housing and anti-discrimination ordinances and provides an alternative complaint processing system in addition to State and Federal systems. The City has an extensive array of protected classes within its housing anti-discrimination ordinance, and works with property owners and managers to promote an understanding of its goals and protocols.

The CDBG Committee funds a broad array of community-based agencies to help serve low income and minority populations, and that address fair housing and housing choice issues. In addition, the City funds or has funded certain community groups that have special affinities for some populations, such as Hmong or Hispanics, to promote fair housing, housing choice, and housing counseling as part of the City's efforts to increase individual knowledge of housing opportunities.

In summary, the City of Madison has developed this Consolidated Plan to meet several goals:

- To outline strategies that it will use with its community and funding partners to advance projects that support the community development program.
- To meet the planning requirements of some of our funders in order to secure additional development funds.
- To offer a public forum for an ongoing discussion about the future of the City of Madison.

The Community Development program commits itself to working within its community, city and funding partners to facilitate cooperation and invest in projects that will accomplish this vision of a better community: well-housed, with healthy businesses that offer good employment, excellent community-based services and facilities that respond to the needs of all of Madison's population, strong and viable neighborhoods, and growing opportunities for all residents.

**Synopsis of Citizen Comments on the  
City of Madison  
2010-2014 Consolidated Plan**

**Public Hearing – March 5, 2009**

**Summary:**

On March 5, 2009, a public hearing was held at the CDBG Committee meeting regarding the 2008 annual performance of the City of Madison Community Development program and the 2010-2014 Consolidated Plan. The public was notified of this meeting by an ad that was placed in the Wisconsin State Journal on February 20, 2009. The CDBG Office website also contained information about the meeting. In addition, an email was sent to all partner agencies, other funders in the community and other City departments. Citizens were given the opportunity to attend the meeting, send their comments by mail or email or contact the CDBG Office by telephone.

Below is a summary of the observations and recommendations that were made during the comment period. Following the summary is the CDBG Office response.

**Comment:**

One agency representative expressed appreciation to the CDBG Committee for its ongoing support of economic development through micro-enterprise technical assistance and lending. They felt that the CDBG Office and Committee were very effective in working with community groups to achieve the goals of the five-year plan. However, they would like to encourage the City of Madison to make economic development through micro-enterprise, small business assistance and lending a priority.

**CDBG Office Response:**

*Economic Development has become more of a priority for the City of Madison in the past few years. With the re-organization of the Department of Planning and Economic and Community Development, two new divisions were formed – the Community Development Division and the Economic Development Division. New Directors for each division were hired.*

*In addition, the CDBG Office has established a 5-year goal of business develop with objectives to include job creation and micro-enterprise development. In 2008, the CDBG Office funded the Latino Chamber of Commerce, AABBA, WWBIC and Madison Development Corporation to help meet these goals. The CDBG Office recognizes the importance of micro-enterprise development especially in the current economy where jobs are being lost and new micro-enterprises are being considered and started.*

**Comment:**

One agency representative expressed concern about CDBG Office housing policies given the current market conditions. The concerns include the following:

1. Cannot build net worth as an organization.
2. Annual audits are more complex and expensive due to the number of loans involved in projects funded by the CDBG Office.
3. No City funding to cover predevelopment costs.
4. Do not have a stable year-to-year source of funding for their stewardship responsibilities.
5. Development projects take years to put together because the City's per unit funding does not come close to covering the affordability gap and there are no other sources other than MG&E which provides \$2,500.

**CDBG Office Response:**

*The CDBG Office Framework is developed prior to each 2-year funding cycle. As a part of this development process, several public hearings are held to obtain feedback from citizens, agencies and other City staff to make final decisions on the policies. Final policy recommendations are approved by the CDBG Committee and then approved by the Common Council for use.*

**Public Hearing – September 3, 2009**

**Summary:**

On September 3, 2009, a public hearing was held at the CDBG Committee meeting regarding the 2010-2014 Consolidated Plan. The public was notified of this meeting by an ad that was placed in the Wisconsin State Journal on August 20, 2009. The CDBG Office website also contained information about the meeting. In addition, an email was sent to all partner agencies, other funders in the community and other City departments. Citizens were given the opportunity to attend the meeting, send their comments by mail or email or contact the CDBG Office by telephone.

Below is a summary of the observations and recommendations that were made during the comment period. Following the summary is the CDBG Office response.

**Comment:**

A representative was present to address the issue of the permanent housing needs for domestic violence victims. She discussed that there is a correlation between families in shelters and domestic violence. She also stated that other counties had more shelter beds and that she would like to see this issue addressed further.

**CDBG Office Response:**

*The 2010-2014 Consolidated Plan does not specifically address a separate housing need for victims of domestic violence. However, in 2009 the CDBG Office has provided \$30,000 to provide overflow vouchers when shelters are full. In addition, the CDBG Office has made deferred and forgivable loans to upgrade the current shelter. CDBG staff has been involved in discussions revolving around a possible new shelter in the future.*

**Comment:**

A representative expressed appreciation to the CDBG Committee for its ongoing support of economic development through micro-enterprise technical assistance and lending. They also thanked the Division Director for the opportunity to be part of the focus group that was held to discuss the 2010-2014 Consolidated Plan. The representative encouraged the City of Madison to make the area of economic development through micro-enterprise, small business assistance and lending a priority and increase funding in this area.

**CDBG Office Response:**

*Economic Development has become more of a priority for the City of Madison in the past few years. With the re-organization of the Department of Planning and Economic and Community Development, two new divisions were formed – the Community Development Division and the Economic Development Division. New Directors for each division were hired.*

*In addition, the 2010-2014 Consolidated Plan includes a goal to expand businesses to create jobs and assist with the development of microenterprises. In 2009, the CDBG Office funded the Latino Chamber of Commerce, WWBIC and Madison Development Corporation to help meet these goals. The funding for these agencies will also continue into 2010. The CDBG Office recognizes the importance of micro-enterprise development especially in the current economy where jobs are being lost and new micro-enterprises are being considered and started.*

**Comment:**

A representative spoke in support of expanding the development of microenterprises and training especially for the Hispanic population. It was noted that many people want to start their own businesses but there aren't enough resources available to help them. The representative thanked the Committee for considering these needs and stated that there is a lot of interest.

**CDBG Office Response:**

*Economic Development has become more of a priority for the City of Madison in the past few years. With the re-organization of the Department of Planning and Economic and Community Development, two new divisions were formed – the Community Development Division and the Economic Development Division. New Directors for each division were hired.*

*In addition, the 2010-2014 Consolidated Plan includes a goal to expand businesses to create jobs and assist with the development of microenterprises. In 2009, the CDBG Office funded the Latino Chamber of Commerce, WWBIC and Madison Development Corporation to help meet these goals. The funding for these agencies will also continue into 2010. The CDBG Office recognizes the importance of micro-enterprise development especially in the current economy where jobs are being lost and new micro-enterprises are being considered and started.*

**Consultations 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. Group and individual meetings, emails and telephone discussions were all had to solicit information and feedback from the following groups:

- CDBG Committee
- Affordable housing developers and providers
- Non-profit and for-profit economic development groups
- The Homelessness Services Consortium
- Madison Metropolitan School District
- Dane County
- Milwaukee Metropolitan Fair Housing
- Public Health
- Social service agencies
- City of Madison Leadership and other departments (i.e. Building Inspection, Civil Rights)
- United Way
- Madison Area Builders
- La Sup (Latino Support Group)
- Chamber of Commerce
- South Central Federation of Labor
- City of Madison Community Development Authority
- State of Wisconsin
- Department of Planning and Metro. Planning

Throughout these discussions several themes emerged which supported the drafted goals and objectives for the Community Development Division. Affordable housing for renters and buyers, job creation, employee and business development, access to resources, and community focal points (i.e. neighborhood centers) were identified as current and emerging needs in the City of Madison. In addition, the need for continued coordination and collaboration between agencies, local governments, other funders, other City agencies and the schools was also discussed.

These entities were all notified when the draft Consolidated Plan became available to provide further comment. No additional comments were made.

### **30 Day Public Comment Period**

The Draft 2010-2014 Consolidated Plan was made available to City of Madison residents both electronically and in hard copy. The paper format was available at all of the Madison Libraries, the CDBG Office and various social services agencies. No additional comments to those stated above were made.

### **Conclusion:**

The City will continue to work with citizens, agency partners, stakeholders and other City of Madison Departments to develop policies and fund programs to best meet the goals and objectives outlined in this 5-Year Consolidated Plan. The CDBG Office recognizes the importance of community feedback to build on successes and improve effectiveness.



# City of Madison

## Citizen Participation Plan

### A. PURPOSE

The City of Madison Community Development Program welcomes and encourages the participation of Madison citizens in the development, implementation, and evaluation of its HUD-funded Community Development Program. The major intent of this plan is to outline the opportunities for Madison residents, especially those living in low- and moderate income neighborhoods, or participating institutions, businesses and community organizations, to help shape the activities of the Community Development Program.

Since 1986, CDBG has actively sought the involvement of Madison citizens in its community needs assessment and planning. From 1986 to 1996, the needs assessment involved seven to eight 'panels' including five to ten citizens, public officials, and members of various funding bodies. The groups analyzed information, trends, citizen survey and focus group responses, and 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 honoring this comprehensive approach, the CDBG office also uses information gathered on a day to day basis through its operation of funded projects.

While the structure of the CDBG office allows for ongoing participation of these individuals 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); (7) amendments to the Citizen Participation Plan. HUD requires citizens have an opportunity to review or comment on the development and drafts of these documents to allocate funding to the jurisdiction. The 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 established a nine-member CDBG Committee formed by citizens and elected officials. The Committee discusses on-going issues of the program's operations, recommends funding for particular projects and oversees the development of all HUD projects. Additionally, the Committee provides an opportunity for continuous citizen and organization participation through regular meetings and public hearings.

The Committee has at least one meeting each month. All Committee meetings are publically noticed and open meetings, 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 keeps written and public minutes of its meetings, and has organized certain key public documents, such brochures, its annual objectives, and its Consolidated Annual Plan Evaluation Report (CAPER), so that the information is available through staff in the Mayor's office, and in the Department of Planning and Development. The CDBG Office also has a website containing these documents.

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 hearings follow the requirements outlined in the “Notifications” section of this document.

CDBG staff themselves 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 (and some Committee Members) are involved in such meetings with the Homeless Services Consortium (the Dane County Consortium), the Third Sector Housing Group, Neighborhood Resource Teams, and such ad hoc groups as the South Madison Steering Committee, the Housing Committee, Housing Diversity Planning Committee, and the Community Gardens 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 Citywide strategic goals, objectives and allocation processes.

The CDBG Office develops a separate calendar and detailed explanation of the funding process. To encourage active participation and understanding in this process, the City and other funding bodies hold workshops on how to apply for funding. The CDBG Office also outlines and distributes the opportunities for participation by citizens and applicant agencies through mailings, public meetings, CDBG Office web site, and alderpersons. Workshops and other meetings are held in accessible buildings located in neighborhoods with high concentrations of low and moderate income persons, and are advertised in the City’s major newspapers and many community organizations’ newsletters. All meetings and hearings follow the “Notifications” section of this document.

### **Development of 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 the public housing authority 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 minorities, the non-English speaking population, and persons with disabilities. This section outlines the steps for public participation in the Five-Year Consolidated Plan.

#### **1. 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 Committee. 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.

#### **2. 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. The plan will include information on the amount of assistance the City expects to receive and the range of activities that may be undertaken. Any comments received through public hearings or the comment period will be recorded 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 who are 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 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 also 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 agencies, the CDBG office and website and other public gathering spots. Notification of the draft plan and the designated locations will be published in the main newspaper as well as other publications that target minority, special needs or target neighborhood populations. Additionally, the CDBG office will provide a reasonable number of free copies of the plan to citizens and groups that request it.

### **3. Final Consolidated Plan**

The plan includes a summary of all written or 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 Board of Estimates 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 Consolidated Annual Plan Evaluation Report is 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, 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 plan is approved by the CDBG Committee, City Board of Estimates 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 or Action Plan, the 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 Board of Estimates 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. This meeting is publicly noticed, held as part of a regularly scheduled 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 public hearings and includes a summary of all these comments. The draft is available to citizens at various locations, including public libraries, specified neighborhood centers, the CDBG office and website 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 Board of Estimates and City Common Council before it is submitted to HUD.

### **Substantial Amendments to Citizen Participation Plan**

If changes to the Citizen Participation Plan are necessary, the changes will be drafted by the CDBG staff and reviewed by the Committee. The Committee meeting 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. 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. 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 below.

### **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 City of Madison General 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 CDBG specific information on the CDBG 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 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. Ads are published in the local newspaper for general circulation and appear in English and/or Spanish or Hmong, if more appropriate. These ads appear for at least two weeks prior to any public hearing or

comment period. The ads include a notice of the hearing, a summary of the relevant documents, 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 held at times and locations convenient to lower income individuals and 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 working days prior to a hearing or meeting. The CDBG office makes an effort to hold at least one meeting (either regular monthly meeting or public hearing) per year at a location where CDBG funds are directed or other low-income area.

### **Document Access**

Upon request, copies of all planning documents are available to the public. The Consolidated Plan, Action Plan, Consolidated Annual Plan Evaluation Report, Citizen Participation Plan and other documents are posted on the CDBG 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 is published in the public hearing ad, but generally includes public libraries, neighborhood agencies, the CDBG 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 can 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 assistance awarded under grant programs.

### **Technical Assistance**

Technical assistance can 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 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 staff is responsible for receiving and responding in writing to citizen complaints regarding any HUD program or activity, including the Consolidated Plan, amendments and the Consolidated Annual Plan Evaluation Report. Staff will provide a substantive, written response to the complainant within 15 working days, where practicable. If the response cannot be prepared within 15 days, the complainant will be notified of the delay and the approximate date the response will be provided.

Complaints should be addressed to:

City of Madison  
CDBG Office  
Room 280, Madison Municipal Building  
215 Martin Luther King, Jr. Blvd.  
PO Box 2985 · Madison, Wisconsin 53701-2985

OR

[cdbg@cityofmadison.com](mailto:cdbg@cityofmadison.com)

**CITIZEN PARTICIPATION PLAN**  
**ANTI-DISPLACEMENT POLICY FOR PROJECTS ASSISTED WITH**  
**CITY OF MADISON**  
**COMMUNITY DEVELOPMENT DIVISION FUNDS**  
**2010-2014**

The City of Madison will design its Community Development program to minimize both direct and indirect displacement of residents in the achievement of its community development objectives.

The City will adhere to the benefit levels and procedures which have been adopted by the Department of Housing and Urban Development, for its implementation of the Uniform Relocation Assistance and Real Property Acquisition Policies Act at 49 CFR Part 24, and for its implementation of the Department of Housing and Urban Development Regulations 24 CFR 570.606. The City will apply those benefit standards to both private and public agencies receiving Community Development funds, as required by the 1984 amendments to the Housing and Community Development Act and the Federal Highway Administration Final Rule published on January 4, 2005.

All sub-recipients shall design their CDBG-assisted activities to minimize both direct and indirect displacement of persons in the implementation of its projects, either through judicious choice of project locations, or through the provision of facilitating assistance for continued residency within the project locations. The sub-recipients will adhere to the benefit levels and procedures which have been adopted by the Department of Housing and Urban Development, by the City of Madison and by the State of Wisconsin, whichever are greater, for their implementation of the Uniform Relocation Assistance and Real Property Acquisition Policies Act. As such, sub-recipients must file relocation plans as required by the State of Wisconsin, and the City of Madison's Community Development program.

Section 104 of the Housing and Community Development Act requires that reasonable benefits be provided to persons permanently and involuntarily displaced as a result of the use of assistance received under the Act to acquire or substantially rehabilitate property, even where such displacement is not covered by the Uniform Act because it is carried out by a non-state agency.

Hence, sub-recipients of CDBG funds will:

1. Design their acquisition and/or rehabilitation plans so as to minimize displacement of occupants of the targeted property;
2. Inform, in writing, each person who may be displaced, that she/he may be displaced; describe the relocation assistance for which the person may be eligible; indicate the procedures to be followed to obtain the assistance; and provide each person who may be displaced with the State of Wisconsin Relocation Rights brochure (ERD-7323); and
3. Provide reasonable relocation benefits to "displaced persons" according to the standards and guidelines articulated below.

To be eligible for relocation assistance, a tenant must fit into one of the two categories listed below:

Category 1 A tenant must be a renter family, individual, business, nonprofit organization, or farm, which is legally occupying the property at the time the subrecipient enters into a contract (with the private owner or developer) contingent upon City assistance for the acquisition or rehabilitation (a contract shall include options to purchase, land contracts, or other formal agreements to occupy the property); **OR**

Category 2. A tenant must be a renter family, individual, business, non-profit organization, or farm, which legally moves into the property between the

time when the contractor enters into initial negotiations for acquisition or renovation rehabilitation when the acquisition/renovation occurs, WITHOUT receiving prior written notice by the agency of his or her possible displacement as a result of the planned acquisition or rehabilitation.

Sub-recipients will provide relocation assistance to any residential tenant who is determined under the above standards to be displaced as a direct result of the rehabilitation or acquisition. Relocation assistance, at a minimum, must include:

1. Reasonable moving expenses, as delineated in Federal Rule 49 C.F.R. 24.301, and State Statutes and Codes;
2. Advisory services needed to help in relocation;
3. Referral to at least one suitable, decent, safe, and sanitary replacement dwelling unit;
4. Notification of, tenants' rights under the Federal Fair Housing law (Title VIII) and replacement housing opportunities, in such a manner that whenever feasible, tenant will have a choice between relocating within their neighborhood and other neighborhoods, consistent with the City's responsibility to affirmatively further fair housing. Such notice shall include referral to the Community Action Committee's Housing Information Service; and
5. One payment equal to 42, 48, or 60 times (depending on which rule applies, URA or HCD Sec. 104(d), or the State of Wisconsin) the increase, if any, between the monthly cost of rent and utilities at the dwelling unit from which the tenant is displaced, and the cost of rent and utilities for a suitable, decent, safe, and sanitary replacement dwelling unit, **OR** the provision of a certificate of housing voucher for rental assistance payments under the Section 8 Housing Assistance payment program, if the tenant is an eligible lower income person.

Sub-recipients will provide relocation assistance to any business, non-profit or farm which qualifies as a displaced person. These benefits may include:

1. Transportation of personal property;
2. Packing, crating, uncrating and unpacking of personal property;
3. Disconnecting, dismantling, removing, reinstalling machinery, equipment, etc.;
4. Storage of personal property for a period not to exceed 12 months;
5. Insurance for the property in connection with the move;
6. Any license, permit, or certification required of the displaced person at the replacement location;
7. Re-lettering signs, and replacing stationary;
8. Actual direct loss of tangible personal property;
9. Purchase of substitute personal property;
10. Searching for a replacement location;
11. Reestablishment expenses;
12. Advertising signs; and
13. Payments designed to offset the increase, if any, between the monthly cost of rent, and the utilities at unit from which the tenant is displaced and the cost of the replacement unit.

### **Section 104(d) of the Housing and Community Development Act**

Additionally, under Sec.104(d) of the Housing and Community Development Act of 1974 as amended, and HUD program regulation 24 C.F.R. 570.606(c), the term "displaced persons"

means any lower income family or individual that moves from real property, or moves his or her personal property from real property, permanently and involuntarily, as a direct result of the conversion of an occupied or vacant occupiable low/moderate-income dwelling unit (defined as one where the rent is currently less than the Fair Market Rent for Section 8 Existing Housing for the City of Madison), or the demolition of any dwelling unit, in connection with an assisted activity.

Section 104(d) of the Housing and Community Development Act of 1974 as amended, and HUD program regulation 24 C.F.R. 570.606(c) provides that, as a condition for receiving assistance under the CDBG program, the grantee must certify that it is following a residential anti-displacement and relocation assistance plan which contains two major requirements:

1. Replace all occupied and vacant occupiable low/moderate-income dwelling units that are demolished or converted to a use other than low/moderate-income housing in connection with an activity assisted under the Housing and Community Development Act (see 24 C.F.R. 270.606(c)(1), on a one-for-one basis; and
2. Provide certain relocation assistance to any lower income person displaced as a direct result of the demolition of any dwelling unit **OR** the conversion of a low/moderate-income dwelling unit to a use other than a low/moderate-income dwelling in connection with an assisted activity.

Each sub-recipient must submit such a plan to the CDBG Office for approval before finalizing the acquisition/rehabilitation.

All occupied and vacant occupiable low/moderate-income dwelling units, defined as those units with a market rent that does not exceed the HUD established Fair Market Rent for Section 8 existing housing, that are demolished or converted to a use other than as low/moderate-income dwelling units as a direct result of an activity assisted under this part must be replaced by governmental agencies or private developers with low/moderate-income dwelling units. Replacement low/moderate income dwelling units may include public housing, or existing housing receiving Section 8 project-based assistance under the United States Housing Act of 1937. The replacement low/moderate-income dwelling units must be provided within three years of the commencement of the demolition or rehabilitation related to the conversion, and must meet the following requirements:

1. The units must be located within the grantee's jurisdiction;
2. The units must be sufficient in number and size to house at least the number of occupants that could have been housed in the units that are demolished or converted. The number of occupants that may be housed in units shall be determined in accordance with local housing occupancy codes;
3. The units must be provided in standard condition. Replacement low/moderate-income dwelling units may include units that have been raised to standard from substandard condition; and
4. The units must be designed to remain low/moderate-income dwelling units for at least 10 years from the date of initial occupancy.

Before obligating or expending funds provided under this part for any activity that will directly result in the demolition of low/moderate-income dwelling units or the conversion of low/moderate-income dwelling units to another use, the sub-recipient must make public, and submit the following information in writing to the CDBG Office for submittal to HUD:

1. A description of the proposed assisted activity;

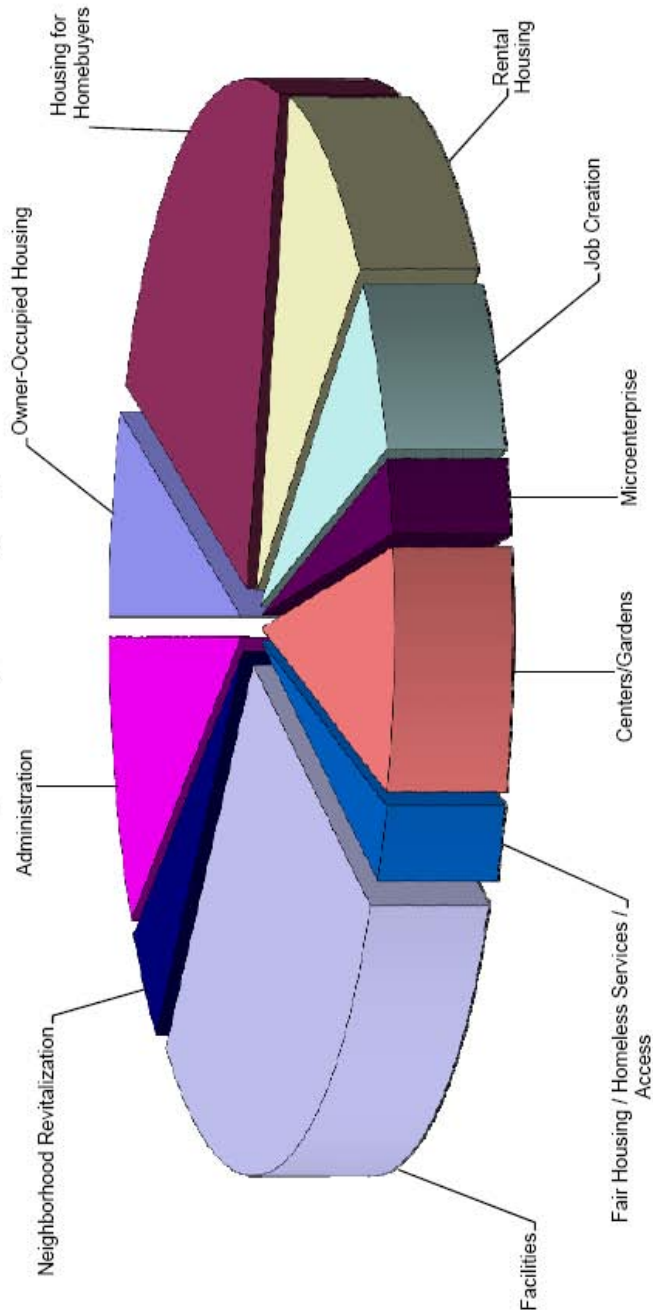
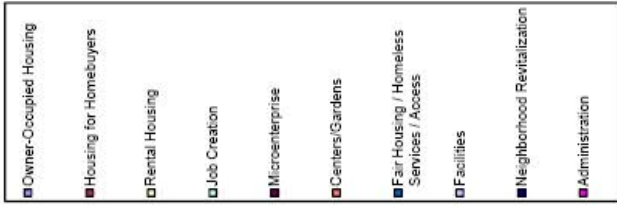


2. The general location on a map and approximate number of dwelling units by size (number of bedrooms) that will be demolished or converted to a use other than for low/moderate-income dwelling units as a direct result of the assisted activity;
3. A time schedule for the commencement and completion of the demolition or conversion;
4. The general location on a map and approximate number of dwelling units by size (number of bedrooms) that will be provided as replacement dwelling units;
5. The source of funding and a time schedule for the provision of replacement dwelling units;
6. The basis for concluding that each replacement dwelling unit will remain a low/moderate-income dwelling unit for at least 10 years from the date of initial occupancy;
7. A plan detailing the steps the contractor will follow to minimize the displacement of persons from their homes; and
8. A copy of the agency's State of Wisconsin Relocation Plan.

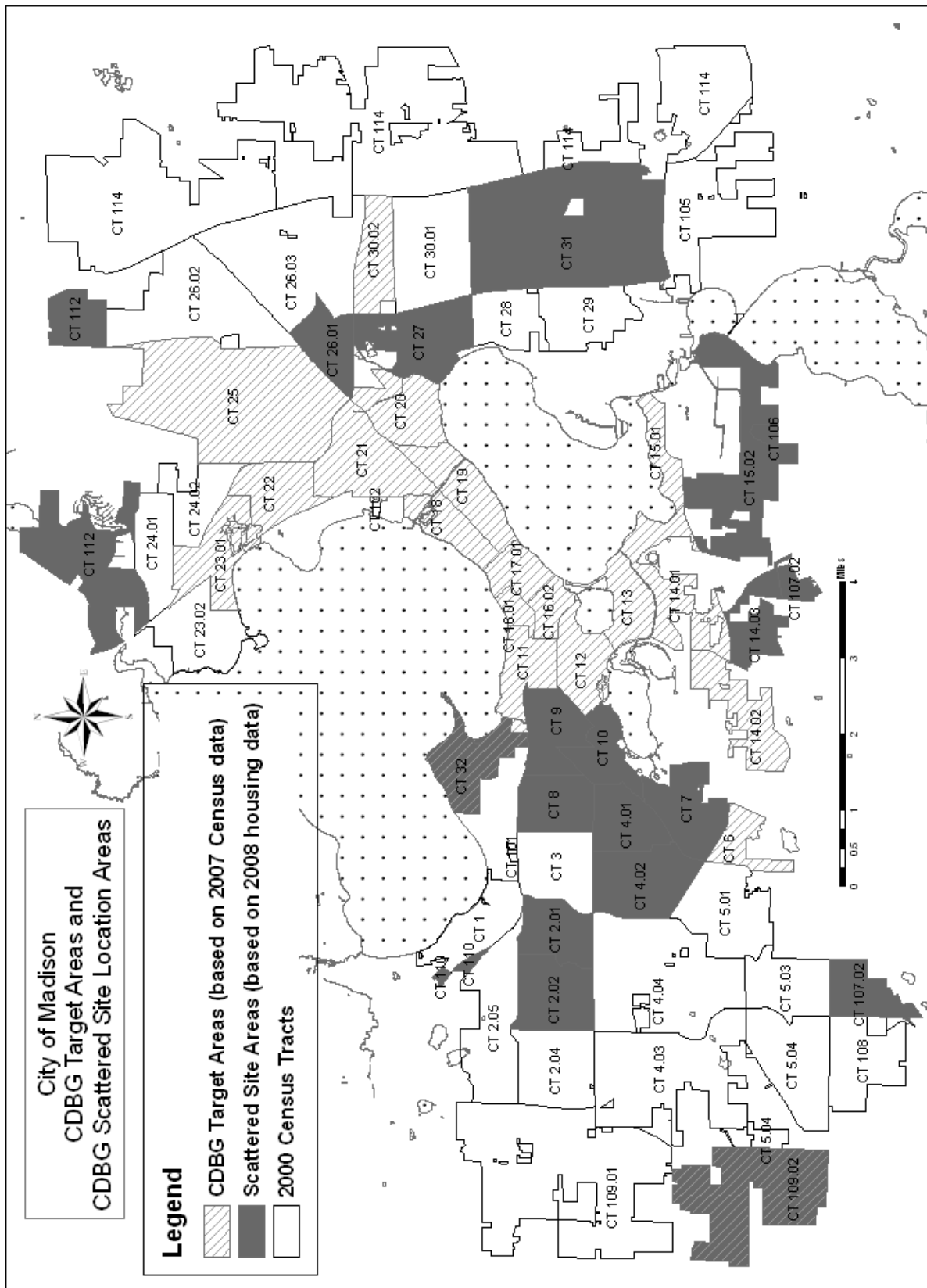
If a person disagrees with the sub-recipient's determination concerning the person's eligibility for, or the amount of relocation payment under this policy, the person may file a written appeal of that determination with the City CDBG Office. The appeal procedures shall follow those described in 49 CFR 24.10.

## USES OF FUNDS EXPENDED BY OBJECTIVE

### Expenses by Funding Objective: 2008



2005	2006	2007	2008	% difference between 2007 & 2008
\$848,390	\$756,249	\$858,379	\$768,861	-11.64%
\$1,342,212	\$2,363,238	\$1,728,942	\$2,629,500	34.25%
\$1,979,670	\$1,449,092	\$1,280,396	\$1,190,248	-7.57%
\$1,527,705	\$1,115,619	\$460,663	\$693,334	33.56%
\$155,599	\$138,143	\$202,206	\$280,982	28.04%
\$803,106	\$792,579	\$891,713	\$906,763	1.66%
\$528,317	\$437,298	\$382,195	\$300,374	-27.24%
\$1,120,203	\$860,820	\$532,838	\$3,371,355	84.20%
\$92,313	\$120,284	\$216,436	\$487,668	55.62%
\$989,882	\$1,029,336	\$1,026,446	\$1,095,151	6.27%
\$9,387,397	\$9,062,658	\$6,721,835	\$11,724,236	42.67%





<b>Project Name:</b> Improvement of Owner-Occupied Housing							
<b>Description:</b>	<b>A</b> <b>IDIS Project #:</b> 1 <b>UOG Code:</b> WI553944 MADISON						
Improve the quality of existing owner-occupied housing stock to support community stability and neighborhood revitalization efforts.							
<b>Location:</b>	<b>Priority Need Category</b>						
40% Citywide; 60% Target Area (see "Explanation" box for designated census tracts)	<b>Select one:</b> Owner Occupied Housing ▼						
<b>Expected Completion Date:</b>	<b>Explanation:</b>						
12/31/2014	Funds will be targeted to housing stock in need of repair or rehab, ensuring that homes then meet City minimum housing and building codes, or are provided with accessibility improvements, or are safer or more energy efficient. (Target Area is currently designated as Census Tracts 6, 11, 12, 13, 14.01, 15.01, 16.01, 16.02, 17.01, 18, 19, 20, 21, 22, 23.01, 25, and 14.02)						
<b>Objective Category</b>	<b>Specific Objectives</b>						
<input checked="" type="radio"/> Decent Housing <input type="radio"/> Suitable Living Environment <input type="radio"/> Economic Opportunity	1, Improve the quality of owner housing ▼						
<b>Outcome Categories</b>	2, ▼						
<input checked="" type="checkbox"/> Availability/Accessibility <input type="checkbox"/> Affordability <input type="checkbox"/> Sustainability	3, ▼						
<b>Project-level Accomplishments</b>	10 Housing Units ▼	<b>Proposed</b>	1,127		<b>Accompl. Type:</b> ▼	<b>Proposed</b>	
		<b>Underway</b>				<b>Underway</b>	
		<b>Complete</b>				<b>Complete</b>	
	<b>Accompl. Type:</b> ▼	<b>Proposed</b>			<b>Accompl. Type:</b> ▼	<b>Proposed</b>	
		<b>Underway</b>				<b>Underway</b>	
		<b>Complete</b>				<b>Complete</b>	
	<b>Accompl. Type:</b> ▼	<b>Proposed</b>			<b>Accompl. Type:</b> ▼	<b>Proposed</b>	
		<b>Underway</b>				<b>Underway</b>	
		<b>Complete</b>				<b>Complete</b>	
<b>Proposed Outcome</b>		<b>Performance Measure</b>		<b>Actual Outcome</b>			
1,000 minor and 127 major rehabs/repairs completed							
14A Rehab; Single-Unit Residential 570.202 ▼				Matrix Codes ▼			
Matrix Codes ▼				Matrix Codes ▼			
Matrix Codes ▼				Matrix Codes ▼			
<b>Program Year 1</b>	<b>CDBG</b> ▼	<b>Proposed Amt.</b>	79,695		<b>Other</b> ▼	<b>Proposed Amt.</b>	284,288
		<b>Actual Amount</b>				<b>Actual Amount</b>	
	<b>HOME</b> ▼	<b>Proposed Amt.</b>	499,357		<b>Fund Source:</b> ▼	<b>Proposed Amt.</b>	
		<b>Actual Amount</b>				<b>Actual Amount</b>	
	10 Housing Units ▼	<b>Proposed Units</b>	237		<b>Accompl. Type:</b> ▼	<b>Proposed Units</b>	
		<b>Actual Units</b>				<b>Actual Units</b>	
	<b>Accompl. Type:</b> ▼	<b>Proposed Units</b>			<b>Accompl. Type:</b> ▼	<b>Proposed Units</b>	
		<b>Actual Units</b>				<b>Actual Units</b>	

Program Year 2	CDBG	▼	Proposed Amt.	76,818		Other	▼	Proposed Amt.	68,941	
			Actual Amount						Actual Amount	
	HOME	▼	Proposed Amt.	479,821		Fund Source:	▼	Proposed Amt.		
			Actual Amount					Actual Amount		
	10 Housing Units	▼	Proposed Units	224		Accompl. Type:	▼	Proposed Units		
			Actual Units					Actual Units		
	Accompl. Type:	▼	Proposed Units			Accompl. Type:	▼	Proposed Units		
			Actual Units					Actual Units		
Program Year 3	CDBG	▼	Proposed Amt.	75,061		Other	▼	Proposed Amt.	51,706	
			Actual Amount					Actual Amount		
	HOME	▼	Proposed Amt.	482,784		Fund Source:	▼	Proposed Amt.		
			Actual Amount					Actual Amount		
	10 Housing Units	▼	Proposed Units	223		Accompl. Type:	▼	Proposed Units		
			Actual Units					Actual Units		
	Accompl. Type:	▼	Proposed Units			Accompl. Type:	▼	Proposed Units		
			Actual Units					Actual Units		
Program Year 4	CDBG	▼	Proposed Amt.	76,182		Fund Source:	▼	Proposed Amt.		
			Actual Amount					Actual Amount		
	HOME	▼	Proposed Amt.	501,883		Fund Source:	▼	Proposed Amt.		
			Actual Amount					Actual Amount		
	10 Housing Units	▼	Proposed Units	221		Accompl. Type:	▼	Proposed Units		
			Actual Units					Actual Units		
	Accompl. Type:	▼	Proposed Units			Accompl. Type:	▼	Proposed Units		
			Actual Units					Actual Units		
Program Year 5	CDBG	▼	Proposed Amt.	77,646		Fund Source:	▼	Proposed Amt.		
			Actual Amount					Actual Amount		
	HOME	▼	Proposed Amt.	523,363		Fund Source:	▼	Proposed Amt.		
			Actual Amount					Actual Amount		
	10 Housing Units	▼	Proposed Units	222		Accompl. Type:	▼	Proposed Units		
			Actual Units					Actual Units		
	Accompl. Type:	▼	Proposed Units			Accompl. Type:	▼	Proposed Units		
			Actual Units					Actual Units		

<b>Project Name:</b> Expansion of Homeownership Opportunities						
<b>Description:</b>	<b>B</b> <b>IDIS Project #:</b> 2 <b>UOG Code:</b> WI553944 MADISON					
Increase opportunities for homeownership for low- and moderate-income individuals.						
<b>Location:</b> Citywide	<b>Priority Need Category</b> <b>Select one:</b> Owner Occupied Housing ▼					
<b>Expected Completion Date:</b> 12/31/2014	<b>Explanation:</b> Funds will be targeted to the acquisition, construction or renovation of housing that will be made available to eligible households for purchase of the housing units. A portion of funds will be used to provide downpayment and closing cost assistance in order to promote opportunities for first-time homebuyers.					
<b>Objective Category</b> <input checked="" type="radio"/> Decent Housing <input type="radio"/> Suitable Living Environment <input type="radio"/> Economic Opportunity	<b>Specific Objectives</b>					
<b>Outcome Categories</b> <input checked="" type="checkbox"/> Availability/Accessibility <input checked="" type="checkbox"/> Affordability <input type="checkbox"/> Sustainability	1. Increase the availability of affordable owner housing ▼ 2. Improve access to affordable owner housing ▼ 3. _____ ▼					
<b>Project-level Accomplishments</b>	10 Housing Units ▼	<b>Proposed</b> 360		<b>Accompl. Type:</b> ▼	<b>Proposed</b>	
		<b>Underway</b>			<b>Underway</b>	
		<b>Complete</b>			<b>Complete</b>	
	<b>Accompl. Type:</b> ▼	<b>Proposed</b>		<b>Accompl. Type:</b> ▼	<b>Proposed</b>	
		<b>Underway</b>			<b>Underway</b>	
		<b>Complete</b>			<b>Complete</b>	
	<b>Accompl. Type:</b> ▼	<b>Proposed</b>		<b>Accompl. Type:</b> ▼	<b>Proposed</b>	
		<b>Underway</b>			<b>Underway</b>	
		<b>Complete</b>			<b>Complete</b>	
<b>Proposed Outcome</b>	<b>Performance Measure</b>	<b>Actual Outcome</b>				
360 LMI households assisted to become homeowners						
12 Construction of Housing 570.201(m) ▼	14A Rehab; Single-Unit Residential 570.202 ▼					
13 Direct Homeownership Assistance 570.201(n) ▼	14G Acquisition - for Rehabilitation 570.202 ▼					
Matrix Codes ▼	Matrix Codes ▼					
<b>Program Year 1</b>	CDBG ▼	<b>Proposed Amt.</b> 271,107		Other ▼	<b>Proposed Amt.</b> 789,959	
		<b>Actual Amount</b>			<b>Actual Amount</b>	
	HOME ▼	<b>Proposed Amt.</b> 730,743		Fund Source: ▼	<b>Proposed Amt.</b>	
		<b>Actual Amount</b>			<b>Actual Amount</b>	
	10 Housing Units ▼	<b>Proposed Units</b> 90		<b>Accompl. Type:</b> ▼	<b>Proposed Units</b>	
		<b>Actual Units</b>			<b>Actual Units</b>	
	<b>Accompl. Type:</b> ▼	<b>Proposed Units</b>		<b>Accompl. Type:</b> ▼	<b>Proposed Units</b>	
		<b>Actual Units</b>			<b>Actual Units</b>	

Program Year 2	CDBG	Proposed Amt.	287,431		Other	Proposed Amt.	250,000
		Actual Amount				Actual Amount	
	HOME	Proposed Amt.	781,055		Fund Source:	Proposed Amt.	
		Actual Amount				Actual Amount	
	10 Housing Units	Proposed Units	66		Accompl. Type:	Proposed Units	
		Actual Units				Actual Units	
	Accompl. Type:	Proposed Units			Accompl. Type:	Proposed Units	
		Actual Units				Actual Units	
Program Year 3	CDBG	Proposed Amt.	283,357		Other	Proposed Amt.	250,000
		Actual Amount				Actual Amount	
	HOME	Proposed Amt.	786,456		Fund Source:	Proposed Amt.	
		Actual Amount				Actual Amount	
	10 Housing Units	Proposed Units	66		Accompl. Type:	Proposed Units	
		Actual Units				Actual Units	
	Accompl. Type:	Proposed Units			Accompl. Type:	Proposed Units	
		Actual Units				Actual Units	
Program Year 4	CDBG	Proposed Amt.	289,440		Other	Proposed Amt.	250,000
		Actual Amount				Actual Amount	
	HOME	Proposed Amt.	817,467		Fund Source:	Proposed Amt.	
		Actual Amount				Actual Amount	
	10 Housing Units	Proposed Units	68		Accompl. Type:	Proposed Units	
		Actual Units				Actual Units	
	Accompl. Type:	Proposed Units			Accompl. Type:	Proposed Units	
		Actual Units				Actual Units	
Program Year 5	CDBG	Proposed Amt.	299,497		Other	Proposed Amt.	250,000
		Actual Amount				Actual Amount	
	HOME	Proposed Amt.	852,533		Fund Source:	Proposed Amt.	
		Actual Amount				Actual Amount	
	10 Housing Units	Proposed Units	70		Accompl. Type:	Proposed Units	
		Actual Units				Actual Units	
	Accompl. Type:	Proposed Units			Accompl. Type:	Proposed Units	
		Actual Units				Actual Units	



<b>Project Name:</b> Improvement of Rental Housing							
<b>Description:</b>	D IDIS Project #: 3 UOG Code: WI553944 MADISON						
Expand the number of affordable rental housing units and/or improve the quality and/or diversity of rental units available to lower income individuals throughout the community.							
<b>Location:</b>	<b>Priority Need Category</b>						
Citywide	Select one: Rental Housing ▼						
<b>Explanation:</b>							
<b>Expected Completion Date:</b>	Funds will be applied to the acquisition, construction or rehab of permanent or transitional rental housing, with rents at HOME rent levels.						
12/31/2014							
<b>Objective Category</b>							
<input checked="" type="radio"/> Decent Housing <input type="radio"/> Suitable Living Environment <input type="radio"/> Economic Opportunity							
<b>Specific Objectives</b>							
Outcome Categories							
<input checked="" type="checkbox"/> Availability/Accessibility <input checked="" type="checkbox"/> Affordability <input type="checkbox"/> Sustainability							
1	Increase the supply of affordable rental housing ▼						
2	Improve the quality of affordable rental housing ▼						
3	Improve access to affordable rental housing ▼						
<b>Project-level Accomplishments</b>	10 Housing Units ▼	Proposed	772		Accompl. Type: ▼	Proposed	
		Underway				Underway	
		Complete				Complete	
	Accompl. Type: ▼	Proposed			Accompl. Type: ▼	Proposed	
		Underway				Underway	
		Complete				Complete	
	Accompl. Type: ▼	Proposed			Accompl. Type: ▼	Proposed	
		Underway				Underway	
		Complete				Complete	
<b>Proposed Outcome</b>		<b>Performance Measure</b>		<b>Actual Outcome</b>			
772 rental units created or improved for LMI individuals							
01 Acquisition of Real Property 570.201(a) ▼				12 Construction of Housing 570.201(m) ▼			
03C Homeless Facilities (not operating costs) 570.201(c) ▼				14A Rehab; Single-Unit Residential 570.202 ▼			
05S Rental Housing Subsidies (if HOME, not part of 5% 570.204 ▼				14H Rehabilitation Administration 570.202 ▼			
<b>Program Year 1</b>	CDBG ▼	Proposed Amt.	336,955		ESG ▼	Proposed Amt.	30,045
		Actual Amount				Actual Amount	
	HOME ▼	Proposed Amt.	908,231		Other ▼	Proposed Amt.	609,412
		Actual Amount				Actual Amount	
	10 Housing Units ▼	Proposed Units	188		Accompl. Type: ▼	Proposed Units	
		Actual Units				Actual Units	
	Accompl. Type: ▼	Proposed Units			Accompl. Type: ▼	Proposed Units	
		Actual Units				Actual Units	

Program Year 2	CDBG	Proposed Amt.	254,753		ESG	Proposed Amt.	28,543
		Actual Amount				Actual Amount	
	HOME	Proposed Amt.	692,257		Other	Proposed Amt.	609,412
		Actual Amount				Actual Amount	
	10 Housing Units	Proposed Units	158		Accompl. Type:	Proposed Units	
		Actual Units				Actual Units	
	Accompl. Type:	Proposed Units			Accompl. Type:	Proposed Units	
		Actual Units				Actual Units	
Program Year 3	CDBG	Proposed Amt.	251,352		ESG	Proposed Amt.	28,543
		Actual Amount				Actual Amount	
	HOME	Proposed Amt.	697,626		Other	Proposed Amt.	501,324
		Actual Amount				Actual Amount	
	10 Housing Units	Proposed Units	148		Accompl. Type:	Proposed Units	
		Actual Units				Actual Units	
	Accompl. Type:	Proposed Units			Accompl. Type:	Proposed Units	
		Actual Units				Actual Units	
Program Year 4	CDBG	Proposed Amt.	257,857		ESG	Proposed Amt.	30,045
		Actual Amount				Actual Amount	
	HOME	Proposed Amt.	728,268		Other	Proposed Amt.	350,000
		Actual Amount				Actual Amount	
	10 Housing Units	Proposed Units	137		Accompl. Type:	Proposed Units	
		Actual Units				Actual Units	
	Accompl. Type:	Proposed Units			Accompl. Type:	Proposed Units	
		Actual Units				Actual Units	
Program Year 5	CDBG	Proposed Amt.	267,908		ESG	Proposed Amt.	31,547
		Actual Amount				Actual Amount	
	HOME	Proposed Amt.	762,612		Other	Proposed Amt.	350,000
		Actual Amount				Actual Amount	
	10 Housing Units	Proposed Units	141		Accompl. Type:	Proposed Units	
		Actual Units				Actual Units	
	Accompl. Type:	Proposed Units			Accompl. Type:	Proposed Units	
		Actual Units				Actual Units	

<b>Project Name:</b> Business Development and Job Creation					
<b>Description:</b> E	<b>IDIS Project #:</b> 4				
<b>UOG Code:</b> WI553944 MADISON					
Help businesses and non-profits create new employment opportunities for lower income persons.					
<b>Location:</b> Citywide	<b>Priority Need Category</b> Select one: Economic Development ▼				
<b>Expected Completion Date:</b> 12/31/2014	<b>Explanation:</b> Funds will be targeted to businesses and non-profits that provide loans or other support (such as incubator space) to businesses to expand in order to create new positions.				
<b>Objective Category</b> <input type="radio"/> Decent Housing <input type="radio"/> Suitable Living Environment <input checked="" type="radio"/> Economic Opportunity	<b>Specific Objectives</b>				
<b>Outcome Categories</b> <input checked="" type="checkbox"/> Availability/Accessibility <input type="checkbox"/> Affordability <input type="checkbox"/> Sustainability	1, Improve economic opportunities for low-income persons ▼				
	2, ▼				
	3, ▼				
<b>Project-level Accomplishments</b>	13 Jobs ▼	Proposed	235	Accompl. Type: ▼	Proposed
		Underway			Underway
		Complete			Complete
	Accompl. Type: ▼	Proposed		Accompl. Type: ▼	Proposed
		Underway			Underway
		Complete			Complete
	Accompl. Type: ▼	Proposed		Accompl. Type: ▼	Proposed
		Underway			Underway
		Complete			Complete
<b>Proposed Outcome</b>	<b>Performance Measure</b>	<b>Actual Outcome</b>			
235 FTE positions created for LMI individuals					
18A ED Direct Financial Assistance to For-Profits 570.203(b) ▼	Matrix Codes ▼				
Matrix Codes ▼	Matrix Codes ▼				
Matrix Codes ▼	Matrix Codes ▼				
<b>Program Year 1</b>	CDBG ▼	Proposed Amt.	1,212,501	Fund Source: ▼	Proposed Amt.
		Actual Amount			Actual Amount
	Other ▼	Proposed Amt.	424,625	Fund Source: ▼	Proposed Amt.
		Actual Amount			Actual Amount
	13 Jobs ▼	Proposed Units	55	Accompl. Type: ▼	Proposed Units
		Actual Units			Actual Units
	Accompl. Type: ▼	Proposed Units		Accompl. Type: ▼	Proposed Units
		Actual Units			Actual Units

Program Year 2	CDBG	▼	Proposed Amt.	1,192,987		Fund Source:	▼	Proposed Amt.		
			Actual Amount						Actual Amount	
	Other	▼	Proposed Amt.	313,105		Fund Source:	▼	Proposed Amt.		
			Actual Amount						Actual Amount	
	13 Jobs	▼	Proposed Units	50		Accompl. Type:	▼	Proposed Units		
			Actual Units						Actual Units	
	Accompl. Type:	▼	Proposed Units			Accompl. Type:	▼	Proposed Units		
			Actual Units						Actual Units	
Program Year 3	CDBG	▼	Proposed Amt.	1,211,242		Fund Source:	▼	Proposed Amt.		
			Actual Amount						Actual Amount	
	Other	▼	Proposed Amt.	234,829		Fund Source:	▼	Proposed Amt.		
			Actual Amount						Actual Amount	
	13 Jobs	▼	Proposed Units	48		Accompl. Type:	▼	Proposed Units		
			Actual Units						Actual Units	
	Accompl. Type:	▼	Proposed Units			Accompl. Type:	▼	Proposed Units		
			Actual Units						Actual Units	
Program Year 4	CDBG	▼	Proposed Amt.	1,224,853		Fund Source:	▼	Proposed Amt.		
			Actual Amount						Actual Amount	
	Fund Source:	▼	Proposed Amt.			Fund Source:	▼	Proposed Amt.		
			Actual Amount						Actual Amount	
	13 Jobs	▼	Proposed Units	41		Accompl. Type:	▼	Proposed Units		
			Actual Units						Actual Units	
	Accompl. Type:	▼	Proposed Units			Accompl. Type:	▼	Proposed Units		
			Actual Units						Actual Units	
Program Year 5	CDBG	▼	Proposed Amt.	1,243,133		Fund Source:	▼	Proposed Amt.		
			Actual Amount						Actual Amount	
	Fund Source:	▼	Proposed Amt.			Fund Source:	▼	Proposed Amt.		
			Actual Amount						Actual Amount	
	13 Jobs	▼	Proposed Units	41		Accompl. Type:	▼	Proposed Units		
			Actual Units						Actual Units	
	Accompl. Type:	▼	Proposed Units			Accompl. Type:	▼	Proposed Units		
			Actual Units						Actual Units	

<b>Project Name:</b> Economic Development of Small Businesses						
<b>Description:</b> F	<b>IDIS Project #:</b> 5					
<b>UOG Code:</b> WI553944 MADISON						
Assist micro-enterprises which are the principal occupations of their owners, or which create new job opportunities for low- or moderate-income persons.						
<b>Location:</b> Citywide	<b>Priority Need Category</b> <b>Select one:</b> Economic Development ▼					
<b>Expected Completion Date:</b> 12/31/2014	<b>Explanation:</b> Funds will be targeted to non-profits which provide technical assistance, or appropriate space for nascent businesses, or loans to individuals starting or operating micro-enterprises where (1) the low- or moderate-income owner's job within the business is expected to become that individual's principal occupation within 3 years of provision of assistance, or (2) the micro-enterprise is expected to create at least 1 FTE position for a low- or moderate-income person (other than an					
<b>Objective Category</b> <input type="radio"/> Decent Housing <input type="radio"/> Suitable Living Environment <input checked="" type="radio"/> Economic Opportunity	<b>Specific Objectives</b> 1, Improve economic opportunities for low-income persons ▼ 2, ▼ 3, ▼					
<b>Outcome Categories</b> <input checked="" type="checkbox"/> Availability/Accessibility <input type="checkbox"/> Affordability <input type="checkbox"/> Sustainability						
<b>Project-level Accomplishments</b>	08 Businesses ▼	<b>Proposed</b> 116		<b>Accompl. Type:</b> ▼	<b>Proposed</b>	
		<b>Underway</b>			<b>Underway</b>	
		<b>Complete</b>			<b>Complete</b>	
	<b>Accompl. Type:</b> ▼	<b>Proposed</b>		<b>Accompl. Type:</b> ▼	<b>Proposed</b>	
		<b>Underway</b>			<b>Underway</b>	
		<b>Complete</b>			<b>Complete</b>	
	<b>Accompl. Type:</b> ▼	<b>Proposed</b>		<b>Accompl. Type:</b> ▼	<b>Proposed</b>	
		<b>Underway</b>			<b>Underway</b>	
		<b>Complete</b>			<b>Complete</b>	
<b>Proposed Outcome</b>	<b>Performance Measure</b>	<b>Actual Outcome</b>				
116 micro-enterprises assisted						
18C Micro-Enterprise Assistance ▼	Matrix Codes ▼					
Matrix Codes ▼	Matrix Codes ▼					
Matrix Codes ▼	Matrix Codes ▼					
<b>Program Year 1</b>	CDBG ▼	<b>Proposed Amt.</b> 77,756		<b>Fund Source:</b> ▼	<b>Proposed Amt.</b>	
		<b>Actual Amount</b>			<b>Actual Amount</b>	
	<b>Fund Source:</b> ▼	<b>Proposed Amt.</b>		<b>Fund Source:</b> ▼	<b>Proposed Amt.</b>	
		<b>Actual Amount</b>			<b>Actual Amount</b>	
	08 Businesses ▼	<b>Proposed Units</b> 22		<b>Accompl. Type:</b> ▼	<b>Proposed Units</b>	
		<b>Actual Units</b>			<b>Actual Units</b>	
	<b>Accompl. Type:</b> ▼	<b>Proposed Units</b>		<b>Accompl. Type:</b> ▼	<b>Proposed Units</b>	
		<b>Actual Units</b>			<b>Actual Units</b>	

Program Year 2	CDBG	▼	Proposed Amt.	77,757		Fund Source:	▼	Proposed Amt.		
			Actual Amount						Actual Amount	
	Fund Source:	▼	Proposed Amt.			Fund Source:	▼	Proposed Amt.		
			Actual Amount					Actual Amount		
	08 Businesses	▼	Proposed Units	22		Accompl. Type:	▼	Proposed Units		
			Actual Units					Actual Units		
	Accompl. Type:	▼	Proposed Units			Accompl. Type:	▼	Proposed Units		
			Actual Units					Actual Units		
Program Year 3	CDBG	▼	Proposed Amt.	79,502		Fund Source:	▼	Proposed Amt.		
			Actual Amount					Actual Amount		
	Fund Source:	▼	Proposed Amt.			Fund Source:	▼	Proposed Amt.		
			Actual Amount					Actual Amount		
	08 Businesses	▼	Proposed Units	23		Accompl. Type:	▼	Proposed Units		
			Actual Units					Actual Units		
	Accompl. Type:	▼	Proposed Units			Accompl. Type:	▼	Proposed Units		
			Actual Units					Actual Units		
Program Year 4	CDBG	▼	Proposed Amt.	85,404		Fund Source:	▼	Proposed Amt.		
			Actual Amount					Actual Amount		
	Fund Source:	▼	Proposed Amt.			Fund Source:	▼	Proposed Amt.		
			Actual Amount					Actual Amount		
	08 Businesses	▼	Proposed Units	24		Accompl. Type:	▼	Proposed Units		
			Actual Units					Actual Units		
	Accompl. Type:	▼	Proposed Units			Accompl. Type:	▼	Proposed Units		
			Actual Units					Actual Units		
Program Year 5	CDBG	▼	Proposed Amt.	86,936		Fund Source:	▼	Proposed Amt.		
			Actual Amount					Actual Amount		
	Fund Source:	▼	Proposed Amt.			Fund Source:	▼	Proposed Amt.		
			Actual Amount					Actual Amount		
	08 Businesses	▼	Proposed Units	25		Accompl. Type:	▼	Proposed Units		
			Actual Units					Actual Units		
	Accompl. Type:	▼	Proposed Units			Accompl. Type:	▼	Proposed Units		
			Actual Units					Actual Units		

<b>Project Name:</b> Improvement of Community Focal Points: Gardens and Neighborhood Centers																
<b>Description:</b>	<b>G</b> <b>IDIS Project #:</b> 6 <b>UOG Code:</b> WI553944 MADISON															
Create, enhance or sustain the operation of neighborhood centers and community gardens that bring people of diverse backgrounds together, serve as neighborhood focal points, or provide residents with skills or opportunities that will lead to stronger neighborhoods, by maximizing the use, coordination and delivery of human and recreational services.																
<b>Location:</b>	<b>Priority Need Category</b>															
Citywide	<table border="1"> <tr> <td><b>Select one:</b></td> <td>Public Services ▼</td> </tr> <tr> <td colspan="2"><b>Explanation:</b></td> </tr> <tr> <td colspan="2">Funds will be targeted to neighborhood centers, community gardens or other focal points in a manner that contributes to the predictability of funding and stability of centers, gardens or other facilities, while still recognizing that over time the needs change within a neighborhood. Targeted service areas will contain a minimum of 51% LMI individuals.</td> </tr> <tr> <td colspan="2"><b>Specific Objectives</b></td> </tr> <tr> <td>1</td> <td>Improve the services for low/mod income persons ▼</td> </tr> <tr> <td>2</td> <td>▼</td> </tr> <tr> <td>3</td> <td>▼</td> </tr> </table>	<b>Select one:</b>	Public Services ▼	<b>Explanation:</b>		Funds will be targeted to neighborhood centers, community gardens or other focal points in a manner that contributes to the predictability of funding and stability of centers, gardens or other facilities, while still recognizing that over time the needs change within a neighborhood. Targeted service areas will contain a minimum of 51% LMI individuals.		<b>Specific Objectives</b>		1	Improve the services for low/mod income persons ▼	2	▼	3	▼	
<b>Select one:</b>	Public Services ▼															
<b>Explanation:</b>																
Funds will be targeted to neighborhood centers, community gardens or other focal points in a manner that contributes to the predictability of funding and stability of centers, gardens or other facilities, while still recognizing that over time the needs change within a neighborhood. Targeted service areas will contain a minimum of 51% LMI individuals.																
<b>Specific Objectives</b>																
1	Improve the services for low/mod income persons ▼															
2	▼															
3	▼															
<b>Expected Completion Date:</b>																
12/31/2014																
<b>Objective Category</b>																
<input type="radio"/> Decent Housing <input checked="" type="radio"/> Suitable Living Environment <input type="radio"/> Economic Opportunity																
<b>Outcome Categories</b>																
<input type="checkbox"/> Availability/Accessibility <input type="checkbox"/> Affordability <input checked="" type="checkbox"/> Sustainability																
<b>Project-level Accomplishments</b>																
01 People ▼	<table border="1"> <tr> <td><b>Proposed</b></td> <td>147,681</td> <td>Accompl. Type: ▼</td> <td><b>Proposed</b></td> <td></td> </tr> <tr> <td><b>Underway</b></td> <td></td> <td></td> <td><b>Underway</b></td> <td></td> </tr> <tr> <td><b>Complete</b></td> <td></td> <td></td> <td><b>Complete</b></td> <td></td> </tr> </table>	<b>Proposed</b>	147,681	Accompl. Type: ▼	<b>Proposed</b>		<b>Underway</b>			<b>Underway</b>		<b>Complete</b>			<b>Complete</b>	
<b>Proposed</b>	147,681	Accompl. Type: ▼	<b>Proposed</b>													
<b>Underway</b>			<b>Underway</b>													
<b>Complete</b>			<b>Complete</b>													
Accompl. Type: ▼	<table border="1"> <tr> <td><b>Proposed</b></td> <td></td> <td>Accompl. Type: ▼</td> <td><b>Proposed</b></td> <td></td> </tr> <tr> <td><b>Underway</b></td> <td></td> <td></td> <td><b>Underway</b></td> <td></td> </tr> <tr> <td><b>Complete</b></td> <td></td> <td></td> <td><b>Complete</b></td> <td></td> </tr> </table>	<b>Proposed</b>		Accompl. Type: ▼	<b>Proposed</b>		<b>Underway</b>			<b>Underway</b>		<b>Complete</b>			<b>Complete</b>	
<b>Proposed</b>		Accompl. Type: ▼	<b>Proposed</b>													
<b>Underway</b>			<b>Underway</b>													
<b>Complete</b>			<b>Complete</b>													
Accompl. Type: ▼	<table border="1"> <tr> <td><b>Proposed</b></td> <td></td> <td>Accompl. Type: ▼</td> <td><b>Proposed</b></td> <td></td> </tr> <tr> <td><b>Underway</b></td> <td></td> <td></td> <td><b>Underway</b></td> <td></td> </tr> <tr> <td><b>Complete</b></td> <td></td> <td></td> <td><b>Complete</b></td> <td></td> </tr> </table>	<b>Proposed</b>		Accompl. Type: ▼	<b>Proposed</b>		<b>Underway</b>			<b>Underway</b>		<b>Complete</b>			<b>Complete</b>	
<b>Proposed</b>		Accompl. Type: ▼	<b>Proposed</b>													
<b>Underway</b>			<b>Underway</b>													
<b>Complete</b>			<b>Complete</b>													
<b>Proposed Outcome</b>	<b>Performance Measure</b>	<b>Actual Outcome</b>														
147,682 unduplicated individuals served																
05 Public Services (General) 570.201(e) ▼	Matrix Codes ▼	Matrix Codes ▼														
Matrix Codes ▼	Matrix Codes ▼	Matrix Codes ▼														
Matrix Codes ▼	Matrix Codes ▼	Matrix Codes ▼														
<b>Program Year 1</b>																
CDBG ▼	<table border="1"> <tr> <td><b>Proposed Amt.</b></td> <td>385,492</td> <td>Fund Source: ▼</td> <td><b>Proposed Amt.</b></td> <td></td> </tr> <tr> <td><b>Actual Amount</b></td> <td></td> <td></td> <td><b>Actual Amount</b></td> <td></td> </tr> </table>	<b>Proposed Amt.</b>	385,492	Fund Source: ▼	<b>Proposed Amt.</b>		<b>Actual Amount</b>			<b>Actual Amount</b>						
<b>Proposed Amt.</b>	385,492	Fund Source: ▼	<b>Proposed Amt.</b>													
<b>Actual Amount</b>			<b>Actual Amount</b>													
Other ▼	<table border="1"> <tr> <td><b>Proposed Amt.</b></td> <td>491,157</td> <td>Fund Source: ▼</td> <td><b>Proposed Amt.</b></td> <td></td> </tr> <tr> <td><b>Actual Amount</b></td> <td></td> <td></td> <td><b>Actual Amount</b></td> <td></td> </tr> </table>	<b>Proposed Amt.</b>	491,157	Fund Source: ▼	<b>Proposed Amt.</b>		<b>Actual Amount</b>			<b>Actual Amount</b>						
<b>Proposed Amt.</b>	491,157	Fund Source: ▼	<b>Proposed Amt.</b>													
<b>Actual Amount</b>			<b>Actual Amount</b>													
01 People ▼	<table border="1"> <tr> <td><b>Proposed Units</b></td> <td>29,222</td> <td>Accompl. Type: ▼</td> <td><b>Proposed Units</b></td> <td></td> </tr> <tr> <td><b>Actual Units</b></td> <td></td> <td></td> <td><b>Actual Units</b></td> <td></td> </tr> </table>	<b>Proposed Units</b>	29,222	Accompl. Type: ▼	<b>Proposed Units</b>		<b>Actual Units</b>			<b>Actual Units</b>						
<b>Proposed Units</b>	29,222	Accompl. Type: ▼	<b>Proposed Units</b>													
<b>Actual Units</b>			<b>Actual Units</b>													
Accompl. Type: ▼	<table border="1"> <tr> <td><b>Proposed Units</b></td> <td></td> <td>Accompl. Type: ▼</td> <td><b>Proposed Units</b></td> <td></td> </tr> <tr> <td><b>Actual Units</b></td> <td></td> <td></td> <td><b>Actual Units</b></td> <td></td> </tr> </table>	<b>Proposed Units</b>		Accompl. Type: ▼	<b>Proposed Units</b>		<b>Actual Units</b>			<b>Actual Units</b>						
<b>Proposed Units</b>		Accompl. Type: ▼	<b>Proposed Units</b>													
<b>Actual Units</b>			<b>Actual Units</b>													

Program Year 2	CDBG	▼	Proposed Amt.	384,344		Fund Source:	▼	Proposed Amt.		
			Actual Amount						Actual Amount	
	Other	▼	Proposed Amt.	489,754		Fund Source:	▼	Proposed Amt.		
			Actual Amount					Actual Amount		
	01 People	▼	Proposed Units	29,137		Accompl. Type:	▼	Proposed Units		
			Actual Units					Actual Units		
	Accompl. Type:	▼	Proposed Units			Accompl. Type:	▼	Proposed Units		
			Actual Units					Actual Units		
Program Year 3	CDBG	▼	Proposed Amt.	386,828		Fund Source:	▼	Proposed Amt.		
			Actual Amount					Actual Amount		
	Other	▼	Proposed Amt.	492,790		Fund Source:	▼	Proposed Amt.		
			Actual Amount					Actual Amount		
	01 People	▼	Proposed Units	29,321		Accompl. Type:	▼	Proposed Units		
			Actual Units					Actual Units		
	Accompl. Type:	▼	Proposed Units			Accompl. Type:	▼	Proposed Units		
			Actual Units					Actual Units		
Program Year 4	CDBG	▼	Proposed Amt.	392,943		Fund Source:	▼	Proposed Amt.		
			Actual Amount					Actual Amount		
	Other	▼	Proposed Amt.	500,264		Fund Source:	▼	Proposed Amt.		
			Actual Amount					Actual Amount		
	01 People	▼	Proposed Units	29,774		Accompl. Type:	▼	Proposed Units		
			Actual Units					Actual Units		
	Accompl. Type:	▼	Proposed Units			Accompl. Type:	▼	Proposed Units		
			Actual Units					Actual Units		
Program Year 5	CDBG	▼	Proposed Amt.	399,084		Fund Source:	▼	Proposed Amt.		
			Actual Amount					Actual Amount		
	Other	▼	Proposed Amt.	507,769		Fund Source:	▼	Proposed Amt.		
			Actual Amount					Actual Amount		
	01 People	▼	Proposed Units	30,228		Accompl. Type:	▼	Proposed Units		
			Actual Units					Actual Units		
	Accompl. Type:	▼	Proposed Units			Accompl. Type:	▼	Proposed Units		
			Actual Units					Actual Units		



<b>Project Name:</b> Improvement of Services to Homeless and Special Populations						
<b>Description:</b> J	<b>IDIS Project #:</b> 7					
<b>UOG Code:</b> WI553944 MADISON						
Stabilize or improve the housing situation of homeless individuals or near-homeless individuals, and develop supportive activities.						
<b>Location:</b> Citywide	<b>Priority Need Category</b> <b>Select one:</b> Homeless/HIV/AIDS ▼					
<b>Expected Completion Date:</b> 12/31/2014	<b>Explanation:</b> Funds will be targeted to activities that (1) strengthen the area's continuum of care for homeless persons, (2) prevent homelessness, or (3) move individuals/families into more stable or permanent living arrangements.					
<b>Objective Category</b> <input checked="" type="radio"/> Decent Housing <input type="radio"/> Suitable Living Environment <input type="radio"/> Economic Opportunity	<b>Specific Objectives</b>					
<b>Outcome Categories</b> <input checked="" type="checkbox"/> Availability/Accessibility <input type="checkbox"/> Affordability <input type="checkbox"/> Sustainability	1. Increase the number of homeless persons moving into permanent housing ▼					
	2. End chronic homelessness ▼					
	3. ▼					
<b>Project-level Accomplishments</b>	01 People ▼	<b>Proposed</b> 20,074		<b>Accompl. Type:</b> ▼	<b>Proposed</b>	
		<b>Underway</b>			<b>Underway</b>	
		<b>Complete</b>			<b>Complete</b>	
	<b>Accompl. Type:</b> ▼	<b>Proposed</b>		<b>Accompl. Type:</b> ▼	<b>Proposed</b>	
		<b>Underway</b>			<b>Underway</b>	
		<b>Complete</b>			<b>Complete</b>	
	<b>Accompl. Type:</b> ▼	<b>Proposed</b>		<b>Accompl. Type:</b> ▼	<b>Proposed</b>	
		<b>Underway</b>			<b>Underway</b>	
		<b>Complete</b>			<b>Complete</b>	
<b>Proposed Outcome</b>	<b>Performance Measure</b>	<b>Actual Outcome</b>				
20,074 homeless or near-homeless individuals assisted						
03T Operating Costs of Homeless/AIDS Patients Programs ▼	Matrix Codes ▼					
05 Public Services (General) 570.201(e) ▼	Matrix Codes ▼					
05G Battered and Abused Spouses 570.201(e) ▼	Matrix Codes ▼					
<b>Program Year 1</b>	CDBG ▼	<b>Proposed Amt.</b> 38,858		Other ▼	<b>Proposed Amt.</b> 335,520	
		<b>Actual Amount</b>			<b>Actual Amount</b>	
	ESG ▼	<b>Proposed Amt.</b> 47,506		Fund Source: ▼	<b>Proposed Amt.</b>	
		<b>Actual Amount</b>			<b>Actual Amount</b>	
	01 People ▼	<b>Proposed Units</b> 4,219		<b>Accompl. Type:</b> ▼	<b>Proposed Units</b>	
		<b>Actual Units</b>			<b>Actual Units</b>	
	<b>Accompl. Type:</b> ▼	<b>Proposed Units</b>		<b>Accompl. Type:</b> ▼	<b>Proposed Units</b>	
		<b>Actual Units</b>			<b>Actual Units</b>	

Program Year 2	CDBG	▼	Proposed Amt.	39,347		Other	▼	Proposed Amt.	305,705	
			Actual Amount						Actual Amount	
	ESG	▼	Proposed Amt.	44,931		Fund Source:	▼	Proposed Amt.		
			Actual Amount					Actual Amount		
	01 People	▼	Proposed Units	3,900		Accompl. Type:	▼	Proposed Units		
			Actual Units					Actual Units		
	Accompl. Type:	▼	Proposed Units			Accompl. Type:	▼	Proposed Units		
			Actual Units					Actual Units		
Program Year 3	CDBG	▼	Proposed Amt.	40,184		Other	▼	Proposed Amt.	307,330	
			Actual Amount					Actual Amount		
	ESG	▼	Proposed Amt.	44,931		Fund Source:	▼	Proposed Amt.		
			Actual Amount					Actual Amount		
	01 People	▼	Proposed Units	3,924		Accompl. Type:	▼	Proposed Units		
			Actual Units					Actual Units		
	Accompl. Type:	▼	Proposed Units			Accompl. Type:	▼	Proposed Units		
			Actual Units					Actual Units		
Program Year 4	CDBG	▼	Proposed Amt.	41,370		Other	▼	Proposed Amt.	309,632	
			Actual Amount					Actual Amount		
	ESG	▼	Proposed Amt.	47,506		Fund Source:	▼	Proposed Amt.		
			Actual Amount					Actual Amount		
	01 People	▼	Proposed Units	3,985		Accompl. Type:	▼	Proposed Units		
			Actual Units					Actual Units		
	Accompl. Type:	▼	Proposed Units			Accompl. Type:	▼	Proposed Units		
			Actual Units					Actual Units		
Program Year 5	CDBG	▼	Proposed Amt.	42,565		Other	▼	Proposed Amt.	311,950	
			Actual Amount					Actual Amount		
	ESG	▼	Proposed Amt.	50,081		Fund Source:	▼	Proposed Amt.		
			Actual Amount					Actual Amount		
	01 People	▼	Proposed Units	4,046		Accompl. Type:	▼	Proposed Units		
			Actual Units					Actual Units		
	Accompl. Type:	▼	Proposed Units			Accompl. Type:	▼	Proposed Units		
			Actual Units					Actual Units		

<b>Project Name:</b> Physical Improvement of Community Service Facilities						
<b>Description:</b>	K IDIS Project #: 8 UOG Code: WI553944 MADISON					
Create or improve safe, energy-efficient, accessible and well-maintained community and neighborhood facility environments for the delivery of human and recreational services.						
<b>Location:</b>	<b>Priority Need Category</b>					
Citywide	Select one: Public Facilities ▼					
<b>Explanation:</b>						
<b>Expected Completion Date:</b>	Funds will be targeted toward the capital expenses of acquisition of property and/or renovation of the facilities of agencies with a minimum of 51% LMI clientele. The acquisition or rehab may lead to lower longer-term space costs, the improvement of physical accessibility, the encouragement of service coordination, or may improve environments for the delivery of services.					
12/31/2014						
<b>Objective Category</b>	<b>Specific Objectives</b>					
<input type="radio"/> Decent Housing <input checked="" type="radio"/> Suitable Living Environment <input type="radio"/> Economic Opportunity						
<b>Outcome Categories</b>						
<input checked="" type="checkbox"/> Availability/Accessibility <input type="checkbox"/> Affordability <input checked="" type="checkbox"/> Sustainability	1, Improve quality / increase quantity of neighborhood facilities for low-income persons ▼					
	2, ▼					
	3, ▼					
<b>Project-level Accomplishments</b>	11 Public Facilities ▼	Proposed	10	Accompl. Type: ▼	Proposed	
		Underway			Underway	
		Complete			Complete	
	Accompl. Type: ▼	Proposed		Accompl. Type: ▼	Proposed	
		Underway			Underway	
		Complete			Complete	
	Accompl. Type: ▼	Proposed		Accompl. Type: ▼	Proposed	
		Underway			Underway	
		Complete			Complete	
<b>Proposed Outcome</b>		<b>Performance Measure</b>		<b>Actual Outcome</b>		
Structural improvements to 10 public service agency buildings						
03 Public Facilities and Improvements (General) 570.201(c) ▼		Matrix Codes ▼				
03E Neighborhood Facilities 570.201(c) ▼		Matrix Codes ▼				
Matrix Codes ▼		Matrix Codes ▼				
<b>Program Year 1</b>	CDBG ▼	Proposed Amt.	387,231	Fund Source: ▼	Proposed Amt.	
		Actual Amount			Actual Amount	
	Fund Source: ▼	Proposed Amt.		Fund Source: ▼	Proposed Amt.	
		Actual Amount			Actual Amount	
	11 Public Facilities ▼	Proposed Units	2	Accompl. Type: ▼	Proposed Units	
		Actual Units			Actual Units	
	Accompl. Type: ▼	Proposed Units		Accompl. Type: ▼	Proposed Units	
		Actual Units			Actual Units	

Program Year 2	CDBG	▼	Proposed Amt.	423,669		Fund Source:	▼	Proposed Amt.		
			Actual Amount						Actual Amount	
	Fund Source:	▼	Proposed Amt.			Fund Source:	▼	Proposed Amt.		
			Actual Amount					Actual Amount		
	11 Public Facilities:	▼	Proposed Units	2		Accompl. Type:	▼	Proposed Units		
			Actual Units					Actual Units		
	Accompl. Type:	▼	Proposed Units			Accompl. Type:	▼	Proposed Units		
			Actual Units					Actual Units		
Program Year 3	CDBG	▼	Proposed Amt.	369,669		Fund Source:	▼	Proposed Amt.		
			Actual Amount					Actual Amount		
	Fund Source:	▼	Proposed Amt.			Fund Source:	▼	Proposed Amt.		
			Actual Amount					Actual Amount		
	11 Public Facilities:	▼	Proposed Units	2		Accompl. Type:	▼	Proposed Units		
			Actual Units					Actual Units		
	Accompl. Type:	▼	Proposed Units			Accompl. Type:	▼	Proposed Units		
			Actual Units					Actual Units		
Program Year 4	CDBG	▼	Proposed Amt.	441,231		Fund Source:	▼	Proposed Amt.		
			Actual Amount					Actual Amount		
	Fund Source:	▼	Proposed Amt.			Fund Source:	▼	Proposed Amt.		
			Actual Amount					Actual Amount		
	11 Public Facilities:	▼	Proposed Units	2		Accompl. Type:	▼	Proposed Units		
			Actual Units					Actual Units		
	Accompl. Type:	▼	Proposed Units			Accompl. Type:	▼	Proposed Units		
			Actual Units					Actual Units		
Program Year 5	CDBG	▼	Proposed Amt.	404,792		Fund Source:	▼	Proposed Amt.		
			Actual Amount					Actual Amount		
	Fund Source:	▼	Proposed Amt.			Fund Source:	▼	Proposed Amt.		
			Actual Amount					Actual Amount		
	11 Public Facilities:	▼	Proposed Units	2		Accompl. Type:	▼	Proposed Units		
			Actual Units					Actual Units		
	Accompl. Type:	▼	Proposed Units			Accompl. Type:	▼	Proposed Units		
			Actual Units					Actual Units		

<b>Project Name:</b> Revitalization of Strategic Areas							
<b>Description:</b>	L IDIS Project #: 9 UOG Code: WI553944 MADISON						
Assist residents of designated neighborhoods in identifying opportunities and promoting sustainable neighborhood revitalization efforts.							
<b>Location:</b>	<b>Priority Need Category</b>						
2010: Brentwood-Sherman (C.T. 22) 2011-2014: (tba)	Select one: Infrastructure ▼						
<b>Explanation:</b>							
<b>Expected Completion Date:</b>	Funds will be targeted to designated neighborhoods/census tracts for one year of planning activities (technical assistance for capacity building, neighborhood plan development, etc.) followed by a period of funding for activities that address specific neighborhood plan goals and objectives.						
12/31/2014							
<b>Objective Category</b>	<b>Specific Objectives</b>						
<input type="radio"/> Decent Housing <input checked="" type="radio"/> Suitable Living Environment <input type="radio"/> Economic Opportunity							
<b>Outcome Categories</b>	1, Improve quality / increase quantity of public improvements for lower income persons ▼						
<input checked="" type="checkbox"/> Availability/Accessibility <input type="checkbox"/> Affordability <input checked="" type="checkbox"/> Sustainability	2, ▼						
	3, ▼						
<b>Project-level Accomplishments</b>	11 Public Facilities ▼	Proposed	15		Accompl. Type: ▼	Proposed	
		Underway				Underway	
		Complete				Complete	
	Accompl. Type: ▼	Proposed			Accompl. Type: ▼	Proposed	
		Underway				Underway	
		Complete				Complete	
	Accompl. Type: ▼	Proposed			Accompl. Type: ▼	Proposed	
		Underway				Underway	
		Complete				Complete	
<b>Proposed Outcome</b>	<b>Performance Measure</b>	<b>Actual Outcome</b>					
15 neighborhoods improved							
03E Neighborhood Facilities 570.201(c) ▼				05 Public Services (General) 570.201(e) ▼			
03F Parks, Recreational Facilities 570.201(c) ▼				20 Planning 570.205 ▼			
03K Street Improvements 570.201(c) ▼				Matrix Codes ▼			
<b>Program Year 1</b>	CDBG ▼	Proposed Amt.	156,103		Fund Source: ▼	Proposed Amt.	
		Actual Amount				Actual Amount	
	Fund Source: ▼	Proposed Amt.			Fund Source: ▼	Proposed Amt.	
		Actual Amount				Actual Amount	
	11 Public Facilities ▼	Proposed Units	3		Accompl. Type: ▼	Proposed Units	
		Actual Units				Actual Units	
	Accompl. Type: ▼	Proposed Units			Accompl. Type: ▼	Proposed Units	
		Actual Units				Actual Units	

Program Year 2	CDBG	▼	Proposed Amt.	148,298		Fund Source:	▼	Proposed Amt.		
			Actual Amount						Actual Amount	
	Fund Source:	▼	Proposed Amt.			Fund Source:	▼	Proposed Amt.		
			Actual Amount					Actual Amount		
	11 Public Facilities:	▼	Proposed Units	3		Accompl. Type:	▼	Proposed Units		
			Actual Units					Actual Units		
	Accompl. Type:	▼	Proposed Units			Accompl. Type:	▼	Proposed Units		
			Actual Units					Actual Units		
Program Year 3	CDBG	▼	Proposed Amt.	148,298		Fund Source:	▼	Proposed Amt.		
			Actual Amount					Actual Amount		
	Fund Source:	▼	Proposed Amt.			Fund Source:	▼	Proposed Amt.		
			Actual Amount					Actual Amount		
	11 Public Facilities:	▼	Proposed Units	3		Accompl. Type:	▼	Proposed Units		
			Actual Units					Actual Units		
	Accompl. Type:	▼	Proposed Units			Accompl. Type:	▼	Proposed Units		
			Actual Units					Actual Units		
Program Year 4	CDBG	▼	Proposed Amt.	156,103		Fund Source:	▼	Proposed Amt.		
			Actual Amount					Actual Amount		
	Fund Source:	▼	Proposed Amt.			Fund Source:	▼	Proposed Amt.		
			Actual Amount					Actual Amount		
	11 Public Facilities:	▼	Proposed Units	3		Accompl. Type:	▼	Proposed Units		
			Actual Units					Actual Units		
	Accompl. Type:	▼	Proposed Units			Accompl. Type:	▼	Proposed Units		
			Actual Units					Actual Units		
Program Year 5	CDBG	▼	Proposed Amt.	163,908		Fund Source:	▼	Proposed Amt.		
			Actual Amount					Actual Amount		
	Fund Source:	▼	Proposed Amt.			Fund Source:	▼	Proposed Amt.		
			Actual Amount					Actual Amount		
	11 Public Facilities:	▼	Proposed Units	3		Accompl. Type:	▼	Proposed Units		
			Actual Units					Actual Units		
	Accompl. Type:	▼	Proposed Units			Accompl. Type:	▼	Proposed Units		
			Actual Units					Actual Units		

<b>Project Name:</b> Expansion of Individual Choice and Access to Resources							
<b>Description:</b>	X IDIS Project #: 10 UOG Code: WI553944 MADISON						
Increase access to housing, information and other non-monetary resources and support employment and training opportunities.							
<b>Location:</b>	<b>Priority Need Category</b>						
Citywide	Select one: Public Services ▼						
<b>Expected Completion Date:</b>	<b>Explanation:</b>						
12/31/2014	Funds will be targeted to the operating costs of activities that provide housing information or other non-monetary resources (such as housing counseling, training or mediation services) and employment and training services to low- and moderate-income persons.						
<b>Objective Category</b>	<b>Specific Objectives</b>						
<input type="radio"/> Decent Housing <input checked="" type="radio"/> Suitable Living Environment <input type="radio"/> Economic Opportunity	1. Improve the services for low/mod income persons ▼ 2. Increase range of housing options & related services for persons w/ special needs ▼ 3.						
<b>Outcome Categories</b>							
<input checked="" type="checkbox"/> Availability/Accessibility <input type="checkbox"/> Affordability <input checked="" type="checkbox"/> Sustainability							
<b>Project-level Accomplishments</b>	01 People ▼	Proposed	14,529		Accompl. Type: ▼	Proposed	
		Underway				Underway	
		Complete				Complete	
	Accompl. Type: ▼	Proposed			Accompl. Type: ▼	Proposed	
		Underway				Underway	
		Complete				Complete	
	Accompl. Type: ▼	Proposed			Accompl. Type: ▼	Proposed	
		Underway				Underway	
		Complete				Complete	
<b>Proposed Outcome</b>		<b>Performance Measure</b>		<b>Actual Outcome</b>			
10,000 households assisted							
05 Public Services (General) 570.201(e) ▼				21D Fair Housing Activities (subject to 20% Admin cap) 570.201(e) ▼			
05H Employment Training 570.201(e) ▼				Matrix Codes ▼			
05K Tenant/Landlord Counseling 570.201(e) ▼				Matrix Codes ▼			
<b>Program Year 1</b>	CDBG ▼	Proposed Amt.	18,000		Other ▼	Proposed Amt.	85,840
		Actual Amount				Actual Amount	
	ESG ▼	Proposed Amt.	4,000		Fund Source: ▼	Proposed Amt.	
		Actual Amount				Actual Amount	
	01 People ▼	Proposed Units	3,595		Accompl. Type: ▼	Proposed Units	
		Actual Units				Actual Units	
	Accompl. Type: ▼	Proposed Units			Accompl. Type: ▼	Proposed Units	
		Actual Units				Actual Units	

Program Year 2	CDBG	▼	Proposed Amt.	18,000		Other	▼	Proposed Amt.	58,686	
			Actual Amount						Actual Amount	
	ESG	▼	Proposed Amt.	4,000		Fund Source:	▼	Proposed Amt.		
			Actual Amount					Actual Amount		
	01 People	▼	Proposed Units	2,690		Accompl. Type:	▼	Proposed Units		
			Actual Units					Actual Units		
	Accompl. Type:	▼	Proposed Units			Accompl. Type:	▼	Proposed Units		
			Actual Units					Actual Units		
Program Year 3	CDBG	▼	Proposed Amt.	19,000		Other	▼	Proposed Amt.	58,195	
			Actual Amount					Actual Amount		
	ESG	▼	Proposed Amt.	4,000		Fund Source:	▼	Proposed Amt.		
			Actual Amount					Actual Amount		
	01 People	▼	Proposed Units	2,707		Accompl. Type:	▼	Proposed Units		
			Actual Units					Actual Units		
	Accompl. Type:	▼	Proposed Units			Accompl. Type:	▼	Proposed Units		
			Actual Units					Actual Units		
Program Year 4	CDBG	▼	Proposed Amt.	19,000		Other	▼	Proposed Amt.	59,450	
			Actual Amount					Actual Amount		
	ESG	▼	Proposed Amt.	4,000		Fund Source:	▼	Proposed Amt.		
			Actual Amount					Actual Amount		
	01 People	▼	Proposed Units	2,748		Accompl. Type:	▼	Proposed Units		
			Actual Units					Actual Units		
	Accompl. Type:	▼	Proposed Units			Accompl. Type:	▼	Proposed Units		
			Actual Units					Actual Units		
Program Year 5	CDBG	▼	Proposed Amt.	20,000		Other	▼	Proposed Amt.	59,710	
			Actual Amount					Actual Amount		
	HOME	▼	Proposed Amt.	4,000		Fund Source:	▼	Proposed Amt.		
			Actual Amount					Actual Amount		
	01 People	▼	Proposed Units	2,790		Accompl. Type:	▼	Proposed Units		
			Actual Units					Actual Units		
	Accompl. Type:	▼	Proposed Units			Accompl. Type:	▼	Proposed Units		
			Actual Units					Actual Units		



<b>Project Name:</b> Overall Program Administration				
<b>Description:</b>	Z IDIS Project #: 11 UOG Code: WI553944 MADISON			
Develop, guide and manage activities that generate long-term impact and self-sufficiency including fair housing services. Achieve national and local cross-cutting objectives (leverage, MBE participation, physical access, environment, labor standards, relocation).				
<b>Location:</b>	<b>Priority Need Category</b>			
Citywide	Select one: Planning/Administration ▼			
<b>Explanation:</b>				
<b>Expected Completion Date:</b>	Provides staffing for the City Community Development program development, Committee staffing, contract development and monitoring, and general program management. Provides support services including administrative services, evaluation, Affirmative Action, public information, historic preservation, fair housing services and bid services.			
12/31/2014				
<b>Objective Category</b>	<b>Specific Objectives</b>			
<input checked="" type="radio"/> Decent Housing <input type="radio"/> Suitable Living Environment <input type="radio"/> Economic Opportunity				
<b>Outcome Categories</b>				
<input type="checkbox"/> Availability/Accessibility <input type="checkbox"/> Affordability <input type="checkbox"/> Sustainability	1, _____ ▼			
	2, _____ ▼			
	3, _____ ▼			
<b>Project-level Accomplishments</b>	Accompl. Type: ▼ Proposed 700	Accompl. Type: ▼ Proposed		
	Underway	Underway		
	Complete	Complete		
	Accompl. Type: ▼ Proposed	Accompl. Type: ▼ Proposed		
	Underway	Underway		
	Complete	Complete		
	Accompl. Type: ▼ Proposed	Accompl. Type: ▼ Proposed		
	Underway	Underway		
	Complete	Complete		
<b>Proposed Outcome</b>	<b>Performance Measure</b>	<b>Actual Outcome</b>		
700 contracts administered				
21A General Program Administration 570.206 ▼	Matrix Codes ▼			
Matrix Codes ▼	Matrix Codes ▼			
Matrix Codes ▼	Matrix Codes ▼			
<b>Program Year 1</b>	CDBG ▼	Proposed Amt. 376,231	ESG ▼	Proposed Amt. 4,292
		Actual Amount		Actual Amount
	HOME ▼	Proposed Amt. 208,545	Other ▼	Proposed Amt. 195,118
		Actual Amount		Actual Amount
	Accompl. Type: ▼	Proposed Units 140	Accompl. Type: ▼	Proposed Units
		Actual Units		Actual Units
	Accompl. Type: ▼	Proposed Units	Accompl. Type: ▼	Proposed Units
		Actual Units		Actual Units

Program Year 2	CDBG	▼	Proposed Amt.	363,669		ESG	▼	Proposed Amt.	4,078	
			Actual Amount						Actual Amount	
	HOME	▼	Proposed Amt.	199,868		Other	▼	Proposed Amt.	101,419	
			Actual Amount					Actual Amount		
	Accompl. Type:	▼	Proposed Units	140		Accompl. Type:	▼	Proposed Units		
			Actual Units					Actual Units		
	Accompl. Type:	▼	Proposed Units			Accompl. Type:	▼	Proposed Units		
			Actual Units					Actual Units		
Program Year 3	CDBG	▼	Proposed Amt.	356,669		ESG	▼	Proposed Amt.	4,078	
			Actual Amount					Actual Amount		
	HOME	▼	Proposed Amt.	201,368		Other	▼	Proposed Amt.	75,875	
			Actual Amount					Actual Amount		
	Accompl. Type:	▼	Proposed Units	140		Accompl. Type:	▼	Proposed Units		
			Actual Units					Actual Units		
	Accompl. Type:	▼	Proposed Units			Accompl. Type:	▼	Proposed Units		
			Actual Units					Actual Units		
Program Year 4	CDBG	▼	Proposed Amt.	379,231		ESG	▼	Proposed Amt.	4,292	
			Actual Amount					Actual Amount		
	HOME	▼	Proposed Amt.	210,045		Other	▼	Proposed Amt.	8,315	
			Actual Amount					Actual Amount		
	Accompl. Type:	▼	Proposed Units	140		Accompl. Type:	▼	Proposed Units		
			Actual Units					Actual Units		
	Accompl. Type:	▼	Proposed Units			Accompl. Type:	▼	Proposed Units		
			Actual Units					Actual Units		
Program Year 5	CDBG	▼	Proposed Amt.	390,782		ESG	▼	Proposed Amt.	4,507	
			Actual Amount					Actual Amount		
	HOME	▼	Proposed Amt.	219,722		Other	▼	Proposed Amt.	8,315	
			Actual Amount					Actual Amount		
	Accompl. Type:	▼	Proposed Units	140		Accompl. Type:	▼	Proposed Units		
			Actual Units					Actual Units		
	Accompl. Type:	▼	Proposed Units			Accompl. Type:	▼	Proposed Units		
			Actual Units					Actual Units		

<b>Housing Needs</b>				<b>Current % of Households</b>	<b>Current Number of Households</b>	<b>Priority</b>
<b>2. Household Income ≤30% AMI</b>	Renters	Elderly 1 & 2 member households	NUMBER OF HOUSEHOLDS	100%	1,180	
			Any housing problems	62.4	736	Low
			Cost Burden > 30%	62.4	736	Low
			Cost Burden > 50%	43.6	514	Low
		Small Related (2 to 4 members)	NUMBER OF HOUSEHOLDS	100%	2,160	
			Any housing problems	85.8	1,853	Low
			Cost Burden > 30%	80.1	1,730	Low
			Cost Burden > 50%	60.5	1,306	Low
		Large Related (5 or more members)	NUMBER OF HOUSEHOLDS	100%	375	
			Any housing problems	92.5	347	Low
			Cost Burden > 30%	78.1	293	Low
			Cost Burden > 50%	57.6	216	Low
		All Other Households	NUMBER OF HOUSEHOLDS	100%	8,817	
			Any housing problems	90.1	7,940	Low
			Homeless			Medium
			Cost Burden > 30%	88.6	7,812	Low
	Cost Burden > 50%		74.7	6,586	Low	
	Owners	Elderly 1 & 2 member households	NUMBER OF HOUSEHOLDS	100%	597	
			Any housing problems	78.7	470	Low
			Cost Burden > 30%	78.7	470	Low
			Cost Burden > 50%	35.2	210	Low
		Small Related (2 to 4 members)	NUMBER OF HOUSEHOLDS	100%	175	
			Any housing problems	100	175	Low
			Cost Burden > 30%	100	175	Low
			Cost Burden > 50%	86.3	151	Low
		Large Related (5 or more members)	NUMBER OF HOUSEHOLDS	100%	8	
			Any housing problems	100	8	Low
			Cost Burden > 30%	100	8	Low
Cost Burden > 50%			50	4	Low	
All Other Households		NUMBER OF HOUSEHOLDS	100%	437		
		Any housing problems	79.6	348	Low	
		Cost Burden > 30%	79.6	348	Low	
		Cost Burden > 50%	70	306	Low	
<b>6. Household Income 30% to 50% AMI</b>	Renters	Elderly 1 & 2 member households	NUMBER OF HOUSEHOLDS	100%	911	
			Any housing problems	76.6	698	Medium
			Cost Burden > 30%	76.6	698	Medium
			Cost Burden > 50%	30	273	Medium
		Small Related (2 to 4 members)	NUMBER OF HOUSEHOLDS	100%	1,870	
			Any housing problems	73.2	1,369	Medium
			Cost Burden > 30%	67.1	1,254	Medium
			Cost Burden > 50%	8.4	157	Medium
		Large Related (5 or more members)	NUMBER OF HOUSEHOLDS	100%	266	
			Any housing problems	78.2	208	Medium
			Cost Burden > 30%	44	117	Medium
			Cost Burden > 50%	5.3	14	Medium
		All Other Households	NUMBER OF HOUSEHOLDS	100%	5,333	
			Any housing problems	77	4,104	High
			Cost Burden > 30%	74	3,947	High
			Cost Burden > 50%	21.3	1,137	High
	Owners	Elderly 1 & 2 member households	NUMBER OF HOUSEHOLDS	100%	1,232	
			Any housing problems	42.9	529	Low
			Cost Burden > 30%	42.9	529	Low
			Cost Burden > 50%	12.3	151	Low
		Small Related (2 to 4 members)	NUMBER OF HOUSEHOLDS	100%	476	
			Any housing problems	76.1	362	Low
			Cost Burden > 30%	75.2	358	Low
			Cost Burden > 50%	35.9	171	Low
		Large Related (5 or more members)	NUMBER OF HOUSEHOLDS	100%	49	
			Any housing problems	100	49	Low
			Cost Burden > 30%	100	49	Low
			Cost Burden > 50%	16.3	8	Low
All Other Households	NUMBER OF HOUSEHOLDS	100%	390			
	Any housing problems	76.7	299	Low		
	Cost Burden > 30%	76.7	299	Low		
	Cost Burden > 50%	53.1	207	Low		

<b>Housing Needs</b>			<b>Current % of Households</b>	<b>Current Number of Households</b>	<b>Priority</b>	
<b>10. Household Income 50% to 80% AMI</b>	Renters	Elderly 1 & 2 member households	NUMBER OF HOUSEHOLDS	100%	972	
			Any housing problems	37.9	368	Medium
			Cost Burden > 30%	36.4	354	Medium
			Cost Burden > 50%	5.7	55	Medium
		Small Related (2 to 4 members)	NUMBER OF HOUSEHOLDS	100%	2,820	
			Any housing problems	26	733	Medium
			Cost Burden > 30%	15.4	433	Medium
			Cost Burden > 50%	0.5	14	Medium
		Large Related (5 or more members)	NUMBER OF HOUSEHOLDS	100%	448	
			Any housing problems	43.3	194	High
			Cost Burden > 30%	5.4	24	High
			Cost Burden > 50%	0	0	High
		All Other Households	NUMBER OF HOUSEHOLDS	100%	7,274	
			Any housing problems	24.4	1,777	High
			Cost Burden > 30%	21.9	1,592	High
			Cost Burden > 50%	1.6	118	High
	Owners	Elderly 1 & 2 member households	NUMBER OF HOUSEHOLDS	100%	1,931	
			Any housing problems	21.1	407	Low
			Cost Burden > 30%	21.1	407	Low
			Cost Burden > 50%	3.8	74	Low
		Small Related (2 to 4 members)	NUMBER OF HOUSEHOLDS	100%	2,075	
			Any housing problems	59.9	1,242	High
			Cost Burden > 30%	58.6	1,216	High
			Cost Burden > 50%	12.5	260	High
		Large Related (5 or more members)	NUMBER OF HOUSEHOLDS	100%	461	
			Any housing problems	64.9	299	High
			Cost Burden > 30%	49.7	229	High
			Cost Burden > 50%	7.2	33	High
		All Other Households	NUMBER OF HOUSEHOLDS	100%	1,828	
			Any housing problems	64.3	1,175	High
			Cost Burden > 30%	64.1	1,171	High
			Cost Burden > 50%	12.5	228	High

<b>Non-Homeless Special Needs Including HOPWA</b>	<b>PRIORITY</b>
<b>Housing Needed</b>	
Elderly	Medium
Frail Elderly	Low
Persons with Severe Menatal Illness	Medium
Developmentally Disabled	Medium
Physically Disabled	Medium
Alchol/Other Drug Addictions	Medium
Persons with HIV/AIDS and their families	Low
Public Housing Residents	Medium
<b>Supportive Services Needed</b>	
Elderly	Medium
Frail Elderly	Low
Persons with Severe Mental Illness	Medium
Developmentally Disabled	Low
Physically Disabled	Low
Alchol/Other Drug Addictions	Medium
Persons with HIV/AIDS and their families	Low
Public Housing Residents	Medium

<b>Housing and Community Development Activities</b>	<b>Priority</b>
01 Acquisition of Real Property 570.201 a	Low
02 Disposition 570.201 b	Low
03 Public Facilities and Improvements (General) 570.201 c	Low
03A Senior Centers 570.201 c	Low
03B Handicapped Centers 570.201 c	Low
03C Homeless Facilities (not operating costs) 570.201 c	Low
03D Youth Centers 570.201 c	Low
03E Neighborhood Facilities 570.201 c	Low
03F Parks, Recreational Facilities 570.201 c	Low
03G Parking Facilities 570.201 c	Low
03H Solid Waste Disposal Improvements 570.201 c	Low
03I Flood Drain Improvements 570.201 c	Low
03J Water/Sewer Improvements 570.201 c	Low
03K Street Improvements 570.201 c	Low
03L Sidewalks 570.201 c	Low
03M Child Care Centers 570.201 c	Low
03N Tree Planting 570.201 c	Low
03O Fire Stations/Equipment 570.201 c	Low
03P Health Facilities 570.201 c	Low
03Q Abused and Neglected Children Facilities 570.201 c	Low
03R Asbestos Removal 570.201 c	Low
03S Facilities for AIDS Patients (not operating costs) 570.201 c	Low
03T Operating Costs of Homeless/AIDS Patients Programs	Low
04 Clearance and Demolition 570.201 d	Low
04A Clean-up of Contaminated Sites 570.201 d	Low
05 Public Services 570.201 e	Low
05A Senior Services 570.201 e	Low
05B Handicapped Services 570.201 e	Low
05C Legal Services 570.201 e	Low
05D Youth Services 570.201 e	Low
05E Transportation Services 570.201 e	Low
05F Substance Abuse Services 570.201 e	Low
05G Battered and Abused Spouses 570.201 e	Low
05H Employment Training 570.201 e	Low
05I Crime Awareness 570.201 e	Low
05J Fair Housing Activities (if not CDBG, then subject to 570.201e)	Low
05K Tenant/Landlord Counseling 570.201 e	Low
05L Child Care Services 570.201 e	Low
05M Health Services 570.201 e	Low
05N Abused and Neglected Children 570.201 e	Low

<b>Housing and Community Development Activities</b>	<b>Priority</b>
05O Mental Health Services 570.201 e	Low
05P Screening for Lead-Based Paint/Lead Hazards Poison 570.201e	Low
05Q Subsistence Payments 570.204	Low
05R Homeownership Assistance (not direct) 570.204	Low
05S Rental Housing Subsidies (if HOME not part of 5% 570.204	Low
05T Security Deposits (if HOME not part of 5% Admin c	Low
06 Interim Assistance 570.201 f	Low
07 Urban Renewal Completion 570.201 h	Low
08 Relocation 570.201 i	Low
09 Loss of Rental Income 570.201 j	Low
10 Removal of Architectural Barriers 570.201 k	Low
11 Privately Owned Utilities 570.201 l	Low
12 Construction of Housing 570.201 m	Low
13 Direct Homeownership Assistance 570.201 n	Low
14A Rehab; Single-Unit Residential 570.202	High
14B Rehab; Multi-Unit Residential 570.202	High
14C Public Housing Modernization 570.202	High
14 D Rehab; Other Publicly-Owned Residential Buildings 570.202	High
14E Rehab; Publicly or Privately-Owned Commercial/Indu 570.202	High
14F Energy Efficiency Improvements 570.202	High
14G Acquisition - for Rehab 570.202	High
14H Rehab Administration 570.202	High
14I Lead-Based / Lead Hazard Test / Abate 570.202	High
15 Code Enforcement 570.202 c	Low
16A Residential Historic Preservation 570.202	Low
16B Non-Residential Historic Preservation 570.202 d	Low
17A CI Land Acquisition/Disposition 507.203 a	Low
17B CI Infrastructure Development 570.203 a	Low
17C CI Building Acquisition, Construction, Rehab. 570.203 a	Low
17 D Other Commercial/Indust. Improvements 570.203 a	Low
18A ED Direct Financial Assistance to For-Profits 570.203 b	Medium
18B ED Technical Assistance 570.203 b	Medium
18C Micro-Enterprise Assistance	High
19A HOME Admin/Planning Costs of PJ (not par of 5% Ad	High
19B HOME CHDO Operating Costs (not part of 5% Admin. Cap)	Medium
19C CDBG Non-Profit Organization Capacity Building	Medium
19D CDBG Assistance to Institutes of Higher Education	Low
19E CDBG Operation and Repair of Foreclosed Property	Low
19F Planned Repayment of Section 108 Loan Principal	Low
19G Unplanned Repayment of Section 108 Loan Principal	Low

<b>Housing and Community Development Activities</b>	<b>Priority</b>
19H State CDBG Technical Assistance to Grantees	Low
20 Planning 570.205	
21A General Program Administration 570.206	High
21B Indirect Costs 570.206	High
21D Fair Housing Activities (subject to 20% Admin. Cap) 570.206	High
21E Submissions or Applications for Federal Programs 570.206	High
21F HOME Rental Subsidy Payments (subject to 5% cap)	Low
21G HOME Security Deposits (subject to 5% cap)	Low
21H HOME Admin/Planning Costs of PJ (subject to 5% cap)	High
21I HOME CHDO Operating Expenses (subject to 5% cap)	High
22 Unprogrammed Funds	
<b>HOPWA</b>	
31J Facility based housing - development	Low
31K Facility based housing - operations	Low
31G Short term rent mortgage utility payments	Low
31F Tenant based rental assistance	Low
31E Supportive service	Low
31I Housing Information Services	Low
31H Resource Identification	Low
31B Administration - grantee	Low
31D Administration - project sponsor	Low
<b>CDBG</b>	
Acquisition of existing rental units	High
Production of new rental units	High
Rehab of existing rental units	High
Rental Assistance	High
Acquisition of existing owner units	Medium
Production of new owner units	High
Rehab of existing owner units	High
Homeownership assistance	Low
<b>HOME</b>	
Acquisition of existing rental units	High
Production of new rental units	High
Rehab of existing rental units	High
Rental Assistance	Low
Acquisition of existing owner units	Medium
Production of new owner units	High
Rehab of existing owner units	High
Homeownership assistance	High





# City of Madison 2012 Action Plan

The CPMP City of Madison Annual Action Plan includes the SF 424 and Narrative Responses to Action Plan questions that CDBG, HOME, HOPWA, and ESG grantees must respond to each year in order to be compliant with the Consolidated Planning Regulations. The Executive Summary narratives are optional.

## Narrative Responses

### GENERAL

#### **Executive Summary**

- 1. The Executive Summary is required. Include the objectives and outcomes identified in the plan and an evaluation of past performance.*

#### **2012 Action Plan Executive Summary:**

The City of Madison presents this One Year Action Plan for the 2012 Community Development program funds. The City developed these funding decisions based upon Mayoral priorities, CDBG Committee recommendations, Community Development Division (CDD) staff analysis, public hearing comments, program performance information and consultation with various service agencies, stakeholders, other funders, the Madison Metropolitan School District and business leaders and developers.

The Community Development Division will submit this One-Year Action Plan to the Department of Housing and Urban Development for the 2012 calendar year once the Common Council approves the 2012 budget. This is in conformance with the requirements of the Housing and Community Development Act of 1973, as amended.

The following describes the 2012 Goals and Objectives:

#### **Goals:**

- Improve and expand affordable housing options.

#### Objectives:

- **Owner-occupied housing** – improve the quality of existing owner-occupied housing stock to support community and neighborhood stability and neighborhood revitalization efforts (i.e. housing made accessible, brought to code, or made safer or more energy efficient).
- **Housing for buyers** - increase homeownership opportunities for low to moderate income individuals through affordable homes constructed, rehab efforts or downpayment assistance.
- **Rental Housing** – expand the number of affordable rental units and/or improve the quality and/or diversity of rental units available to lower income individuals throughout the community (i.e. renovated to code or made accessible, better managed and affordable).

- Expand businesses to create jobs and assist with the development of microenterprises.

Objectives:

- **Business Development and Job Creation** – assist businesses and non-profits to create new employment opportunities for low to moderate income individuals which meet wage standard levels or create training or advancement opportunities, with 51% being low to moderate income.
  - **Economic Development of Small Businesses** – Assist micro-enterprises which are the principal occupations of their owners, or which create new job opportunities for low or moderate income persons through technical and/or financial assistance.
- Strengthen neighborhoods through the operation of neighborhood centers, community gardens and the implementation of strategic neighborhood revitalization efforts.

Objectives:

- **Improvement of community focal points: Gardens and Neighborhood Centers** – create, enhance or sustain the operation of neighborhood centers and community gardens that bring people of diverse backgrounds together, serve as neighborhood focal points, or provide residents with skills or opportunities that will lead to stronger neighborhood.
  - **Revitalization of strategic areas** – through the neighborhood planning process assist residents of designated neighborhoods in identifying opportunities and promoting sustainable neighborhood revitalization.
- Increase the access of low and moderate income households and community groups to resources through the improvement of community service facilities, enhancement of informational services and employment training opportunities.

Objectives:

- **Improvement of services to homeless and special populations** – stabilize or improve the housing situation of homeless individuals or near-homeless individuals, and develop supportive activities.
  - **Physical improvement of community service facilities** – create or improve, safe, energy-efficient, accessible and well-maintained community and neighborhood facilities.
  - **Expansion of individual choice and access to housing resources and employment and training opportunities** – increase access to housing, information and other non-monetary resources and support for employment and training opportunities.
- Administer the Community Development program to meet the community needs and funder requirements.

Objectives:

- **Overall program administration** - develop, guide and manage activities which generate long term impact and self-sufficiency, including the provision of fair housing services. Achieve National and local cross-cutting objectives.

This Action Plan allocates a total of approximately \$7.4 million in anticipated 2012 Community Development Block Grant, HOME and ESG Entitlement funds, City HOME Match funds, City funds, State HCRI funds, CDBG and HOME program income and other funds to support the Community Development program. If additional entitlement funds are made available, the CDD and the CDBG Committee will distribute the funds throughout the currently established reserve funds for agencies to access throughout the year. The allocation percentages in the 2011-2012 Framework will be used to distribute the funds.

## 2012 Goals, Objectives, Outcomes and Estimated Funding Sources and Amounts

<i>Objectives</i>	<i>Outcomes</i>	<i>Estimated Funding Source and Amount</i>
<b>Goal: Improve and expand affordable housing options</b>		
(A) Owner-occupied housing	223 total repairs/rehabs	CDBG = \$75,061 HOME = \$482,784 Other = \$51,706
(B) Housing for buyers	66 properties	CDBG = \$283,357 HOME = \$786,456 Other = \$250,000
(D) Rental Housing	148 rental units created or improved	CDBG = \$251,352 HOME = \$697,626 Other = \$501,324 ESG = \$28,543
<b>Goal: Expand businesses to create jobs and assist with the development of microenterprises</b>		
(E) Business Development and Job Creation	48 FTE positions	CDBG = \$1,211,242 Other = \$234,829
(F) Economic Development of Small Businesses	23 microenterprises assisted	CDBG = \$79,502
<b>Goal: Strengthen neighborhoods through the operation of neighborhood centers, community gardens and the implementation of strategic neighborhood revitalization efforts</b>		
(G) Improvement of community focal points	29,321 individuals	CDBG = \$386,828 Other = \$492,790
(L) Revitalization of strategic areas	3 neighborhoods	CDBG = \$148,298
<b>Goal: Increase the access of low and moderate income households and community groups to resources through the improvement of community service facilities, enhancement of informational services and employment and training opportunities</b>		
(J) Improvement of services to homeless and special populations	3,924 households	CDBG = \$40,184 Other = \$307,330 ESG = \$44,931
(K) Physical improvement of community service facilities	2 buildings	CDBG = \$369,669
(X) Expansion of individual choice and access to housing resources and employment and training opportunities	2,707 people	CDBG = \$19,000 Other = \$58,195 ESG = \$4,000
<b>Goal: Administer the Community Development program to meet the community needs and funder requirements</b>		
(Z) Overall program administration	140 contracts	CDBG = \$356,669 HOME = \$201,368 Other = \$75,878 ESG = \$4,078

## **Past Performance**

The City of Madison continually strives to improve the performance of its operations and those of its funded agencies. In 2011, the Community Development Division invested over \$9.4 million in the community to meet the goals and objectives outlined in the 2010-2014 Consolidated Plan. CDBG, HOME and ESG funds were primarily targeted toward affordable housing, economic development and development of neighborhood focal points. For a more detailed summary of the City's evaluation of past performance, previous Consolidated Annual Performance and Evaluation Reports (CAPER) can be viewed on the City's website at [www.cityofmadison.com/cdbg](http://www.cityofmadison.com/cdbg).

## **Action Plan Required Elements:**

### **Geographic Distribution / Allocation Priorities:**

2. *Describe the geographic areas of the jurisdiction (including areas of low income families and/or racial/minority concentration) in which assistance will be directed during the next year. Where appropriate, the jurisdiction should estimate the percentage of funds the jurisdiction plans to dedicate to target areas.*
3. *Describe the basis for allocating investments geographically within the jurisdiction (or within the EMSA for HOPWA) (91.215(a)(1)) during the next year and the rationale for assigning the priorities.*
4. *Describe actions that will take place during the next year to address obstacles to meeting.*

## **2012 Action Plan General Questions response:**

### **Geographic Area**

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

The Community Development Division funded activities are either present in each Neighborhood Resource Team area, or available to residents of all parts of Madison. Allocations are typically used to address high priority needs, as identified in this plan, on a citywide basis for a project primarily benefiting low and moderate income households.

The following section describes the customized activities that focus on a particular Neighborhood Resource Team (NRT) area or a sub-area within those.

### **West NRT Area:**

This large area is primarily one of relatively newer housing and retail areas with burgeoning new suburbs on its western and southern borders, yet it does contain some smaller areas of lower income persons, particularly in areas with a cluster of older rental housing. These areas include the Allied Dr., Wexford Ridge and Southwest Madison areas.

### **Allied Sub-Area**

The 2012 site-specific activities in the Allied sub-area include continued support of the Boys and Girls Club Allied Neighborhood Center. The Community Development program will also continue to sponsor efforts to expand the range of housing choices

in the Allied neighborhood. In addition, using a special grant from the City, the CDD will contract with the Urban League to administer the Allied Employment Partnership program and Construction Trades, Inc. to provide Allied residents access to pre-employment and pre-apprenticeship training and support.

### ***Wexford Sub-Area***

The 2012 site-specific activities in the Wexford sub-area will be the continued operating support of the Lussier Community Education Center and continued monitoring of the City CDBG investment in the Wexford Ridge housing complex.

### ***Southwest Sub-Area***

The 2012 site-specific activities in the Southwest sub-area will be the continued support of the Meadowood Neighborhood Center and the Wisconsin Youth Company (WYC) Elver Neighborhood Center. The Community Development Division will also continue to address existing and emerging needs in the Southwest area.

### **South NRT Area:**

The South area includes neighborhoods that stretch from the University area to those areas south of the Beltline, and from the Central Area's western boundary of Regent and Proudfit Streets west to Glenway and Speedway, or from the Yahara River near Broadway to Seminole Highway near the Arboretum. Near its northern boundaries, it includes mixed-use areas of multiple users, from established residential neighborhoods to commercial areas, University campus and adjacent student housing and business areas and the City's only urban renewal project in the Triangle/Greenbush area. Park Street serves as a major linkage from the northern university area to the southern subdivisions of Moorland Road and Arbor Hills. This area includes the University's Arboretum as well as recently attached areas of the Town of Madison. This larger area includes some smaller sub-areas undergoing transition and some areas that have typically generated a high number of police calls.

The 2012 site-specific activities include continued support of the neighborhood centers (Boys and Girls Club Taft and the Bridge-Lake Point-Waunona Center) to help strengthen neighborhood-building efforts. In 2012, the Division will also continue to address existing and emerging needs in the Leopold School area.

### **Central NRT Area:**

This area includes the downtown central business district, as well as four residential older neighborhoods with a wide range of housing options, from two homeless shelters to million dollar lake-view condos. It also includes the near east side extending several blocks past the Yahara River. It includes some of the more active neighborhood and business associations in the City and where many groups (residents, business owners, shoppers, commuters, workers and visitors) use the areas in a variety of ways at different times. It, too, is an area where the CDBG program has been very active with a broad range of affordable housing, business development, neighborhood center, community gardens and neighborhood improvement programs.

The 2012 site-specific activities include continued support for small business lending through the Madison Development Corporation business loan program. The program will continue to support affordable housing efforts through site-specific support for

both Porchlight and the YWCA as they provide transitional housing for homeless men and women.

In addition to these economic development efforts the CDBG program will continue to support the Wil-Mar Neighborhood Center and the Goodman (Atwood) Community Center.

**North NRT Area:**

This is an area that developed its housing stock in the 1950s and 1960s, with additional growth of multi-family units in the 1980s and 1990s. The older commercial areas are now undergoing some redevelopment, particularly in the Northport Shopping Center, and much commercial space has been added in the vicinity of the airport.

The 2012 site-specific activities include continued support of the Vera Court Neighborhood Center, CAC and the East Madison Community Center.

**East NRT Area:**

This is a rapidly growing area with the greatest potential for population growth over the next decade. While the western end boosts older neighborhoods such as Atwood or Hawthorn with strong associations and active coalitions, the eastern portion is sparsely populated with relatively few strong existing neighborhoods or neighborhood associations and relatively few clusters of CDBG eligible households.

The 2012 site-specific activities include continued funding of the East Madison Community Center. The Division will also work with its partners, including the schools, to identify areas of need, which will provide an opportunity to benefit the City and its residents over the next three to five years.

**Rationale for Priorities**

The map on page 61 of this document shows the Census Tracts where 51% of the individuals meet the HUD low/moderate income standards of 80% or less of the area median income. This also shows areas that are in need of affordable housing options. Funded activities primarily occur in the targeted areas.

**Obstacles to Meeting the Needs**

To address underserved needs, the City of Madison will continue to work with partner funders and agencies to work on needs that are not being met. The City will continue to look for other sources of funds and work with others to utilize their dollars in ways to meet these needs. The CDD staff are involved in a number of collaborative committees and teams that identify and address issues throughout the community. The City has also begun efforts to better coordinate City programs to more efficiently use GPR and federal funds to better serve the community. Given the limited amount of CDBG and other grant funding available however this will be a challenge. In 2012, it will be even more of an issue due to significant cuts that are anticipated in CDBG, HOME and ESG funding. In addition to the limited resources, regulations that control these resources often add to the cost and complexity of project administration. Supporting a project with multiple fund sources increases the complexity and reduces flexibility. The funding, contracting and procurement processes are challenging and not streamlined to be efficient and effective. Work in this area will need to continue to eliminate the barriers to meet the underserved needs.

### **Sources of Funds:**

- 5. Identify the federal, state, and local resources the jurisdiction expects to receive to address the needs identified in the plan. Federal resources should include Section 8 funds made available to the jurisdiction, Low-Income Housing Tax Credits, and competitive McKinney-Vento Homeless Assistance Act funds expected to be available to address priority needs and specific objectives identified in the strategic plan. (92.220(c)(1))**
- 6. If you plan to dedicate funds within a local targeted area, provide the boundaries of the targeted area and an estimate of the percentage of funds you plan to dedicate to target area(s). (91.220(f))**
- 7. If your plan includes a Neighborhood Revitalization Strategy Area or Areas, please identify the census tracts for each NRSA and an estimate of the percentage of funds you plan to dedicate to the NRSA(s).**
- 8. Explain how federal funds will leverage resources from private and non-federal public sources.**
- 9. Provide a description of how matching requirements of HUD's programs will be satisfied.**
- 10. If the jurisdiction deems it appropriate, indicate publicly owned land or property located within the jurisdiction that may be used to carry out the plan.**

### **2012 Action Plan Sources of Funds response:**

#### **Sources of Funds**

The City of Madison will utilize the following funding sources to achieve the goals and objectives outlined in this One-Year Plan:

##### *Formula Grants:*

- Community Development Block Grant (CDBG)
- HOME Investment Partnership Program (HOME)
- Emergency Shelter Grants (ESG)

In addition to these funds, the City will administer State and local funds. Other funds include the Public Housing Capital fund, Low-Income Housing Tax Credits, Section 8 Housing Choice vouchers, the Affordable Housing Trust Fund and the McKinney-Vento Homeless Assistance Act funds.

#### **Target Area Funding / NRSA**

The City of Madison is not planning to dedicate funds to a local targeted area or a Neighborhood Revitalization Strategy Area in 2012.

#### **Leveraged Funds**

The City of Madison will work with community agencies, neighborhood groups, private businesses, and public sector partners to leverage its community development resources where possible and appropriate, in order to achieve effective results. Based on the high local priority given to neighborhood centers, the traditional local funding provided to homeless services, and the Federal spending caps, the City will continue to supplement key "public service" and homeless services projects, and provide an additional layer of support to insure that agencies paid "living wages" for people working on City-assisted projects. The City will also utilize HOME Match dollars and Affordable Housing Trust Fund dollars in conjunction with Entitlement dollars to fund projects.

## **Match Requirement**

The City of Madison will use the following sources to satisfy HUD's match requirement: City levy, UDAG loan payments and reported sub-recipient project match funds.

## **Public Owned Land and Property**

The City of Madison will not use publicly owned land or property located within the jurisdiction to carry out the plan.

## **Managing the Process**

*11. Identify the significant aspects of the process by which the plan was developed, and the agencies, groups, organizations, and others who participated in the process.*

*12. Describe actions that will take place during the next year to enhance coordination between public and private housing, health, and social service agencies.*

## **2012 Action Plan Managing the Process response:**

### **Lead Agency**

The City of Madison has designated the Community Development Division as the lead agency for the grant administration of the CDBG, HOME, and ESG programs. The CDBG Committee (made up of 11 Mayor appointed citizens – 3 of which are required to be LMI individuals) serves as the lead policy body overseeing the development of the community development plan and programs. These two entities work with numerous community-based organizations and their partners, businesses, other funders and City of Madison departments to plan, develop, implement and evaluate activities covered in this plan.

### **Consultations and other Agencies' Involvement**

The Community Development Division, in coordination with the CDBG Committee, developed the 2012 Action Plan by using the goals and objectives developed for the 2010-2014 Consolidated Plan. This plan was developed through the consultation from diverse groups and organizations (see Citizen Participation section for a specific list). Throughout these discussions several themes emerged which lead to the development of the goals and objectives outlined in the plan. Affordable housing for renters and buyers, job creation, employee and business development, access to resources, and community focal points (i.e. neighborhood centers, community gardens) were identified as current and emerging needs in the City of Madison. In addition, the need for continued coordination and collaboration between agencies, local governments, other funders, other City agencies and the schools was also discussed.

The Committee also hosted two public hearings in 2011, the first in March and the second in September to further involve agencies and the general public in the development of the 2012 Annual Plan.

The Division regularly participates and coordinates with other funders such as United Way, Dane County Human Services and Housing Authority and CDBG Offices and service groups in the community. In addition, the Division regularly meets with groups including the Homeless Service Consortium, Third Sector Housing, Home Buyers Round Table, and various City ad hoc committees, such as the Gardens Development, Housing, Equal Opportunities, Planning, Economic Development and Community Services Committees to improve methods of delivery and initiate systematic improvements in certain service sectors. The CDD is also in regular contact with the City of Madison Community Development Authority (CDA).



## **Collaborative Efforts**

In 2012, the Community Development Division will continue to work more collaboratively with service providers, other funders, housing developers, the Dane County Public Health Department, the Madison Metropolitan School District, other City of Madison departments and Dane County to more efficiently deliver the City of Madison Community Development program. The City of Madison Community Development Division will take the following actions in 2012:

- CDD Director and staff meet quarterly with the neighborhood center directors.
- Regularly meet with members of the Third Sector housing consortium as needed and as we are invited to their meetings.
- Will participate in the development and implementation of a city-wide housing study which will include public and private housing developers.
- Work with the Madison Metropolitan School District to determine neighborhoods where schools can be used as neighborhood centers during off hours in areas that do not currently have centers. Two schools are in the process of being used in this manner for a limited number of hours.
- Two CDD staff will participate as members of the Homeless Services Consortium. One is the Chair of the consortium while the other chairs several sub-committees within the Consortium.
- Several health care providers and Dane County Health and Human Services all have representatives as members. Health care providers include GHC, Meriter Hospital, Access Community Health, AIDS Resource Center and the AIDS Network.
- The Homeless Services Consortium has a Funders Committee which includes the major funders in the area. This group meets bi-monthly. A CDD staff is a member of this committee.
- The Homeless Services Consortium has a Mainstream Resources Committee which helps people get signed up for resources in Dane County.
- The CDD will work with the Dane County Public Health Dept., Building Inspection, Energy and Civil Rights to improve the coordination of City services. Such as fair housing, energy efficiency, lead paint issues and building code violations.

## **Citizen Participation**

*13. Provide a description of the process used to allow citizens to review and submit comments on the proposed consolidated annual plan, including how the plan (or a summary of the plan) was published for review; the dates, times and locations of a public hearing, or hearings; when and how notice was provided to citizens of the hearing(s); the dates of the 30 day citizen comment period, and if technical assistance was provided to groups developing proposals for funding assistance under the consolidated plan and how this assistance was provided.*

*14. Provide a summary of efforts made to broaden public participation in the development of the consolidated annual plan, including outreach to minorities and non-English speaking persons, as well as persons with disabilities.*

*15. Provide a summary of citizen comments or views on the annual plan.*

*16. Provide a written explanation of comments not accepted and the reasons why these comments were not accepted.*

## **2012 Action Plan Citizen Participation response:**

### **Citizen Participation Process**

The CDBG Committee serves as a citizen participation resource for the community development program. The Committee is made up of 11 members including 3 Alders and 3 low to moderate income individuals. All members are appointed by the Mayor. The Committee is the lead policy decision making group for the overall program and involves citizens, community groups, non-profit agencies and businesses in the planning, selection and evaluation of the overall program.

The CDBG Committee meets as needed and provides time within its meetings 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 hear about future and emerging needs within the community.

### **Efforts to Broaden Public Participation**

The CDBG Committee and CDD have initiated several efforts to broaden the outreach and participation of various community groups in the community development program:

- Provide an extensive website at [www.cityofmadison.com/cdbg](http://www.cityofmadison.com/cdbg) to report on five year goals, annual projects and special issues. The site includes a means to directly comment on any aspect of the Plan or the program.
- Advertise in the community newspaper (Wisconsin State Journal) and in specific housing and business development issues of other local publications.
- Advertise public hearings in local newspapers including those geared specifically to non-english speaking citizens and minorities (i.e. La Comunidad, Capital HUES and The Madison Times).
- Provide information to all City of Madison libraries.
- Provide copies of the annual plan during the citizen participation period to non-profits throughout the City which included: Boys and Girls Clubs on the South side and in the Allied Dr. neighborhood, Bridge Lakepoint Waunona Neighborhood Center, East Madison Community Center, Lussier Education Center, Meadowood Neighborhood Center, etc.
- Provide staff representation on the 5 neighborhood resources teams, and regularly solicits comments on emerging community needs and suggest solutions from these teams that include both City staff and community members.
- Actively participate in various groups such as the Homeless Consortium, the Dane County Foreclosure Task Force, Home Buyers Round Table, etc.
- Meet quarterly with the neighborhood center directors to better understand emerging needs in neighborhoods throughout the City and develop effective strategies to meet these needs.
- CDBG Committee meetings held in the community.
- Service providers meetings held in the community.
- Meet with service groups that work with underrepresented populations (i.e. La Sup).
- Provide interpreters at meetings as needed.

- Provide information in alternate formats as needed.

### **Public Hearing – March 3, 2011 at 5:00 pm at the Goodman Community Center**

#### **Summary:**

On March 3, 2011, a public hearing was held at the CDBG Committee meeting regarding the 2010 CAPER and 2011-2012 Program Funding Goals and Priorities. The public was notified of this meeting by an ad that was placed in the Wisconsin State Journal on February 17, 2011. The CDBG Office website also contained information about the meeting. In addition, an email was sent to all partner agencies, other funders in the community and other City departments. Citizens were given the opportunity to attend the meeting, send their comments by mail or email or contact the CDBG Office by telephone.

No citizens provided comment at this public hearing.

### **Public Hearing – September 8, 2011 at 5:00 pm at the Warner Park Community Center**

On September 8, 2011, a public hearing was held regarding the 2012 Action Plan. The public was notified of this meeting by an ad that was placed in the Wisconsin State Journal on August 18, 2011. The CDBG Office website also contained information about the meeting. In addition, an email was sent to all partner agencies, other funders in the community and other City departments. Citizens were given the opportunity to attend the meeting, send their comments by mail or email or contact the CDBG Office by telephone.

No public comments were made on the plan.

### **30 Day Public Comment Period – 9/2/11 – 10/1/11**

The Draft 2012 Annual Plan was made available to City of Madison residents both electronically and in hard copy. The paper format was available at all of the Madison Libraries, the CDD and various social services agencies throughout the City of Madison.

#### **Conclusion:**

No public comments were made on the plan.

### **Consultations and Other Agency Involvement**

The Community Development Division, in coordination with the CDBG Committee, developed the 2010-2014 Consolidated Plan with consultation from diverse groups and organizations. Group and individual meetings, emails and telephone discussions were all had to solicit information and feedback from the following groups:

- CDBG Committee
- Affordable housing developers and providers (Third Sector Housing Group)
- Economic development groups (MDC, WWBIC, Latino Chamber of Commerce, Common Wealth Development)
- The Homelessness Services Consortium
- Madison Metropolitan School District
- Dane County (Social Services, Housing Authority)

- Milwaukee Metropolitan Fair Housing
- Public Health
- Social service agencies
- City of Madison Leadership and other departments (i.e. Building Inspection, Civil Rights)
- United Way
- Neighborhood and community centers
- Madison Area Builders
- La Sup (Latino Support Group)
- Chamber of Commerce
- South Central Federation of Labor
- City of Madison Community Development Authority
- State of Wisconsin
- Department of Planning and Metro. Planning

Throughout these discussions several themes emerged which supported the drafted goals and objectives for the Community Development Division. Affordable housing for renters and buyers, job creation, employee and business development, access to resources, and community focal points (i.e. neighborhood centers) were identified as current and emerging needs in the City of Madison. In addition, the need for continued coordination and collaboration between agencies, local governments, other funders, other City agencies and the schools was also discussed. These goals and objectives continue to be relevant for the 2012 Action Plan.

These entities were all notified when the draft Annual Plan became available to provide further comment. No additional comments were made.

### ***Institutional Structure***

*17. Describe actions that will take place during the next year to develop institutional structure.*

#### **2012 Action Plan Institutional Structure response:**

In 2012, the Community Development Division will:

- Continue to participate in collaborative efforts with other funders, private sector groups and agency coalitions such as the Homeless Services Consortium, the Third Sector Housing group, the Dane County Foreclosure Task Force, the Home Buyers Round Table and such interdepartmental efforts as the Neighborhood Resource Teams.
- Work with those groups to nurture training and technology initiatives which address the strengthening of such capacity.
- Combine and coordinate resources in the Community Development Division and within the City overall. In addition, expand the Division's relationships with other local governments, private non-profits, businesses, stakeholders and other organizations.
- Develop a Division website to include pertinent information for community-based organizations for planning and program implementation purposes.
- Continue to advocate for additional resources for a coordinated approach to community development and planning to address poverty issues, affordable housing, job creation and community revitalization initiatives.

## **Monitoring**

- 18. Describe actions to be taken that will take place during the next year to monitor your performance in meeting goals and objectives set forth in your Consolidated Plan.**
- 19. Describe steps/actions to be taken during the next year to ensure compliance with program requirements, including requirements involving the timeliness of expenditures.**
- 20. Describe steps/action you will use to ensure long-term compliance with housing codes, including actions or on-site inspections you plan to undertake during the program year.**
- 21. Describe actions to be taken to monitor subrecipients (including sponsors or administering agents) during the next program year. This includes the monitoring of all programs, CDBG, HOME, ESG, or HOPWA, as applicable.**

### **2012 Action Plan Monitoring response:**

#### **Monitoring CDD Performance**

The CDD will ensure that all activities carried out to implement the 2012 Action Plan comply with the requirements of the CDBG, HOME, ESG and other funding sources as required as well as achieve their performance objectives on schedule and within the prescribed budget. The CDD along with the CDBG Committee will serve as the lead in the recording, monitoring and evaluating the City's progress in achieving the goals and objectives outlined in this plan. Presentations, updates, status reports will be presented monthly at Committee meetings. CDD staff will continually analyze the progress towards meeting the goals throughout the year. The CDD will do the following in 2012:

1. Fund projects that help to meet the goals outlined in the Consolidated Plan.
2. Write contracts that include goals that are related to the Consolidated Plan and provide regulatory requirements to ensure that the delivery of the program meets the funding source rules.
3. For each contract regular desk reviews of the program performance will be completed.
4. Complete on-site monitoring at agencies identified to be high risk.
5. Appropriate action will be taken by the CDD if performance goals and objectives are not on pace and meet as agreed to in the contract.

#### **Timeliness of Expenditures and Sub-Recipient Monitoring**

Each agency receiving funding from the City of Madison will submit an application which is formalized through a contract which outlines all requirements, regulations, procedures and accomplishments. The agency will submit progress reports on a quarterly basis at a minimum. The specific reporting periods will be established with the contractual process. Reports will be reviewed for contract compliance with all regulations including administrative, financial and programmatic operations. Timely expenditure of funds will be reviewed on a continual basis to ensure compliance with program regulations. Individual meetings with the agency will occur as necessary to respond to questions or assess project progress. Depending upon the complexity of the project and the funding requirements, the City may provide orientation training and technical assistance to help improve successful completion of the project.

In addition to the monitoring requirements for each funding source, the Community Development Division staff will annually do a risk analysis on each agency to determine an onsite monitoring schedule for the year. This monitoring will include fiscal, programmatic, and regulatory controls and requirements. High-risk recipients

include those that are new to the Community Development program, those with past difficulties in implementing a project and those with a significant funding allocation.

### Compliance with Housing Codes

To ensure compliance with housing codes, for ownership properties, the Division will inspect properties using the City of Madison Minimum Housing Code prior to investing funds into the properties. In addition, all items that do not meet the code will be required to be repaired prior to the investment of funds. In the case of HOME funded rental properties, each property will be inspected every 1-3 years depending on the number of units in a property. If deficiencies are identified, the repairs must be completed prior to the inspector doing a final clearance inspection to insure compliance. Onsite and desk monitoring of rental units also takes place every 1-3 years depending on the number of units in a property. Onsite monitoring consists of the review of 20% of the units every 1-3 years while desk monitoring is completed on all units annually.

### Description of Activities

**\*If not using the CPMP Tool:** Complete and submit Table 3C

**\*If using the CPMP Tool:** Complete and submit the Projects Worksheets and the Summaries Table.

**22. The action plan must provide a summary of the eligible programs or activities that will take place during the program year to address the priority needs and specific objectives identified in the strategic plan. (Use of the Summaries Table and Project Worksheets or Table 3C/2A will be sufficient. No additional narrative is required.)**

The Community Development Division has funded the following activities for 2012:

#### A. Improvement of Owner-Occupied Housing:

<i>Agency, Title</i>	City Community & Economic Development: <b>Deferred Rehab Loan</b> <b>AA</b> 215 Martin Luther King Jr. Blvd, LL-100, Madison, WI 53703 / 608-266-4635			
<i>Amount, Source</i>	\$ 25,000 (CDBG-Program Income)	14A / LMH		
	\$ 69,450 (HOME loans plus project costs)	14A / LMH		
	\$550,000 (HOME-PI)			
<i>HUD Performance Category</i>		<i>Housing</i>	<i>Econ Devel</i>	<i>Living Environ</i>
	<i>Avail/Access</i>			
	<i>Affordable</i>	✓		
	<i>Sustainable</i>			
<i>Outcome</i>	30 houses brought to code			
<i>Customer/beneficiary</i>	LMI owner-occupants			
<i>Activity</i>	Provides deferred payment rehab loans at 10% one-time interest to help owner bring house to code/energy standards. [24 CFR 570.202 and 24 C=FR 92.206]			
<i>Service area</i>	Citywide			
<i>Agency, Title</i>	Independent Living: <b>Home Modification</b> <b>AB</b> 815 Forward Drive, Madison, WI 53711 / 608-274-7900			
<i>Amount, Source</i>	\$ 57,000 (CDBG)	14A & 10 / LMH		
<i>HUD Performance Category</i>		<i>Housing</i>	<i>Econ Devel</i>	<i>Living Environ</i>
	<i>Avail/Access</i>	✓		
	<i>Affordable</i>			
	<i>Sustainable</i>			
<i>Outcome</i>	130 homes adapted to help people remain in their own homes			
<i>Customer/beneficiary</i>	LMI elderly and people with disabilities			
<i>Activity</i>	Conducts assessment of housing, and installs grab bars, adaptable equipment. [24 CFR 570.202]			
<i>Service area</i>	60% Target Area; 40% Citywide			

<i>Agency, Title</i>	Project Home: <b>Home Repair and Rehab</b> <b>AC</b> 1966 S. Stoughton Road, Madison, WI 53716 / 608-246-3733																		
<i>Amount, Source</i>	\$160,000 (CDBG) \$ 45,000 (CDBG-PI)	14A / LMH 14A / LMH																	
<i>HUD Performance Category</i>	<table border="1"> <thead> <tr> <th></th> <th><i>Housing</i></th> <th><i>Econ Devel</i></th> <th><i>Living Environ</i></th> </tr> </thead> <tbody> <tr> <td><i>Avail/Access</i></td> <td></td> <td></td> <td></td> </tr> <tr> <td><i>Affordable</i></td> <td>✓</td> <td></td> <td></td> </tr> <tr> <td><i>Sustainable</i></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>				<i>Housing</i>	<i>Econ Devel</i>	<i>Living Environ</i>	<i>Avail/Access</i>				<i>Affordable</i>	✓			<i>Sustainable</i>			
	<i>Housing</i>	<i>Econ Devel</i>	<i>Living Environ</i>																
<i>Avail/Access</i>																			
<i>Affordable</i>	✓																		
<i>Sustainable</i>																			
<i>Outcome</i>	110 homes repaired and brought to code																		
<i>Customer/beneficiary</i>	LMI Owner-occupant households																		
<i>Activity</i>	Conducts assessment of housing; repairs doors, wiring, plumbing, windows or installs ramps for repairs totaling under \$3,400. Repairs and replaces furnaces and roofs. [24 CFR 570.202]																		
<i>Service area</i>	60% Target Area: 40% Citywide																		

B. Expansion of Homeownership Opportunities:

<i>Agency, Title</i>	City CDBG Office: <b>Housing Development Fund (Homeownership)</b> <b>ZH</b> 215 Martin Luther King Jr. Boulevard, Room 280, Madison, WI 53703 / 608-267-0740																		
<i>Amount, Source</i>	\$ 291,403 (CDBG-PI) \$ 129,870 (CDBG) \$ 227,089(HOME) \$ 4,069 (HOME PI) (These totals include funds for both ownership and rental housing.)	\$ 160,525 (City Match) \$ 7,597 (ESG) \$ 323,200 (City, Match-PI)	01 / LMH 12 / LMH																
<i>HUD Performance Category</i>	<table border="1"> <thead> <tr> <th></th> <th><i>Housing</i></th> <th><i>Econ Devel</i></th> <th><i>Living Environ</i></th> </tr> </thead> <tbody> <tr> <td><i>Avail/Access</i></td> <td></td> <td></td> <td></td> </tr> <tr> <td><i>Affordable</i></td> <td>✓</td> <td></td> <td></td> </tr> <tr> <td><i>Sustainable</i></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>				<i>Housing</i>	<i>Econ Devel</i>	<i>Living Environ</i>	<i>Avail/Access</i>				<i>Affordable</i>	✓			<i>Sustainable</i>			
	<i>Housing</i>	<i>Econ Devel</i>	<i>Living Environ</i>																
<i>Avail/Access</i>																			
<i>Affordable</i>	✓																		
<i>Sustainable</i>																			
<i>Outcome</i>	25 units acquired and/or rehabbed for affordable ownership (and/or for rental housing)																		
<i>Customer/beneficiary</i>	LMI homebuyers within target neighborhoods																		
<i>Activity/HUD Eligibility Reference</i>	Loans to non-profits or CHDOs to help acquire and/or rehab units for resale or for lease-to-own to income-eligible households. Some of these funds may be shifted to specific rental housing projects which meet the terms of the rental component of the Housing Development Fund (project DA). [24 CFR 570.202 and 24 CFR 92.206]																		
<i>Service area</i>	Citywide																		
<i>Agency, Title</i>	City CDBG Office: <b>Housing Trust Fund</b> <b>BZ</b> 215 Martin Luther King Jr. Boulevard, Room 280, Madison, WI 53703 / 608-267-0740																		
<i>Amount, Source</i>	\$ 1,548,393 (City) 12 / LMH																		
<i>HUD Performance Category</i>	<table border="1"> <thead> <tr> <th></th> <th><i>Housing</i></th> <th><i>Econ Devel</i></th> <th><i>Living Environ</i></th> </tr> </thead> <tbody> <tr> <td><i>Avail/Access</i></td> <td>✓</td> <td></td> <td></td> </tr> <tr> <td><i>Affordable</i></td> <td></td> <td></td> <td></td> </tr> <tr> <td><i>Sustainable</i></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>				<i>Housing</i>	<i>Econ Devel</i>	<i>Living Environ</i>	<i>Avail/Access</i>	✓			<i>Affordable</i>				<i>Sustainable</i>			
	<i>Housing</i>	<i>Econ Devel</i>	<i>Living Environ</i>																
<i>Avail/Access</i>	✓																		
<i>Affordable</i>																			
<i>Sustainable</i>																			
<i>Outcome</i>	Additional capitalization of a Trust Fund to provide local/equity investments to produce affordable units for resale (or rental) to 12 lower income households.																		
<i>Customer/beneficiary</i>	LMI homebuyers citywide (and LMI renters as well)																		
<i>Activity</i>	Provides loans to housing developers for acquisition, construction or rehab of housing units for lower income households under guidelines to be adopted by the Common Council. [24 CFR 570.202]																		
<i>Service area</i>	Citywide																		

<i>Agency, Title</i>	City CDBG Office: <b>American Dream Downpayment Initiative</b> <b>BB</b> 215 Martin Luther King Jr. Boulevard, Room 280, Madison, WI 53703 / 608-267-0740		
<i>Amount, Source</i>	\$ 200,000 (HOME) + 2011 carry over HOME funds		05R / LMH
<i>HUD Performance Category</i>		<i>Housing</i>	<i>Econ Devel</i>
	<i>Avail/Access</i>		<i>Living Environ</i>
	<i>Affordable</i>	✓	
	<i>Sustainable</i>		
<i>Outcome</i>	30 households assisted toward ownership		
<i>Customer/beneficiary</i>	LMI homebuyers citywide		
<i>Activity</i>	Provides downpayment and closing costs. [24 CFR 92.206]		
<i>Service area</i>	Citywide		
<i>Agency, Title</i>	Operation Fresh Start: <b>Employment and Training through Rehab</b> <b>BC</b> 1925 Winnebago Street, Madison, WI 53704 / 608-244-4721		
<i>Amount, Source</i>	\$ 214,200 (HOME)		07 / LMH
	\$ 98,246 (CDBG-PI)		01 / LMH
<i>HUD Performance Category</i>		<i>Housing</i>	<i>Econ Devel</i>
	<i>Avail/Access</i>		<i>Living Environ</i>
	<i>Affordable</i>	✓	
	<i>Sustainable</i>		
<i>Outcome</i>	4 houses purchased by LMI households; 110 youth trained		
<i>Customer/beneficiary</i>	LMI homebuyers; youth on work crews		
<i>Activity</i>	Acquires lots for construction or existing houses for rehab, and resale to income-eligible households. [24 CFR 570.202 and 24 CFR 92.206]		
<i>Service area</i>	Citywide		
<i>Agency, Title</i>	City Economic Development: <b>Home Buy</b> <b>BE</b> 215 Martin Luther King Jr. Boulevard, Madison, WI 53703 / 608-266-4223		
<i>Amount, Source</i>	\$200,000 (WI Dept. of Commerce-HCRI)		
<i>HUD Performance Category</i>		<i>Housing</i>	<i>Econ Devel</i>
	<i>Avail/Access</i>		<i>Living Environ</i>
	<i>Affordable</i>	✓	
	<i>Sustainable</i>		
<i>Outcome</i>	40 households assisted toward ownership		
<i>Customer/beneficiary</i>	LMI homebuyers		
<i>Activity</i>	Loans to households to help them cover downpayment and closing costs. [n/a: State funds]		
<i>Service area</i>	Countywide		
<i>Agency, Title</i>	Madison Area Community Land Trust: <b>Acquisition Fund</b> <b>BF</b>		
<i>Amount, Source</i>	\$54,000 (HOME)		05R / LMH
<i>HUD Performance Category</i>		<i>Housing</i>	<i>Econ Devel</i>
	<i>Avail/Access</i>		<i>Living Environ</i>
	<i>Affordable</i>	✓	
	<i>Sustainable</i>		
<i>Outcome</i>	1 property acquired		
<i>Customer/beneficiary</i>	LMI homebuyers		
<i>Activity</i>	Acquires lots for construction or existing houses for rehab, and resale to income-eligible households. [24 CFR 570.202 and 24 CFR 92.206]		
<i>Service area</i>	Citywide		



<i>Agency, Title</i>	Habitat for Humanity: <b>Housing for Homebuyers</b> <b>BJ</b> 1014 Fielder Ln. Madison, WI 53713			
<i>Amount, Source</i>	\$216,000 (HOME) 05R / LMH			
<i>HUD Performance Category</i>		<i>Housing</i>	<i>Econ Devel</i>	<i>Living Environ</i>
	<i>Avail/Access</i>			
	<i>Affordable</i>	✓		
	<i>Sustainable</i>			
<i>Outcome</i>	4 properties purchased by LMI homebuyers			
<i>Customer/beneficiary</i>	LMI households			
<i>Activity</i>	Acquires lots for construction or existing houses for rehab, and resale to income-eligible households. [24 CFR 570.202 and 24 CFR 92.206]			
<i>Service area</i>	Citywide			
	Movin' Out: <b>Homeownership Program</b> <b>BK</b> 600 Williamson Street, Suite J, Madison, WI 53703 / 608-251-4446			
<i>Outcome</i>	\$ 270,000 (HOME) 13 / LMH			
<i>Customer/beneficiary Activity Service area</i>		<i>Housing</i>	<i>Econ Devel</i>	<i>Living Environ</i>
	<i>Avail/Access</i>	✓		
	<i>Affordable</i>			
	<i>Sustainable</i>			
<i>Outcome</i>	6 households (with at least one member who has a disability) assisted into homeownership			
<i>Customer/beneficiary</i>	LMI households having one person with a permanent physical, developmental or mental disability			
<i>Activity</i>	Provides down payment and partial equity assistance. [24 CFR 92.206]			
<i>Service area</i>	Citywide			

D. Improvement and Expansion of Rental Housing:

<i>Agency, Title</i>	City CDBG: <b>Housing Development Fund (Rental)</b> <b>ZH</b> 215 Martin Luther King Jr. Boulevard, Room 280, Madison, WI 53703 / 608-267-0740			
<i>Amount, Source</i>	See the Housing Development Fund total budget in the Homeownership section. This fund will help finance both ownership and rental projects approved during the year 2012, after Commission and Council approval. 14G / LMH			
<i>HUD Performance Category</i>		<i>Housing</i>	<i>Econ Devel</i>	<i>Living Environ</i>
	<i>Avail/Access</i>	✓		
	<i>Affordable</i>			
	<i>Sustainable</i>			
<i>Outcome</i>	1 unit of affordable rental housing per \$54,000 budgeted			
<i>Customer/beneficiary</i>	LMI rental households			
<i>Activity</i>	Provides deferred loans to non-profits seeking to acquire, rehab or build affordable housing for low- and moderate-income people within the city of Madison. [24 CFR 570.202 or 24 CFR 92.206 and 92.208]			
<i>Service area</i>	Citywide			

<i>Agency, Title</i>	CDBG Office: <b>ESG Rehab Project Reserve Fund</b> <b>ZH</b> 215 Martin Luther King Jr. Boulevard, Room 280, Madison, WI 53703 / 608-267-0740			
<i>Amount, Source</i>	\$ 0(ESG) 14B / LMH			
<i>HUD Performance Category</i>		<i>Housing</i>	<i>Econ Devel</i>	<i>Living Environ</i>
	<i>Avail/Access</i>	✓		
	<i>Affordable</i>			
	<i>Sustainable</i>			
<i>Outcome</i>	0 unit of transitional housing created or renovated			
<i>Customer/beneficiary</i>	Homeless households			
<i>Activity</i>	Loans to non-profit agencies to rehab units for transitional housing. [24 CFR 576]			
<i>Service area</i>	Citywide			
<i>Agency, Title</i>	CDBG Office: <b>Scattered Site CLA Fund</b> <b>ZH</b> 215 Martin Luther King Jr. Boulevard, Room 280, Madison, WI 53703 / 608-267-0740			
<i>Amount, Source</i>	\$ Carry over from 2011 Scattered Site Fund 14G / LMH			
<i>HUD Performance Category</i>		<i>Housing</i>	<i>Econ Devel</i>	<i>Living Environ</i>
	<i>Avail/Access</i>			
	<i>Affordable</i>			
	<i>Sustainable</i>	✓		
<i>Outcome</i>	Affordable rental housing for special needs population			
<i>Customer/beneficiary</i>	LMI rental households			
<i>Activity</i>	Provides deferred loans to non-profits seeking to acquire affordable housing for low- and moderate-income people within the city of Madison. [n/a: local City funds]			
<i>Service area</i>	Scattered Site Areas			
<i>Agency, Title</i>	Common Wealth Development: <b>Affordable Rental Housing</b> <b>DD</b>			
<i>Amount, Source</i>	\$197,050 (HOME)			
<i>HUD Performance Category</i>		<i>Housing</i>	<i>Econ Devel</i>	<i>Living Environ</i>
	<i>Avail/Access</i>			
	<i>Affordable</i>	✓		
	<i>Sustainable</i>			
<i>Outcome</i>	4 units of affordable rental housing			
<i>Customer/beneficiary</i>	LMI rental households			
<i>Activity</i>	Acquire and rehabilitate 4 units of housing			
<i>Service area</i>	Citywide			
<i>Agency, Title</i>	Movin' Out: <b>Rental Housing Program</b> <b>DQ</b> 600 Williamson Street, Suite J, Madison, WI 53703 / 608-251-4446			
<i>Amount Source</i>	\$ 180,000 (HOME) 21F & 21G / LMH			
<i>HUD Performance Category</i>		<i>Housing</i>	<i>Econ Devel</i>	<i>Living Environ</i>
	<i>Avail/Access</i>	✓		
	<i>Affordable</i>			
	<i>Sustainable</i>			
<i>Outcome</i>	3 units of affordable rental housing acquired			
<i>Customer/beneficiary</i>	LMI renters			
<i>Activity</i>	Acquire buildings to serve as affordable homes for households where at least one member is a person with a disability.			
<i>Service Area</i>	Citywide			

E. Business Development and Job Creation:

<i>Agency, Title</i>	City CDBG Office: <b>Economic Development Fund</b>			<b>ZE</b>
<i>Amount, Source</i>	\$150,000		18A / LMJ	
<i>HUD Performance Category</i>		<i>Housing</i>	<i>Econ Devel</i>	<i>Living Environ</i>
	<i>Avail/Access</i>			
	<i>Affordable</i>			
	<i>Sustainable</i>		✓	
<i>Outcome</i>	0 full time equivalent jobs created/offered to LMI individuals			
<i>Customer/beneficiary</i>	LMI individuals			
<i>Activity</i>	Fund mid-year initiatives or currently funded projects that address job creation objectives.			
<i>Service area</i>	Citywide			
<i>Agency, Title</i>	Common Wealth Development: <b>Neighborhood/Equity Fund</b>			<b>EB</b>
	1501 Williamson Street, Madison, WI 53703 / 608-256-3527			
<i>Amount, Source</i>	\$ 7,500 (CDBG-PI)		18A / LMJ	
<i>HUD Performance Category</i>		<i>Housing</i>	<i>Econ Devel</i>	<i>Living Environ</i>
	<i>Avail/Access</i>			
	<i>Affordable</i>			
	<i>Sustainable</i>		✓	
<i>Outcome</i>	1 job created			
<i>Customer/beneficiary</i>	LMI individuals			
<i>Activity</i>	Reinvest repayments from previously funded loans for businesses (or housing). [24 CFR 570.204]			
<i>Service area</i>	Census Tract 19			
<i>Agency, Title</i>	Madison Development Corporation: <b>Business Loan Program</b>			<b>EC</b>
	550 W. Washington Avenue, Madison, WI 53703 / 608-256-2799			
<i>Amount, Source</i>	\$600,000 (CDBG PI)		18A / LMJ	
<i>HUD Performance Category</i>		<i>Housing</i>	<i>Econ Devel</i>	<i>Living Environ</i>
	<i>Avail/Access</i>		✓	
	<i>Affordable</i>			
	<i>Sustainable</i>			
<i>Outcome</i>	50 full time equivalent jobs created/offered to LMI individuals			
<i>Customer/beneficiary</i>	LMI individuals			
<i>Activity</i>	Provides loans to small businesses who will commit to creation of full time employment positions made available to low and moderate-income individuals. May involve cooperative agreements with the Small Business Administration and private lenders for a small business lending program. [24 CFR 570.204]			
<i>Service area</i>	Citywide			

F. Economic Development of Small Businesses:

<i>Agency, Title</i>	Wisconsin Women's Business Initiative Corp.: <b>Business Development Workshops</b> <b>FD</b>			
	2300 S. Park Street, Suite 4, Madison, WI 53713 / 608-257-5450			
<i>Amount, Source</i>	\$ 164,000(CDBG)	18C / LMJ		
<i>HUD Performance Category</i>		<i>Housing</i>	<i>Econ Devel</i>	<i>Living Environ</i>
	<i>Avail/Access</i>		✓	
	<i>Affordable</i>			
	<i>Sustainable</i>			
<i>Outcome</i>	56 entrepreneurs assisted, 8 loans closed			
<i>Customer/beneficiary</i>	LMI Individuals			
<i>Activity</i>	Funds series of trainings for individuals who demonstrate interest in starting or expanding very small businesses (micro-enterprises) and provide loans to assist with business start-up. [24 CFR 570.201(o)]			
<i>Service area</i>	Citywide with emphasis on south Madison			
<i>Agency, Title</i>	Latino Chamber of Commerce: <b>Small Business Technical Assistance</b> <b>FF</b>			
	2300 S. Park Street, Suite 2, Madison, WI 53713 / 608-712-3522			
<i>Amount, Source</i>	\$ 20,000 (CDBG)	18C / LMJ		
<i>HUD Performance Category</i>		<i>Housing</i>	<i>Econ Devel</i>	<i>Living Environ</i>
	<i>Avail/Access</i>		✓	
	<i>Affordable</i>			
	<i>Sustainable</i>			
<i>Outcome</i>	10 existing small businesses strengthened			
<i>Customer/beneficiary</i>	LMI Individuals			
<i>Activity</i>	Funds a series of trainings for individuals who demonstrate interest in starting or expanding very small businesses (micro-enterprises). [24 CFR 570.201(o)]			
<i>Service area</i>	Citywide with emphasis on south Madison			
<i>Agency, Title</i>	African American Black Business Association (AABBA): <b>Smarter Black Businesses</b> <b>FF</b>			
<i>Amount, Source</i>	\$20,000 (CDBG)			
<i>HUD Performance Category</i>		<i>Housing</i>	<i>Econ Devel</i>	<i>Living Environ</i>
	<i>Avail/Access</i>		✓	
	<i>Affordable</i>			
	<i>Sustainable</i>			
<i>Outcome</i>	10 existing small businesses strengthened			
<i>Customer/beneficiary</i>	LMI Individuals			
<i>Activity</i>	Fund a series of trainings for individuals who demonstrate interest in starting or expanding very small businesses (micro-enterprises). [24 CFR 570.201(o)]			
<i>Service area</i>	Citywide			

G. Improvement of Community Focal Points: Community Gardens and Neighborhood Centers

<i>Agency, Title</i>	Community Action Coalition: <b>Community Gardens</b> 1717 N. Stoughton Road, Madison, WI 53704 / 608-246-4730			<b>GA</b>
<i>Amount, Source</i>	\$ 56,328 (CDBG)		05 / LMC	
<i>HUD Performance Category</i>		<i>Housing</i>	<i>Econ Devel</i>	<i>Living Environ</i>
	<i>Avail/Access</i>			
	<i>Affordable</i>			
	<i>Sustainable</i>			✓
<i>Outcome</i>	8 gardens assisted / 450 households involved, 8 neighborhoods strengthened			
<i>Customer/beneficiary</i>	Lower Income households			
<i>Activity</i>	Provides staffing and support to lower income households who build leadership and community-building skills through participation in a community garden. [24 CFR 570.201(e)]			
<i>Service area</i>	Citywide with recruitment from CDBG Target Area			
<i>Agency, Title</i>	Boys and Girls Club: <b>Allied Core Center Services</b> 4619 Jenewein Road, Madison, WI 53711 / 608-204-9722			<b>GC</b>
<i>Amount, Source</i>	\$ 117,674 (CDBG + City)		05 / LMC	
<i>HUD Performance Category</i>		<i>Housing</i>	<i>Econ Devel</i>	<i>Living Environ</i>
	<i>Avail/Access</i>			
	<i>Affordable</i>			
	<i>Sustainable</i>			✓
<i>Outcome</i>	4,000 unduplicated people served; 9,335 program hours provided; 1 neighborhood strengthened			
<i>Customer/beneficiary</i>	Residents of the Allied Drive/Dunn's Marsh neighborhood			
<i>Activity</i>	Provides funding for continuation of core functions at neighborhood center. [24CFR 570.201(e)]			
<i>Service area</i>	Census Tract 6			
<i>Agency, Title</i>	Boys and Girls Club: <b>Taft Core Center Services</b> 2001 Taft Street, Madison, WI 53713 / 608-257-2606			<b>GE</b>
<i>Amount, Source</i>	\$162,468 (CDBG + City)		05 / LMC	
<i>HUD Performance Category</i>		<i>Housing</i>	<i>Econ Devel</i>	<i>Living Environ</i>
	<i>Avail/Access</i>			
	<i>Affordable</i>			
	<i>Sustainable</i>			✓
<i>Outcome</i>	9,170 program hours provided to 4,000 individuals; 1 neighborhood strengthened			
<i>Customer/beneficiary</i>	Residents of South Madison			
<i>Activity</i>	Funds continuation of core functions at Boys and Girls Club, formerly South Madison Neighborhood Center. [24 CFR 570.201(e)]			
<i>Service area</i>	Census Tract 14.01 and part of 13.98			
<i>Agency, Title</i>	Vera Court Neighborhood Center: <b>Vera Core Center Services</b> 614 Vera Court, Madison, WI 53704 / 608-246-8372			<b>GF</b>
<i>Amount, Source</i>	\$ 109,251 (CDBG + City) [\$ 15,000 (Private)]		05 / LMC	
<i>HUD Performance Category</i>		<i>Housing</i>	<i>Econ Devel</i>	<i>Living Environ</i>
	<i>Avail/Access</i>			
	<i>Affordable</i>			
	<i>Sustainable</i>			✓
<i>Outcome</i>	7,500 program hours provided to 2,700 individuals, 1 neighborhood strengthened.			
<i>Customer/beneficiary</i>	Residents of Vera Court Neighborhood Center's service area			
<i>Activity</i>	Funding for the continuation of the core functions. [24 CFR 570.201(e)]			
<i>Service area</i>	Census Tract 23.01			

<i>Agency, Title</i>	Friends of Wil-Mar: <b>Wil-Mar Core Center Services</b> <b>GG</b> 953 Jenifer Street, Madison, WI 53703 / 608-257-4576																
<i>Amount, Source</i>	\$ 149,926 (CDBG + City) 05 / LMC																
<i>HUD Performance Category</i>	<table border="1"> <thead> <tr> <th></th> <th><i>Housing</i></th> <th><i>Econ Devel</i></th> <th><i>Living Environ</i></th> </tr> </thead> <tbody> <tr> <td><i>Avail/Access</i></td> <td></td> <td></td> <td></td> </tr> <tr> <td><i>Affordable</i></td> <td></td> <td></td> <td></td> </tr> <tr> <td><i>Sustainable</i></td> <td></td> <td></td> <td>✓</td> </tr> </tbody> </table>		<i>Housing</i>	<i>Econ Devel</i>	<i>Living Environ</i>	<i>Avail/Access</i>				<i>Affordable</i>				<i>Sustainable</i>			✓
	<i>Housing</i>	<i>Econ Devel</i>	<i>Living Environ</i>														
<i>Avail/Access</i>																	
<i>Affordable</i>																	
<i>Sustainable</i>			✓														
<i>Outcome</i>	4,500 unduplicated people served; 8,000 program hours provided, 1 neighborhood strengthened.																
<i>Customer/beneficiary</i>	Residents of the Marquette-Williamson neighborhood																
<i>Activity</i>	Provides funding for continuation of core functions at Wil-Mar Neighborhood Center. [24 CFR 570.201(e)]																
<i>Service area</i>	Census Tract 19																
<i>Agency, Title</i>	Goodman Community Center: <b>Goodman Facility Use</b> <b>GH</b> 149 Waubesa Street, Madison, WI 53704 / 608-241-1574																
<i>Amount, Source</i>	\$ 55,000 (CDBG + City) 05 / LMC																
<i>HUD Performance Category</i>	<table border="1"> <thead> <tr> <th></th> <th><i>Housing</i></th> <th><i>Econ Devel</i></th> <th><i>Living Environ</i></th> </tr> </thead> <tbody> <tr> <td><i>Avail/Access</i></td> <td></td> <td></td> <td></td> </tr> <tr> <td><i>Affordable</i></td> <td></td> <td></td> <td></td> </tr> <tr> <td><i>Sustainable</i></td> <td></td> <td></td> <td>✓</td> </tr> </tbody> </table>		<i>Housing</i>	<i>Econ Devel</i>	<i>Living Environ</i>	<i>Avail/Access</i>				<i>Affordable</i>				<i>Sustainable</i>			✓
	<i>Housing</i>	<i>Econ Devel</i>	<i>Living Environ</i>														
<i>Avail/Access</i>																	
<i>Affordable</i>																	
<i>Sustainable</i>			✓														
<i>Outcome</i>	2,800 program hours; 10,000 individuals, 1 neighborhood strengthened																
<i>Customer/beneficiary</i>	Residents of center service area																
<i>Activity</i>	Coordination and related space costs for activities and services provided by other community groups/agencies. [24 CFR 570.201(e)]																
<i>Service area</i>	Census Tracts 20 and 26.01																
<i>Agency, Title</i>	Vera Court Neighborhood Center: <b>Bridge Lake Point Waunona Facility Use</b> <b>GI</b> 1917 Lakepoint Drive, Madison, WI 53713 / 608-441-6991																
<i>Amount, Source</i>	\$ 115,333 (CDBG + City) 05 / LMC																
<i>HUD Performance Category</i>	<table border="1"> <thead> <tr> <th></th> <th><i>Housing</i></th> <th><i>Econ Devel</i></th> <th><i>Living Environ</i></th> </tr> </thead> <tbody> <tr> <td><i>Avail/Access</i></td> <td></td> <td></td> <td></td> </tr> <tr> <td><i>Affordable</i></td> <td></td> <td></td> <td></td> </tr> <tr> <td><i>Sustainable</i></td> <td></td> <td></td> <td>✓</td> </tr> </tbody> </table>		<i>Housing</i>	<i>Econ Devel</i>	<i>Living Environ</i>	<i>Avail/Access</i>				<i>Affordable</i>				<i>Sustainable</i>			✓
	<i>Housing</i>	<i>Econ Devel</i>	<i>Living Environ</i>														
<i>Avail/Access</i>																	
<i>Affordable</i>																	
<i>Sustainable</i>			✓														
<i>Outcome</i>	8,000 program hours provided to 2,200 individuals; 1 neighborhood strengthened																
<i>Customer/beneficiary</i>	Residents of Bridge-Lake Point-Waunona Center service area																
<i>Activity</i>	Funds coordination and related space costs for activities and services provided by other community groups/agencies. [24 CFR 570.201(e)]																
<i>Service area</i>	Census Tract 15.01																
<i>Agency, Title</i>	East Madison Community Center: <b>EMCC Facility Use</b> <b>GJ</b> 8 Straubel Court, Madison, WI 53704 / 608-249-0861																
<i>Amount, Source</i>	\$ 75,693 (CDBG + City) 05 / LMC																
<i>HUD Performance Category</i>	<table border="1"> <thead> <tr> <th></th> <th><i>Housing</i></th> <th><i>Econ Devel</i></th> <th><i>Living Environ</i></th> </tr> </thead> <tbody> <tr> <td><i>Avail/Access</i></td> <td></td> <td></td> <td></td> </tr> <tr> <td><i>Affordable</i></td> <td></td> <td></td> <td></td> </tr> <tr> <td><i>Sustainable</i></td> <td></td> <td></td> <td>✓</td> </tr> </tbody> </table>		<i>Housing</i>	<i>Econ Devel</i>	<i>Living Environ</i>	<i>Avail/Access</i>				<i>Affordable</i>				<i>Sustainable</i>			✓
	<i>Housing</i>	<i>Econ Devel</i>	<i>Living Environ</i>														
<i>Avail/Access</i>																	
<i>Affordable</i>																	
<i>Sustainable</i>			✓														
<i>Outcome</i>	5,000 program hours provided to 4,000 individuals; 1 neighborhood strengthened																
<i>Customer/beneficiary</i>	Residents of East Madison Community Center's service area																
<i>Activity</i>	Funds coordination and related space costs for activities and services provided by other community groups/agencies. [24 CFR 570.201(e)]																
<i>Service area</i>	Census Tract 25.98																

<i>Agency, Title</i>	Lussier Community Education Center: <b>LCEC Facility Use</b> <b>GL</b> 55 S. Gammon Rd., Madison, WI 53717 / 608-833-4979			
<i>Amount, Source</i>	\$ 53,966 (CDBG + City)			05 / LMC
<i>HUD Performance Category</i>		<i>Housing</i>	<i>Econ Devel</i>	<i>Living Environ</i>
	<i>Avail/Access</i>			
	<i>Affordable</i>			
	<i>Sustainable</i>			
<i>Outcome</i>	1,000 program hours provided to 800 individuals, 1 neighborhood strengthened			
<i>Customer/beneficiary</i>	Residents of Wexford's service area.			
<i>Activity</i>	Coordination and related space costs for activities and services provided by other community groups/agencies. [24 CFR 570.201(e)]			
<i>Service area</i>	Census Tract 2.04			
<i>Agency, Title</i>	Kennedy Heights Neighborhood Center: <b>Facility Use</b> <b>GM</b>			
<i>Amount, Source</i>	\$45,000			
<i>HUD Performance Category</i>		<i>Housing</i>	<i>Econ Devel</i>	<i>Living Environ</i>
	<i>Avail/Access</i>			
	<i>Affordable</i>			
	<i>Sustainable</i>			✓
<i>Outcome</i>	4,300 program hours provided to 1,610 individuals, 1 neighborhood strengthened			
<i>Customer/beneficiary</i>	Residents of Kennedy Heights service area			
<i>Activity</i>	Coordination and related space costs for activities and services provided by other community groups/agencies. [24 CFR 570.201(e)]			
<i>Service area</i>	Census Tract 23.01			
<i>Agency, Title</i>	Wisconsin Youth and Family Center: <b>WYFC Facility Use</b> <b>GM</b> 1201 McKenna Boulevard, Madison, WI 53719 / 608-276-9782			
<i>Amount, Source</i>	\$ 29,991 (CDBG + City)			05 / LMC
<i>HUD Performance Category</i>		<i>Housing</i>	<i>Econ Devel</i>	<i>Living Environ</i>
	<i>Avail/Access</i>			
	<i>Affordable</i>			
	<i>Sustainable</i>			✓
<i>Outcome</i>	3,595 program hours provided to 450 individuals, 1 neighborhood strengthened			
<i>Customer/beneficiary</i>	Residents of the greater Southwest Madison area			
<i>Activity</i>	Coordination and related space costs for activities and services provided by other community groups/agencies. [24 CFR 570.201(e)]			
<i>Service area</i>	Census Tract 4.01			
<i>Agency, Title</i>	MSCR Meadow Neighborhood Center: <b>Facility Use</b> <b>GN</b>			
<i>Amount, Source</i>	\$71,850 (CDBG + City)			
<i>HUD Performance Category</i>		<i>Housing</i>	<i>Econ Devel</i>	<i>Living Environ</i>
	<i>Avail/Access</i>			
	<i>Affordable</i>			
	<i>Sustainable</i>			✓
<i>Outcome</i>	6,500 program hours provided to 2,500 individuals, 1 neighborhood strengthened			
<i>Customer/beneficiary</i>	Residents of the greater Southwest Madison area			
<i>Activity</i>	Coordination and related space costs for activities and services provided by other community groups/agencies. [24 CFR 570.201(e)]			
<i>Service area</i>	Census Tract 4.01 and 10			

K. Physical Improvement of Community Service Facilities:

<i>Agency, Title</i>	CDBG Office: <b>Acquisition Rehab Fund</b> <span style="float: right;"><b>KA</b></span> 215 Martin Luther King Jr. Boulevard, Room 280, Madison, WI 53703 / 608-267-0740		
<i>Amount, Source</i>	\$ 30,286 (CDBG) <span style="float: right;">03 / LMC</span> \$ TBD (CDBG-PI)		
<i>HUD Performance Category</i>		<i>Housing</i>	<i>Econ Devel</i>
	<i>Avail/Access</i>		✓
	<i>Affordable</i>		
	<i>Sustainable</i>		
<i>Outcome</i>	3 buildings acquired, brought to code, or made accessible (depending on funds available)		
<i>Customer/beneficiary</i>	LMI participants in various human services		
<i>Activity</i>	Funds for acquisition, accessibility improvements and/or renovation of facilities used by community agencies serving the CDBG target population. [24 CFR 570.201(a) or (c)]		
<i>Service area</i>	Citywide		

L. Revitalization of Strategic Areas:

<i>Agency, Title</i>	City Planning Unit: <b>Neighborhood Planning</b> <span style="float: right;"><b>LA</b></span> 215 Martin Luther King Jr. Boulevard, LL-100, Madison, WI 53703 / 608-266-4635		
<i>Amount, Source</i>	\$ 41,500 (CDBG) <span style="float: right;">20 / LMC</span>		
<i>HUD Performance Category</i>		<i>Housing</i>	<i>Econ Devel</i>
	<i>Avail/Access</i>		
	<i>Affordable</i>		
	<i>Sustainable</i>		✓
<i>Outcome</i>	3-5 year neighborhood plan		
<i>Customer/beneficiary</i>	Residents and businesses in neighborhoods along the Northport/Warner corridor.		
<i>Activity</i>	Facilitate steering committee development of goals, objectives and project priorities. [24 CFR 570.205]		
<i>Service area</i>	Census Tracts 22, 23.01 and 24.02		
<i>Agency, Title</i>	Neighborhood Projects: <b>C.T. 14.01 (Leopold)</b> <span style="float: right;"><b>LB</b></span> (Specific activities to be determined after adoption of neighborhood plan)		
<i>Amount, Source</i>	\$ 64,723 (CDBG) <span style="float: right;">03 / LMC</span>		
<i>HUD Performance Category</i>		<i>Housing</i>	<i>Econ Devel</i>
	<i>Avail/Access</i>		
	<i>Affordable</i>		
	<i>Sustainable</i>		✓
<i>Outcome</i>	Completion of one or more activities which address plan goals		
<i>Customer/beneficiary</i>	Residents and businesses in these neighborhoods		
<i>Activity</i>	Reserve funds for the top priority projects identified through a neighborhood based resident steering committee. [24 CFR 570.201(a) or (c)]		
<i>Service area</i>	Census Tracts 22, 23.01 and 24.02		
<i>Agency, Title</i>	Project Home: <b>Resident Services</b> <span style="float: right;"><b>LS</b></span> 1966 S. Stoughton Rd., Madison, WI 53716 / 608-246-3733		



<i>Amount, Source</i>	\$ 11,096 (City)	21D / LMC		
<i>HUD Performance Category</i>		<i>Housing</i>	<i>Econ Devel</i>	<i>Living Environ</i>
	<i>Avail/Access</i>			
	<i>Affordable</i>			
	<i>Sustainable</i>			✓
<i>Outcome</i>	25 tenants of the Allied Drive area assisted with case management to help stabilize housing			
<i>Customer/beneficiary</i>	LMI renters in Census Tract 6			
<i>Activity</i>	Provides case management to individuals in Allied Drive to help stabilize their housing			
<i>Service area</i>	Census Tract 6			
<i>Agency, Title</i>	Urban League of Greater Madison: <b>Allied Job Service</b> 151 E Gorham St, Madison, WI 53703 / (608) 251-8550			<b>LS</b>
<i>Amount, Source</i>	\$ 73,280 (City)	20 / LMC		
<i>HUD Performance Category</i>		<i>Housing</i>	<i>Econ Devel</i>	<i>Living Environ</i>
	<i>Avail/Access</i>			
	<i>Affordable</i>			
	<i>Sustainable</i>			✓
<i>Outcome</i>	48 residents of Census Tract 6 will complete an employment training program and obtain employment			
<i>Customer/beneficiary</i>	LMI residents of Census Tract 6			
<i>Activity</i>	Funds employment assessment, training and placement into living wage paying jobs			
<i>Service area</i>	Census Tract 6			
<i>Agency, Title</i>	Construction Training, Inc.: <b>Skilled Trades Apprenticeship Readiness Training (START)</b> 810 W. Badger Rd, Madison WI 53713 / 608-628-3118			<b>LS</b>
<i>Amount, Source</i>	\$ 56,576 (City)	03 / LMC		
<i>HUD Performance Category</i>		<i>Housing</i>	<i>Econ Devel</i>	<i>Living Environ</i>
	<i>Avail/Access</i>			
	<i>Affordable</i>			
	<i>Sustainable</i>			✓
<i>Outcome</i>	Provide training to assist 35 LMI residents of Census Tract 6 to pass a construction test necessary to work as an apprentice			
<i>Customer/beneficiary</i>	LMI residents of Census Tract 6			
<i>Activity</i>	Funds employment training to assist residents to become construction apprentices			
<i>Service area</i>	Census Tract 6			

(X). Expansion of Individual Choice and Agency Access to Resources:

<i>Agency, Title</i>	Metropolitan Milwaukee Fair Housing Council: <b>Fair Housing Testing</b> <b>XC</b> 600 Williamson St., Ste. L4, Madison, WI 53703 / 608-257-0853			
<i>Amount, Source</i>	\$ 30,900 (City)		21D / LMC	
<i>HUD Performance Category</i>		<i>Housing</i>	<i>Econ Devel</i>	<i>Living Environ</i>
	<i>Avail/Access</i>			✓
	<i>Affordable</i>			
	<i>Sustainable</i>			
<i>Outcome</i>	18 fair housing tests to investigate and prevent housing discrimination			
<i>Customer/beneficiary</i>	LMI individuals			
<i>Activity</i>	Provides fair housing enforcement testing and education to reduce illegal activity and future discrimination			
<i>Service area</i>	Citywide			
<i>Agency, Title</i>	Metropolitan Milwaukee Fair Housing Council: <b>Owner/Mgr. Housing Workshops</b> <b>XH</b> 600 Williamson St., Ste. L4, Madison, WI 53703 / 608-257-0853			
<i>Amount, Source</i>	\$8,000 (CDBG)			
<i>HUD Performance Category</i>		<i>Housing</i>	<i>Econ Devel</i>	<i>Living Environ</i>
	<i>Avail/Access</i>	✓		
	<i>Affordable</i>			
	<i>Sustainable</i>			
<i>Outcome</i>	4 trainings provided			
<i>Customer/beneficiary</i>	Owners/Managers of rental properties			
<i>Activity</i>	Provide fair housing workshops for property owners and managers.			
<i>Service area</i>	Citywide			
<i>Agency, Title</i>	Independent Living: <b>Home Share</b> <b>XD</b> 815 Forward Drive, Madison, WI 53711 / 608-274-7900			
<i>Amount, Source</i>	\$ 9,471 (CDBG)		21D / LMC	
<i>HUD Performance Category</i>		<i>Housing</i>	<i>Econ Devel</i>	<i>Living Environ</i>
	<i>Avail/Access</i>			✓
	<i>Affordable</i>			
	<i>Sustainable</i>			
<i>Outcome</i>	20 matched households, serving 39 individuals			
<i>Customer/beneficiary</i>	LMI homeowners			
<i>Activity</i>	Matches home seekers with home sharers. [24 CFR 570.206(c)]			
<i>Service area</i>	Citywide			

<i>Agency, Title</i>	Tenant Resource Center: <b>Mediation</b> <span style="float: right;"><b>XG</b></span> 1202 Williamson Street, Suite A, Madison, WI 53703 / 608-257-0143			
<i>Amount, Source</i>	\$ 10,953 (City)		05K / LMC	
<i>HUD Performance Category</i>		<i>Housing</i>	<i>Econ Devel</i>	<i>Living Environ</i>
	<i>Avail/Access</i>			✓
	<i>Affordable</i>			
	<i>Sustainable</i>			
<i>Outcome</i>	65 households			
<i>Customer/beneficiary</i>	Low-income renters and apartment owners/managers			
<i>Activity</i>	Resolve housing disputes by mediating conflicts between renters and owners to reduce eviction and loss of housing			
<i>Service area</i>	Citywide			
<i>Agency, Title</i>	Community Action Coalition: <b>Housing Counseling and Financial Services</b> <span style="float: right;"><b>XJ</b></span> 1717 N. Stoughton Road, Madison, WI 53704 / 608-246-4730			
<i>Amount, Source</i>	\$ 24,077 (City)		21D / LMC	
<i>HUD Performance Category</i>		<i>Housing</i>	<i>Econ Devel</i>	<i>Living Environ</i>
	<i>Avail/Access</i>			✓
	<i>Affordable</i>			
	<i>Sustainable</i>			
<i>Outcome</i>	325 households helped to stabilize their housing; 10,000 households provided with information and referrals.			
<i>Customer/beneficiary</i>	LMI seekers of housing.			
<i>Activity</i>	Helps income eligible persons stabilize affordable housing. [24 CFR 570.206(c)]			
<i>Service area</i>	Countywide			

(J). Improvement of Services to Homeless and Special Populations:

<i>Agency, Title</i>	CDBG Office: <b>ESG Services</b> <span style="float: right;"><b>JA</b></span> 215 Martin Luther King Jr. Boulevard, Room 280, Madison, WI 53703 / 608-267-0740			
<i>Amount, Source</i>	\$ 278,300 (WI ESG)		03T / LMC	
<i>HUD Performance Category</i>		<i>Housing</i>	<i>Econ Devel</i>	<i>Living Environ</i>
	<i>Avail/Access</i>			✓
	<i>Affordable</i>			
	<i>Sustainable</i>			
<i>Outcome</i>	500 homeless households assisted through 11 homeless service groups			
<i>Customer/beneficiary</i>	Homeless households			
<i>Activity</i>	Purchase of furnishings, utility subsidies, case management and special programming for homeless or near-homeless households. [24 CFR 576.21]			
<i>Service area</i>	Citywide			

<i>Agency, Title</i>	Porchlight, Inc.: <b>PTO Maintenance Training and Utilities</b> <b>JD</b> 306 N. Brooks St., Madison, WI 53715 / 608-257-2534		
<i>Amount, Source</i>	\$ 4,000 (ESG)		03T / LMC
<i>HUD Performance Category</i>		<i>Housing</i>	<i>Econ Devel</i>
	<i>Avail/Access</i>		✓
	<i>Affordable</i>		
	<i>Sustainable</i>		
<i>Outcome</i>	15 units of transitional housing made available to new homeless individuals.		
<i>Customer/beneficiary</i>	Homeless households		
<i>Activity</i>	Provides for training 6 homeless individuals to ready 15 transformational housing units for new program participants.		
<i>Service area</i>	Citywide		
<i>Agency, Title</i>	Porchlight, Inc.: <b>Residence-Based Support Services</b> <b>JD</b> 306 N. Brooks St., Madison, WI 53715 / 608-257-2534		
<i>Amount, Source</i>	\$ 87,026 (City)		03T / LMC
<i>HUD Performance Category</i>		<i>Housing</i>	<i>Econ Devel</i>
	<i>Avail/Access</i>		✓
	<i>Affordable</i>		
	<i>Sustainable</i>		
<i>Outcome</i>	250 households assisted with counseling and appropriate supportive services		
<i>Customer/beneficiary</i>	LMI households		
<i>Activity</i>	Expand level of supportive services available to residents of a single room occupancy facility and other scattered site Porchlight facilities. [24 CFR 576.21]		
<i>Service area</i>	Citywide		
<i>Agency, Title</i>	Porchlight, Inc.: <b>Outreach Services</b> <b>JD</b> 306 N. Brooks St., Madison, WI 53715 / 608-257-2534		
<i>Amount, Source</i>	\$ 40,000 (City)		05K / LMC
<i>HUD Performance Category</i>		<i>Housing</i>	<i>Econ Devel</i>
	<i>Avail/Access</i>		✓
	<i>Affordable</i>		
	<i>Sustainable</i>		
<i>Outcome</i>	60 individuals assisted to find appropriate housing and other supportive services		
<i>Customer/beneficiary</i>	Homeless individuals		
<i>Activity</i>	Provides outreach, referral and guidance to individuals who appear in need of housing or other support services		
<i>Service area</i>	Citywide		
<i>Agency, Title</i>	The Salvation Army: <b>Warming House</b> <b>JG</b> 630 E. Washington Ave, Madison, WI 53703 / 608-250-2260		
<i>Amount, Source</i>	\$ 14,588 (City) \$ 26,162 (ESG)		03T / LMC
<i>HUD Performance Category</i>		<i>Housing</i>	<i>Econ Devel</i>
	<i>Avail/Access</i>	✓	
	<i>Affordable</i>		
	<i>Sustainable</i>		
<i>Outcome</i>	600 persons provided with 4,200 nights of shelter		
<i>Customer/beneficiary</i>	Homeless families		
<i>Activity</i>	Provides partial cost of operation of the overflow emergency shelter for families with children		
<i>Service area</i>	Citywide		

<i>Agency, Title</i>	Porchlight, Inc.: <b>Hospitality House</b> <span style="float: right;"><b>JM</b></span> 1490 Martin St., Madison, WI 53713 / 608-255-4401			
<i>Amount, Source</i>	\$ 72,060(City)		03T / LMC	
<i>HUD Performance Category</i>		<i>Housing</i>	<i>Econ Devel</i>	<i>Living Environ</i>
	<i>Avail/Access</i>			✓
	<i>Affordable</i>			
	<i>Sustainable</i>			
<i>Outcome</i>	1,500 persons helped to find housing and 200 person helped to find employment			
<i>Customer/beneficiary</i>	Homeless individuals and those at risk of homelessness			
<i>Activity</i>	Provides partial operating costs of information and referral center for homeless individuals and families. [24 CFR 576.21]			
<i>Service area</i>	Citywide			
<i>Agency, Title</i>	Porchlight, Inc.: <b>Eliminating Barriers to Housing</b> <span style="float: right;"><b>JM</b></span> 1490 Martin St., Madison, WI 53713 / 608-255-4401			
<i>Amount, Source</i>	\$25,000 (City)			
<i>HUD Performance Category</i>		<i>Housing</i>	<i>Econ Devel</i>	<i>Living Environ</i>
	<i>Avail/Access</i>			✓
	<i>Affordable</i>			
	<i>Sustainable</i>			
<i>Outcome</i>	50 unduplicated homeless or near homeless households will receive financial assistance to eliminate barriers to housing.			
<i>Customer/beneficiary</i>	Homeless or near homeless households			
<i>Activity</i>	Provide financial assistance			
<i>Service area</i>	Citywide			
<i>Agency, Title</i>	YWCA of Madison: <b>Second Chance</b> <span style="float: right;"><b>JR</b></span> 101 E. Mifflin St., Madison, WI 53703 / 608-257-1436			
<i>Amount, Source</i>	\$ 20,600 (ESG)		03T / LMC	
<i>HUD Performance Category</i>		<i>Housing</i>	<i>Econ Devel</i>	<i>Living Environ</i>
	<i>Avail/Access</i>	✓		
	<i>Affordable</i>			
	<i>Sustainable</i>			
<i>Outcome</i>	200 persons assisted with educational classes and counseling			
<i>Customer/beneficiary</i>	Homeless households			
<i>Activity</i>	Provides workshops on tenant conduct and rights, and follow-up case management to families seeking more permanent housing. [24 CFR 576.21]			
<i>Service area</i>	Citywide			
<i>Agency, Title</i>	Domestic Abuse Intervention Services: <b>Housing Related Aid</b> <span style="float: right;"><b>JV</b></span> P.O. Box 1761, Madison, WI 53701 / 608-251-1237 ext 307			
<i>Amount, Source</i>	\$ 29,870 (City)		03T / LMC	
<i>HUD Performance Category</i>		<i>Housing</i>	<i>Econ Devel</i>	<i>Living Environ</i>
	<i>Avail/Access</i>	✓		
	<i>Affordable</i>			
	<i>Sustainable</i>			
<i>Outcome</i>	45 households who are victims of domestic abuse provided safe housing to avoid homelessness			
<i>Customer/beneficiary</i>	Homeless households			
<i>Activity</i>	Provides victims of domestic abuse motel vouches or assistance to remain in their home or move to another unit to be safe from abuse			
<i>Service area</i>	Citywide			

<i>Agency, Title</i>	Tellurian: <b>Reach Out</b> <span style="float: right;"><b>XI</b></span> 300 Femrite Dr., Monona, WI 53716 / 608-222-7311			
<i>Amount, Source</i>	\$ 12,503 (City)		05K / LMC	
<i>HUD Performance Category</i>		<i>Housing</i>	<i>Econ Devel</i>	<i>Living Environ</i>
	<i>Avail/Access</i>			✓
	<i>Affordable</i>			
	<i>Sustainable</i>			
<i>Outcome</i>	30 individuals in the State Street area assisted to find appropriate housing and other supportive services			
<i>Customer/beneficiary</i>	Lower income individuals in State Street area			
<i>Activity</i>	Provides outreach, referral and guidance to individuals on State Street who appear in need of housing or other support services. [n/a: local City funds]			
<i>Service area</i>	Census Tracts 17, 16.02			

Z. Administration of Overall Program:

<i>Agency, Title</i>	CDBG Office: <b>Direct Administration/Support Services</b> <span style="float: right;"><b>ZZ</b></span> 215 Martin Luther King Jr. Boulevard, Room 280, Madison, WI 53703 / 608-267-0740			
<i>Amount, Source</i>	\$ 667,339 (CDBG + PI) \$ 247,301 (HOME + PI) \$ 4,078 (ESG)		21A / Planning/Admin. 19A / Planning/Admin.	
<i>Outcome</i>	Well-managed community development program with effective progress toward 5 year goals			
<i>Customer/beneficiary</i>	City residents			
<i>Activity</i>	Provides staffing for City Community Development program development, Commission staffing, contract development and monitoring, and general program management. Provides support services including administrative services, evaluation, affirmative action, public information, historic preservation and bid services. [24 CFR 570.206]			
<i>Service area</i>	CDBG Target Neighborhoods and lower income households citywide			
<i>Agency, Title</i>	CDBG Office: <b>Futures Fund</b> <span style="float: right;"><b>XA</b></span> 215 Martin Luther King Jr. Boulevard, Room 280, Madison, WI 53703 / 608-267-0740			
<i>Amount, Source</i>	\$ 20,263 (CDBG)		01, 19C, or 20 / LMC	
<i>HUD Performance Category</i>		<i>Housing</i>	<i>Econ Devel</i>	<i>Living Environ</i>
	<i>Avail/Access</i>			✓
	<i>Affordable</i>			
	<i>Sustainable</i>			
<i>Outcome</i>	1 feasibility study or innovative project initiated			
<i>Customer/beneficiary</i>	Non-profit agencies serving lower income households			
<i>Activity</i>	Facilitates agencies in addressing short-lived revitalization opportunities. [To be determined as proposals are approved.]			
<i>Service area</i>	Citywide			

## Summary of Specific Annual Objectives and Outcome Measures

**\*If not using the CPMP Tool:** Complete and submit Table 2C and Table 3A.

**\*If using the CPMP Tool:** Complete and submit the Summary of Specific Annual Objectives Worksheets or Summaries.xls

**23.** Provide a summary of specific objectives that will be addressed during the program year. (91.220(c)(3). **(Use of the Summaries Table and Project Worksheets or Table 3C/2A will be sufficient. No additional narrative is required.)**)

**24.** Describe the Federal Resources, and private and non-Federal public resources expected to be available to address priority needs and specific objectives during the program year. **(Use of the**

*Summaries Table and Project Worksheets or Table 3C/2A will be sufficient. No additional narrative is required.)*

**25. Describe the outcome measures for activities in accordance with Federal Register Notice dated March 7, 2006, i.e., general objective category (decent housing, suitable living environment, economic opportunity) and general outcome category (availability/accessibility, affordability, sustainability). 91.220(e). (Use of the Summaries Table or Table 2C/Table 3A will be sufficient. No additional narrative is required.)**

## HOUSING

### **Annual Affordable Housing Goals (91.220(g))**

*\*If not using the CPMP Tool: Complete and submit Table 3B Annual Housing Completion Goals.*

*\*If using the CPMP Tool: Complete and submit the Table 3B Annual Housing Completion Goals.*

**26. Describe the one-year goals for the number of homeless, non-homeless, and special-needs households to be provided affordable housing using funds made available to the jurisdiction and one-year goals for the number of households to be provided affordable housing through activities that provide rental assistance, production of new units, rehabilitation of existing units, or acquisition of existing units using funds made available to the jurisdiction. The term affordable housing shall be defined in 24 CFR 92.252 for rental housing and 24 CFR 92.254 for homeownership.**

#### **2012 Action Plan Specific Objectives response:**

In 2012, the Community Development Division will focus on the following objectives in the housing area:

- Improve the quality of the existing owner-occupied housing stock to possibly include an energy conservation and sustainability component as well as support community stability and neighborhood revitalization efforts.
- Increase the opportunities for homeownership for low and moderate income through the provision of downpayment assistance.
- Expand the number of affordable rental units and improve the quality and diversity of units available to lower income individuals throughout the community.

HOME and CDBG funds will be utilized to fund the housing objectives stated above.

In addition, please see the activity sheets starting on page 14.

### **Needs of Public Housing (92.220(b))**

**27. Describe the manner in which the plan of the jurisdiction will help address the needs of public housing and activities it will undertake during the next year to encourage public housing residents to become more involved in management and participate in homeownership.**

**28. If the public housing agency is designated as "troubled" by HUD or otherwise is performing poorly, the jurisdiction shall describe the manner in which it will provide financial or other assistance in improving its operations to remove such designation during the next year.**

#### **2012 Action Plan Public Housing Strategy response:**

The Madison Community Development Authority (CDA) provides critical low-income housing and redevelopment resources to the City's residents and neighborhoods. The CDA is an independent semi-public agency with a dedicated funding stream for

housing choice vouchers and low-income public housing from the Federal Department of Housing and Urban Development. It also is a body that has the powers of public financing, bonding and condemnation derived from the State Statutes.

The City has entered into agreements with the CDA to administer City rehab. loan funds and oversee several other redevelopment financing programs, including the TIF program and Capital Revolving Fund.

The staff administering the HUD, CDBG, HOME, ESG and related neighborhood development funds, works closely with other City employees staffing the CDA to design programs, assess community trends, coordinate regulatory enforcement and improve services to residents. The staff of the City and the CDA have identified three ongoing major activities for 2012:

- a) Marketing and educational efforts to increase the number of apartment owners participating in the housing choice voucher program;
- b) Continue to provide housing choice voucher holders with homeownership opportunities and resources offered through agencies and programs.
- c) Use place-based housing choice vouchers to reinforce neighborhood revitalization goals.

The Community Development Authority (CDA), the City's public housing agency, has placed a high priority on developing special programs to reduce the turn-over time for units, improve the long term maintenance program, and develop programs and services within each of the major housing complexes to serve the social, economic, recreational, and educational needs of its residents. Since the CDA has limited resources, they plan to apply for additional housing voucher funds when they become available in order to increase the affordable housing options for lower income households.

The CDA is governed by a Board of Directors, with two operating subcommittees. The CDA encourages resident participation and notices their meetings to residents and to the community at large, has resident representation on the subcommittees, and holds occasional hearings to gauge the needs and goals of its participants.

The CDA has also partnered with other lenders and private developers to secure some deteriorated apartment complexes in the Bridge-Lakepoint-Waunona neighborhood, and through a program of renovation and conversion, develop both new and remodeled apartment homes and condominiums to encourage homeownership for low and moderate income families. The CDA coordinates its program with the CDBG Office and other homeownership programs to link public housing tenants to homeownership opportunities whenever possible.

The CDA has outlined other major housing initiatives in its own Five Year Plan and Annual Plan available by request to the Housing Operations Unit ([www.cityofmadison.com/housing](http://www.cityofmadison.com/housing)).

The CDA has not been designated as "troubled" by HUD.



## Antipoverty Strategy

**29. Briefly describe the actions that will take place during the next year to reduce the number of poverty level families (as defined by the Office of Management and Budget and revised annually), taking into consideration factors over which the jurisdiction has control.**

### **2012 Action Plan Antipoverty Strategy response:**

The Antipoverty strategy of the City is to promote the accessibility and availability of employment, education, health care and family support services to lower income households to help them develop greater family independence and to promote neighborhood involvement, steps which will eventually lead to the reduction of poverty throughout the City.

The City has adopted five major strategies to achieve these goals of poverty reduction:

1. Market information about resources to poverty level households;
2. Refine housing assistance programs to better link such housing assistance to other helping resources, including self-help activities, such as community gardening and employment efforts;
3. Improve City service delivery systems to become more responsive to neighborhoods where poverty-level families tend to reside and encourage goals, policies and practices which tend to involve these neighborhoods in the City's decision processes and revitalization efforts.
4. Increase economic development and employment and training opportunities.
5. Improve collaborative efforts between local governments, non-profits, schools and businesses.

In 2012, the City will continue efforts begun earlier to work closely with residents, owners and community groups to address some of the emerging revitalization issues in the Southwest area, Leopold School area and the Northport/Warner/Sherman areas, as well as continue to support revitalization efforts in the Allied-Dunn's Marsh area. These efforts will continue to:

- Improve the public infrastructure within the areas.
- Continue to support the 5 Neighborhood Resource Staff Teams (including representatives from CDBG, EOC, Public Health, Police, Community Services and Building Inspection).
- Increase effectiveness of the overall police law enforcement efforts to reduce criminal activity.
- Stabilize the management of rental housing and the Meadowood neighborhood center in the southwest area.
- Assess and refine the City's efforts to support resident involvement and empowerment in the community.
- Support efforts of owners and residents to reduce energy consumption through partnership efforts with the State of Wisconsin and Madison Gas and Electric.

- Coordinate and collaborate programs and services with other funders, agencies, businesses, and neighborhood organizations.

The City's efforts will assist in reducing poverty by addressing emerging neighborhood needs. These efforts will bring additional services and opportunities to residents that may have been previously underserved or isolated.

## **Barriers to Affordable Housing**

*30. Describe the actions that will take place during the next year to remove barriers to affordable housing.*

*31. Describe the actions that will take place during the next year to foster and maintain affordable housing.*

### **2012 Action Plan Barriers to Affordable Housing response:**

The City continues to rewrite the zoning code. A Development Services Center website and ELAM (Enterprise Land Asset Management) system became operational in 2009. The Development Services Center helps to streamline the land use approval process. In 2012, the Community Development Division will continue to participate in the operational aspects of this system and seek its improvement through evaluation. The CDBG Office will continue to review its experience in the funding of affordable housing projects and where possible, seek Council action to remove non-financial obstacles to the construction of affordable housing within the City.

The Community Development Division will meet periodically with Third Sector Housing, a group of non-profit housing development agencies, to identify ways to improve the capacity of non-profit agencies for housing development, and to streamline various aspects of the funding proposal, contracting and procurement process. Some of these recommendations will be reflected in the Program Funding Framework and guidelines for future years. Some will be incorporated into the procurement procedures and policies for the development process.

## **Lead-based Paint**

*32. Describe the actions that will take place during the next year to evaluate and reduce the number of housing units containing lead-based paint hazards in order to increase the inventory of lead-safe housing available to extremely low-income, low-income, and moderate-income families, and how the plan for the reduction of lead-based hazards is related to the extent of lead poisoning and hazards.*

### **2012 Action Plan Lead-based Paint response:**

The City of Madison works to reduce lead-based paint hazards through making sure housing is lead safe by requiring subrecipients 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 downpayment assistance programs are also required to comply with the Lead-Based Paint requirements.

The Wisconsin Department of Health and Family Services maintains an on-line database registry of properties that have been certified as Lead-Free/Lead-Safe.

This Wisconsin Asbestos and Lead Database Online, known as WALDO, is of 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.

Through the City and County Board of Health Environmental Health Division, community education programs are provided. 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 provide 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.

The CDD staff will also continue to educate realtors and lenders that we work with on the dangers of lead paint in the City of Madison housing stock.

## HOMELESS

### ***Specific Homeless Prevention Elements***

*\*Please also refer to the Homeless Needs Table in the Needs.xls workbook.*

- 33. Please describe, briefly, the jurisdiction's plan for the investment and use of available resources and describe the specific planned action steps it will take over the next year aimed at eliminating chronic homelessness by 2012. Again, please identify barriers to achieving this.*
- 34. Homelessness Prevention—The jurisdiction must describe its planned action steps over the next year to address the individual and families with children at imminent risk of becoming homeless.*
- 35. Discharge Coordination Policy—The jurisdiction must certify it established a policy for discharge of persons from publicly funded institutions or systems of care (such as health care facilities, foster care, or other youth facilities, or correction programs and institutions) in order to prevent such discharge from immediately resulting in homelessness for such persons. (91.225 (c)(10))*

### **2012 Action Plan Special Needs response:**

#### **Use of Available Resources**

The City of Madison has followed a strategy to: 1) prevent homeless through eviction prevention efforts including City-funded financial assistance grants for rent in arrears and housing mediation, and 2) end homelessness through efforts to move people quickly from homelessness into housing. The City outlined its priorities for preventing and ending homelessness and other activities geared to special needs populations in the Five Year Consolidated Plan. The City has also accepted the recommendations of the "Community Plan to Prevent and End Homeless in Dane County" developed by the Homeless Services Consortium which serves as the local CoC.

Annual funding decisions are made based on the objectives outlined in the Five Year Consolidated Plan, as well as the "Community Plan to Prevent and End Homelessness". The objectives outlined in the Five Year Plan are:

1. Provide opportunities which support the movement of homeless people and those with special needs into permanent housing; and
2. Provide prevention services for those at risk of homelessness and outreach services to connect homeless persons with housing and support services.

The goals outlined in the HSC's Community Plan are:

1. Provide support services to homeless and at-risk households to access and maintain stable housing.
2. Help homeless households by providing a short-term safety net with continuous support services with the goal of moving to stable housing as quickly as possible.
3. Provide an adequate inventory of affordable housing units for low-income households by creating new units and by making existing units affordable.

The City has long supported, and will continue to give preference to, projects that develop supportive permanent housing units throughout the community including Dane County. In 2012, Goodwill Industries will be implementing two supportive housing projects that were funded in part by the CD Division using HOME and HOME match funds: 1) the purchase of vacant land suitable to build up to 24 units of housing for low-income persons who are elderly or disabled, and 2) the renovation of 28 units at three locations that house single adults with mental illness. The Road Home will be purchasing and renovating 16 units of supportive housing using HOME funds to house formerly homeless families with children. In 2012, Porchlight will complete their Nakoosa Trail project with the assistance of HOME funds and SHP (Permanent Housing Bonus funds). This project includes 14 newly constructed units to replace the current, inadequate Safe Haven program as well as an additional 35 supportive permanent housing units for single adults with mental illness. City staff will continue the process started in 2008 with the closing of Defense Department property and the subsequent City transfer of buildable land in a second location to Porchlight.

The City will conduct a Request for Proposals process in conjunction with its collaborative efforts with local homeless service agencies to secure State-administered ESG, Transitional Housing Program and Homeless Prevention Program funds. By identifying specific projects through this process, the City is able to address the needs of the homeless population, tap the resources of County and community agencies and integrate the local service delivery systems. Eleven agencies are currently under contract with the City to provide supportive services through financial assistance, case management, housing mediation, legal advocacy and tenant education. While the HUD ESG funds represent a relatively small portion of the total resources within the local homeless services system, the City and providers combine a variety of resources to address the objectives in the Five Year Plan and the Community Plan. The largest portion of these funds is used to fund the RentAble Program through a contract with Community Action Coalition and the collaboration with nine HSC agencies. The agencies jointly determine how the funds will be allocated between eviction prevention (rent in arrears) and re-housing (security deposits, first month's rent) activities. They then determine how many "slots" each of the agencies will receive. Agencies then refer eligible homeless or at-risk households to CAC to complete the assistance.

### **Homeless Prevention**

The City of Madison uses GPR money to fund outreach to connect chronically homeless to housing and services through a contract with Porchlight. The City also supports the PATH-funded outreach workers by providing financial assistance to help move homeless persons from the street into housing. Through a contract with

Tellurian, outreach workers have funds available to pay security deposits and rent for single adults.

The City also uses GPR funds to continue a relationship with Lutheran Social Services' Off the Square Club which is a day-time center serving club members with mental illness. Porchlight's Hospitality House also receives GPR funds to offer a daytime resource for persons needing housing, transportation, and employment, as well as the use of phones and computers. Porchlight also receives GPR funds to provide support services to 250 formerly homeless residents of Porchlight-operated housing.

CDD staff is a part of a team of medical and support services providers and funds in developing a team approach model to serve chronically homeless individuals who have long histories of police contacts and high use of crisis-related services which are expensive and not ultimately helpful in stabilizing this population. Some of the barriers for service are the reluctance of chronically homeless to engage in services and most housing programs currently operate on a willingness on the part of the individual to commit to sobriety and mental health. The team has submitted a SAMHSA application in hopes of initiating this program, called Stairways to Success, in early 2012.

### **Discharge Policy**

The Homeless Services Consortium, through the CoC Coordinating Committee and the Mainstream Resources Committee, has been in contact with the State Department of Corrections and the Department of Health Services, as well as Dane County Child Protective Services and the three local hospitals to ensure that homeless individuals are not discharged directly to the streets. Most of these entities are also members of the Homeless Services Consortium. The Dane County jail employs a Discharge Planner who works with inmates identified as having mental illness. As some of these inmates were homeless prior to incarceration, the jail staff can work directly with resources in the community in an effort to have the inmate connected at the time of discharge, minimizing the chance of a return to homelessness.

### ***Emergency Shelter Grants (ESG)***

*36. If applicable, describe how the ESG matching requirements will be met.*

*37. (States only) Describe the process for awarding grants to State recipients, and a description of how the allocation will be made available to units of local government.*

### **2012 Action Plan ESG response:**

The city of Madison requires that each ESG-funded agency provide a one-for-one match. A majority of the local agencies use program funding from Dane County Human Services and the United Way of Dane County as their match source. Agencies that use ESG funds to support shelter case management provide match in the form of volunteer hours. All agencies provide proof of match in the form of an award letter or contract at the time of application to the State for ESG funds. All agencies receiving ESG funds, whether through the State or from the City provide a letter with their last reimbursement request indicating their match amount, the source, the time the match is available and that the funds are not used as match for any other grant.

## NON-HOMELESS SPECIAL NEEDS HOUSING

### Non-homeless Special Needs (91.220 (c) and (e))

*\*If not using the CPMP Tool: Complete and submit Table 1B.*

*\*If using the CPMP Tool: Complete and submit Needs Table/Non-Homeless Needs.*

*38. Please describe any supportive housing activities being undertaken to address the priority housing needs of persons who are not homeless (elderly, frail elderly, persons with disabilities, persons with HIV/AIDS, persons with alcohol or other substance abuse problems).*

#### **2012 Action Plan Specific Objectives response:**

Dane County utilizes local, state and federal dollars as the lead public source for funding services to the special needs population. Dane County is the primary funder of residential and out-patient mental health and substance abuse treatment. The City of Madison provides assistance to this population through partnering with local non-profits to purchase existing housing or vacant land for building housing that is suitable for persons with physical and mental disabilities. The City has a long-term relationship with Movin' Out that develops rental housing and home-ownership opportunities for disabled persons, as well as Housing Initiatives and Goodwill Industries that provide supportive housing for persons with mental illness for non-homeless, as well as homeless populations.

Independent Living has received approval for HOME funds to construct service-rich housing for low-income elderly persons and is currently going through the site-approval stage. The City provides HOME and CDBG money to agencies that combine other funding such as Section 43, Section 202, Section 811, Shelter Plus Care and the proceeds from private fundraising to develop and operate affordable housing.

The City does not currently plan to use HOME funds for direct rental assistance, but may amend this plan to provide such an option if local conditions warrant such a move. The current priority is to use HOME funds to expand the availability and accessibility of housing stock designed to serve the housing needs of low-income persons with special needs.

The following activities will be completed in 2012:

**Independent Living – Home Modification program** – 130 homes will be adapted to help people remain in their homes. Beneficiaries of this program include LMI elderly and people with disabilities.

**Movin' Out – Homeownership program** – 6 households with at least 1 member who has a disability assisted into homeownership. Beneficiaries of this program are LMI households having 1 person with a permanent physical, developmental or mental disability.

**Movin' Out – Rental program** – affordable rental housing will be acquired to serve as affordable homes for LMI individuals where at least one member of the households has a permanent physical, developmental or mental disability.

**Housing Initiatives – rental program** – affordable rental housing will be acquired for mentally ill, formerly homeless and individuals with substance abuse problems.

The proposed outcomes may change as additional funds become available throughout the year.

## COMMUNITY DEVELOPMENT

### Community Development

**\*If not using the CPMP Tool:** Complete and submit Table 2B, Table 1C Summary of Specific Objectives.

**\*If using the CPMP Tool:** Complete and submit the Needs Worksheets/Non-Housing Community Development and Summary of Specific Annual Objectives Worksheets or Summaries.xls

39. Identify the estimated amount of CDBG funds that will be used for activities that benefit persons of low- and moderate-income (an amount generally not to exceed ten percent of the total available CDBG funds may be excluded from the funds for which eligible activities are described if it has been identified as a contingency for cost overruns.)

**40. CDBG resources must include the following in addition to the annual grant:**

- a. **Program income expected to be received during the program year, including:**
  - i. **The amount expected to be generated by and deposited to revolving loan funds;**

**The total amount expected to be received during the current program year from a float-funded activity described in a prior statement or plan.**

- b. **Program income received in the preceding program year that has not been included in a statement or plan;**
- c. **Proceeds from Section 108 loan guarantees that will be used during the year to address the priority needs and specific objectives in its strategic plan;**
- d. **Surplus funds from any urban renewal settlement for community development and housing activities; and**
- e. **Any grant funds returned to the line of credit for which the planned use has not been included in a prior statement or plan.**

**41.  NA** If a jurisdiction intends to carry out a new CDBG float-funded activity, the jurisdiction's plan must include the following information:

- a. **For the program income included in 1(b) above, the jurisdiction should identify the month(s) and year(s) in which the program income will be received; and which of the following options it will take for each float-funded activity to address the risk that the activity may fail to generate adequate program income:**
  - i. **amend or delete activities in the amount equal to any amount due from default or failure to produce sufficient income in a timely manner. (If this option is chosen, the action plan must include a description of the process it will use to select activities to be amended or deleted and how it will involve citizens in that process), OR**
  - ii. **obtain an irrevocable line of credit from a commercial lender for the full amount of the float-funded activity. (If this option is chosen, information on the float-funded activity in the action plan must include the lender and the terms of the irrevocable line of credit), OR**
  - iii. **agree to transfer general local government funds to the CDBG line of credit in the full amount of any default or shortfall within 30 days of the float-funded activity's failure to generate projected program income on schedule.**

**41.** Identify the jurisdiction's priority non-housing community development needs eligible for assistance by CDBG eligibility category specified in the Community Development Needs, public facilities, public improvements, public services and economic development. **(Use of Table 2B or the Community Development Needs Table is sufficient, additional narrative is not required)**

- a. ***For activity for which the jurisdiction has not yet decided on a specific location, such as when a jurisdiction is allocating an amount of funds to be used for making loans or grants to businesses or for residential rehabilitation, provide a description of who may apply for the assistance, the process by which the grantee expects to select who will receive the assistance (including selection criteria), and how much and under what terms the assistance will be provided.***

***42. Identify specific long-term and short-term community development objectives (including economic development activities that create jobs), developed in accordance with the statutory goals described in section 24 CFR 91.1 and the primary objective of the CDBG program to provide decent housing and a suitable living environment and expand economic opportunities, principally for low- and moderate-income persons. (Use of Table 2B or the Community Development Needs Table and Summaries Table is sufficient, additional narrative is not required)***

***43. An "urgent need" activity may be included in the action plan only if the jurisdiction certifies that the activity is designed to meet other community development needs having a particular urgency because existing conditions pose a serious and imminent threat to the health or welfare of the community and other financial resources are not available.***

### **2012 Action Plan Community Development response:**

For 2012, the City of Madison has placed a high priority on the expansion of economic opportunities for lower income persons through job creation and employment and training, on the creation and improvement of neighborhood-focused facilities that serve lower income neighborhoods, on the operation of neighborhood centers and community gardens, and on revitalization efforts that address higher priority needs within selected geographical areas within the CDBG Target areas.

Priority is reflected in part by the amount of resources targeted for each area. A balanced portfolio of projects effectively implemented over a period of time will result in the most productive effect within the community. The City has developed these priorities over a period of time, based on census, demographic and market data, supplemented by numerous planning processes and public forums, as well as periodic evaluation of the effectiveness of current strategies and projects. These are complemented by discussions and other coordinated research efforts among other city and community funders.

To help families and neighborhoods address these needs and reduce these obstacles, the City has adopted the following non-housing community development objectives:

1. Help businesses and non-profits grow in ways that create new employment opportunities for lower income persons which expands economic opportunity and improves the quality of life for unemployed and underemployed individuals.
2. Assist micro-enterprises thrive to become the principal occupation of their owners or create jobs for lower income persons.
3. Connect residents to job training opportunities that lead to permanent employment that offers a living wage or greater.
4. Create, enhance or sustain the operation of neighborhood centers and community gardens that bring people of diverse backgrounds together, serve as neighborhood focal points, or provide residents with skills or opportunities that will lead to stronger neighborhoods.
5. Assist residents of designated neighborhoods identify opportunities and promote sustainable revitalization efforts. Encourage sustained, complementary and comprehensive revitalization efforts in selected neighborhoods.



6. Create or improve safe, accessible and well-maintained environments for the delivery of human and recreational services to the CDBG target population.

For 2012, the Division is estimating \$1,528,317 in CDBG Entitlement funds and \$1,150,000 in program income will benefit low to moderate income people. In 2011, the program income totaled \$1,200,000. All previous program income has been included. The Division has not done any float-funded activities in previous years, nor received proceeds from Section 108 loan guarantees, no surplus funds have been received from an urban renewal settlement for community development and housing activities and no grant funds were returned to a line of credit. In addition, there will be no "urgent need" activities included in this plan.

The Division funds 2 agencies, Madison Development Corporation (MDC) and Wisconsin Women's Business Initiative Corporation (WWBIC), which provide business loans. Each agency has established loan underwriting guidelines and they each have a loan committee that reviews the loan application. In addition, Division staff review the commitments prior to the funding of the loan. With regard to who may apply for the loans, WWBIC targets microenterprises with a maximum loan amount of \$25,000 while MDC works with larger businesses. All businesses funded must be located in the City of Madison and job creation must occur based on the amount of the loan. If job creation goals are not met the borrower is subject to a financial penalty.

See pages 14 - 32 for 2012 funded activities.

## **HOME/ American Dream Downpayment Initiative (ADDI)**

**NA**

44. Describe other forms of investment not described in § 92.205(b).
45. Describe how HOME matching requirements will be satisfied?
46. If the participating jurisdiction (PJ) will use HOME or ADDI funds for homebuyers, it must state the guidelines for resale or recapture, as required in § 92.254 of the HOME rule.
47. Describe the policy and procedures the PJ will follow to affirmatively market housing containing five or more HOME-assisted units.
48. Describe actions to be taken to establish and oversee a minority outreach program within the jurisdiction to ensure inclusion, to the maximum extent possible, of minority and women, and entities owned by minorities and women, including without limitation, real estate firms, construction firms, appraisal firms, management firms, financial institutions, investment banking, underwriters, accountants, and providers of legal services, in all contracts, entered into by the PJ with such persons or entities, public and private, in order to facilitate the activities of the PJ to provide affordable housing under the HOME program or any other Federal housing law applicable to such jurisdiction.
49.  NA If you intend to use HOME funds for Tenant-Based Rental Assistance, describe the local market conditions that led to the use of the HOME funds for a tenant-based rental assistance program.
50.  NA If the TBRA program will target or provide preference for a special needs group, identify that group from the Consolidated Plan as having an unmet need and show that the preference is needed to narrow the gap in benefits and services received by that population?
51.  NA If the PJ will use HOME funds to refinance existing debt secured by multifamily housing that is that is being rehabilitated with HOME funds, it must state its refinancing guidelines required under § 92.206(b). The guidelines shall describe the conditions under which the PJ will refinance existing debt. At a minimum these guidelines must:
  - a. Demonstrate that rehabilitation is the primary eligible activity and ensure that this requirement is met by establishing a minimum level of rehabilitation per unit or a required ratio between rehabilitation and refinancing.

- b. *Require a review of management practices to demonstrate that disinvestments in the property has not occurred; that the long-term needs of the project can be met; and that the feasibility of serving the targeted population over an extended affordability period can be demonstrated.*
- c. *State whether the new investment is being made to maintain current affordable units, create additional affordable units, or both.*
- d. *Specify the required period of affordability, whether it is the minimum 15 years or longer.*
- e. *Specify whether the investment of HOME funds may be jurisdiction-wide or limited to a specific geographic area, such as a neighborhood identified in a neighborhood revitalization strategy under 24 CFR 91.215(e)(2) or a Federally designated Empowerment Zone or Enterprise Community.*
- f. *State that HOME funds cannot be used to refinance multifamily loans made or insured by any federal program, including CDBG.*

52.  *NA If the PJ is going to receive American Dream Down payment Initiative (ADDI) funds, please complete the following narratives:*

- g. *Describe the planned use of the ADDI funds.*
- h. *Describe the PJ's plan for conducting targeted outreach to residents and tenants of public housing and manufactured housing and to other families assisted by public housing agencies, for the purposes of ensuring that the ADDI funds are used to provide down payment assistance for such residents, tenants, and families.*
- i. *Describe the actions to be taken to ensure the suitability of families receiving ADDI funds to undertake and maintain homeownership, such as provision of housing counseling to homebuyers.*

### **2012 Action Plan HOME/ADDI response:**

The Community Development Division will use the recapture option in 2012. The HOME-acquisition and rehab programs administered through the CDBG Office will provide HOME funds to agencies to help them acquire, construct and/or rehab substandard single-family properties throughout the City. These agencies will be obligated through their City-HOME agreement to:

- Provide housing which has an initial purchase price and an estimated appraised value after repair that does not exceed 95% of the median purchase price for the area as determined by HUD;
- Recapture all of its HOME funds invested in homeownership activities. The City will expect to recapture a portion of the appreciated value of the original HOME investment on loans made prior to 2011 and recapture the loan amount plus a loan fee on loans made in 2012. The loan fee will be determined annually by the staff based on the City's Finance Dept. formula for lending. Recapturing the funds may be accomplished through such measures as an agency right of first refusal, an agency's option to repurchase at a set price or a lease under a land trust concept. In the event of a voluntary or involuntary transfer of the property, the City will recapture the direct subsidy provided to the homebuyer. This direct subsidy is provided as downpayment assistance in the form of a 0% interest deferred payment loan. If the net proceeds from a voluntary or involuntary sale are sufficient to repay the amount of the HOME subsidy, the City shall recapture the balance due on the loan or 100% of net proceeds from the sale, whichever is less. If there are no net proceeds from the sale, no repayment is required to HUD. Net proceeds will apply to all existing and future promissory notes. Net proceeds are defined as the sale price minus superior loan repayment and any closing costs incurred by the homebuyer.
- Place a deed restriction or covenant, or some other mechanism, to enforce the recapture provisions on the properties.

## **Tenant-Based Activities**

The City of Madison does not propose to use any of its HOME funds for tenant-based rental assistance but will rely on the State-funded ESG/homeless programs operated by the Community Action Coalition (CAC) and both the City's Community Development Authority and the County Housing Authority to do so.

## **Match Funds**

The City intends to use repayments from earlier projects (not funded with CDBG or HOME funds) as a partial match toward the HOME match requirement. The City will also count other sources contributed to funded projects such as donations of land and material.

## **Other Forms of Investment**

### *HOME Forms of Investment*

The City contemplates using the following forms of investment for its HOME funds:

1. Loans deferred until sale or transfer or change in use of the property.
2. Homebuyer loan repayments will include a loan fee established by the CDBG Committee. Agency loan repayments will be at 0% interest unless the CDBG Committee decides to add shared appreciation or a loan fee.
3. Equity investments wherein HOME funds are retained within a project in a manner which maintains the provisions of the appreciated pro-rated value of the public investment. The City may also provide a loan to a non-profit agency to use as an equity investment in or loan to a partnership or specialized single-purpose trust which will develop and/or provide affordable housing.
4. Land-lease or community land trust arrangements, where the public entity or publicly-assisted entity retains ownership of the land and a group or eligible household leases the land for HOME-compatible purposes.
5. Lease-purchase arrangements, whereby the City or the CDA would lease the property to eligible households. Under this arrangement, the City/CDA may collect rent payments and escrow a portion of those payments for the household to use toward a down payment on the property and full ownership financing. The City expects that this form of HOME investment will require three to five years between use of HOME funds and the transfer of the title to the eligible household. Through submittal of this Action Plan and a separate letter, the City seeks HUD approval of a waiver to the standard HUD limit of three years for transfer of title and permission to initiate two lease purchase programs which may take up to six years to make this transfer. The City will submit a separate letter to HUD requesting such an arrangement.
6. Loans, construction loans or advances, with or without interest, on terms established to comply with the HOME program requirements.
7. Loan guarantee provisions to leverage private sector lending to HOME-eligible properties.
  - The City intends to use HOME funds in several programs to assist first time homebuyers to acquire ownership stakes in property as part of the City's stated goals.
  - The acquisition and rehab program administered through the Housing Development Fund process by the CDD will provide HOME funds to non-profits to help them acquire and rehab severely deteriorated properties throughout the City. These non-profits will be obligated through their City HOME agreement to place a deed restriction on the properties and institute

measures such as a right of first refusal or an option to repurchase at a set price or a lease under a land trust concept. These arrangements shall require the establishment of a price which insures a fair return to the original owner but at a price which does not exceed the statutory limit of 30% of gross income of a family at 80% of the median income.

The CDD operates a downpayment assistance program using HUD HOME funds, as well as HUD ADDI program income funds. The City expects to comply with the requirements of the ADDI funds where those funds are used, but may vary certain conditions or standards from these ADDI regulations when it uses those other funding sources.

1. The City has worked closely with the staff of the Community Development Authority to coordinate marketing of the American Dream Downpayment Initiative program to tenants of public housing and holders of Housing Choice vouchers. The City has contacted lenders and realtors with an active track record in serving minority and lower income households to promote the American Dream program. The City and the CDA help co-sponsor a homebuyers' roundtable fair in the spring of each year as a way to promote homeownership and homebuyer education.

In addition to coordinating its efforts with the Madison CDA, the City has worked closely with the Dane County Housing Authority to encourage potential ADDI applicants to enroll in home-buying education classes.

2. The City requires as a condition of the ADDI assistance that homebuyers successfully complete a certified homebuyer's education workshop prior to purchase.

The City ensures that the dwelling unit is inspected for minimum housing code compliance and for lead paint, where age of the dwelling unit would make this applicable, and that results are shared with the potential buyer as part of the home purchase process.

For lower income households at greater risk, the City works closely with community groups like Movin' Out and Habitat for Humanity which provide additional levels of counseling and assistance to their participants, pre- and post-purchase.

For 2012, the CDBG Office proposes the following income determination process to become more aligned with industry standards and provide improved customer service:

- For each wage earning household member, third party employment verifications will be required; one month of pay stubs will be accepted as alternative documentation.
- If the third party verification and one month of pay stubs are not adequate to determine income, the homebuyer will then be required to provide three months of pay stubs or the previous year's tax returns.
- If self-employed, 2 years of verifiable income must be presented.

### **Minority Outreach**

In each contract the City of Madison CDD enters into, the Scope of Services includes a requirement for agencies to make a good faith effort to utilize minority owned businesses. In addition, the contract also includes 2 sections which also address this issue: Equal Opportunity, Accessibility, Fair Housing, Section 3 and Minority

Business Enterprise Requirements and Affirmative Action Requirements. Agencies are required to follow the regulations in the contract.

The City of Madison Civil Rights Department operates the following program and provides the information on the City's website, brochures are available and outreach is done to certify businesses:

### **TARGETED BUSINESS ENTERPRISE PROGRAM**

- Small Business Enterprise Directory [PDF](#)
- Minority & Women Business Enterprise Directory [PDF](#)
- [Disadvantaged Business Enterprise Directory](#)
- DBE Certification Application Packet [PDF](#)
- Targeted Business Certification Application [PDF MS Word](#)
- Targeted Business Recertification Application [PDF MS Word](#)
- Annual No Change Affidavit [PDF](#)
- [Brochures](#)

### **INTRODUCTION**

The City of Madison has adopted an affirmative action plan and requires similar efforts from vendors, contractors and other firms with which it does business. The City has determined that it is not in the public interest to purchase goods and services from vendors and contractors unless they demonstrate that they have taken affirmative action to ensure equal employment and subcontracting opportunities.

It is the official policy of the City of Madison that as an overall goal, ten percent (10%) of the City's public works funds be expended with certified small business enterprises (SBE). This policy is designed to stimulate economic growth, promote the establishment of new businesses and provide employment opportunities. In addition, when the City expends funds provided to it by federal agencies, the City requires that contractors comply with applicable federal regulations governing the participation of minority business enterprises (MBE), women business enterprises (WBE) and disadvantaged business enterprises (DBE). Furthermore, it is the City's policy that all businesses, including those owned by minorities and women, be afforded the maximum feasible opportunity to do business with the City.

This directory is designed to assist you with achieving the City's targeted business goals. It features a categorical index and alphabetical listing of firms which have been certified as "small" as defined by the City of Madison in

Section 2. This section is for use on Public Works contracts and private projects receiving financial assistance from the City of Madison. A categorical index and alphabetical listing of firms which have been certified as being owned and controlled by racial/ethnic affirmative action group members and women is contained in Section 4. This section is to be consulted for projects that have federal monies involved and a specific M/W/DBE goal attached. It is also to be used by City agencies charged with making purchasing recommendations and decisions on the City's behalf. Also included is a list of Community Based Organizations in Madison that can be consulted to do targeted recruitment of minorities and women for employment opportunities. Finally, contact information for the Contract Compliance Program staff and our county, state, and federal counterparts is included for your convenience.

With your assistance the City has made significant strides over the years in working towards its goals. In 1998, the City spent nearly \$73 million with contractors, vendors and suppliers. Of this amount more than \$6.6 million or 9.10% of this was spent with minority and women owned businesses. This compares to just \$456,674 (less than 1%) in City spending with M/WBEs in 1990. Small business enterprises were awarded more than \$1.7 million or 9.57% of the amount spent on City Public Works construction during 1998. This compares to \$93,164 or 1.24% in 1991, the year in which the City implemented its SBE Program. We are proud of our accomplishments and, with your support, we hope to achieve greater participation of targeted businesses.

If you have questions or need assistance please contact our Contract Compliance Unit at (608) 266-4082.

## **DEFINITIONS**

- The MAD certification Program is the targeted business certification program of the City of Madison. The program has been designed to perform the function of certifying targeted businesses for participation on City projects with targeted business goals.
- Small Business Enterprise (SBE) - an independently owned and controlled business with annual gross receipts of \$750,000 or less when averaged over the past three years.
- Minority Business Enterprise (MBE) - an independent business 51% or more owned and controlled by racial/ethnic affirmative action group members.
- Woman Business Enterprise (WBE) - an independent business 51% or more owned and controlled by women.
- Disadvantaged Business Enterprise (DBE) - an independent business 51% or more owned and controlled by socially and economically disadvantaged individuals. Size restrictions as regulated by the U.S. Small Business Administration in 13 CFR apply.
- The bid document will specify which targeted business (MBE, WBE, DBE and/or SBE) is being targeted for a specific contract. In general, the targeted business type is determined by the source of funding. Public

Works contracts estimated to cost \$100,000 or more that are funded solely with City dollars will have an SBE goal attached. Projects with federal monies will have a MBE, WBE and/or DBE goal attached.

## **DISCLAIMER**

Please note that all businesses listed as Minority, Women or Disadvantaged Businesses can be used in both the Dane County and the City of Madison Targeted Business Enterprise Programs.

Businesses listed as Small Business Enterprises can be used only on City of Madison projects.

Businesses classified as Emerging Small Business Enterprises can be used only on Dane County projects.

## **QUESTIONS**

Contact the City of Madison Affirmative Action Division's Contract Compliance Program at (608) 266-4910 or TTY/Textnet (866) 704-2314.

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## ***Housing Opportunities for People with AIDS*     NA**

***\*If not using the CPMP Tool:*** Complete and submit Table 1B.

***\*If using the CPMP Tool:*** Complete and submit Needs Table/HOPWA.

- 53. Provide a Brief description of the organization, the area of service, the name of the program contacts, and a broad overview of the range/ type of housing activities to be done during the next year.*
- 54. Specify the one-year goals for the number of low-income households to be provided affordable housing using HOPWA funds for short-term rent, mortgage, and utility payments to prevent homelessness; tenant-based rental assistance, units provided in housing facilities that are being developed, leased, or operated.*
- 55. Please describe the expected trends facing the community in meeting the needs of persons living with HIV/AIDS and provide additional information regarding the administration of services to people with HIV/AIDS.*
- 56. Identify the method for selecting project sponsors (including providing full access to grassroots, faith-based and other community organizations).*
- 57. Please note any evaluations, studies or other assessments that will be conducted on the local HOPWA program during the next year.*

### ***2012 Action Plan HOPWA response:***

The City of Madison does not receive HOPWA funds.

## Other Narrative

*Include any Action Plan information that was not covered by a narrative in any other section.*

### **SUMMARY STATEMENT**

The City developed this document to describe its community-development-related strategies and to guide future decisions as these projects are implemented, assessed and modified for improved quality and effectiveness. The document is also designed to meet the requirements of the Department of Housing and Urban Development and to elicit comments and suggestions for improvement from Madison citizens for future actions.

The activities seek to improve those conditions that lead to a better community: healthy neighborhoods; affordable housing; growing employment and businesses; accessible human services; information resources; and effective program management. The resources described in this document are only a portion of the energy, vision and skill brought to bear upon the challenges facing Madison. This plan attempts to provide a framework for the allocation and organization of these public resources in ways which compliment the work of others within the community and together improve the viable urban community which embodies the goals of Madisonians.



## ***List of Agencies Serving Homeless & Those At Risk of Homelessness***

### **Access Community Health - Ken Loving, CEO, 443-5500**

Since 1982, Access Community Health Centers has been addressing the financial, cultural, and language barriers that prevent access to health care. As a not-for-profit charitable organization, they provide affordable and comprehensive primary medical and dental care at two Madison locations, as well as a clinic in Sun Prairie. Almost of patients are low-income, with almost one-half living with incomes below 100 percent of the Federal Poverty Level. More than one-half are uninsured, with the remainder having Medicaid, Medicare or private insurance. A sliding discount program makes services affordable to patients with the fewest resources.

### **AIDS Network - Karen Dotson, Executive Director, 252-6540**

Established in 1985, AIDS Network provides comprehensive, community-driven **HIV/AIDS** prevention and care services throughout **south-central Wisconsin** with offices in Madison, Beloit and Janesville. From its beginning as the Madison AIDS Support Network, a core value of the agency has been to provide prevention and care services through a network of local partners. The mission is to offer support, education and opportunities for the well-being of everyone touched by **HIV/AIDS**.

### **AIDS Resource Center of Wisconsin - ARCW - Doug Nelson, Executive Director, 1-800-359-9272**

AIDS Resource Center provides leadership in serving persons who are HIV and AIDS infected with medical, social service, and educational efforts. For persons/families with HIV/AIDS who are homeless, ARCW provides assistance in: locating emergency housing, short-term financial assistance to help pay housing costs, placement in long-term financial assistance programs, and referrals to additional health and social services. ARCW tailors its housing program to help people with HIV as well as chronic mental illness or substance abuse issues. Individuals receive counseling, support services and rent assistance to reduce or eliminate behaviors that may prevent them from maintaining secure housing. ARCW owns and operates housing facilities in Milwaukee that include a 29-bed SRO building, a 6-unit three-bedroom apartment building for families, and a duplex with 2 three-bedroom units for families.

### **ARC Community Services, Inc. - Norman Briggs, Director AODA Services, 278-2300**

ARC provides residential, day treatment, and outpatient substance abuse and mental health women-specific treatment services, with a special day treatment program for pregnant and postpartum women. ARC, under contract with the Department of Corrections, also operates a 15 bed facility and a 12 bed facility for women and a 12 bed facility for women with infants. ARC is the site of an Urban/Rural Women's Alcohol and Other Drug Abuse Treatment Project charged with meeting the special needs of women with substance use disorders by emphasizing parenting education, vocational and housing assistance and coordination with other community programs.

### **Catholic Charities - Brian Cain, Executive Director, 821-3100**

Catholic Charities operates a number of programs that provide the full spectrum of services to individuals and families. Catholic Charities operates four facilities that provide services for homeless individuals who are chemically addicted. North Bay Lodge, Hope Haven and Colvin Manor and REBOS Chris Farley House provide sober housing for single men and women. Hope Haven/REBOS United contracts with Dane County to provide AODA treatment to participants in a jail diversion program.

**City of Madison CDBG Office - Pam Rood, Supervisor, 267-0740**

The CDBG Office/ CDBG Commission is charged with distributing federal, state and local funds so as to achieve the following goals: maintain and expand the supply of safe, affordable housing throughout the community; help businesses grow in ways that create employment opportunities for lower income persons; expand opportunities for low- and moderate-income persons to access self-help and recreational activities in friendly, safe, accessible and well-maintained civic spaces; and promote comprehensive, sustainable revitalization efforts within selected neighborhoods of the city where a majority of residents are low and moderate income.

**City of Madison Housing Operations - Augustine Olvera, Division Director, 266-4675**

The Housing Operations Division of the City's Department of Planning and Community and Economic Development provides the core services necessary to operate important, federally funded, low-income housing programs and related services for the Community Development Authority (CDA). These services include Low-Rent Public Housing in 40 locations throughout the City of Madison with 347 units for families and 508 units for households with people over the age of 50 or people with disabilities; and 1,400 housing vouchers worth approximately \$9 million dollars used to pay a portion of rent for eligible low-income persons renting property from private landlords.

**Community Action Coalition for South Central WI - Greta Hansen, Executive Director, 246-4730 x 217**

Founded in 1966 as the community action agency for Dane County with later expansion into Jefferson and Waukesha Counties, CAC has created and operated a wide variety of programs aligned with a mission of developing the economic and social capacities of individuals, families and communities to reduce poverty. The Family Support/Citizen Advocacy Division assists homeless or near homeless individuals, families and persons in their effort to find and maintain housing through case management, mediation, information and referral. Caseworkers are located at CAC's Madison office and at select neighborhood JFF Offices. The Citizen Advocacy program initiates, supports and strengthens long-term relationships between advocates and partners, many of whom have developmental disabilities. The Financial Services Division helps households experiencing poverty providing financial assistance to qualifying households experiencing emergency housing needs. Financial assistance programs include first month's rent, eviction prevention and rent subsidy. Housing Services Specialists provide housing and budget counseling to households in need. The Food and Gardens Division works to prevent hunger and increase food access and food security among people experiencing poverty by procuring and distributing food resources. The Food and Gardens Division distributes USDA commodities and other food to food pantries, meal sites and other distribution sites. In addition, the division coordinates food drives, supports the Dane County Food Pantry Network, and coordinates the CAC Gleaners (a volunteer-run food recovery program). This division promotes self-reliance for food security and fosters community building and management development by organizing communities to collectively build, maintain and sustain the management community gardens. This division provides technical assistance, leadership training and workshops at 14 Madison-area community gardens. Supporting all of these efforts are a team of volunteers who work in various programs including the Clothing Center that ensures that people experiencing poverty have access to free, seasonally appropriate clothing to help them stretch limited resources. All of CAC's programs are overseen by a tri-partite board of directors representing public, private and low-income communities.

**Center for Families - Meg Miller, Executive Director, 244-5700**

The Respite Center provides child care and parent support 24 hours per day, seven days a week. Child care is available, as space permits, for families in stressful or emergency circumstances. Children from birth to their 15<sup>th</sup> birthday may be cared for at the Center so that parents can get respite or tend to personal business. Services are provided on a sliding fee schedule.

**Community Meal Program - Paul Ashe, Director, 256-6325**

Through the efforts of volunteers the Community Meal Program provides a hot lunch and dinner on most days during the week from its Luke House location on S. Ingersoll on Madison's near east-side. Meals are available at no cost to single adults and families with children.

**Dane County Housing Authority - Carolyn Parham, Executive Director, 224-3636**

Dane County Housing Authority works to further affordable housing for low-income families through the administration of rental and home ownership programs. DCHA assists approximately 1100 families in all areas of Dane County outside the City of Madison through the Housing Choice Voucher program (Section 8). Another 86 families live in Low-rent Public Housing owned by DCHA in Sun Prairie, Stoughton, Mazomanie and Monona. There are also 16 units of Rural Development housing in Cross Plains. The Housing Resource Center provides first-time homebuyer education classes, one-on-one counseling and down payment assistance.

**Dane County Human Services - Lynn Green, Director, 242-7400**

The Dane County Department of Human Services provides a comprehensive array of services and programs to over 30,000 customers in Dane County each year. Homeless families and individuals in the county are served primarily by two of the divisions. The Economic Assistance and Work Services Division helps people meet their basic needs, including shelter, food and medical care. The Division also promotes self-sufficiency through an array of employment services. The Adult Community Services Division funds and provides care and support for people who have a severe and persistent mental illness. A variety of services are provided by county staff and contracted agencies including, but not limited to, case management, community support programs, residential care, vocational services, and transportation.

**Dane County Parent Council - Maria Huemoeller, Executive Director, 275-6740**

The Dane County Parent Council is a community-based private non-profit agency that sponsors a variety of child development and family support programs including Early Head Start, Head Start, and Hope House. Hope House provides housing for up to 90 days for three Early Head Start families at a time. Hope House provides families with case management support, including assistance with employment, education, parenting skills and child care as needed. Families receive staff support in obtaining needed services and help in finding permanent housing. Hope House staff continues to provide case management for a year after leaving for permanent housing to increase the chances that the family will remain stable.

**Dane County Veterans Services Office - Dan Connery, Interim Veterans Service Officer, 608-266-4158**

The Dane County Veterans Service Office helps veterans and their families obtain various local, state and federal benefits. At the Dane County Veterans Service Office, veterans discover the benefits to which they are entitled and service officers assist them with the application process. The Dane County Veterans Service Office is

committed to advocate for veterans by providing quality services and programs for them and their families. For questions or for an appointment, please call 608-266-4158.

**Domestic Abuse Intervention Services - Shannon Barry, Executive Director, 251-1237**

DAIS is a community-based feminist organization committed to ending domestic abuse. DAIS operates a 24-hour crisis line, a 25-bed shelter for abuse victims and their families, legal advocacy including court accompaniment, community education and outreach, and crisis response emergency support services. DAIS also houses the DELTA Project, a primary prevention program.

**Employment and Training Associates - James Erlenborn, Executive Director, 242-7402** Employment and Training Association (ETA) is the oldest private, non-profit, community based organization providing employment and training programming and services in Dane County. ETA has operated various Federal training components funded by the U. S. Department of Labor and the Department of Health and Human Services, and remains the single largest provider of TANF related work program services in Dane County. ETA is committed to providing employment and training services in a way that preserves personal dignity, considers individual needs and differences and supports families. To further this goal, the agency employs staff with a unique blend of talents, skills, and backgrounds that are utilized to ensure that customers' needs are met. ETA provides comprehensive employment and training services throughout Dane County at the Job Center and at several locations outside the Job Center in Madison, Stoughton, and Sun Prairie.

**Employment Resources Inc. - Tammy Liddicoat, Executive Director, 246-3444**

*Employment Resources, Inc. (ERI) is a private, non-profit organization located in Madison, Wisconsin. Since 1990 the mission has been to increase employment opportunities for people with disabilities.* Employment Resources, Inc. (ERI) provides employment and benefits counseling, assistive technology, and community outreach services to people with disabilities who are considering or pursuing employment.

**First United Methodist Outreach Ministries - Susan Jeannette, Director, 256-4646**

FUMC, located just one block off Capitol Square, and in the mid-section of the isthmus, is geographically positioned to be of particular service and help to those in need. The Outreach Ministries seek to build and enhance trust relationships with the neighborhood and its diverse residents. They work collaboratively with other metro agencies, including Madison Urban Ministry, Porchlight, Inc., and the Dane County Food Pantry Network. They welcome members and community persons to join them in the food pantry, community holiday meals, staffing and hospitality at the Men's Drop-in Shelter, and other ongoing and new initiatives. The goal is to expand coordinated resources to those underserved persons in our neighborhood and across the city.

**Goodwill Industries of South Central WI - Barbara Leslie, President and CEO, 246-3140**

Goodwill Industries is a not-for-profit organization whose mission is to assist people with disabilities and other special needs to live in, work in, and be part of the community. Goodwill accomplishes its mission by providing vocational and housing services including Supported Employment, Techworks, Co-Employment, Group Homes, Supportive Apartments, and an Adult Family Home. Goodwill has a 14

county territory in which to provide services. Funds generated through the donated goods program help support the mission.

**Group Health Cooperative of South Central WI - Emily Sanders, Community Care Manager, 828-4819**

Group Health Cooperative of South Central Wisconsin (GHC-SCW) is a non-profit managed health care organization that provides the entire spectrum of health care services, including insurance, Primary Care and Specialty Care.

The heart of GHC-SCW is in its nationally-ranked Primary Care Clinics, which integrate with the insurance arm of the organization to provide quality care with value-added services. GHC-SCW is also paired with several networks, which allow members to access a variety of Primary and Specialty Care options, depending on the insurance plan the member is enrolled in and the network he or she selects. GHC works with Dane County homeless families to provide primary health care while helping them become eligible for Badger Care.

**HEALTH Program (Meriter Foundation) - Dr. Cate Ranheim MD, 441-1322**

Dr. Ranheim created the Helping Educate And Link The Homeless (HEALTH) outreach program to overcome the barriers to medical care that underserved patients encounter including limited transportation, lack of insurance and medications, and failure to access primary care. The community HEALTH sessions are held once a week at one of four shelter locations, and provide basic health screenings, assistance with Medicare/Medicaid applications, education and coordination of care with local primary care providers. Persons are also seen at the HEALTH Hut at 1312 Culmen Street. Over 40 volunteers from a variety of health care backgrounds and one full-time nurse share their dedication to improving the health and well-being of homeless patients in Dane County.

**Housing Initiatives Inc. - Dean Loumos, Executive Director, 277-8330**

Housing Initiatives (HII) provides rental subsidies for individuals and families with mental illness. HII (HII) provides tenant-based rental assistance for permanent housing to homeless mentally ill and disabled persons. Tenants receive supportive services from 3<sup>rd</sup>-party resources; in-place case management is required for admission to the program. Housing is scattered site and is owned as well as leased by HII.

**Independent Living, Inc. - Rita Giovannani, CEO, 274-7900**

For more than 35 years, Independent Living, Inc. has been a local resource for providing comprehensive in-home services, skilled home health care and housing to older adults and those with disabilities in the community.

Independent Living is dedicated to supporting an aging family member or friend by offering a wide variety of services-- so they can manage their independence in a way that's comfortable and flexible. .

**Legal Action of Wisconsin - Kevin Magee, Managing Attorney, 256-3304**

Legal Action helps low-income people achieve equal justice by providing creative, effective and high-quality civil legal services. Legal Action's lawyers and paralegals help solve housing problems (public and private evictions and housing subsidy); public benefits problems (SSI and SSDI denials, W-2, food stamps and Medical Assistance); and family law, domestic violence and child abuse restraining orders, child custody when family violence is present. LA's Migrant Project provides free assistance to migrant workers throughout the state primarily with employment and public benefit issues. Legal Action's services are free to eligible clients

**Lutheran Social Services - Jane DeRoussan, Director OTSC, 251-6901**

Lutheran Socials Services operates a day-time resource center for persons with mental illness. Off the Square Club is a membership organization located at 4 N. Hancock Street that provides meals, services and socialization for its members.

**MMSD Transition Education Program - Amy Noble, School Social Worker, 204-6826**

The Madison Metropolitan School District (MMSD) Transitional Education Program (TEP) enrolls, transports, and maintains homeless children and youth in schools within the Madison Metropolitan School District (MMSD). Other TEP support services include clothing closet referrals with limited clothing items available at the four TEP sites, hygiene items and school supplies. Door to door transportation is provided for K-5 students, with middle and high school students being provided metro bus tickets by the respective school.

**Madison-area Urban Ministry - Linda Ketcham, Executive Director, 256-0906**

Madison-area Urban Ministry, Inc. (MUM) is a nonprofit interfaith social justice organization that convenes individuals and faith communities in the greater Dane County area in order to identify, study, urge action, and work together for social justice in the broader community. MUM has spurred social change in and about Dane County for over three decades. MUM's mission statement is "standing with the poor and hurting, neighbors working together for social change." MUM is often a voice for faith communities in society and is a conduit of information from society to faith communities. MUM promotes interfaith cooperation and collaboration, convenes and links people of faith communities to engage in social action, advocates for low income people, and emphasizes change in systems. Current MUM programs include Allied Partners and the Allied Wellness Center, Greater Isthmus Group--working to end homelessness, Mentoring Connections--matching children to adult mentors, the "A Chance to Work, A Chance to Succeed Coalition", and several prisoner re-entry initiatives (Circles of Support, The Journey Home, Returning Prisoner Simulation and Voices Beyond Bars).

**Middleton Outreach Ministry - Jackson Fonder, Executive Director, 836-7338**

Middleton Outreach Ministry (MOM) is a local, faith-based service center and consortium of churches on the West side of Dane County. People look to MOM for commodities they lack (food, clothing, household goods) and for emergency funds and rental assistance within the MOM service area (defined as from Midvale Blvd west to Cross Plains, and from the Beltline north to Waunakee).

**Middleton Memorial Veterans Hospital - Mary Beth Urbin, Homeless Program Coordinator 256-1901 x11139**

The VA Hospital provides comprehensive services to eligible veterans that include medical care, mental health evaluation and treatment, substance abuse treatment, and benefits counseling. The VA partners with not-for-profit Veterans Assistance Foundation to provide transitional housing and services for veterans. The VA also conducts homeless outreach within the county, working with agencies and community organizations to identify veterans in need.

**Outreach, Inc. - Steve Starkey, Director, 225-8582**

OutReach is a community center for Madison and south central Wisconsin's lesbian, gay, bisexual and transgender (LGBT) community and has provided services for over 30 years. Their mission is to promote equality and quality of life for LGBT people. Outreach works with emergency shelter programs when needed to help provide services to the transgender homeless population.

**Porchlight, Inc. - Steve Schooler, Executive Director, 257-2534**

Porchlight, Inc. provides not only shelter but helps people build stable, independent lives by acquiring job skills and finding permanent housing. Porchlight operates seven programs that provide emergency housing, job counseling and training, and low-cost housing and are available to families and individuals in each stage of their transition from homelessness and poverty to economic independence. The Transitional Housing Program offers housing at 22 locations for families and individuals and provides case management for the residents. The Drop-In Shelter offers temporary emergency shelter for single men at three locations: Grace Episcopal Church, St. John's Lutheran Church, and First United Methodist Church. Hospitality House is a daytime resource center for homeless and low-income persons offering services such as employment and housing counseling, telephone access, and medical and legal assistance. Safe Haven is a shelter for homeless men and women with mental health issues. Safe Haven serves as a "portal of entry" to the community service system and offers basic services as well as a psychiatric clinic. S.T.O.P. (Sobriety Training Orientation Program) provides housing at a 5 bedroom SRO with a sober, supportive living environment for men that have become homeless due to addiction. S.T.A.B.L.E. (Skills Training and Barrier Limiting Education Program) provides housing and case management at a 12-bedroom facility primarily for women with mental health issues. The Partnership for Transitional Opportunities (PTO) provides 18 transitional SRO units for homeless single men and women who have issues with alcohol and other drug abuse.

**Port St. Vincent - Rick Gleason, Director, 257-2036**

Port St. Vincent is a 32-bed facility that houses and provides services to single men. In addition to the Port facility, an adjacent building is used to house 6 transitional residents. Six to ten beds are available on an emergency basis and the remainder is for longer term housing, most of whom work and pay program fees in lieu of rent. Port St. Vincent is affiliated with the Society of St. Vincent de Paul.

**The Road Home Dane County - Rachel Krinsky, Executive Director, 294-7998 x 302**

Interfaith Hospitality Network (IHN) serves homeless families with children through collaboration with local religious congregations. IHN provides family shelter including meals, transportation assistance, educational workshops and intensive case management. IHN helps families transition from homelessness to housing, assists families in furnishing their new homes and offers housing stabilization services including case management and mentoring. The Road Home provides transitional housing through the Second Chance Apartment Project in collaboration with the YWCA and permanent housing through the Housing and Hope program and scattered-site rapid re-housing program in collaboration with the YWCA and The Salvation Army.

**Rodney Scheel House Foundation - Amanda Davis, 243-1830**

The Rodney Scheel House includes 23 apartments for persons living with HIV and their families. A resident service coordinator assists the residents to obtain needed social services to help them continue to live independently.

**The Salvation Army - Major Loren Carter, Dane County Coordinator, 250-2220**

The Salvation Army is a multi-faceted agency that is part of an international effort to provide assistance to those in times of crisis. Locally the Salvation Army operates a community recreation center, social service and church center, as well as an emergency shelter for families and for single women. The Salvation Army is the gatekeeper for both families and single women and is often called upon to place individuals in other Homeless Services Consortium agency beds or write a voucher

for short-term housing in a local motel. The Salvation Army has also been the site of an overflow warming house –nighttime only shelter for families.

**Seton House - Bonnie Benson, Manager, 819-1061**

Seton House is operated by the Society of St. Vincent de Paul. It provides transitional housing with intensive case management for women with children and single women. Seton House also contracts with the state Department of Corrections to provide beds for single women released from prison.

**SOAR Case Management Services, Inc. - Jenny Branks and Todd Winstron, Co-Directors, 287-0839**

SOAR Case Management Services provides follow-up and short-term case management services to homeless individuals with mental health, physical health and substance abuse issues. Caseworkers assist homeless persons in securing an income and safe, affordable housing. Once in housing, the case managers will assist in daily living skills training i.e. money management, personal health, housekeeping, nutrition, and grocery shopping.

**Stoughton Area Resource Team - Kris Gabert, Program Director, 278-2920**

Stoughton Area Resource Team, Inc. (START, Inc.) founded in 2002 serves families and individuals under the age of 55 who live in the Stoughton Area School District. START's mission is to be a "catalyst for change by partnering with area agencies to meet critical human needs of our neighbors through resource development, collaboration, advocacy and direct assistance." The START Program Coordinator provides housing case management, housing counseling and financial assistance to families and individuals at-risk of becoming homeless.

**Society of St. Vincent DePaul - Ralph Middlecamp, Executive Director, 278-2920**

The Society of St. Vincent de Paul is a membership organization that serves the poor in Dane County. In Madison, the District Council operates [Port St. Vincent de Paul](#) (short-term and long term housing for single men) [St. Elizabeth Ann Seton House](#) (transitional housing for single women and women with children), a food pantry at the Client Services Center located at 1309 Culmen Stand five [Thrift Stores](#) scattered around the county.

**Tellurian UCAN - Kevin Florek, President 222-7311 x 203**

Tellurian provides services to adults and adolescents in need of alcohol and drug treatment, mental health therapy and housing. Tellurian works with individuals at all points on the continuum but is committed to helping those most in need. Tellurian operates a number of programs that provide housing and services to homeless or those at risk of becoming homeless. The SOS (Start on Success) Project provides intensive transitional housing and services to chronically homeless families who have attempted to enter the Dane County shelter system at least three times since 1990. The THP (Transitional Housing Program) is a 20 bed Community Based Residential Facility for single men and women who are homeless and have a mental illness, a chemical dependence or both. The Community Intervention Team is a 10 member multi-disciplinary team providing assertive outreach and case management services to alcohol and other drug dependent clients, mentally ill clients, dually diagnosed clients and persons who are homeless due to mental illness and/or chemical dependency. The ReachOut project is an outreach program that supports the needs of homeless persons in the downtown area and is responsible for helping people who are homeless and mentally ill, to find housing and/or treatment. Tellurian operates two permanent housing facilities for single adults with serious mental illness and/or chemical dependence who have previously been chronically homeless due to their



disabilities. The Willie Street SRO is a 15 unit housing opportunity with a resident manager for persons who are homeless and who also have a serious and persistent mental illness and/or chemical dependency. Tellurian operates two group homes staffed 24 hours a day and serves people who are homeless and have serious and persistent mental illnesses.

**Tenant Resource Center (TRC) - Brenda Konkell, Executive Director, 257-0143**

The Tenant Resource Center is a non-profit organization with a small staff that relies primarily on volunteers to provide housing counseling, mediation and office assistance. TRC is dedicated to promoting positive relations between rental housing consumers and providers throughout Wisconsin. By providing information about rental rights and responsibilities, and access to conflict resolution, TRC empowers the community to obtain and maintain quality affordable housing. In addition to their role as educator and advocate on tenants' issues, TRC contracts with Dane County to provide housing counseling at the Housing Help Desk located at the Job Center on Aberg Avenue.

**United Way of Dane County - Leslie Ann Howard, Executive Director, 246-4350**

The mission of United Way of Dane County is to unite and focus the community to create measurable results in improving peoples' lives and strengthening the community. As part of their agenda for change for the community, United Way is focusing efforts so that there is a decrease in homelessness and more affordable housing is available. United Way provides financial, volunteer and in-kind support, access to collaborative networks, management assistance and program expertise to create measurable, sustainable results in our community. The United Way and the Housing In Action Leadership Team has a mobilization plan. By instituting strategies focused on landlord and tenant connections, financial counseling, food access and direct access to permanent housing we can reduce the number of homeless families with minor children in Dane County by 50% in five years. (2010)

**Veterans Assistance Foundation - Colin Motin, President, 608/372-1282**

The Veterans Assistance Foundation is a nonprofit corporation established in 1994 to provide transitional housing programs for homeless veterans. The VAF operates two transitional housing programs in the State of Wisconsin, located at the VA Medical Center in Tomah (60 beds), and on the grounds of Central Wisconsin Center in Madison (7 beds). VAF is currently working on developing a third program located in Tomah and La Crosse. Their mission is to assist homeless or those veterans at risk of becoming homeless by providing a safe and secure environment through which they can access a wide array of services.

**WI Dept. of Administration, Division of Housing - Marty Evanson, Manager, 267-2713**

The Division of Housing provides housing assistance to benefit low- and moderate-income households. It offers state-funded housing grants or loans through local organizations, coordinates its housing programs with those of other state and local housing agencies, helps develop state housing plans and policies, and provides training and technical assistance. The division channels federal and state housing funds to local authorities and organizations and administers federal and state funds for the homeless.

**WI Dept. of Public Instruction, Education for Homeless Children and Youth - Lara Kain, Program Coordinator, 261-6322**

Children and youth experiencing homelessness, whether they are with or separated from their families, have a right to a free and appropriate public education. Wisconsin public school districts are required to comply with the McKinney-Vento Homeless Education Assistance Act, as amended by No Child Left Behind (NCLB), Title X, Part C. The Department of Public Instruction's EHCY Program provides direction for public school districts to ensure students experiencing homelessness have the same educational opportunities for academic success as is provided to other children and youth.

**WI Dept. of Veterans Affairs - Vacant, Secretary, 266-1311**

The Wisconsin Department of Veteran Affairs operates three (3) transitional housing facilities across the state (King, Ft McCoy, and Union Grove) that assist 70 homeless veterans per night.

**Women in Transition - Kathy Lemke, Executive Director, 244-2046**

Women in Transition (WIT) operates two housing facilities. The first is 12-bed Community Based Residential Facility that serves single women with serious and persistent mental illness. The women are provided case management and share some house responsibilities. The second property is an four-unit apartment building with 8 slots for single women with mental illness who are higher functioning than those residents in the communal living facility. Case management is also provided for the residents in the four-unit building.

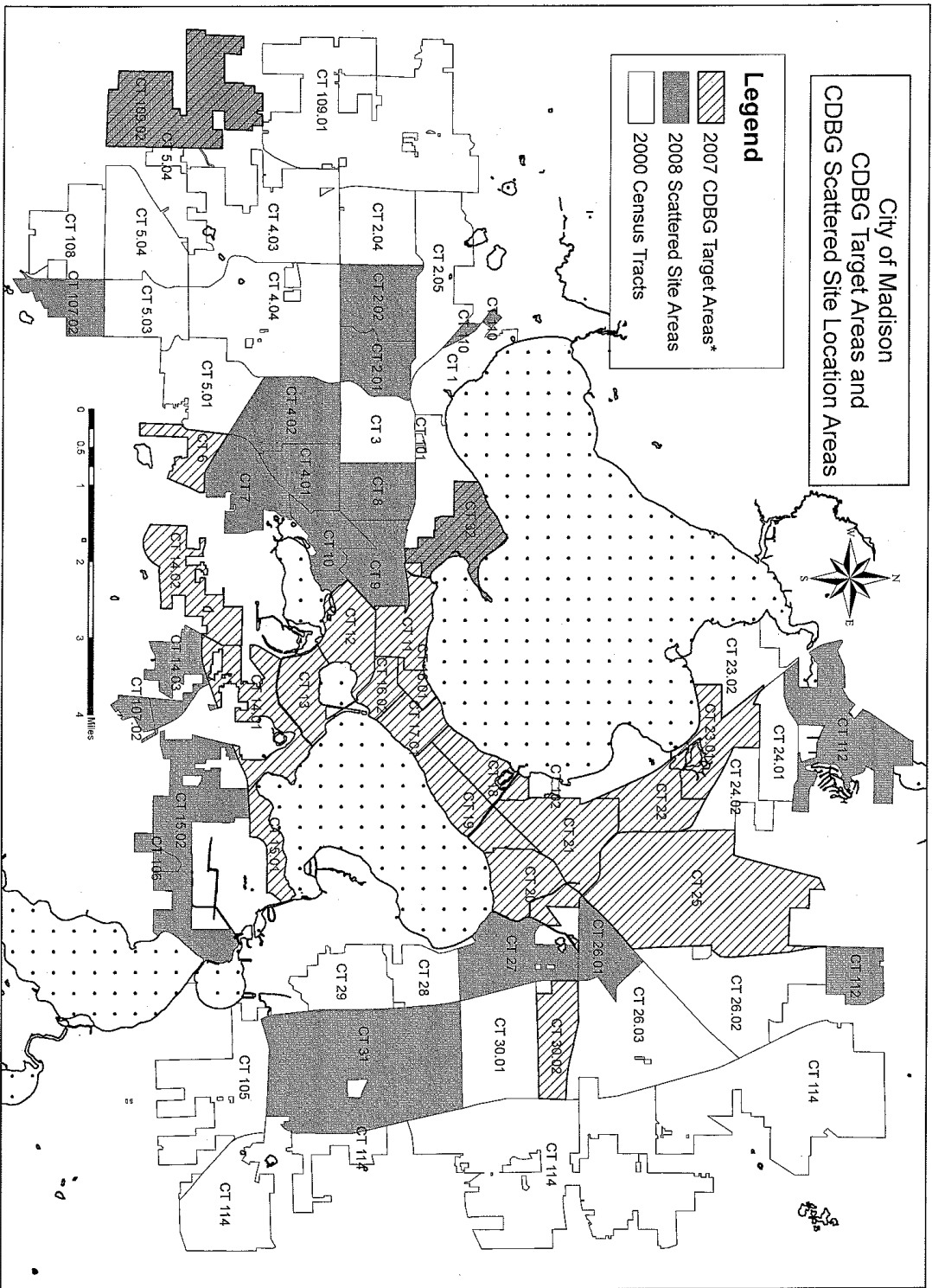
**YWCA of Madison - Eileen Mershart, CEO, 257-1436**

The YWCA of Madison has provided housing for women for more than ninety years and is currently the largest provider of affordable housing for low-income women in Dane County. The YWCA has 82 units of affordable SRO housing and 12 one-bedroom apartments for single women. The YWCA operates two other housing programs in the Mifflin Street building: shelter for families which can accommodate up to 30-40 individuals and the Third Street Program for single women with one small child. The YWCA provides support services to residents and shelter guests. The YWCA staff provides a six-hour workshop, with follow-up case management, called Second Chance to help homeless people become independent and successful as tenants. In collaboration with The Road Home and local faith congregations, the YWCA operates the Second Chance Apartment Project, which increases the availability of affordable housing with support services for families. The Y also provides services to homeless families through rapid re-housing scattered-site model with The Road Home and The Salvation Army. The YWCA is also involved in a number of job training efforts through the Empowerment Center.

**Youth Services of Southern Wisconsin - Casey Behrend, Executive Director, 608-245-2550**

Youth Services of Southern Wisconsin, Inc. (YSOSW) is a community-based organization serving youth and their families in South Central Wisconsin. YSOSW operates the Briarpatch Runaway and Homeless Youth Program which provides services to runaway, homeless, and throwaway youth and their families. Services provided include counseling, case management, food, clothing, emergency shelter, and a 24 hour help-line. The agency also provides group counseling and case management services for young women (CHOICES); for gay, lesbian, bisexual, transgender and questioning teens (Teens Like Us); and for youth who provide educational information to their peers (TOP T.E.N.). YSOSW is licensed by the State of Wisconsin as a Child Placing Agency, and the organization licenses several short-term foster homes which provide emergency shelter for runaway and homeless youth. In 2006, the agency was awarded a federally funded street outreach grant which provides informal counseling and case management services to youth residing or spending large amounts of time on the streets. The agency utilizes 75-100 volunteers annually to assist with service provision.





Map created by CDBG Office (AMK)  
08/20/09

\* 51% or of individuals have income of less than or equal to 80% of area median income.



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CITY OF MADISON

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**Community  
Development  
Division**

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CDBG

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# **2013-2014**

## **COMMUNITY DEVELOPMENT PROGRAM GOALS AND OBJECTIVES**

Adopted by the Common Council on 03/20/2012



**CITY OF MADISON  
COMMUNITY DEVELOPMENT DIVISION  
2013-2014 COMMUNITY DEVELOPMENT PROGRAM  
GOALS AND OBJECTIVES**

**CONTENT**

This two-year Goals and Objectives document is organized into six sections:

1. Executive Summary
2. A narrative explanation of the objectives and fundamental conditions
3. A table of target allocations, and a two-year implementation method
4. A description of the principal cross-cutting goals
5. A description of reserve funds and the Affordable Housing Trust Fund for certain housing, recreation/service facilities and experimental projects, and separate processes for State ESG-funded homeless services
6. A description, roadmap and checklist of the two major paths to apply for funds



## **SECTION 1: EXECUTIVE SUMMARY**

The purpose of the Community Development program is to help make Madison “a more viable urban community by providing decent housing and a suitable living environment and by expanding the economic opportunities for low- and moderate-income persons (defined as individuals/households whose income does not exceed 80% of the area median income).” The program will work with primarily the non-profit community and neighborhood groups, and their associated business, resident, and neighborhood partners as well as other funding partners and labor unions to plan, develop and invest in projects which contribute to the 2010-2014 goals and objectives established by the CDBG Committee, Mayor, and Common Council in consultation with City of Madison citizens. Community Development staff and the CDBG Committee will also take into consideration the goals and objectives of the comprehensive plan and any applicable neighborhood plans.

### **Objectives and Funding Sources**

The CDBG Committee has established five primary goals and eleven outcome objectives for the use of funds to be administered by the Community Development Division (CDD) in 2013 and 2014. These funds include three major Federal programs administered through the Department of Housing and Urban Development (Community Development Block Grant, HOME and Emergency Solutions Grant) several State-funded or administered programs and local City of Madison funds. The goals and objectives for this two-year period were established through the development of the 2010-2014 HUD Consolidated Plan and support other Department and Citywide strategic goals, objectives and allocation processes.

Copies of the Five-Year Consolidated Plan, or its summary, may be obtained from the CDD by calling 266-6520; copies of the executive summary are available on the City’s website at [www.cityofmadison.com/cdbg](http://www.cityofmadison.com/cdbg).

The following pages include a summary chart of the 2013-2014 goals and objectives as well as a detailed narrative of each goal, objective and the fundamental conditions.

<b>Primary goals</b>	<b>Product (Customer Group)</b>	<b>Nature of Project Achievement or Outcome</b>
Improve and expand affordable housing options	A. Owner-occupied housing	Housing made accessible, brought to code, or made safer or more energy-efficient
	B. Housing for buyers	Households become homeowners
	D. Rental Housing	Housing units created, renovated to code or made accessible, better managed, and affordable; “fairly” sited
Expand businesses to create jobs and assist with the development of small businesses (microenterprises)	E. Business development and job creation	Jobs created which meet wage standard levels or create advancement opportunities, with 51% for LMI
	F. Economic Development of small businesses (microenterprises)	Businesses created and viable after 3 years
Strengthen neighborhoods through the operation of neighborhood centers, community gardens and implementation of strategic neighborhood revitalization efforts	G. Improvement of community focal points	Centers and community gardens operated, sustained, developed as neighborhood focal points
	L. Revitalization of strategic areas	Priority projects completed effectively in a three-year period in ways which support healthy neighborhoods; other activities may include a 4-5 year effort in areas which need a longer period of revitalization
Increase the access of low and moderate income households and community groups to resources through the improvement of community service facilities, enhancement of informational services and employment and training opportunities	J. Improvement of services to homeless and those with the potential of becoming homeless	Household informed, placed into housing, or helped to avoid homelessness
	K. Physical improvement of community service facilities	Adequate space acquired or improved for accessibility, energy, code or customer service improvements
	X. Expansion of individual choice and access to resources	Increase access to housing, information and other non-monetary resources and support for employment and training opportunities.
Administer the Community Development program to meet the community needs and funder requirements	Z. Overall program administration	Develop, guide and manage activities which generate long term impact and self-sufficiency, including the provision of fair housing services. Achieve National and local cross-cutting objectives.

## **SECTION 2: A NARRATIVE EXPLANATION OF THE OBJECTIVES AND THE FUNDAMENTAL CONDITIONS**

The following section describes in more detail the goals and conditions associated with each major objective of the Community Development program.

### **GOAL ONE: AFFORDABLE HOUSING**

Improve and expand affordable housing options throughout the community.

#### **OUTCOME OBJECTIVE A: Owner-occupied Housing**

**Improve the quality of existing owner occupied housing stock to support community stability and neighborhood revitalization efforts.**

##### **Conditions**

1. Subsidies provided to homeowners through a minor home repair program shall not exceed \$3,600 in any 10-year period.
2. Loan assistance to homeowners for substantial rehab. projects shall not exceed \$19,000. In addition to this amount, projects may also receive up to \$5,000 for energy efficiency improvements and up to \$12,000 for lead paint reduction or asbestos mitigation to reflect the additional rehab. expenses for these activities. Any one project may not receive more than \$36,000.
3. Funds may be used only for housing units which do not exceed the HOME assessment limit designated by the Federal Department of Housing and Urban Development (HUD).
4. Funds may not be used to repair or rehab. a home in which the owner has previously received assistance through CDD-funded ownership assistance programs (excluding the Green Madison / REEIP programs).
5. CDD staff may allow for individual exceptions to this one-time use restriction in circumstances where the repair is for accessibility improvements or for unforeseen repair needs, if deferral would result in further damage to the property and/or noncompliance with City housing codes, or would cause undue hardship. In instances where rehab. or repair funds are provided to previously assisted homeowners, the total amount of the combined assistance shall not exceed \$54,000 (up to \$60,000 for cases involving lead paint, asbestos mitigation and energy efficiency).
6. The CDD shall secure amounts of assistance greater than \$3,600 with a mortgage.

#### **OUTCOME OBJECTIVE B: Housing for Buyers**

**Increase homeownership opportunities for low and moderate income households.**

**I. Funds will be provided to develop (acquire, construct or renovate) affordable housing for eligible households to purchase.**

##### **Conditions**

1. Funds may be used only for housing units which do not exceed the HOME purchase price or value limit designated by the Federal Department of Housing and Urban Development (HUD).
2. The CDD will evaluate all proposals based on the project's contribution to increase the affordable housing stock, project's financial need, type of project (acquisition, rehab. or new construction) and availability of resources to determine the appropriate level of funding up to a maximum investment of \$54,000 per unit.

3. Projects which incorporate accessibility or energy efficiency into the design or involve lead paint reduction or asbestos mitigation shall be considered for an amount greater than \$54,000 per unit based on increased costs to provide these features, up to a maximum total of \$60,000 per unit.
4. This maximum sum of \$60,000 per unit will include the total of all funds provided by the CDD including, but not limited to, CDBG, HOME, Affordable Housing Trust Fund, ADDI and HOME-BUY. The CDD may also offer a higher amount per unit as temporary financing to reduce holding costs.
5. All rehabilitation work must meet the CDD Rehabilitation Standards and prior to closing the housing units must meet all applicable City of Madison minimum housing standards and building codes.
6. Projects may not exceed a total secured funds-to-value ratio greater than 115% from all sources. Projects where a community land trust serves as owner of the underlying land will be permitted to meet a higher ratio of 125% secured funds-to-value ratio for the entire project of land and property, or 150% of secured funds-to-value ratio for the land alone if the ground lease meets the conditions of affordability and 100% of the full value of the land is secured by a mortgage to the City.
7. CDD loans retained in an assisted property for an individual household may not exceed a loan-to-value ratio of 100% from all sources (excluding the Home Buy program which may not exceed 103% loan-to-value). Additional policies and underwriting guidelines, approved by the CDBG Committee, will apply to all down payment programs (except for the Home Buy program whose guidelines are approved by the CDA).
8. All new homebuyers receiving a CDD loan will be required to attend a homebuyer education class. Homebuyers will be required to submit a homebuyer education certificate of completion to the CDD prior to closing.
9. A minimum of 85% of all funds received shall be applied to capital costs including acquisition and closing costs (including an appraisal), rehabilitation, labor and materials, design and engineering costs and relocation costs. A maximum of 15% of the total CDD funds received may be applied to staffing and other service delivery costs. Projects involving the training of lower income individuals and which lead to employment or higher education may apply up to 50% of funds to staffing, legal or other development associated costs.
10. The CDD shall secure funding for capital costs with a promissory note and mortgage in the form of a non-recourse loan. Funds will be provided in the form of a long-term deferred loan payable upon sale of the property, transfer or change of use of the property. The promissory note will require a repayment equal to the amount of the CDD funds invested or net proceeds. Nothing in the Community Development Goals and Objectives precludes the inclusion of specific loan repayment conditions, including a shared appreciation provision, if deemed appropriate under the circumstances.
11. An agency designated as a developer cannot provide direct down payment assistance to individual homeowners purchasing the property unless they are a certified Community Housing Development Organization (CHDO) with the CDD or have both Developer and Sub-recipient contracts for each housing project as applicable.
12. The CDD will prioritize funding owner-occupied housing which is located in areas of priority to the City, including Neighborhood Resource Team (NRT) areas.

**II. Funds from eligible sources will be available for down payment and closing cost assistance in order to promote affordable housing opportunities for low to moderate income homebuyers.**

**Conditions**

1. Funds may be used only for housing units which do not exceed the HOME purchase price or value limit designated by the Federal Department of Housing and Urban Development (HUD).

2. Sub-recipient agencies will be limited to a maximum amount of \$36,000 per unit of down payment assistance. Of this amount, \$6,000 must be used toward activity delivery costs. Home Buy funds may be used in conjunction with the CDD downpayment assistance.
3. The maximum combined loan-to-value (LTV) will be limited to 100% (excluding the Home Buy program which may not exceed 103% LTV. Additional policies and underwriting guidelines, approved by the CDBG Committee, will apply to all down payment programs (excluding the Home Buy program whose guidelines are approved by the CDA).
4. All new homebuyers receiving a CDD loan will be required to attend a CDD approved homebuyer education class. Homebuyers will be required to submit a homebuyer education certificate of completion prior to closing.
5. Prior to closing, the housing must meet all applicable City minimum housing standards and building codes.
6. The CDD shall secure funding with a mortgage in the form of a non-recourse loan. Funds will be provided in the form of a long-term deferred loan payable upon sale of the property, transfer or change in use of the property. The promissory note will require a repayment of a percent of the appraised value based on the amount of the CDD funds invested in the property or net proceeds whichever is less.
7. The CDD will prioritize funding for homebuyer assistance located in areas of priority to the City, including Neighborhood Resource Team (NRT) areas.

#### **OUTCOME OBJECTIVE D: Rental Housing**

**Expand the number of affordable housing rental units and/or improve the quality and/or diversity of units available to lower income individuals.**

##### **Conditions**

1. Funds will be applied to the acquisition, construction and/or rehab. of permanent or transitional rental housing with rents at or below the HOME rent levels.
2. Housing (after rehab) must meet the Community Development Division Rehabilitation Standards and all applicable City minimum housing and building codes.
3. The CDD will evaluate all proposals based on the project's contribution to increase the affordable housing stock, project's financial need, type of project (acquisition, rehab. or new construction) and availability of resources to determine the appropriate level of funding up to a maximum investment of \$54,000 per unit.

Projects that include accessibility or energy efficiency improvements, involve lead paint reduction or asbestos removal shall be considered for amounts greater than \$54,000 per unit based on increased costs to provide these features. The CDD will evaluate all proposals based on these additional features to determine the appropriate level of funding up to a maximum investment of \$60,000 per unit.

The maximum sum of \$60,000 will include the total of all funds provided by the CDD including, but not limited to, CDBG, HOME, Green Madison, REEIP program, ESG and the Affordable Housing Trust Fund. The CDD may also offer a higher amount per unit as temporary financing to reduce holding costs. Projects meeting the criteria of the Scattered Site Fund may be eligible for an additional subsidy (see Section 5 for additional information) as an incentive to locate particular types of housing in areas of the city that do not have a high concentration of lower income housing.

4. The CDD will fund rental projects in areas of priority to the City, including Neighborhood Resource Team (NRT) areas, which improve the quality of rental units or help stabilize the area.
5. Newly constructed housing projects will be:
  - a. located in areas of the city which do not have a high concentration of lower income housing unless the project is necessary to meet overriding housing needs that cannot be met elsewhere in the City, or
  - b. part of a larger neighborhood revitalization effort
6. Existing not-for-profit housing is eligible only for funds available through the Housing Development Reserve Fund (see Section 5 of this document).
7. Projects may not exceed total secured funds to value ratio greater than 115% from all sources.
8. A minimum of 85% of all funds received shall be applied to capital costs as defined by the CDD including acquisition and closing costs (including an appraisal), labor and materials, design and engineering costs and relocation costs. A maximum of 15% of the total CDD funds received may be applied to staffing developer fees and other soft costs.
9. The CDD shall secure its funding for capital costs with a promissory note and a mortgage in the form of a non-recourse loan and a Land Use Restriction Agreement (LURA) if required by a funding source. Funds will be provided in the form of a long-term deferred loan payable upon sale of the property, transfer, or change in the use of the property. The promissory notes will require one of the following loan terms to be requested at the time of application:
 

**Option 1:** Long term deferred loan payable upon sale, transfer or change in the use of the property. The promissory note will require a repayment of a percent of the appraised value based on the amount of the CDD funds invested in the property or net proceeds whichever is less.

**Option 2:** Long term deferred loan, plus 2% accrued interest, payable up sale, transfer or change in the use of the property. Repayment will be equal to the amount of the CDD funds invested plus 2% accrued interest over the life of the loan.
10. All projects must comply with the relevant funding source requirements. The CDD will require that HOME-funded projects comply with the regulations in 24 CFR part 92, HOME Investment Partnership Program, that ESG-funded housing projects comply with ESG requirements as amended by HEARTH and be designed to serve homeless individuals as defined in 24 CFR 576 Emergency Solutions Grant and that CDBG funded projects comply with the regulations in 24 CFR 570 Community Development Block Grant..
11. The CDD will not consider investments in projects that convert owner-occupied units to rental units.
12. At least 90% of the CDD investment in a project must assist households at or below 60% Area Median Income (AMI) at the time of initial occupancy or investment. The remaining 10% of funds must assist households at or below 80% AMI.
13. A developer's proposal should include a minimum of 5% equity or a first mortgage.

**NOTE FOR COMMUNITY HOUSING DEVELOPMENT ORGANIZATION HOUSING (CHDO):** 15% of the aggregate HOME funds available to the City are reserved for projects administered by agencies which meet the HUD definition of a Community Housing Development Organization (CHDO), as defined in 24 CFR Part 92. The City may consider appropriate CHDO-sponsored, managed or owned projects for predevelopment or technical assistance loans.

**GOAL CATEGORY TWO: BUSINESS DEVELOPMENT**

Expand businesses to create jobs and assist with the development of microenterprises.

**OUTCOME OBJECTIVE E: Business Development and Job Creation**

Promote job creation and support the growth of new and existing businesses primarily through not for profits that provide loans and technical assistance. The City along with the Community Development Division will strive to influence community economic development to enhance livability and economic viability.

**Conditions**

1. Projects should target the development of jobs which pay at least the City’s living wage and provide training and advancement opportunities.
2. Businesses may include not for profit entities which operate like a business and demonstrate a predictable source of revenue based upon sales or services not funded by the City.
3. The CDD will require the recipients of loans or equity investments or other support to agree to create, at a minimum, one full time job at a living wage rate for every \$35,000 of CDBG funds received. At least 51% of the jobs created must be taken by low or moderate income persons. Positions need to be created and filled within 2 years.
4. The CDD will require the recipients of loans or equity investments or other support to agree to create full time jobs at a living wage rate as described below:

<b>Amount of Assistance</b>	<b>Number of Jobs Created</b>
\$1 - \$35,000	1
\$35,000 - \$70,000	2
\$70,001 - \$105,000	3

5. The CDD may approve the provision of up to 10% of a funded program’s amount to provide loans to businesses to retain existing positions held by income-eligible persons. These projects must be able to meet the HUD requirements for “retention.”
6. Projects funded must have a well developed business plan that considers among other things: focus of the business and intended customer base, expected costs and revenues, a particular sector of the economy (“green” jobs, etc.), a particular stage of development (start up business, second stage business, etc.) and size of business (number of employees).
7. The CDD will prioritize assistance to businesses located in areas of priority to the City, including Neighborhood Resource Team (NRT) areas.

**OUTCOME OBJECTIVE F: Economic Development of Small Businesses (micro-enterprises)**

**Assist micro-enterprises which are the principal occupations of their owners or which create new job opportunities for low or moderate income persons (HUD defines a micro-enterprise as a business with 5 or fewer full time employees, one of whom owns the business).**

The Committee will fund non-profits which provide technical assistance or appropriate space for nascent businesses, or loans to individuals starting or operating micro-enterprises where:

- a. The low or moderate income owner's job within the business is expected to become that individual's principal occupation within three years of provision of assistance, or
- b. The micro-enterprise is expected to create at least one full time equivalent position for a low or moderate income person, other than an owner, within four years.

## Conditions

1. Assist potential entrepreneurs by providing extensive education opportunities for starting and operating a small business prior to funding approval.
2. Assistance to any micro-enterprise is limited to a three - year period which begins with the first CDBG-funded contact with the non-profit agency funded by the CDD.
3. The CDD will require the recipients of loans to create, at a minimum, one full time job for every \$35,000 of CDBG funds received. At least 51% of the jobs created must be taken by low or moderate income persons. Positions need to be created and filled within 2 years.
4. Projects funded must have a well developed business plan that considers among other things: focus of the business and intended customer base, expected costs and revenues, a particular sector of the economy (“green” jobs, etc.), a particular stage of development (start up business, second stage business, etc.), and size of business (number of employees).

The CDD will prioritize assistance to businesses located in areas of priority to the City, including Neighborhood Resource Team (NRT) areas. **GOAL CATEGORY THREE: STRENGTHENING MADISON’S NEIGHBORHOODS**

Strengthen neighborhoods through the operation of neighborhood centers, community gardens and implementation of strategic neighborhood revitalization efforts.

### **OUTCOME OBJECTIVE G: Improvement of Community Focal Points**

**Create, enhance, or sustain the operation of neighborhood centers, community gardens or other focal points that bring people of diverse backgrounds together, serve as neighborhood focal points, or provide residents with skills or opportunities that will lead to stronger neighborhoods.**

## Conditions

1. Projects must demonstrate coordination with other community groups and the support and participation of neighborhood residents.
2. Projects must demonstrate that their service area contains a minimum of 51% lower income individuals, or at least 51% of their participants are lower income individuals.
3. The Committee will consider funding centers, community gardens or other focal points in a manner that contributes to the predictability of funding and stability of centers, gardens or other facilities while still recognizing that over time the needs change within a neighborhood. The Committee shall consider the quality of the programming, needs of the neighborhood, other resources existing in the neighborhood, resident participation and center user satisfaction in recommending funding for the centers.

### **OUTCOME OBJECTIVE L: Revitalization of strategic areas**

**Assist residents of designated neighborhoods in identifying opportunities and promoting sustainable revitalization efforts.**

The Committee will reserve funds solely for use within an eligible CDD designated neighborhood/ census tract. Designated neighborhoods/census tracts shall be selected by the Committee using a variety of criteria such as demographics of the neighborhood, other data from Neighborhood Indicators, other active initiatives, neighborhood changes and date of last plan (if one exists), existing neighborhood resources and potential opportunities.

The Committee will provide planning funds for a 1 year period for each designated neighborhood/census tract, to include appropriate technical assistance for increasing the capacity of the neighborhood, and planning assistance for



preparation of a neighborhood plan or assistance in updating an existing neighborhood plan followed by a period of project funding.

The Committee will provide project funds for a 2 year period, for proposals submitted by a qualified entity sponsored by a City designated neighborhood committee in the designated census tract(s) with a Council-approved neighborhood plan.

### **Conditions**

1. The Committee will provide funds to capitalized projects which are either one-time or will demonstrate self-sufficiency after the period of CDBG assistance. Projects categorized by HUD as planning/administrative or “public service” are not eligible.
2. Capital and infrastructure projects normally funded by the City as part of the capital budget process are not eligible except for projects addressing accessibility or provide the neighborhood share of Madison Arts Committee projects or neighborhood park improvements.
3. Projects must be consistent with the neighborhood plan or update developed by the neighborhood committee and approved by the Common Council. Neighborhoods will be encouraged to recommend projects that address interrelated issues within a comprehensive strategy and which generate a long-term positive impact on the neighborhood.

### **GOAL CATEGORY FOUR: ACCESS TO COMMUNITY RESOURCES**

Increase the access of low and moderate income households and community groups to resources through the improvement of community service facilities, enhancement of informational and support services for homeless and those at risk and employment and training opportunities.

### **OUTCOME OBJECTIVE J: Improvement of services to homeless and special populations.**

**Stabilize or improve the housing situation of homeless individuals or near homeless individuals, and develop supportive activities.**

1. The Committee will consider proposals which strengthen the area's continuum of care for homeless people, including outreach to homeless persons on the street, providing services to homeless persons in emergency shelter and transitional housing, rapidly rehousing homeless persons to permanent housing, and preventing homelessness for very low income persons at risk.
2. The Committee will give preference to proposals designed to develop longer-term solutions that assist homeless individuals in gaining the skills necessary to live independently, improve housing tenure and reduce future homeless episodes including support services and financial assistance.
3. The Committee will consider proposals that address issues related to people living in public places or parks, and seek to connect these people with more permanent living arrangements and services.
4. The Committee will consider proposals that seek to move homeless persons into stable housing as quickly as possible while providing a full complement of support services and financial assistance.
5. The Committee will consider proposals that use the Housing First Model.
6. The Committee will consider proposals that provide support for homeless persons in becoming job ready and obtaining employment.

## **Conditions**

1. All ESG funded projects must comply with 24 CFR 576 Emergency Solutions Grant and SHP funded projects must comply with 24 CFR 583 Supportive Housing Program. All proposals for CDD funds will also comply with federal regulations related to eligible recipients, program design, documentation standards and match requirements.
2. Preference will be given to projects designed to serve homeless persons or those persons at risk of homelessness that include a case management component. The purpose of the inclusion of these services will be to help recipients find and maintain stable, affordable housing.

## **OUTCOME OBJECTIVE K: Physical improvement of community service facilities**

### **Create or improve safe, accessible, energy efficient and well-maintained community and neighborhood facilities.**

Funds will be used for the acquisition and/or rehabilitation of the nonresidential facilities of agencies that can demonstrate that a minimum of 51% of their customers are both low and moderate income persons and City of Madison residents.

## **Conditions**

1. The City will provide assistance in the form of non-recourse, deferred payment loan that will be due and payable upon the sale, transfer, or change in use of the property. The CDD will secure the loans with a promissory note and a mortgage on the property. The promissory notes will require one of the following loan terms to be requested at the time of application:

**Option 1:** Long term deferred loan payable upon sale, transfer or change in the use of the property. The promissory note will require a repayment of a percent of the appraised value based on the amount of the CDD funds invested in the property or net proceeds whichever is less.

**Option 2:** Long term deferred loan, plus 2% accrued interest, payable up sale, transfer or change in the use of the property. Repayment will be equal to the amount of the CDD funds invested plus 2% accrued interest over the life of the loan.

1. Deferred payment loans to neighborhood centers shall include a City option to purchase the property or to find another agency to operate the project.
2. For agencies renting space, the City may provide up to \$25,000 as a ten-year forgivable loan, (the approximate period of depreciation for many improvements) unless the property owner will secure the loan with a mortgage on the property. Agencies renting space will be asked to provide a ten-year lease from the owner instead of a mortgage on the property.
3. The maximum cumulative amount that will be provided per property is \$150,000 or \$25,000 for property that is leased.
4. The City will not fund projects smaller than \$25,000, except in the case of ESG funds.
5. In the interest of promoting longer-term maintenance and planning, the City will limit agencies to one application per property in a 3-year period.
6. Funds to address this objective are available through the Acquisition/Rehab Reserve Fund. (See Section 5, Reserve Funds)

**OUTCOME OBJECTIVE X: Expansion of individual choice and access to housing resources and employment and training opportunities.**

Increase access to housing, information and other non-monetary resources and support for employment and training opportunities.

**Conditions**

1. Funds will be targeted to the operating costs of projects which provide information or other non-monetary resources to low and moderate income persons, such as housing counseling, training, legal advocacy or mediation.
2. The Committee will consider projects that equip individuals with the skills needed to improve housing tenure.
3. The Committee will consider projects which either address broader housing opportunities for people of all races, non-English speakers and other protected classes, fair housing goals, or activities which support the access to affordable housing opportunities throughout the community.
4. The Committee will consider activities that connect residents to job training opportunities leading to permanent employment that offers a living wage or greater.

**SECTION 3: ALLOCATION OF NEW FUNDS**

The CDD and CDBG Committee intend to continue to explore longer term funding arrangements with agencies to provide a source of stability to long term, well-working establish projects, and to reduce the level of annual proposal writing. To this end, the Committee will continue to capitalize and recommend the establishment of long term revolving funds where appropriate or will continue to seek and commit funds on a one-to- four year basis where the funding source or the nature of the project will permit such a commitment. For new funds committed for this next two year period, the Committee will seek to either commit projects to a two year contract for the period 2013-2014, subject to a review of effective performance and continued external (HUD or State) funding, or designate some project funding on a year by year basis when the nature of the project or the project context is undergoing transition.

The CDD anticipates allocating new funds it receives from federal, state, and local sources as outlined on the attached chart. The CDBG Committee may alter these target allocations based on the quality of proposals received in response to request for proposals for these funds. The Committee also reserves the right to reject, amend or negotiate specific terms on individual projects to strengthen its effectiveness with regard to City goals.

The Committee may also consider an increase, change in the conditions or funding limitations on specific projects which it determines may contribute substantially to a neighborhood revitalization or redevelopment strategy adopted by the Council or the CDBG Committee.

In addition to the listed targeted allocation, the CDD will seek out other funding opportunities to meet the CDD outcome objectives as outlined in the Community Development Program Goals and Objectives.

GOAL/Objective		RFP for 2011-2012			Other Potential or Existing Funding Sources				
		CDBG <sup>1</sup>	HOME <sup>2</sup>	ESG <sup>3</sup>	Federal	State	City		
HOUSING	A	Owner-Occupied Rehab	3 %	5 % <sup>4</sup>		EECBG			
	B	Buyer		41 % (12 % <sup>4</sup> + 29 %)			HCRI	TIF	
			Housing Development Reserve Fund	3 %	10 %	0 %			Housing Trust Fund, HOME Match
	D	Rental						Housing Trust Fund, HOME Match, Scattered Site	
			7 %	29 %		, SHP	HPP	TIF	
BUSINESS DEVELOPMENT	E	Job Creation	8 %						
	F	Micro-enterprise	Economic Development Reserve Fund	7 %					
				4 %					
STRENGTHENING NEIGHBORHOODS	G	Centers / Gardens <sup>5</sup>	15 %					City levy	
	L	Strategic Area Revitalization	Concentration Neighborhoods	4 %				City levy (Emerging Neighborhoods)	
			Neighborhood Strategy Areas	0 %					
ACCESS TO RESOURCES	K	Facilities	Acquisition/Rehab Reserve Fund	4 %			EECBG	City levy (Capital Budget projects)	
	J	Homeless			92.5 % <sup>3</sup>		ESG, THP	City levy	
	X	Access to Resources		1 %					City levy
			Futures Fund	1 %					
OVERALL PROGRAM ADMINISTRATION	Z	Direct Administration & Support Services	36 % (18 % <sup>6</sup> + 18 % <sup>6</sup> )	15 % (10 % <sup>6</sup> + 5 % <sup>6</sup> )	7.5 % <sup>6</sup>	EECBG, SHP	ESG,		
<b>SUBTOTALS</b>			100 %	100 %	100%				

<sup>1</sup> CDBG funds are limited to 15% for “public services” and 20% for administrative/planning/fair housing activities.

<sup>2</sup> HOME funds are limited to 10% for administration. Also, a minimum of 15% of the total HOME allocation must be used for activities carried out by certified CHDOs (Community Housing Development Organizations).

<sup>3</sup> Federal ESG funds are limited to 5% for administration, 30% for homeless “essential services” and 30% for homelessness prevention activities.

<sup>4</sup> Of the City’s estimated total HOME allocation, 5% is earmarked for the CED Deferred Payment Loan program and 12% is earmarked for the American Dream Downpayment Initiative (ADDI) program.

<sup>5</sup> A minimum of 1/15 of the Centers/Gardens category (or 1% of the City’s estimated total CDBG allocation) is earmarked for community gardens.

<sup>6</sup> The Committee has reserved 18% of the City’s estimated total CDBG allocation, 10% of the City’s estimated total HOME allocation, and 5% of the City’s estimated total Federal ESG allocation for program administration. Due to the variable nature of program income figures used in the HUD formula for calculating annual CDBG and HOME administrative caps, an additional 18% in CDBG funds and 5% in HOME funds have been set aside as part of an administrative “contingent reserve”.

### **Contract Process**

The Community Development program will issue two-year projects a contract for a two-year period contingent upon successful performance and receipt of similar funding from HUD for year two. The CD program may also issue certain projects contracts for a one-year period.

### **Fund Allocation**

The CDBG Committee will allocate all funds for this two-year period except for the reserve funds. The Committee will reserve sufficient funds to allow for emergency or short-lived opportunities that arise during the year.

## **SECTION 4: GENERAL CRITERIA AND CROSS-CUTTING POLICY AND GEOGRAPHICAL GOALS**

### **General Criteria**

The CDD will require projects to meet these national, state and local cross-cutting regulatory requirements:

1. Serve low and moderate income persons.
2. Take affirmative steps to utilize disadvantaged, women and minority business enterprises (D/W/MBEs).
3. Comply with the goals and requirements of the City's Section 3 Program which seeks to extend employment, training and contracting opportunities to low-income people and businesses.
4. Promote affirmative action, non-discrimination and equal opportunity in each of its assisted programs.
5. Comply with physical accessibility standards.
6. Minimize negative environmental impacts, and meet environmental goals.
7. Reduce lead paint hazards using certified inspectors, supervisors, workers and companies, as well as established lead safe work practices when required.
8. Reduce hazards caused by asbestos and asbestos containing materials and/or remove asbestos and asbestos containing materials using a certified asbestos abatement supervisor and a certified asbestos worker.
9. Comply with Federal Fair Labor Standards, and local Living Wage requirements.
10. Minimize displacement in acquisition or rehabilitation projects.
11. Affirmatively further fair housing, housing diversity, and housing choices.
12. Minimize both the direct and indirect displacement of persons. Where appropriate, the Office will adhere to the state and federal benefit levels and procedures. The CDD will also use its funds only in projects that minimize the demolition or conversion of affordable housing units to another use.
13. Avoid conflict of interest situations, and comply with anti-lobbying requirements. Note: If a group is seeking approval of a development that has over 40,000 gross square feet of non-residential space, or a residential development of over 10 dwelling units, or if a group is seeking assistance from the city with a value of over \$10,000 (this includes grants, loans, TIF or similar assistance), then the group is likely to be subject to Madison's lobbying ordinance, sec. 2.40 MGO. The group is required to register and report its lobbying. Please consult the City Clerk for more information. Failure to comply with the lobbying ordinance may result in fines of \$1,000 to \$5,000.
14. Adhere to the constitutional and regulatory provisions of separation of church and state and avoidance of public funding of inherently religious activities.
15. Design program operations to safeguard vulnerable populations, such as young children and frail elderly people.

## **SECTION 5: FUNDS AVAILABLE OUTSIDE OF THE SUMMER PROCESS**

CDBG, ESG, Scattered Site, and HOME Funds shall be used to support: the Housing Development Fund, the Economic Development Fund, the Facility Acquisition/Rehab Fund, the Futures Fund, and the ESG Homeless Capital Fund. Funds from the Affordable Housing Trust Fund shall be allocated to the Housing Development Fund.

### **Housing Development Revolving Fund**

#### **Projects using CDBG, ESG, Scattered Site or HOME funds:**

1. Projects must meet either Objective B or D, and the relevant funding conditions of the particular funding source.
2. Funds are available anytime throughout the year contingent upon availability of funds. Applications should be submitted electronically to the CDD by 12:00 p.m. on the first Friday of the month and will be reviewed by the CDBG Committee on the first Thursday of the following month. If electronic submittal is a barrier, the CDD will accept a typed application. The City Council shall determine final approval for all recommended projects over \$25,000 to be assisted with Housing Development Funds; the Mayor shall determine final approval for all recommended projects \$25,000 or less of all Scattered Site funds.
3. Applications should be submitted four months prior to the planned acquisition or rehabilitation of the property to allow time for orderly decision making.
4. Proposals for this Housing Development Fund must identify a specific site address and be able to commit all funds within twelve months of Council approval. The City will provide assistance to properties that are or will be owned by the applicant.
5. Applications for all funds within the Housing Development Fund are available from the CDD.

#### **Projects using the Affordable Housing Trust Fund**

1. Projects must meet the conditions of the Affordable Housing Trust Fund ordinance and implementing procedures.
2. Applications will be solicited through a Request for Proposal (RFP) process and must meet the conditions of the RFP document. Applications will be reviewed by the CDBG Committee. The City Council shall determine final approval for all recommended projects over \$25,000; the Mayor shall determine final approval for all recommended projects of \$25,000 or less.

### **Economic Development Revolving Fund**

1. Projects must meet Objectives E or F. Projects that include acquisition and rehab. of the property must also meet Objectives E or F and the cross-cutting regulations found on page 15.
2. Funds for small business development and job creation are available anytime throughout the year contingent upon the availability of funds.
3. Applications should be submitted electronically to the CDD by 12:00 PM on the first Friday of the month and will be reviewed by the CDBG Committee on the first Thursday of the following month. If electronic submittal is a barrier, the CDD will accept a typed application. The Common Council shall determine final approval for all recommended projects over \$25,000 to be assisted with Economic Development Funds; the Mayor shall determine final approval for all recommended projects of \$25,000 or less. Applications should be submitted four months prior to the planned acquisition or rehabilitation of the property in order to all time for orderly decision-making.

4. Proposals for this Economic Development Fund must identify a specific site address and be able to commit and expend all funds within twelve months of Council approval. The City will provide assistance solely to properties that are or will be owned by the applicant.
5. The CDD will secure its funding for capital costs with a mortgage in the form of a non-recourse loan. Funds will be provided in the form of a long-term deferred loan payable upon the sale, transfer, or change in use of the property. The mortgage will require a repayment equal to the amount of CDBG funds invested or the percent of the appraised value which the CDBG funds represent in the value of the property, whichever is higher.
6. Applications are available from the CDD.

#### **Acquisition/Rehab Revolving Fund**

1. Projects must meet Objective K.
2. The City will not fund projects smaller than \$25,000 except in the case of ESG funds.
3. Funds are available anytime throughout the year contingent upon availability of funds. Applications should be submitted electronically to the CDD by 12:00 p.m. on the first Friday of the month and will be reviewed by the CDBG Committee on the first Thursday of the following month. If electronic submittal is a barrier, the CDD will accept a typed application. The City Council shall determine final approval for all recommended projects over \$25,000; the Mayor shall determine final approval for all recommended projects \$25,000 or less. Applications should be submitted four months prior to the planned acquisition or rehabilitation of the property.
4. Funds must be committed within twelve months of Council approval to a specific written agreement for acquisition or rehab. work.
5. Applications are available from the CDD.

#### **Futures Fund Reserve Fund**

1. Projects must help a non-profit community agency develop a prototype or conduct a feasibility study or address a short-lived revitalization opportunity or develop a new method or approach while also addressing one of the Community Development objectives.
2. . Funds can be applied toward the capital or non-capital costs. These funds are limited due to HUD imposed caps.
3. Funds will be limited to \$20,000 per project and are provided in the form of a one-time grant.
4. Funds are available anytime throughout the year contingent upon availability of funds. Applications should be submitted electronically to the CDD by 12:00 p.m. on the first Friday of the month and will be reviewed by the CDBG Committee on the first Thursday of the following month. If electronic submittal is a barrier, the CDD will accept a typed application.
5. The City Council shall determine final approval for all recommended projects over \$20,000; the Mayor shall determine final approval for all recommended projects \$20,000 or less. Applications should be submitted four months prior to the planned project.
6. Applications are available from the CDD.

### **ESG/Homeless Capital Fund**

The City will facilitate an annual process with community services providers to develop and administer State ESG funds which meet the objectives, preferences, and conditions of Objectives D and J.

### **Other Funding Sources**

The City will also seek funds from sources other than those enumerated above and welcome suggestions or the opportunities to co-sponsor or develop and administer those applications.

### **CONCLUSION**

Questions or comments and suggestions about these Goals and Objectives are always welcome.

Mail: Community Development Division  
Department of Planning and Community and Economic Development  
Room 225, Madison Municipal Building  
215 Martin Luther King Jr. Blvd.  
P.O. Box 2627  
Madison, WI 53701-2627

Phone: (608) 266-6520

Fax: (608) 261-9661

E-Mail: [cdbg@cityofmadison.com](mailto:cdbg@cityofmadison.com)

Web: [www.cityofmadison.com/cdbg](http://www.cityofmadison.com/cdbg)

IF YOU NEED SPECIAL ACCOMMODATIONS SUCH AS A TRANSLATOR OR MATERIALS IN AN ALTERNATE FORMAT, PLEASE CALL THE CD Division AT 266-6520.



**SECTION 6: CHECKLIST AND ROADMAP FOR APPLICATIONS TO THE CDD  
FUNDING PATHS:**

APPLICANT'S NOTES	MAJOR STEPS	PATH 1: 2 YEAR FUNDING PROCESS FOR 2013-2014	PATH 2: NON-2 YEAR FUNDING PROCESS FOR RESERVE FUNDS: Acquisition/Rehab, Housing Development, Economic Development and Futures Funds
	Agency observes community needs and explores best methods to address those opportunities	Spring 2012	
	Agency develops proposal concept, explores capacities to manage project, discusses concept with its governing board and potential partners		Two months prior to application
	Agency discusses concept with staff of funding sources		
	Agency determines funding and project schedules		
	Agency decides to apply, if appropriate and ready	April 2012	One month prior to application
	Agency submits proposal to CDD	June 2012	First Friday of the month by 12:00 p.m.
	CDD staff reviews written application	July 2012	The last week of each month
	Committee reviews written application		The first Thursday of each month
	Committee determines its recommendation.		
	Council determines its approval	October 2012	Generally 5-6 weeks following the Committee, on either the first or third Tuesday of the month
	CDD staff develop the contract	November and December, 2012	Three weeks after approval by the Council or the Mayor
	Program begins after written contract is executed	After January 1, 2013	After contract is executed.



Program Description:

**AABBA**  
**Smarter Black Businesses Program**

Program Synopsis	Goal	Customer / Participant	Geography
AABBA has developed as an organization over the	<input type="radio"/> Housing	<input type="radio"/> Existing owner	<input type="radio"/> County or greater
Last year and continues to be a resource for African American businesses. They will continue to survey businesses and provide technical assistance and educational opportunities to a least 10 businesses. AABBA will also provide at least 6 networking and informational sessions.	<input checked="" type="radio"/> Businesses with jobs	<input type="radio"/> Homebuyer	<input checked="" type="radio"/> Madison
	<input type="radio"/> Services	<input type="radio"/> Renter	<input type="radio"/> CD Target Area
		<input type="radio"/> Un(der)employed	<input type="radio"/> Neighborhood
		<input checked="" type="radio"/> Micro-business owner	
		<input type="radio"/> Gardener	
		<input type="radio"/> Center participant	
		<input type="radio"/> Homeless	
		<input type="radio"/> Information seekers	
	<input type="radio"/> Facilities	<input type="radio"/> Service users	

Agency and Management History	Benchmarks
AABBA is a volunteer run organization which was established in 2004. The AABBA Board of Directors and their volunteer committees are made up of members of the business community, MATC, and government agencies. AABBA received funding for the first time in 2007 to provide assistance to the African American micro-business community.	10 African American businesses will receive technical assistance. 6 networking and informational sessions for existing and start-up businesses will take place. One annual business retreat will be held for 40 Madison African American business owners.

Performance History	2007	2008	2011	Estimated-2012
# of African American businesses assisted	20	55	25	75
CD funds expended	\$15,000	\$39,061	\$40,000	\$40,000
Cost per business	750	710	1600	533

**Program Development**

The program will continue to assist in facilitating the development of small African American businesses. Through this process AABBA will continue to assess the businesses needs. AABBA will continue to partner with local agencies to provide its members needed technical assistance.

**Program Design**

This two-year funded program is designed to gain a better understanding of the needs of the African American business community. AABBA will help to meet these needs by providing a variety of resources to African American businesses to help them achieve success.

**Reward**

Assistance provided to promote, support and mentor African American businesses.

**Risk**

Low risk methodology

		TYPE		
		<i>Pilot / Demo</i>	<i>Multi-Year</i>	<i>Workhorse</i>
METHOD	<i>Revolving Fund</i>			
	<i>Capitalized</i>			
	<i>Operating</i>	✓		

Program Description:

**Community Action Coalition for South Center WI, Inc.  
Case Management Program**

**Program Synopsis**

CD Office uses ESG funds to provide case management services to families to help them secure and maintain housing. Funds are used to staff costs related to providing support services as well as making referrals to appropriate providers.

**Goal**

- Housing
- Businesses with jobs
- Services
- Facilities

**Customer / Participant**

- Existing owner
- Homebuyer
- Renter
- Un(der)employed
- Micro-business owner
- Gardener
- Center participant
- Homeless
- Information seekers
- Service users

**Geography**

- County or greater
- Madison
- CD Target Area
- Neighborhood

**Agency and Management History**

The Community Action Coalition (CAC) is an independent non-profit agency established in 1966 as the local vehicle of the war on poverty. Its primary funding source is the Federal government, but a local Board of Directors decides priorities and policies. It operates a range of programs in Dane, Jefferson and Waukesha counties, including housing, community organizing and food-related programs. [www.cacsw.org](http://www.cacsw.org)

**Benchmarks**

Provide support services to 60 households per FTE to assist them in obtaining and maintaining housing.  
  
75% of the households who receive financial assistance for housing from CAC will maintain stable housing at six months.

Performance History	2003	2004	2005	2006	2007	2008	2008	2009	2010	2011	2012 (est.)
# of participants	17	37	29	20	14	14	14	11	8	5	10
CD funds expended	\$10,454	\$8,000	\$8,000	\$8,000	\$7,700	\$7,700	\$7,700	\$6,147	\$5,273	\$7,546	\$7,546
CD Cost per participant	\$615	\$217	\$276	\$400	\$550	\$550	\$550	\$559	\$659	\$1,509	\$755

Sources: ESG

**Program Development**

CAC participates with other HSC agencies in applying for state ESG funds for case management which is a function of CAC's Family Support unit.

**Reward**

Households in need avoid eviction and the costs associated with homelessness.

**Risk**

Competition for state funds has reduced the amount available and this amount could continue to decrease.

**Program Design**

This program pays a portion of the staff costs for the Family Support unit that provides support services for very low-income families.

**METHOD**

		<b>TYPE</b>		
		<i>Pilot / Demo</i>	<i>Multi-Year</i>	<i>Workhorse</i>
<i>Revolving Fund</i>				
<i>Capitalized</i>				
<i>Operating</i>			✓	

Program Description:

**Community Action Coalition for South Central Wisconsin, Inc.**

**Community Gardens Program**

**Program Synopsis**

CD covers partial costs to provide coordination and support of neighborhood gardening groups and gardens which serve a largely low and moderate income households. Food grown in community gardens is for household consumption and augments a family's food supply. The gardens bring people of diverse incomes together, serve as neighborhood focal points, and encourage leadership skills and opportunities which lead to strengthened gardens, neighborhoods and communities. The prime measures of success are the number of non-duplicated participants and the number of residents gardening in neighborhood gardens.

**Goal**

- Housing
- Businesses with jobs
- Services
- Facilities

**Customer / Participant**

- Existing owner
- Homebuyer
- Renter
- Un(der)employed
- Micro-business owner
- Gardener
- Center participant
- Homeless
- Information seekers
- Service users

**Geography**

- County or greater
- Madison
- CD Target Area
- Neighborhood

**Agency and Management History**

The Community Action Coalition (CAC) is an independent non-profit agency established in 1966 as the local vehicle of the war on poverty. Its primary funding source is the Federal government, but a local Board of Directors decides priorities and policies. It operates a range of programs in Dane and Jefferson counties, including housing, business development, community organizing and food-related programs.

**Benchmarks**

CAC provides a range of functions for each garden site. It works with each site to develop local leadership to for garden operations and maintenance.

CAC raises funds to cover approximately 45% of its garden program costs.

Performance History	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012 (est)
# sites supported	13	8	7	7	7	7	7	8	8	8	8	10	10
# participant households	276	173	189	233	289	311	360	427	416	372	369	354	400
CD funds expended	\$45,410	\$38,250	\$38,250	\$39,650	\$39,015	\$40,240	\$38,266	\$41,689	\$42,371	\$42,371	\$43,689	\$56,328	\$56,328
Cost per participant household	\$164	\$221	\$202	\$170	\$135	\$129	\$106	\$98	\$101	\$114	\$118	\$159	\$140

Sources: CDBG and City GPR funds

### Program Development

The City first funded the gardens program in 1983 as one strategy to strengthen the range of alternative food sources for very low-income people. The CAC and City focus since then has evolved into a strategy of support for neighborhood-level self-help activities which bring together a cross-section of people, develop leadership among the group, and produce food for household consumption. CAC continues to support some aspects of locally led gardens, and tries to act to maintain continuity of a garden if a local group is unable to sustain itself. Sites are scattered around the City; maintenance of old sites and development of new sites is a continuing challenge. A 1999 City committee recommended steps to develop broader City support for gardening, and a successor City committee is exploring ways to implement some of the recommendations.

### Program Design

The program covers operating costs, and is classified by HUD as a “public service,” a category limited to 15% under the CDBG program. It is supplemented by City funds. It covers the cost of a gardening coordinator and staff used to plan, coordinate, market, obtain donations and hold training sessions for gardeners and community groups.

### Reward

Active, healthy activity which involves a range of people in local, tangible decision-making.

### Risk

Low risk, but seasonal activity requires ongoing participation to create successful crop. Loss of land for sites also a risk.

METHOD

		TYPE		
		<i>Pilot / Demo</i>	<i>Multi-Year</i>	<i>Workhorse</i>
<i>Revolving Fund</i>				
<i>Capitalized</i>				
<i>Operating</i>				✓



Program Description:

**Community Action Coalition for South Central WI, Inc.  
Housing Counseling Program**

**Program Synopsis**

The CD Office uses CDBG and GPR funds to provide housing counseling and referral to individuals and families to help them secure and maintain suitable, affordable housing. Funds are used for a portion of staff and operating costs related to the administration of financial assistance grants, housing counseling, and household money management.

**Goal**

- Housing
- Businesses with jobs
- Services
- Facilities

**Customer / Participant**

- Existing owner
- Homebuyer
- Renter
- Un(der)employed
- Micro-business owner
- Gardener
- Center participant
- Homeless
- Information seekers
- Service users

**Geography**

- County or greater
- Madison
- CD Target Area
- Neighborhood

**Agency and Management History**

The Community Action Coalition (CAC) is an independent non-profit agency established in 1966 as the local vehicle of the war on poverty. Its primary funding source is the Federal government, but a local Board of Directors decides priorities and policies. It operates a range of programs in Dane, Jefferson and Waukesha counties, including housing, community organizing and food-related programs. [www.cacscw.org](http://www.cacscw.org)

**Benchmarks**

Provide general information and referral to 10,000 households seeking information about housing.  
  
75% of the households who receive financial assistance for housing from CAC will maintain stable housing at six months.

Performance History	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012 (est.)
# of participants	13,339	7,250	6,584	5,337	9,477	15,005	13,402	10,000	10,000	10,281	11,990	15,759	10,000
CD funds expended	\$21,840	\$25,616	\$22,990	\$23,300	\$23,300	\$23,646	\$22,486	\$23,000	\$23,376	\$24,077	\$24,077	\$24,077	\$24,077
Cost per household	\$2	\$4	\$3	\$4	\$2	\$2	\$2	\$2	\$2	\$2	\$2	\$2	\$2

Sources: CDBG and GPR funds

**Program Development**

This program was established in partial response to a City study that identified patterns of household housing searches that reinforced discriminating patterns of housing choice. The City experimented with various housing information systems that would provide home seekers with broader information about available units and linkages to sources of housing assistance. CAC used State funds available through the CD Office to provide shorter-term rent assistance and this program evolved to include more in depth counseling and financial education.

**Program Design**

This program involves operating costs for staff that provide counseling, conduct eligibility determination, and link households to resources.

**Reward**

Households are supported in their efforts to obtain and maintain stable housing.

**Risk**

Public funds may be decreased based on other priorities.

METHOD

		TYPE		
		<i>Pilot / Demo</i>	<i>Multi-Year</i>	<i>Workhorse</i>
<i>Revolving Fund</i>				
<i>Capitalized</i>				
<i>Operating</i>			✓	

Program Description:

**Community Action Coalition for South Center WI, Inc.**  
**RENT-ABLE Program**

**Program Synopsis**  
 CD Office uses ESG and state HPP funds to provide financial assistance to individuals and families who are homeless or at risk of homelessness to help them secure and maintain housing. Funds are used to make direct payments to landlords for past due rent to avoid an eviction and for first months rent or short-term rental subsidy to assist in obtaining housing. Funds are also used for staff costs associated with providing housing counseling and administering the program.

- Goal**
- Housing
  - Businesses with jobs
  - Services
  - Facilities

- Customer / Participant**
- Existing owner
  - Homebuyer
  - Renter
  - Un(der)employed
  - Micro-business owner
  - Gardener
  - Center participant
  - Homeless
  - Information seekers
  - Service users

- Geography**
- County or greater
  - Madison
  - CD Target Area
  - Neighborhood

**Agency and Management History**  
 The Community Action Coalition (CAC) is an independent non-profit agency established in 1966 as the local vehicle of the war on poverty. Its primary funding source is the Federal government, but a local Board of Directors decides priorities and policies. It operates a range of programs in Dane, Jefferson and Waukesha counties, including housing, community organizing and food-related programs.  
[www.cacscw.org](http://www.cacscw.org)

**Benchmarks**  
 327 households to receive financial assistance to obtain and maintain housing.  
 75% of the households who receive financial assistance for housing from CAC will maintain stable housing at six months.

Performance History	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012 (est.)
# of participants	294	289	315	239	310	311	227	164	152	200
CD funds expended	\$282,943	\$256,408	\$269,760	\$150,700	\$186,900	\$178,000	\$145,853	\$99,012	\$107,742	\$131,124
CD Cost per participant	\$962	\$887	\$866	\$631	\$603	\$572	\$643	\$604	\$709	\$656

Sources: State ESG & HPP

### Program Development

This program was originally part of the CD Office contract with the state for Housing Reduction Cost Initiative (HCRI) funds. When this grant was partially transformed into the Homeless Prevention Program (HPP) and combined with state ESG and THP funds, CAC became a participating agency in the City's ESG application to the WI Division of Housing.

### Program Design

The CD Office contracts with CAC to provide financial assistance and support services and provides "slots" used by other Homeless Services Consortium agencies referrals. The number of "slots" available per agency is determined each year by CAC and the participating agencies.

### Reward

Households in need avoid eviction and the costs associated with homelessness.

### Risk

Competition for state funds has reduced the amount available and this amount could continue to decrease.

		TYPE		
		<i>Pilot / Demo</i>	<i>Multi-Year</i>	<i>Workhorse</i>
METHOD	<i>Revolving Fund</i>			
	<i>Capitalized</i>			
	<i>Operating</i>		✓	

Program Description:

**City CD Office**

***American Dream Downpayment Initiative (ADDI)***

**Program Synopsis**

This HUD funded program provides up to 6% of the purchase price not exceeding \$10,000 toward the down payment and closing costs of a home purchased by an income-eligible household. Households apply for a first mortgage through participating lenders, who then prepare loan documents for CD Office staff to utilize for the underwriting process. The ADDI second mortgage long term deferred loan is available to households with incomes of 80% or less of area median income, purchasing property in the City of Madison.

**Goal**

- Housing

---

- Businesses with jobs

---

- Services

---

- Facilities

**Customer / Participant**

- Existing owner
- Homebuyer
- Renter

---

- Un(der)employed
- Micro-business owner

---

- Gardener
- Center participant
- Homeless
- Information seekers

---

- Service users

**Geography**

- County or greater
- Madison
- CD Target Area
- Neighborhood

**Agency and Management History**

The Community Development Office is an organizational division of the Department of Planning and Development within the City of Madison. Community Development staff have directly developed and administered the ADDI program under the guidance of the CDBG Commission.

**Benchmarks**

Down payment programs can be judged by the number of households moved into homeownership positions, by the size of the average loan per successful move, and by the administrative cost per loan.

Performance History	2005	2006	2007	2008	2009	2010	2011
# hh assisted into ownership	8	35	37	50	38	29	23
CD funds expended	\$67,410	\$245,888	\$269,032	\$386,346	\$271,221	\$187,913	\$165,147
Cost per assisted household	\$8426.25	\$7,025	\$7,271	\$7,726	\$7,137	\$6,479	\$7,180

Sources: HUD – Home Funds

**Program Development**

The Community Development Office staff continue to work with area lenders, community groups, churches, the CDBG Commission and other ADDI program administrators to promote the City of Madison ADDI program.

**Reward**

Increased opportunities for homeownership in the City of Madison, particularly for groups usually unable to get into ownership.

**Risk**

Low risk, combined with a pre-existing mortgage process that reduces administrative costs and burdens.

**Program Design**

Provided as a separate source of dedicated Federal HOME funds to the City, the ADDI program is entering its eighth year of operation after an initial trial period. The Office has developed solid contacts with banks and credit unions, and marketed the program to neighborhood groups, minority group churches and City staff. The program is designed to become a revolving fund, with repayment used for additional future loans. Administrative costs are covered from the annual HOME allocation.

METHOD

	TYPE		
	<i>Pilot / Demo</i>	<i>Multi-Year</i>	<i>Workhorse</i>
<i>Revolving Fund</i>		✓	
<i>Capitalized</i>			
<i>Operating</i>			

Program Description:

**Common Wealth Development Corporation**  
*Neighborhood Revitalization*

**Program Synopsis**

Common Wealth's Lease Purchase program is designed to assist economic development and housing projects by creating new FTE jobs or affordable housing to help LMI individuals. Repayments from previously funded loans for businesses or housing will be reinvested into the program.

**Goal**

- Housing
- .....
- Businesses with jobs
- .....
- Services
- .....
- Facilities

**Customer / Participant**

- Existing owner
- Homebuyer
- Renter
- .....
- Un(der)employed
- .....
- Micro-business owner
- .....
- Gardener
- Center participant
- Homeless
- .....
- Information seekers
- .....
- Service users

**Geography**

- County or greater
- Madison
- CD Target Area
- Neighborhood

**Agency and Management History**

Common Wealth Development Corporation is an independent non-profit agency established in 1974 with the purpose of improving the quality of life within the Wil-Mar Neighborhood through housing and business development projects. Common Wealth has completed a series of housing and business development projects which it owns and manages, including the former 4 Lakes Tavern, the 900 block of Williamson Street, the Co-op, transitional housing units, and two business facilities (Madison Enterprise Center and Main Street Industries). Common Wealth has generally developed these units on a project-by-project basis, sometimes in partnership with other agencies or businesses.

**Benchmarks**

Assist businesses to create at least 1 new FTE position for every \$35,000 in loan money provided. Provide funds for the development of long term affordable housing to low-income individuals.

Performance History	2008	2009	2010	2011									
# housing units created	1 job	0	0	0									
# of FTE jobs created													
CD funds expended	\$5,334	0	0	0									
Cost/developed property													
Cost per job	\$5,334	0	0	0									

**Program Development**

Common Wealth began this program to increase owner-occupancy within the Wil-Mar neighborhood and to help retain affordable housing for current renters. Experience from the first units indicates that the lease period prior to ownership will be longer than initially designed, since many families must improve their credit prior to assumption of full ownership and the mortgage. Renovation of the units has added to the quality of housing within the area. In 2006, Common Wealth participated in the first private development involving the inclusionary zoning program, by using HOME funds to pre-purchase 6 IZ units developed as part of the Livingston Condos. CWD has arranged to buy back the IZ units when the current owners want to sell their condos, and place the units in their lease-purchase program.

**Program Design**

The program is a quasi-revolving fund, with rent revenues supporting the actual administrative costs of the program. For additional acquisition and development of new units, Common Wealth needs additional capitalization and underwriting of development costs. Common Wealth has developed a shared equity appreciation model which allows them to gain equity on the loan of the CDBG funds in the properties and thereby maintain affordability of the homes into the future.

**Reward**

Affordable housing and increase in owner-occupancy within the Wil-Mar Neighborhood.

**Risk**

Moderate risk, due to goal of working with current renters.

METHOD

		TYPE		
		<i>Pilot / Demo</i>	<i>Multi-Year</i>	<i>Workhorse</i>
<i>Revolving Fund</i>				
<i>Capitalized</i>			✓	
<i>Operating</i>				



Program Description:

**Common Wealth Development Corporation**  
***Lease Purchase Program***

**Program Synopsis**

Common Wealth's Lease Purchase program is designed to acquire and renovate one- and two-unit buildings in the Wil-Mar Neighborhood, and lease them to current occupants for eventual purchase over a two- to three-year period

**Goal**

- Housing
- Businesses with jobs
- Services
- Facilities

**Customer / Participant**

- Existing owner
- Homebuyer
- Renter
- Un(der)employed
- Micro-business owner
- Gardener
- Center participant
- Homeless
- Information seekers
- Service users

**Geography**

- County or greater
- Madison
- CD Target Area
- Neighborhood

**Agency and Management History**

Common Wealth Development Corporation is an independent non-profit agency established in 1974 with the purpose of improving the quality of life within the Wil-Mar Neighborhood through housing and business development projects. Common Wealth has completed a series of housing and business development projects which it owns and manages, including the former 4 Lakes Tavern, the 900 block of Williamson Street, the Co-op, transitional housing units, and two business facilities (Madison Enterprise Center and Main Street Industries). Common Wealth has generally developed these units on a project-by-project basis, sometimes in partnership with other agencies or businesses. CWD has now affiliated with MACLT and is providing all supervision and staff for MACLT.

**Benchmarks**

Common Wealth currently has units within its lease-purchase program.

The programs most similar to this include:  
 Urban League SFRO (with a longer lease period of 15 years)

Performance History	1996	1997	1998	1999 (est.)	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
# housing units created	7	existing	9	1	4	0	1	0	0	0	6	0	1	1
CD funds expended	\$232,777	\$30,077	\$249,292	\$43,125	\$145,000	--	\$37,500	0	0	0	\$258,000	--	\$50,000	\$48,051
Cost/developed property	\$13,693		\$27,699	\$43,125	\$36,250	--	\$37,500	--	0	0	\$43,000	--	\$50,000	\$48,051

Sources: CDBG funds, Lead Paint, HOME

Notes: 1996 includes both lease-to-purchase units and other rental properties

### Program Development

Common Wealth began this program to increase owner-occupancy within the Wil-Mar neighborhood and to help retain affordable housing for current renters. Experience from the first units indicates that the lease period prior to ownership will be longer than initially designed, since many families must improve their credit prior to assumption of full ownership and the mortgage. Renovation of the units has added to the quality of housing within the area. In 2006, Common Wealth participated in the first private development involving the inclusionary zoning program, by using HOME funds to pre-purchase 6 IZ units developed as part of the Livingston Condos. CWD has arranged to buy back the IZ units when the current owners want to sell their condos, and place the units in their lease-purchase program.

### Program Design

The program is a quasi-revolving fund, with rent revenues supporting the actual administrative costs of the program. For additional acquisition and development of new units, Common Wealth needs additional capitalization and underwriting of development costs. Common Wealth has developed a shared equity appreciation model which allows them to gain equity on the loan of the CDBG funds in the properties and thereby maintain affordability of the homes into the future.

### Reward

Affordable housing and increase in owner-occupancy within the Wil-Mar Neighborhood.

### Risk

Moderate risk, due to goal of working with current renters.

METHOD

		TYPE		
		<i>Pilot / Demo</i>	<i>Multi-Year</i>	<i>Workhorse</i>
<i>Revolving Fund</i>				
<i>Capitalized</i>			✓	
<i>Operating</i>				

Program Description:  
**Common Wealth Development Corporation**  
*Rental Development Program*

**Program Synopsis**

Common Wealth's Rental Development program is designed to acquire and renovate or newly construct affordable rental units in the Wil-Mar Neighborhood, and rent them to low income tenants. Common Wealth currently owns and manages 100 units in its rental program.

**Goal**

- Housing
- Businesses with jobs
- Services
- Facilities

**Customer / Participant**

- Existing owner
- Homebuyer
- Renter
- Un(der)employed
- Micro-business owner
- Gardener
- Center participant
- Homeless
- Information seekers
- Service users

**Geography**

- County or greater
- Madison
- CD Target Area
- Neighborhood

**Agency and Management History**

Common Wealth Development Corporation is an independent non-profit agency established in 1974 with the purpose of improving the quality of life within the Wil-Mar Neighborhood through housing and business development projects. Common Wealth has completed a series of housing and business development projects which it owns and manages, including the former 4 Lakes Tavern, the 900 block of Williamson Street, the Co-op, transitional housing units, and two business facilities (Madison Enterprise Center and Main Street Industries). Common Wealth has generally developed these units on a project-by-project basis, sometimes in partnership with other agencies or businesses.

**Benchmarks**

Common Wealth Development's Rental Development Program benchmarks can be measured by number of units acquired, amount of CD funds expended per unit developed, and number of households/beneficiaries served by income level.

Performance History	1990 (Falconer)	1995 (1343 Willy)	1998 (1406 Willy)	2002 (YRVA)	2003	2004	2005	2006	2007 (ParkCent)	2008	2009 (Vaughn)	2010	2011
# housing units created	8	3	2	11	-	-	-	-	15	-	7	-	-
CD funds expended	\$44,500	\$50,251	\$95,000	\$491,845	-	-	-	-	\$714,000	-	\$378,000	-	-
CD Cost per unit				\$44,713	-	-	-	-	\$47,600	-	\$57,893	-	-

Sources: CDBG, Lead Paint, HOME, AHTF  
 Notes: Projects completed in 1990, 1995 & 1998 (partially) were CDBG funded.  
 2012: CWD is currently developing 11 units of rental housing with \$629,050 of HOME/HOME Match funds for Jenifer-Cantwell-Thornton. CWD also has \$197,050 of 2012 HOME funds to create 4 units rental housing.

### Program Development

Common Wealth began this program to help retain affordable housing for current renters in the Wil-Mar neighborhood. Common Wealth owns and manages 100 units of affordable rental housing today including the 60 unit Yahara Riverview Apartments which opened in 2003. Common Wealth partnered with Stonehouse Development to construct Park Central in 2007 with HOME and Affordable Housing Trust Fund supporting 14 of 76 units which opened in 2008.

### Program Design

The program is a quasi-revolving fund, with rent revenues supporting the actual administrative costs of the program. For additional acquisition and development of new units, Common Wealth needs additional capitalization and underwriting of development costs.

### Reward

Create & preserve affordable rental housing within the high-cost Wil-Mar Neighborhood.

### Risk

Low; rental development in high cost neighborhood.

METHOD

		TYPE		
		<i>Pilot / Demo</i>	<i>Multi-Year</i>	<i>Workhorse</i>
<i>Revolving Fund</i>				
<i>Capitalized</i>			✓	
<i>Operating</i>				

Program Description:

**Domestic Abuse Intervention Services, Inc.**  
*Housing Related Aid for Victims of Domestic Abuse*

**Program Synopsis**

Domestic Abuse Intervention Services provides shelter and services for people experiencing domestic violence. Some of these people require a stay in the safety of the emergency shelter while others make safety plans that can keep them safe without a shelter stay. The DAIS shelter has 25 beds. When these beds are filled, DAIS often refers families to The Salvation Army for shelter. When there is no shelter available city funds are used to pay for short-term shelter in an area motel..

**Goal**

- Housing
- Businesses with jobs
- Services
- Facilities

**Customer / Participant**

- Existing owner
- Homebuyer
- Renter
- Un(der)employed
- Micro-business owner
- Gardener
- Center participant
- Homeless
- Information seekers
- Service users

**Geography**

- County or greater
- Madison
- CD Target Area
- Neighborhood

**Agency and Management History**

Domestic Abuse Intervention Services offers a 24-hour crisis line, a 25-bed safe house for single women and women with their children, legal advocacy, support groups, information and referrals. Beginning in 2008, DAIS initiated a drop-in community support group for women dealing with the effects of emotional, physical and verbal abuse by a partner or ex-partner. DAIS also serves men who are victims of domestic violence.

**Benchmarks**

200 individuals will find a safe alternative to shelter when shelter is at capacity.

Performance History	2008	2009	2010	2011	2012 (est.)								
# of participants	51	112	106	200	200								
CD funds expended	\$29,000	\$29,870	\$29,870	\$29,870	\$29,870								
CD Cost per participant	\$569	\$267	\$282	\$260	\$299								

Sources: City

### Program Development

DAIS has been offering services since 1977. They operate in an undisclosed location to enhance the safety of their guests.

### Program Design

DAIS maintains an empowerment philosophy while working with consumers. People experiencing violence know their safety needs better than anyone else. By utilizing an empowerment approach, DAIS respects the wishes of our consumers and encourages them to feel a sense of control when planning for their own safety. DAIS serves anyone in Dane County who identifies as a victim of domestic violence. Domestic violence encompasses economic abuse, emotional abuse, verbal abuse, psychological and spiritual abuse.

### Reward

Families are provided a safe haven from domestic violence while they are provided services to heal themselves and their children.

### Risk

Risk of losing public funding.

METHOD

		TYPE		
		<i>Pilot / Demo</i>	<i>Multi-Year</i>	<i>Workhorse</i>
<i>Revolving Fund</i>				
<i>Capitalized</i>				
<i>Operating</i>			✓	

Program Description:

**Dane County Parent Council**  
**Hope House Case Management**

**Program Synopsis**

CD Office provides ESG funds to pay for a portion of the case management services for residents at Hope House. Hope House provides transitional housing and support services to three homeless mothers with young children who are enrolled in DCPC's Early Head Start program. The program is a response to a need identified by DCPC teachers regarding the effects that lack of housing stability has on young children. Young mothers receive assistance with parenting and child development in addition to help finding and maintaining housing.

**Goal Customer / Participant Geography**

- |   |  |   |
|---|--|---|
| <ul style="list-style-type: none"> <li><input type="radio"/> Housing</li> <li>-----</li> <li><input type="radio"/> Businesses with jobs</li> <li>-----</li> <li><input checked="" type="radio"/> Services</li> <li>-----</li> <li><input type="radio"/> Facilities</li> </ul> | <ul style="list-style-type: none"> <li><input type="radio"/> Existing owner</li> <li><input type="radio"/> Homebuyer</li> <li><input type="radio"/> Renter</li> <li>-----</li> <li><input type="radio"/> Un(der)employed</li> <li><input type="radio"/> Micro-business owner</li> <li>-----</li> <li><input type="radio"/> Gardener</li> <li><input type="radio"/> Center participant</li> <li><input checked="" type="radio"/> Homeless</li> <li><input type="radio"/> Information seekers</li> <li>-----</li> <li><input type="radio"/> Service users</li> </ul> | <ul style="list-style-type: none"> <li><input type="radio"/> County or greater</li> <li><input checked="" type="radio"/> Madison</li> <li><input type="radio"/> CD Target Area</li> <li><input type="radio"/> Neighborhood</li> </ul> |
|---|--|---|

**Agency and Management History**

Dane County Parent Council (DCPC) provides early childhood services to homeless children and families through Head Start, Early Head Start (EHS) and Hope House, a shelter for homeless mothers and babies. These services fall within the agency's mission to provide advocacy, child development programs, family support and leadership. A residential home was purchased by Bethel Lutheran Church for use by DCPC as congregate living for three mothers and their youth children.  
[www.dpcinc.org](http://www.dpcinc.org)

**Benchmarks**

Provide support services to 10 households to assist them in obtaining stable housing.  
 75% of those served will maintain stable housing at 6 months.

Performance History	2004	2005	2006	2007	2008	2009	2010	2011	2012 (est.)				
# of participants	12	15	10	10	10	9	3	5	7				
CD funds expended	\$10,000	\$4,000	\$3,000	\$6,000	\$6,500	\$6,239	\$2,654	\$2,385	\$2,400				
CD Cost per participant	\$833	\$267	\$300	\$600	\$650	\$693	\$885		\$343				

Sources: State ESG

### Program Development

Dane County Parent Council participates with other Homeless Services Consortium agencies in the City's application for WI ESG funds.

### Reward

Young families receive housing and support services to enable them to obtain and retain stable housing.

### Risk

Competition for state funds has reduced the amount available and this amount could continue to decrease.

### Program Design

Hope House is a three bedroom residential property that provides housing and support for three mothers and their young children at a time. Hope House has financial and volunteer support from several private funders as well as Bethel Lutheran Church.

		TYPE		
		<i>Pilot / Demo</i>	<i>Multi-Year</i>	<i>Workhorse</i>
METHOD	<i>Revolving Fund</i>			
	<i>Capitalized</i>			
	<i>Operating</i>		✓	



Program Description:

**Community GroundWorks Inc (Farley Center)**

**Green Carts**

**Program Synopsis**

Green Carts will create jobs for cart operators, and support small farm businesses owned by and employing Madison residents. Each cart will serve a “food desert” neighborhood without grocery stores like Allied and serve residents who receive WIC and FoodShare. Green Carts will build on the farmer’s market model, but provide better access because of their location and longer service hours.

**Goal**

- Housing
- Businesses with jobs
- Services
- Facilities

**Customer / Participant**

- Existing owner
- Homebuyer
- Renter
- Un(der)employed
- Micro-business owner
- Gardener
- Center participant
- Homeless
- Information seekers
- Service users

**Geography**

- County or greater
- Madison
- CD Target Area
- Neighborhood

**Agency and Management History**

Community GroundWorks Inc. in Madison, a national model of sustainability and cross-cultural integration through gardening and farming.

**Benchmarks**

2 FTE will be created through the Green Cart Initiative along with extensive technical assistance and training hours.

Performance History	2012 (est.)
# of jobs created	2
CD funds expended	\$55,410
CD Cost per participant	27,705

Sources:

**Program Development**

CGW Green Carts will provide culturally-appropriate produce too low to moderate-income neighborhoods that historically are under served through individually owned green carts. Often, because there are not healthy food choices for residents in these neighborhoods poor food choices are the only option.

**Program Design**

Green Carts will be funded for one year to provide produce to underserved Madison neighborhoods. Local farmers will supply produce and help make Madison's food system more sustainable.

**Reward**

To create 2 FTE jobs and provide healthy food choices to low-income neighborhoods that are "food deserts."

**Risk**

Low risk methodology; subject to the unpredictable Wisconsin growing season.

		TYPE		
		<i>Pilot / Demo</i>	<i>Multi-Year</i>	<i>Workhorse</i>
METHOD	<i>Revolving Fund</i>			
	<i>Capitalized</i>			
	<i>Operating</i>	X		

Program Description:

**Habitat for Humanity of Dane County, Inc.**

***Land Acquisition for Low-Income Owner-Occupied Housing Program***

Program Synopsis	Goal	Customer / Participant	Geography
Habitat buys land or property and uses volunteers and the sweat equity of the homebuyer families to construct or repair housing for sale to income-eligible participants. The standard house is a basic model, with standard mortgage terms underwritten by Habitat. Habitat volunteers provide ongoing training and home maintenance advice support to the households which purchase the homes. During the last several years, Habitat has strengthened its pre and post-purchase counseling efforts.	<input checked="" type="radio"/> Housing	<input type="radio"/> Existing owner	<input type="radio"/> County or greater
	<input type="radio"/> Businesses with jobs	<input checked="" type="radio"/> Homebuyer	<input checked="" type="radio"/> Madison
	<input type="radio"/> Services	<input type="radio"/> Renter	<input type="radio"/> CD Target Area
	<input type="radio"/> Facilities	<input type="radio"/> Un(der)employed	<input type="radio"/> Neighborhood
		<input type="radio"/> Micro-business owner	
		<input type="radio"/> Gardener	
		<input type="radio"/> Center participant	
		<input type="radio"/> Homeless	
		<input type="radio"/> Information seekers	
		<input type="radio"/> Service users	

**Agency and Management History**

Habitat for Humanity of Dane County, Inc. is a local chapter of an international organization with traditional roots in the religious community. The local chapter is an independent non-profit agency established in 1989, and organized a series of home projects at the rate of 1-2 per year for seven years before undertaking the major redevelopment of a multi-unit, multi-building development in the Town of Madison. The group hired its first full-time director in 2003. In 2012 Habitat is currently seeking a new full time CEO. **Habitat currently has 8 unsold condo units (5 in Allied Drive and 3 on Russett Rd)**

**Benchmarks**

Habitat projects can be measured by cost per unit, and by length of stay of families compared to the national and local rates of turnover.

Performance History	1998	1999	2000	2001	2002*	2003*	2002-05 Twin Oaks I	2005-07 Twin Oaks II	2006-08 Arboretum Co-Housing	Est. 2008 Northport Commons	2008 Hawk/Marquette	2009 Allied Dr Condos	2009 Southwest Madison Russet Rd	2010 Northport Commons II	2011 Northport Commons II
# affordable units created	n/a	6	6	1	6	2		12	2			5	6	4	4
CD funds expended	n/a	\$125,455	\$186,000	\$26,450	\$184,560	\$70,000	\$1,050,000	\$405,228	\$88,000 Budget	\$560,000	\$200,00	\$223,000	\$286,000	\$216,000	\$216,000
Cost per unit		\$20,909	\$31,000	\$26,450	\$30,760	\$35,000	\$32,000	\$36,839	\$44,000	\$23,333	\$25,000	\$44,600	\$47,666	\$54,000	\$54,000

Sources:  
 Habitat received its first HOME funding in 1999.  
 \*2002 and 2003 does not include the American Dream/Twin Oaks project.

**Program Development**

The engine of this program is volunteer labor, organized to tap church and corporate sponsors in a very direct manner of hands-on volunteers. The local chapter follows the national model and experience, with training provided to homeowners and financing subsidized to reduce the initial burdens of ownership. Habitat has had to compete for vacant land in the tight Madison market, leading them to seek odd lots, ones which sometimes offer challenging subdivision or title issues. Habitat then switched strategies, seeking larger parcels that it could develop itself. In 2001, Habitat received \$750,000 from a special Congressional grant to the City for the development of an affordable "American Dream Subdivision." Habitat purchased the Twin Oaks property, completed its infrastructure development, and embarked on a 4-year, 10-home/year construction program. Twin Oaks became the largest Habitat developed subdivision in the country, and offered almost 70 units of affordable housing and 70 units of market housing. Habitat also sold off some of the parcels to other non-profits and to for-profit builders. The City approved additional HOME funds for Habitat to develop two larger parcels, the residual lots on Northport Commons, and City Affordable Housing Trust funds for a redevelopment near Hawk and Marquette streets.

**Reward**

Renting families become homeowners.

**Risk**

Low; Habitat screens buyers on a multiple point scale for skills and attitude. Habitat has solid ties to religious and corporate community sponsors.

**Program Design**

Habitat has chosen to rely on its fundraising and partnership support to cover the loss in buying power from inflation, and the modest interest rate charges to the homebuyers. Habitat offers a first mortgage, followed by the City's second, and a Habitat third mortgage to help reduce housing costs for their buyer/participants.

METHOD

		TYPE		
		<i>Pilot / Demo</i>	<i>Multi-Year</i>	<i>Workhorse</i>
<i>Revolving Fund</i>				
<i>Capitalized</i>			✓	
<i>Operating</i>				

Program Description:  
**Housing Initiatives, Inc.**  
**Rental Development Program**

Program Synopsis	Goal	Customer / Participant	Geography
Housing Initiatives buys small properties, brings them to a suitable code, and then rents them to low income people who have a chronic mental illness disability and are homeless. HII provides property management, secures rent subsidies for the tenants so the units are affordable, and ensures the tenants receive case management services.	<input checked="" type="radio"/> Housing	<input type="radio"/> Existing owner	<input type="radio"/> County or greater
	<input type="radio"/> Businesses with jobs	<input type="radio"/> Homebuyer	<input checked="" type="radio"/> Madison
	<input type="radio"/> Services	<input checked="" type="radio"/> Renter	<input type="radio"/> CD Target Area
	<input type="radio"/> Facilities	<input type="radio"/> Un(der)employed	<input type="radio"/> Neighborhood
		<input type="radio"/> Micro-business owner	
		<input type="radio"/> Gardener	
		<input type="radio"/> Center participant	
		<input type="radio"/> Homeless	
		<input type="radio"/> Information seekers	
		<input type="radio"/> Service users	

**Agency and Management History**  
Housing Initiatives, Inc. is a local independent non-profit community-based agency, established in 1994 as a cooperative project between a group of mental health advocates and Wisconsin Partnership.

**Benchmarks**  
Housing Initiatives Rental Development Program benchmarks can be measured by number of units acquired, amount of CD funds expended per unit developed, and number of households/beneficiaries served by income level.

Performance History	1996	1997	1998	2000	2001	2002	2004	2005	2006	2007	2008	2009	2010	2011
# affordable units created	2	2	5	4	3		9	3	4	6	8	4	20	4
CD funds expended	\$60,000	\$70,000	\$173,870	\$150,000	\$124,000	\$405,000	\$431,000	\$150,000**	\$200,000	\$243,000	\$448,000	\$216,000	904,892	\$216,000
CD Cost per unit	\$30,000	\$35,000	\$34,774	\$37,500	\$41,300	--	\$47,889	\$50,000	\$50,000	\$40,500	\$56,000	\$54,000	\$45,245	\$54,000

**Sources:** Housing Initiatives received its first HOME funding in 1995; 1998 includes scattered site funds. HOME, AHTF, NSP

**NOTES:**  
2002-3 funds are for construction of nine units on Ruskin Street.  
2007 includes their 2007 request for 32,400 in rehabilitation funds.  
2010 includes \$316,469 for 10 units of NSP funded acquisition/rehab.

**Program Development**

Housing Initiatives, Inc. has greatly increased its housing stock. The organization now owns 79 units of this type of housing and manages approximately 130 tenants. It is designed primarily to buy property like duplexes which reinforce the goal of integrated community living and scattered site locations. Housing Initiatives selects tenants who have a commitment of service support from other agencies. In 2005, Housing Initiative completed construction of a building that includes 9 one-bedroom apartments and administrative space. In 2010, HII added a significant number of units. HII has a waiting list of over 100 people.

**Program Design**

The program is designed to help Housing Initiatives acquire real property assets which can then be supported through rent and partnerships for service support from other agencies. Its major service is the administration of 106 federal Shelter + Care (S+C) slots (a specialized Section 8 like certificate program) to assist their clients with a rent subsidy reducing the tenant rent to 30% of their income under a 3-year contract with HUD.

METHOD

**Reward**

A group of people who encounter many obstacles to safe, decent housing obtain affordable and stable housing.

**Risk**

Low; rental development for high-needs population.

	TYPE		
	<i>Pilot / Demo</i>	<i>Multi-Year</i>	<i>Workhorse</i>
<i>Revolving Fund</i>			
<i>Capitalized</i>		✓	
<i>Operating</i>			

Program Description:  
**Independent Living, Inc.**  
*Home Modification Program*

**Program Synopsis**

This program provides both an assessment of housing accessibility needs and minor accessibility modifications to individuals' homes to enable older and disabled residents to maintain independent housing. The program serves both owners and renters. Measures of success are based upon the number of households served.

**Goal**

- Housing
- Businesses with jobs
- Services
- Facilities

**Customer / Participant**

- Existing owner
- Homebuyer
- Renter
- Un(der)employed
- Micro-business owner
- Gardener
- Center participant
- Homeless
- Information seekers
- Service users

**Geography**

- County or greater
- Madison
- CD Target Area
- Neighborhood

**Agency and Management History**

Independent Living, Inc., is an independent non-profit agency established in 1978 to provide services which help older people maintain their independence and dignity. The organization has grown to provide an array of services to seniors, from case management to home-based care to specialized housing.

**Benchmarks**

Accessibility improvements to elderly residents' homes enables them to remain in independent living situations longer and to live more comfortably. The program most similar to this one is Project Home's Minor Home Repair Program, which covers larger projects and a wider range of goals. Independent Living focuses upon assessment and adaptation. IL does refer households to Project Home when appropriate for more significant modification projects.

Independent Living raises funds or charges user fees that cover about 50% of the program costs.

Performance History	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012 (est)
# participant households	218	189	164	202	208	196	157	141	145	138	103	110	115
CD funds expended	\$45,000	\$45,000	\$45,000	\$45,000	\$47,300	\$49,665	\$49,665	\$41,000	\$41,000	\$41,000	\$41,000	\$41,000	\$57,000
Cost per household	\$206	\$238	\$274	\$223	\$227	\$253	\$316	\$290	\$282	\$297	\$398	\$372	\$495

Sources: CDBG funds

**Program Development**

The program helps older people retain their current housing, and in most cases, helps reduce the need to create additional housing units. It is one of several Citywide strategies to provide a range of affordable housing choices for lower income households. The agency has developed a protocol for assessment of the physical environment of the house and the capacity of the housing occupant, and uses this protocol to identify and install any needed modifications, such as grab bars and raised toilet seats. The project also involves training of the homeowners or renters on use of the modifications.

**Program Design**

The program covers operating costs, and is classified by HUD as an activity to promote wider housing choice as part of a fair housing plan, a category lumped with planning and administrative activities and limited to 20% under the CDBG program. It is not supplemented by City funds.

**Reward**

Program helps elderly live in their homes.

**Risk**

Low risk, established methodology

METHOD

		TYPE		
		<i>Pilot / Demo</i>	<i>Multi-Year</i>	<i>Workhorse</i>
METHOD	<i>Revolving Fund</i>			
	<i>Capitalized</i>			
	<i>Operating</i>			✓



Program Description:  
**Independent Living, Inc.**  
**Home-Share Program**

**Program Synopsis**

This service recruits people looking for housing with elderly homeowners who have extra space and who either need or desire additional people around their home. Independent Living conducts outreach and screening for both parties, and tries to match seekers with the appropriate homeowners. The agency provides ongoing counseling and support to each partner, including mediation services in small disputes, if needed. Measures of success are based upon the number of sustained, successful matches.

**Goal**

- Housing
- Businesses with jobs
- Services
- Facilities

**Customer / Participant**

- Existing owner
- Homebuyer
- Renter
- Un(der)employed
- Micro-business owner
- Gardener
- Center participant
- Homeless
- Information seekers
- Service users

**Geography**

- County or greater
- Madison
- CD Target Area
- Neighborhood

**Agency and Management History**

Independent Living, Inc., is an independent non-profit agency established in 1978 to provide services which help older people maintain their independence and dignity. The organization has grown to provide an array of services to seniors, from case management to home-based care to specialized housing.

**Benchmarks**

Successful and sustained "matches" help reduce the need for additional housing units, since they make efficient use of existing housing.

Performance History	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012 (est)
# new matches	15	12	8	17	1	n/a	4	7	3	3	4	3	4
# participant households	107	67	56	40	27	30	34	36	13	9	22	18	18
CD funds expended	\$9,250	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000	\$8,693	\$9,471	\$9,471	\$9,471	\$9,471	\$9,471	\$9,471
Cost per household	\$225	\$134	\$161	\$225	\$333	\$300	\$256	\$263	\$728	\$1,052	\$430	\$526	\$526

Sources: CDBG funds

**Program Development**

The program helps reduce the need to create additional housing units, and is one of several Citywide strategies to provide a range of affordable housing choices for lower income households. The agency has developed a protocol for recruitment of potential housing seekers who would be good companions as well as solid tenants for older homeowners with "extra" house space, and then helps both parties negotiate an equitable agreement. The program also offers ongoing support and mediation services to help maintain good relationships.

**Program Design**

The program covers operating costs, and can be classified by HUD as an activity to promote wider housing choice as part of a fair housing plan, a category lumped with planning and administrative activities and limited to 20% under the CDBG program. It is supplemented by City funds for living wage.

**Reward**

Program promotes affordable housing and fosters additional help for elderly homeowners.

**Risk**

Key to program success is screening process to build a good match and ongoing availability to help sustain successful matches.

METHOD

		TYPE		
		<i>Pilot / Demo</i>	<i>Multi-Year</i>	<i>Workhorse</i>
<i>Revolving Fund</i>				
<i>Capitalized</i>				
<i>Operating</i>				✓

Program Description:

**Latino Chamber of Commerce**  
***Business Development Program***

**Program Synopsis**

The Latino Chamber has developed as an organization to be a resource for Latino businesses. They will provide businesses technical assistance, mentoring, one-on-one consulting, business plan assistance, seminars and workshops. The Latino will support business growth by partnering with other agencies: WWBIC, LAWD, Centro Hispano, and Madison College.

**Goal**

- Housing
- Businesses with jobs
- Services
- Facilities

**Customer / Participant**

- Existing owner
- Homebuyer
- Renter
- Un(der)employed
- Micro-business owner
- Gardener
- Center participant
- Homeless
- Information seekers
- Service users

**Geography**

- County or greater
- Madison
- CD Target Area
- Neighborhood

**Agency and Management History**

The Latino Chamber of Commerce is a volunteer run organization established in 2004. The Latino Chamber Board of Directors is made up of members of the business community, MATC, financial institutions and government agencies. The organization is currently in the process of obtaining their 501C3 status. The Latino Chamber first received funding in 2007 to provide assistance to the Latino business community.

**Benchmarks**

The Latino Chamber will increase their membership from 107 to 132 members. A minimum of 80 businesses will receive technical assistance. Monthly seminars will take place for existing and start-up businesses.

Performance History	2007	2008	2009	2010	2011	Estimated-2012				
# of Latino businesses assisted	20	33	97	116	72	80				
CD funds expended	\$15,000	\$40,000	\$30,000	\$30,000	\$40,000	\$40,000				
Cost per business	750	1212	309	258	555	500				

**Program Development**

The program will continue to assist in facilitating the development of small Latino businesses. Technical assistance will be available through the Latino Chamber and small business loans will be available through WWBIC.

**Program Design**

This two-year funded program is designed to gain a better understand of the needs of the Latino business community. The Latino Chamber will help to meet these needs by providing a variety of resources to Latino businesses to help them achieve success.

**Reward**

Assistance provided to promote, support and mentor small Latino businesses.

**Risk**

Low risk methodology;

		TYPE		
		<i>Pilot / Demo</i>	<i>Multi-Year</i>	<i>Workhorse</i>
METHOD	<i>Revolving Fund</i>			
	<i>Capitalized</i>			
	<i>Operating</i>	✓		

Program Description:

**Legal Action of Wisconsin**  
*Legal Advocacy to Prevent Homelessness*

**Program Synopsis**  
 CD Office uses ESG funds to pay for costs associated with providing legal services to persons at risk of eviction from public and private rental housing, and increasing income for eligible persons by providing access to public benefits.

Goal	Customer / Participant	Geography
<input type="radio"/> Housing	<input type="radio"/> Existing owner	<input type="radio"/> County or greater
	<input type="radio"/> Homebuyer	<input checked="" type="radio"/> Madison
	<input type="radio"/> Renter	<input type="radio"/> CD Target Area
<input type="radio"/> Businesses with jobs	<input type="radio"/> Un(der)employed	<input type="radio"/> Neighborhood
	<input type="radio"/> Micro-business owner	
<input checked="" type="radio"/> Services	<input type="radio"/> Gardener	
	<input type="radio"/> Center participant	
	<input checked="" type="radio"/> Homeless	
	<input type="radio"/> Information seekers	
<input type="radio"/> Facilities	<input type="radio"/> Service users	

**Agency and Management History**  
 The local Legal Action of Wisconsin office is part of a state-wide effort to provide legal services to poor and under-served populations.

**Benchmarks**  
 17 low-income, near-homeless households provided with legal consultations on issues related to maintaining rental housing.

Performance History	2005	2006	2007	2008	2009	2010	2011	2012 (est.)						
# of participants	68	37			12	13	11	17						
CD funds expended	\$15,000	\$6,000	\$0	\$0	\$3,198	\$4,778	\$3,392	\$4,706						
CD Cost per participant	\$221	\$162			\$267	\$368	\$308	\$277						

Sources: State ESG funds

### Program Development

Legal Action of WI participates with other Homeless Services Consortium agencies in the City's application for WI ESG funds. LAW is also an active partner in the CoC application for Dane County.

### Reward

Households how are at risk of homelessness as a result of eviction are often able to maintain their current housing with the assistance of legal representation.

### Program Design

This program pays a portion of the staff costs for the legal advocacy program that provides legal services for very low-income families and individuals.

### Risk

Program is funded heavily with public funds which have declined in past years.

		TYPE		
		<i>Pilot / Demo</i>	<i>Multi-Year</i>	<i>Workhorse</i>
METHOD	<i>Revolving Fund</i>			
	<i>Capitalized</i>			
	<i>Operating</i>		✓	

Program Description:

**Lutheran Social Services of Wisconsin & Upper Michigan, Inc.**  
***Off the Square Club***

**Program Synopsis**

CD Office uses City GPR funds to pay for costs associated with the provision of daytime services to persons with mental illness. LSS uses the clubhouse model.

**Goal**

- Housing
- Businesses with jobs
- Services
- Facilities

**Customer / Participant**

- Existing owner
- Homebuyer
- Renter
- Un(der)employed
- Micro-business owner
- Gardener
- Center participant
- Homeless
- Information seekers
- Service users

**Geography**

- County or greater
- Madison
- CD Target Area
- Neighborhood

**Agency and Management History**

Off the Square Club is a program of Lutheran Social Services of Wisconsin and Upper Michigan, Inc. LSS has been a long-time provider of social services for children, single adults and families in the Dane County area.

**Benchmarks**

230 individuals with mental health issues provided with day shelter.

Performance History	2011	2012 (est.)												
# of participants	230	200												
CD funds expended	\$35,000	\$35,000												
CD Cost per participant	\$271	\$175												

Sources: City funds

### Program Development

Off the Square Club (OTSC) provides a day center where people with mental illness can congregate, socialize, eat nutritional meals and improve daily living skills. Off the Square Club is designed as a safe haven for persons with mental illness and will encourage social interaction. Membership in the Off the Square Club is through referral by a current member or self-referral. OTSC provides a vocational rehabilitation program where members may apply for job openings in the areas of janitorial, kitchen service and clerical. The on-the-job training will provide members with skills and confidence to prepare them for work in the outside community. OTSC offers two free nutritional meals Monday through Saturday: breakfast and lunch. OTSC will make available a washer and dryer for members to use. A computer will be available, and assistance provided as needed, for OTSC members to search the internet for work and other meaningful activities.

### Program Design

This program pays for operations and staff costs related to providing the services.

### Reward

Individuals with mental illness who are in need of support services to find and maintain housing, as well as manage daily life are provided support which minimizes the chances of homelessness.

### Risk

Social service funding has seen reductions in public resources as a result of budget constraints.

		TYPE		
		<i>Pilot / Demo</i>	<i>Multi-Year</i>	<i>Workhorse</i>
METHOD	<i>Revolving Fund</i>			
	<i>Capitalized</i>			
	<i>Operating</i>		✓	



Program Description:  
**Madison Area CLT**  
**Major Projects**

**Program Synopsis**

The CLT housing development program consists of a series of different projects conducted by the CLT to purchase land and either renovate existing housing or construct new housing for resale to income eligible households. The major characteristic of all of the CLT projects is that the CLT sells the improvements (the housing itself) to the households, but retains ownership of the land. The major CLT projects have included: scattered site properties on Sequoia and Cottage Grove; Anniversary Court; Troy Court and Troy Gardens sites .

**Goal**

- Housing
- Businesses with jobs
- Services
- Facilities

**Customer / Participant**

- Existing owner
- Homebuyer
- Renter
- Un(der)employed
- Micro-business owner
- Gardener
- Center participant
- Homeless
- Information seekers
- Service users

**Geography**

- County or greater
- Madison
- CD Target Area
- Neighborhood

**Agency and Management History**

Madison Area CLT (the CLT) is an independent non-profit agency established in 1992 with an initial public capitalization by the City of Madison for a study of homebuyer programs involving land trusts and elderly housing. Since then, the CLT has developed its Board of Directors and various protocols and lease arrangements. It is a membership organization, and has been involved in various initiatives like Troy gardens, Tenney-Lapham planning, and the Simpson Street resident initiative, while acquiring a portfolio of various land sites, which currently comprise over 65 housing units. MACLT has now affiliated with Common Wealth Development. CWD provides all staff and supervision for MACLT.

**Benchmarks**

The CLT was started by a highly creative individual with a lifetime of contacts in this community. Land trusts are more common in the New England area, where sustainability has been achieved with site portfolios, which generate lease fees from approximately 200 housing units. One benchmark for the Madison Area CLT would be to grow its lease base to a size sufficient to generate revenue to cover its basic operating expenses. Project funding could then be used to support a series of freestanding projects, and their development costs.

Performance History	1992	1996-1997	1995-1998	1999	1999	2000	2001 - 2005	2002 - 2007	2006-7	2009	2010	2011
Project	Beld	Tenney-Lapham	Anniversary Court	Emerald Street	Lake Point Drive	Troy Drive	Troy Court	Troy Garden	Troy Garden construction loan	Gannon Ave	Dayton St	TBD
# affordable units created	1	1	14	1	1	3	11	20	6	1	1	1
CD funds expended	\$20,000	\$26,672	\$438,000	\$37,500	\$37,500		\$568,501	\$750,000	\$200,000	\$109,648	\$54,000	\$54,000
Cost per unit	\$20,000	\$26,672	\$31,286	\$37,500	\$37,500	\$37,500	\$51,681	\$37,500	na	\$94,998	\$54,000	\$54,000

Sources: CDBG, HOME and HOME Match funds. The City also received \$40,000 in WHEDA grant funds.

**Program Development**

The heart of this program is the control of the land; with it, the CLT can offer 20%-25% lower initial house prices, in exchange for a CLT option to buy the house back at the appraised value or offer the house on the open market, with both family and CLT sharing the appreciated value of the proceeds. The CLT has taken on a number of separate projects and studies, ranging from a program which linked the retention of older people in their homes with a repair program and a reverse mortgage arrangement for future sale to income eligible families; a feasibility study for a combined land use/community gardens/co-housing project; a pilot green construction project; and a customer-focused house selection program. In 2001, the City received \$750,000 in special Congressional funds to help the CLT build 20 units of housing on the Troy Gardens site. The CLT planned, constructed, and sold the last of the 28 mixed income units in early 2007.

**Program Design**

The program could develop to a point where it is a true revolving fund, with fees and shared appreciation to cover basic operating expenses.

**Reward**

Permanent affordability and the shared appreciation arrangement.

**Risk**

Innovation brings higher risk, which is tempered by CLT patient investment strategy of permanent affordability.

		TYPE		
		<i>Pilot / Demo</i>	<i>Multi-Year</i>	<i>Workhorse</i>
METHOD	<i>Revolving Fund</i>			
	<i>Capitalized</i>		✓	
	<i>Operating</i>			

Program Description:

**Madison Development Corporation**  
***Business Loan Program***

**Program Synopsis**

The Business Loan Program (BLP) provides loans to small businesses for working capital and other expenses which the business to grow and create new jobs. At least half of the new jobs must be available to income eligible persons. Loans are made to two types of businesses: those involved in "basic sector" industries which sell goods and services to customers outside Madison, and neighborhood-focused businesses which serve CD target areas. Business owners pay interest on the loans; repayments of principal are re-used for additional loans; interest is applied toward the costs of loan underwriting and servicing.

**Goal**

Housing

Businesses with jobs

Services

Facilities

**Customer / Participant**

Existing owner

Homebuyer

Renter

Un(der)employed

Micro-business owner

Gardener

Center participant

Homeless

Information seekers

Service users

**Geography**

County or greater

Madison

CD Target Area

Neighborhood

**Agency and Management History**

Madison Development Corporation (MDC) is an independent non-profit agency established in 1978 by the City of Madison, and capitalized with \$1 million. MDC has obtained additional CDBG funds for loans to grow into one of the larger, more successful Citywide development corporations in the nation, with a loan portfolio over \$2.5 million; it has established a sister company, the Dane County Development Corporation, to serve businesses outside of the City. It includes lenders on its loan committee which provide a link to other financing sources and potential small business customers.

**Benchmarks**

The BLP is unique, in that it is a revolving fund which is self-sufficient, and operates entirely from revenues it generates. The loan default rate is lower than the average default rate for community development corporations in the nation.

Performance History	2001	2002	2003	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012- Estimate
# FTE new jobs created	67	58	46	46	45	99	44	330	17	66	40	34	40
CD funds expended	\$670,987	\$736,078	\$605,363	\$605,363	\$969,276	\$373,845	\$1,093,119	\$414,682	\$924,563	\$911,068	911,068	\$1,095,032	\$566,936
Cost per job (all loans)	\$10,015	\$12,691	\$13,160	\$13,160	\$21,539	\$11,328	\$24,844	\$1,257	\$54,000	\$13,804	\$22,776	\$32,206	\$14,173

Sources: Since 1995, the program has used CDBG program income only (loan repayments, interest and fees).

Notes: Jobs include those created by all businesses with active loans. Job creation often lags expenditure. Note 2006 and 2007.

### Program Development

Since its initial capitalization by the City in 1978, MDC has grown the loan program to the point where loan repayments and interest are sufficient to meet new loan demand and fund ongoing administrative, service delivery costs. MDC has made loans to a diverse range of companies over the last decade, balancing restaurants (Blue Marlin, Mother Fool's, Pasta Per Tutti) and specialty neighborhood stores with higher tech and export-oriented businesses (Soap Opera, Sonic Foundry). MDC helped create and capitalize an early stage venture capital company which has grown into Venture Investors of Wisconsin. In 2003, the Commission approved the establishment of a special high tech venture leverage component within the business program. In 2006, MDC took a portion of the loan fund to create a leveraged capital program aimed at higher tech companies.

### Program Design

Since 1995, the program has operated as a true revolving fund, with fees and interest from businesses supporting about 100% of the actual costs of the program over time. Interest is charged at or close to prime, with MDC taking on higher risk companies or offering more flexible terms to companies in order to achieve the job creation goal.

### Reward

Employment addresses poverty directly by raising household income.

### Risk

Low risk methodology; higher risk loan pool in short term due to business cycle and markets.

		TYPE		
		<i>Pilot / Demo</i>	<i>Multi-Year</i>	<i>Workhorse</i>
METHOD	<i>Revolving Fund</i>			✓
	<i>Capitalized</i>			
	<i>Operating</i>			

Program Description:  
**Madison Development Corporation**  
*Consolidated Housing Program*

**Program Synopsis**

The MDC Housing Program has previously included two basic approaches to the development of affordable housing: (1) provision of loans to property owners to acquire or rehab property for use as rental housing, and (2) acquisition and rehab of buildings which MDC itself owns. Under the current program, MDC acquires and renovates rental properties.

Goal	Customer / Participant	Geography
<input checked="" type="radio"/> Housing	<input type="radio"/> Existing owner	<input type="radio"/> County or greater
	<input type="radio"/> Homebuyer	<input checked="" type="radio"/> Madison
	<input checked="" type="radio"/> Renter	<input type="radio"/> CD Target Area
-----	-----	-----
<input type="radio"/> Businesses with jobs	<input type="radio"/> Un(dér)employed	<input type="radio"/> Neighborhood
	<input type="radio"/> Micro-business owner	
-----	-----	
<input type="radio"/> Services	<input type="radio"/> Gardener	
	<input type="radio"/> Center participant	
	<input type="radio"/> Homeless	
	<input type="radio"/> Information seekers	
-----	-----	
<input type="radio"/> Facilities	<input type="radio"/> Service users	

**Agency and Management History**

Madison Development Corporation (MDC) is an independent non-profit agency established in 1978 by the City of Madison, and capitalized with \$1 million. MDC has obtained additional CDBG funds for CD activities to grow into one of the larger, more successful Citywide development corporations in the nation, with a business loan portfolio of over \$2.5 million. It includes lenders on its loan committee, which provide a link to other financing sources and potential small business owners and suppliers. After a flurry of annual 'boutique' programs in the early 1990's with very narrow parameters, MDC and the City consolidated a number of these programs into one, permitting MDC greater flexibility of means while emphasizing outcomes and sustainability.

**Benchmarks**

MDC's housing portfolio consists of some loans and some properties, such as the Bassett Warehouse and some former MMHA properties in the Bassett neighborhood. Once established for several years within the MDC portfolio, individual properties have tended to be able to operate on rental revenues. MDC's Rental Development Program benchmarks can be measured by number of units acquired, amount of CD funds expended per unit developed, and number of households/beneficiaries served by income level.

Performance History	1996	1997	1998	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
# Housing units created	25	existing	9					x	x	x	x	3	x	12	-
CD funds expended	\$179,352	\$30,077	\$249,292	\$54,280	\$10,847	\$262,632	\$6,648	\$8,302	\$15,994	2,955	2,179	130,000	1,913	\$582,661	-
CDD Cost per unit	\$7,174		\$27,699				na	na	na	na	na	\$40,000	n/a	\$48,555	-

#Housing Units created: during 2000 to 2008, MDC managed a portfolio of approximately 200 units, which it owns.

Sources: CDBG program income only (interest and fees) from 1993 to 1995; HOME, match capital funds added in 1996 and 1998.

Notes: 1997 figures reflect costs of monitoring housing portfolio and management costs beyond rent revenue; 1998 figures reflect cost of development of SRO housing in partnership with Transitional Housing, Inc. 2002 figures reflect acquisition of Old Sauk Road complex. 2010 includes \$332,661 for 6 units of NSP funded acquisition/rehab.

**Program Development**

Since its initial capitalization by the City in 1978, MDC has engaged in housing development, loans to other private developers, and acquisition of property for its own management. MDC provided the first public loan to the partnership of MacGrath and Alexander for Canal Place Apartments, helped develop Bassett Warehouse, and more recently has acquired a number of MMHA properties for management as affordable housing. MDC has stated its intention to grow the housing program to a point where it adequately supports a professional level of rental management, and in 2000-2001 acquired two additional former MMHA properties to bring its total inventory of housing to 200 units. Performance history reflects the experimentation with different approaches to housing development; more recent history suggests the validity of in-house development and management. The in-house staff have continued to manage MDC's housing as well as administer a variety of other housing assistance programs on a case-by-case basis. MDC provided down payment assistance to several buyers of the Cardinal Point condo development, as a condition of TIF funding before the adoption of a TIF 10% program. MDC also provided down payment assistance to several buyers of units in the Mill-Mound Co-housing Development. During 2004-7, MDC explored the development of rental housing on property it already owned on Mifflin St and East Washington Avenue. After the City TID committee recommended 10% TIF funding for the Mifflin development but indicated the TID had no funds, MDC proceeded to use its own resources to construct a new residential building on the back lot. During 2007-8, The City provided HOME funds to MDC to help construct an addition to the East Washington Avenue development, but MDC decided not to proceed until the issues concerning tax-exempt properties were resolved. During 2008, MDC is piloting a down-payment assistance program focused on South Madison, using its accumulated program income revenue funds.

**Program Design**

The program is a quasi-revolving fund, with fees and interest from businesses supporting 100% of the actual administrative costs of the program over time. For additional acquisition and development of new units, MDC needs additional capitalization and underwriting of development costs. MDC has aggregated repaid loans to take on larger housing projects every several years, including the acquisition of an Old Sauk Road apartment complex, and the South Madison down payment assistance pilot.

METHOD

**Reward**

Affordable housing in central City neighborhoods.

**Risk**

Lower risk, due to mix of housing types and customer base.

		TYPE		
		<i>Pilot / Demo</i>	<i>Multi-Year</i>	<i>Workhorse</i>
<i>Revolving Fund</i>				✓
	<i>Capitalized</i>			
	<i>Operating</i>			

Program Description:

**Metropolitan Milwaukee Fair Housing Council**  
***Fair Housing Workshops***

**Program Synopsis**

The Fair Housing Center of Greater Madison is the Madison arm of the MMFHC and provides trainings to owners and managers of rental property to promote greater understanding of federal, state and local fair housing laws and ordinances. The Fair Housing Center provides 3 workshops per year which include advertising rental units, non-discriminatory negotiation with prospective tenants, interactions with current tenants and reasonable accommodations for tenants with disabilities

**Goal Customer / Participant Geography**

- |   |   |   |
|---|---|---|
| <ul style="list-style-type: none"> <li><input type="radio"/> Housing</li> <li>.....</li> <li><input type="radio"/> Businesses with jobs</li> <li>.....</li> <li><input checked="" type="radio"/> Services</li> <li>.....</li> <li><input type="radio"/> Facilities</li> </ul> | <ul style="list-style-type: none"> <li><input type="radio"/> Existing owner</li> <li><input type="radio"/> Homebuyer</li> <li><input type="radio"/> Renter</li> <li>.....</li> <li><input type="radio"/> Un(der)employed</li> <li>.....</li> <li><input type="radio"/> Micro-business owner</li> <li>.....</li> <li><input type="radio"/> Gardener</li> <li><input type="radio"/> Center participant</li> <li><input type="radio"/> Homeless</li> <li><input checked="" type="radio"/> Information seekers</li> <li>.....</li> <li><input type="radio"/> Service users</li> </ul> | <ul style="list-style-type: none"> <li><input type="radio"/> County or greater</li> <li><input checked="" type="radio"/> Madison</li> <li><input type="radio"/> CD Target Area</li> <li><input type="radio"/> Neighborhood</li> </ul> |
|---|---|---|

**Agency and Management History**

The Fair Housing Center of Greater Madison has been a satellite office of the Metropolitan Milwaukee Fair Housing Council since 1998. FHCGM serves Dane County. In addition, MMFHC operates The Fair Housing Center of Northeast Wisconsin as a satellite office and serves Brown, Calumet, Outagamie and Winnebago Counties.

**Benchmarks**

Hold 3 workshops with an average of 12 attendees each.

Performance History	2005	2005	2005	2005	2006	2006	2006	2007	2008	2009	2010	2011		
# of participants	48	48	48	48	48	48	48	38	51	57	78	31		
CD funds expended	\$10,000	\$10,000	\$10,000	\$10,000	\$8,800	\$8,800	\$8,800	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000		
CD Cost per participant	\$208	\$208	\$208	\$208	\$183	\$183	\$183	\$211	\$159	\$140	\$103	\$258		

Sources: Contract files and program reports

**Program Development**

The fair housing workshops were developed in response to a need identified by CDBG staff; the project was funded with CDBG Administrative funds.

**Reward**

Prospective and current renters receive fair and equitable treatment from property owners/managers who are educated on fair housing laws and ordinances.

**Risk**

The continuation of fair housing education is dependent on declining federal funding.

**Program Design**

Small group settings in locations scattered around Madison create optimal learning for property owners/managers with regards to their responsibilities according to fair housing laws and ordinances.

METHOD

		TYPE		
		<i>Pilot / Demo</i>	<i>Multi-Year</i>	<i>Workhorse</i>
<i>Revolving Fund</i>				
<i>Capitalized</i>				
<i>Operating</i>			✓	



Program Description:  
**Movin' Out, Inc.**  
**Homebuyers Program**

Program Synopsis	Goal	Customer / Participant	Geography
This program provides deep loans to eligible Movin' Out participants to help purchase homes, in order to provide stable permanent housing. Movin' Out volunteers provide ongoing training and home maintenance advice support to the households which purchase the homes.	<input checked="" type="radio"/> Housing	<input type="radio"/> Existing owner	<input type="radio"/> County or greater
	<input type="radio"/> Businesses with jobs	<input checked="" type="radio"/> Homebuyer	<input checked="" type="radio"/> Madison
	<input type="radio"/> Services	<input type="radio"/> Renter	<input type="radio"/> CD Target Area
	<input type="radio"/> Facilities	<input type="radio"/> Un(der)employed	<input type="radio"/> Neighborhood
		<input type="radio"/> Micro-business owner	
		<input type="radio"/> Gardener	
		<input type="radio"/> Center participant	
		<input type="radio"/> Homeless	
		<input type="radio"/> Information seekers	
		<input type="radio"/> Service users	

**Agency and Management History**  
 Movin' Out, Inc. is a local independent non-profit community-based agency, established in 1994 as a cooperative project between a group of parents of adult children with disabilities, the State of Wisconsin, and the Wisconsin Partnership. The organization draws on a variety of volunteers and programs to provide additional levels of financial and life choice counseling.

**Benchmarks**  
 Movin' Out projects can be measured by cost per unit, and by length of stay of households compared to the national and local rates of turnover.

Performance History	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011 (est)
# assisted households	3	-	6	6	5	6	6	7	10	7	5	8	10	6	7
CD funds expended	\$52,047	\$0	\$186,000	\$186,000	\$155,000	\$186,000	\$185,885	\$186,000 +\$38,536 PI	\$252,000 +\$46,389 PI	\$217,570	\$216,000	\$300,000 +\$90,361	\$270,000 +\$180,800	\$270,000 +\$10,306 (PI)	\$270,000 +\$35,313 (PI)
Cost per household	\$17,349		\$31,000	\$31,000	\$31,000	\$31,000	\$30,981	\$32,077	\$29,839	\$31,081	\$43,200	\$48,795	\$45,080	\$46,717	\$43,616

Sources:  
 Movin' Out received its first HOME funding in 1997.

**Program Development**

Movin' Out initially proposed this program as a construction fund for new rental units, but shifted its design and purpose to ownership after extensive reviews with its customer groups. There are 92 loans to date, including Coachyard Square. In 2003, Movin' Out teamed with Wisconsin Partnership to obtain funds to develop another multi-family condo project in the Twin Oaks subdivision. The Coachyard Square and Twin Oaks projects are not reflected in these numbers.

**Program Design**

The program is designed as a revolving fund, with repaid mortgages generating sufficient revenues to cover other loans. Movin' Out has chosen to establish the program as a shared-equity model to assure the long-term affordability of all the units assisted.

METHOD

**Reward**

A group of people who encounter many obstacles to safe, decent housing obtain affordable and stable housing.

**Risk**

Low; Movin' Out screens buyers on a multiple point scale for skills and attitude.

	TYPE		
	<i>Pilot / Demo</i>	<i>Multi-Year</i>	<i>Workhorse</i>
<i>Revolving Fund</i>			✓
<i>Capitalized</i>			
<i>Operating</i>			

Program Description:

**Operation Fresh Start, Inc.**

***Homeownership Through Employment/Training Program***

**Program Synopsis**

This program creates renovated or newly constructed housing for low- and moderate-income families by training youth from at-risk situations and supervising their work to create affordable housing. Measures of success are based upon the number of new housing units created, and the number of youth helped to improve their work habits, teamwork skills and construction skills.

**Goal**

Housing

Businesses with jobs

Services

Facilities

**Customer / Participant**

Existing owner

Homebuyer

Renter

Un(der)employed

Micro-business owner

Gardener

Center participant

Homeless

Information seekers

Service users

**Geography**

County or greater

Madison

CD Target Area

Neighborhood

**Agency and Management History**

Operation Fresh Start, Inc., (OFS) is an independent non-profit agency established in 1977 to work with youth referred from the juvenile justice system or the education system. The agency has retained its focus on youth development through real, useful housing work experience. It has deepened its work experience for youth through the addition of a food program, additional training and tutoring, and encouragement of completion of high school requirements or a GED. The agency has served as a model for former Wisconsin Governor Thompson's program to develop additional programs in different communities statewide, and has served as a national model for the continuing evolution of the Federal Youthbuild Program. **OFS currently has 9 unsold properties in their inventory.**

**Benchmarks**

This program can be measured by 3 criteria: (1) number of housing units created or rebuilt, (2) length of time homebuyers stay in the houses, and (3) experience of youth after participation in the program.

Performance History	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006)	2007	2008	2009	2010	2011
# housing units acquired	6	6	6	6	6	6	6	6	6	7	7	7	7	7	7	4
# youth participants	171	146	140	124	126	125	120	112	120	134	130	136	132	132	120	132
CD funds expended	\$168,427	\$322,059	\$243,441	\$223,135	\$210,000	\$210,000	\$210,000	\$228,000	\$228,000	\$308,000	\$308,000	\$372,000	\$372,000	\$378,000	\$378,000	\$214,200
Cost per housing unit	\$28,071	\$53,677	\$40,574	\$37,189	\$35,000	\$35,000	\$35,000	\$38,000	\$38,000	\$44,000	\$44,000	\$53,143	\$53,143	\$54,000	\$54,000	\$53,550

**Sources:** CDBG and City GPR funds, with addition of HOME funds since 1997. These figures do not include the use of a revolving fund of approximately \$300,000 used for interim holding and construction costs for selected houses.

**Program Development**

The City CDBG Office initially funded this program in 1976 as a training and housing materials subsidy grant. The program has obtained other funds to support the training, and become a model for the State Fresh Start program. In addition to these funds, the City has funded a revolving fund to provide OFS with temporary acquisition and rehab construction loan monies in order to minimize holding costs. The CDBG program has approved additional funds to cover costs by purchasing third mortgage loans originally held by OFS.

**Program Design**

The program helps OFS buy properties and covers some costs of construction and supervision/training; other funders pick up costs more directly related to the pay and the training of the youth. Houses are priced at appraised value, with subsidies available to lower costs for the income-eligible household.

**Reward**

OFS helps homebuyers, educates youth with skills and work experience, and helps improve neighborhoods through the removal of blight.

**Risk**

OFS operates within the housing market, and must compete to obtain inexpensive properties to rehab or for construction. New HOME rules require them to sell property within 6 months of completion.

		TYPE		
		<i>Pilot / Demo</i>	<i>Multi-Year</i>	<i>Workhorse</i>
METHOD	<i>Revolving Fund</i>			✓ (revolving)
	<i>Capitalized</i>			✓ (regular)
	<i>Operating</i>			

Program Description:

**Operation Fresh Start, Inc.**

***Homeownership Through Employment/Training Program***

**Program Synopsis**

This program creates renovated or newly constructed housing for low- and moderate-income families by training youth from at-risk situations and supervising their work to create affordable housing. Measures of success are based upon the number of new housing units created, and the number of youth helped to improve their work habits, teamwork skills and construction skills.

**Goal**

Housing

Businesses with jobs

Services

Facilities

**Customer / Participant**

Existing owner

Homebuyer

Renter

Un(der)employed

Micro-business owner

Gardener

Center participant

Homeless

Information seekers

Service users

**Geography**

County or greater

Madison

CD Target Area

Neighborhood

**Agency and Management History**

Operation Fresh Start, Inc., (OFS) is an independent non-profit agency established in 1977 to work with youth referred from the juvenile justice system or the education system. The agency has retained its focus on youth development through real, useful housing work experience. It has deepened its work experience for youth through the addition of a food program, additional training and tutoring, and encouragement of completion of high school requirements or a GED. The agency has served as a model for former Wisconsin Governor Thompson's program to develop additional programs in different communities statewide, and has served as a national model for the continuing evolution of the Federal Youthbuild Program. **OFS currently has 9 unsold properties in their inventory.**

**Benchmarks**

This program can be measured by 3 criteria: (1) number of housing units created or rebuilt, (2) length of time homebuyers stay in the houses, and (3) experience of youth after participation in the program.

Performance History	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006)	2007	2008	2009	2010	2011
# housing units acquired	6	6	6	6	6	6	6	6	6	7	7	7	7	7	7	4
# youth participants	171	146	140	124	126	125	120	112	120	134	130	136	132	132	120	132
CD funds expended	\$168,427	\$322,059	\$243,441	\$223,135	\$210,000	\$210,000	\$210,000	\$228,000	\$228,000	\$308,000	\$308,000	\$372,000	\$372,000	\$378,000	\$378,000	\$214,200
Cost per housing unit	\$28,071	\$53,677	\$40,574	\$37,189	\$35,000	\$35,000	\$35,000	\$38,000	\$38,000	\$44,000	\$44,000	\$53,143	\$53,143	\$54,000	\$54,000	\$53,550

**Sources:** CDBG and City GPR funds, with addition of HOME funds since 1997. These figures do not include the use of a revolving fund of approximately \$300,000 used for interim holding and construction costs for selected houses.

**Program Development**

The City CDBG Office initially funded this program in 1976 as a training and housing materials subsidy grant. The program has obtained other funds to support the training, and become a model for the State Fresh Start program. In addition to these funds, the City has funded a revolving fund to provide OFS with temporary acquisition and rehab construction loan monies in order to minimize holding costs. The CDBG program has approved additional funds to cover costs by purchasing third mortgage loans originally held by OFS.

**Program Design**

The program helps OFS buy properties and covers some costs of construction and supervision/training; other funders pick up costs more directly related to the pay and the training of the youth. Houses are priced at appraised value, with subsidies available to lower costs for the income-eligible household.

**Reward**

OFS helps homebuyers, educates youth with skills and work experience, and helps improve neighborhoods through the removal of blight.

**Risk**

OFS operates within the housing market, and must compete to obtain inexpensive properties to rehab or for construction. New HOME rules require them to sell property within 6 months of completion.

		TYPE		
		<i>Pilot / Demo</i>	<i>Multi-Year</i>	<i>Workhorse</i>
METHOD	<i>Revolving Fund</i>			✓ (revolving)
	<i>Capitalized</i>			✓ (regular)
	<i>Operating</i>			

Program Description:

**Operation Fresh Start, Inc.**

***Graduate Crew Housing Rehab***

**Program Synopsis**

Funds the rehabilitation and preservation of existing affordable housing units in which the City has a financial investment, and that are occupied by LMI households. Also funds the creation of 5 LTE crew member positions to be filled by LMI individuals.

**Goal**

- Housing
- .....
- Businesses with jobs
- .....
- Services
- .....
- Facilities

**Customer / Participant**

- Existing owner
- Homebuyer
- Renter
- .....
- Un(der)employed
- .....
- Micro-business owner
- .....
- Gardener
- Center participant
- Homeless
- .....
- Information seekers
- .....
- Service users

**Geography**

- County or greater
- Madison
- CD Target Area
- Neighborhood

**Agency and Management History**

Operation Fresh Start, Inc., (OFS) is an independent non-profit agency established in 1977 to work with youth referred from the juvenile justice system or the education system. The agency has retained its focus on youth development through real, useful housing work experience. It has deepened its work experience for youth through the addition of a food program, additional training and tutoring, and encouragement of completion of high school requirements or a GED. The agency has served as a model for former Wisconsin Governor Thompson's program to develop additional programs in different communities statewide, and has served as a national model for the continuing evolution of the Federal Youthbuild Program. **OFS currently has 9 unsold properties in their inventory.**

**Benchmarks**

This program can be measured by number of housing units rehabbed and number of FTE positions created.

Performance History	2010	2011
# housing units rehabbed	56	46
# FTE participants	5	5
CD funds expended	\$269,184	\$236,315

**Program Development**

The City CDBG Office initially funded this program because of stimulus funds (CDBG-R). The goal was to create more training to adult workforce once participate graduated from the youth build program.

**Reward**

OFS helps continue to education participants with skills and work experience, and helps improve housing provided by other non-profit housing providers or their own housing stock.

**Risk**

Over investment into properties. Investing CDBG funds in property that have already received funding from our office.

**Program Design**

Covers some costs of construction and supervision/training and staff time at OFS to run program.

METHOD

		TYPE		
		<i>Pilot / Demo</i>	<i>Multi-Year</i>	<i>Workhorse</i>
<i>Revolving Fund</i>				
<i>Capitalized</i>				
<i>Operating</i>	X			



Program Description:  
**Project Home, Inc.**  
**Home Repair Program**

**Program Synopsis**

The Minor Home Repair Program repairs homes, and provides a subsidy for water heater replacements for income-eligible owner-occupants. The maximum subsidy available for a given homeowner is fixed by the CD Program Framework, currently at \$3,400 per house; jobs greater than \$3,400 are referred to the CED DPL program. Owners pay a nominal fee toward the costs of repair and materials, which is approximately 20% of the total costs.

**Goal**

- Housing
- Businesses with jobs
- Services
- Facilities

**Customer / Participant**

- Existing owner
- Homebuyer
- Renter
- Un(der)employed
- Micro-business owner
- Gardener
- Center participant
- Homeless
- Information seekers
- Service users

**Geography**

- County or greater
- Madison
- CD Target Area
- Neighborhood

**Agency and Management History**

Project Home, Inc., (PH) is an independent non-profit agency established in 1978 and governed by an independent Board of Directors. It serves Dane County, and is the weatherization agent for the countywide weatherization program. In 1998, it formed a subsidiary, the Project Home Development Corporation (PHDC), to serve as a developmental arm. PH administers several home repair and development programs; the home repair program is the largest in the agency.

**Benchmarks**

This program is most similar to (1) the CED Deferred Payment Loan program, except that it deals with smaller jobs under \$3,400 cumulative CD funds per house; and (2) Independent Living's Home Modification program, which deals with small accessibility improvements, except ramps.

Performance History	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012 (est)
# houses rehabbed	173	123	201	178	159	145	147	118	119	99	100	84	85
CD funds expended	\$249,464	\$231,559	\$279,983	\$290,443	\$205,996	\$206,000	\$242,240	\$171,758	\$172,000	\$172,000	\$188,021	\$197,875	\$239,000
Cost per house	\$1,442	\$1,883	\$1,393	\$1,632	\$1,295	\$1,420	\$1,648	\$1,455	\$1,445	\$1,737	\$1,802	\$2,355	\$2,811

Sources: CDBG, CDBG program income generated from customer fees, and MECC funds.

### Program Development

While the City has funded the minor home repair program since 1979, the program has gradually evolved through a series of changes to meet emerging needs and funding issues. The program was first organized as a volunteer-based program, training volunteers to make very small repairs on homes of elderly persons. The agency added accessibility ramps to its offerings, as well as roof tear-offs and replacements. The agency began to charge the costs of materials and portion of labor, with CDBG picking up the costs balance of labor and agency overhead. With the encouragement of the City, another non-profit called the Dane County Housing Development Corporation was merged into Project Home in 1982. In 1994, PH split its repair program into 3 components: repair, roofs and furnaces; but in 1998, the City consolidated funding for the 3 to provide greater flexibility for PH to respond to customer demand. The program continues to change, adjusting fee structure and levels to City funding availability; the geographic focus has continued to broaden, so that about 30% (by contract) of its customers live outside the target area.

### Program Design

The program is a quasi-revolving fund, with fees from customers supporting about 20% of the actual costs of the program over time. The repair component charges for initial time, plus additional work. The furnace and roof programs provide a flat amount toward the costs of replacement which PH arranges through subcontractors.

### Reward

Helps LMI people live in their homes. Improves tax base, some energy conservation.

### Risk

Low risk methodology; marketing to new customers.

METHOD

		TYPE		
		<i>Pilot / Demo</i>	<i>Multi-Year</i>	<i>Workhorse</i>
<i>Revolving Fund</i>				
<i>Capitalized</i>				✓
<i>Operating</i>				

Program Description:

**Porchlight, Inc.**

***Eliminating Barriers to Housing Program***

**Program Synopsis**

CD Office uses City GPR funds to provide financial assistance to individuals in order to prevent or end their homelessness. Financial assistance pays for miscellaneous expenses (other than expenses related to rent and utilities) determined to be the barrier to the individual's housing and employment stability.

**Goal**

- Housing
- .....
- Businesses with jobs
- .....
- Services
- .....
- Facilities

**Customer / Participant**

- Existing owner
- Homebuyer
- Renter
- .....
- Un(der)employed
- Micro-business owner
- .....
- Gardener
- Center participant
- Homeless
- Information seekers
- .....
- Service users

**Geography**

- County or greater
- Madison
- CD Target Area
- Neighborhood

**Agency and Management History**

Porchlight, as an organization, is the product of two previously existing agencies: Transitional Housing, Inc. (THI) and Community Housing and Services, Inc. (CHAS) which merged 1/1/2004. The Boards of Directors of both organizations initially merged into one working board which currently is made up of 18 Directors. [www.porchlightinc.org](http://www.porchlightinc.org)

**Benchmarks**

Provide financial assistance to 423 households to eliminate barriers to, or to access or maintain, housing.

50% of assisted households will maintain their housing for at least 6 months.

Performance History	2010	2011	2012 (est.)										
# of participants	332	423	280										
CD funds expended	\$25,000	\$25,000	\$25,000										
Cost per household	\$75	\$55	\$89										

Sources: City Funds

### Program Development

This is a newer program funding with City levy money as a result of a budget amendment in the 2011 city and as a result continues as part of the CD Office base dollar amount. A request for proposals resulted in an accepted project from Porchlight, Inc. that makes funds available to other HSC agencies for eligible clients.

### Reward

Provide housing stability to population of individuals who have previously been unable to maintain housing through eliminating other eligible expenses that threaten stability.

### Program Design

Funds are used for financial assistance through city general purpose revenue funds.

### Risk

Programs funded through tax levy which may be decreased in the future if other city services become a higher priority.

		TYPE		
		<i>Pilot / Demo</i>	<i>Multi-Year</i>	<i>Workhorse</i>
METHOD	<i>Revolving Fund</i>			
	<i>Capitalized</i>			
	<i>Operating</i>		✓	

Program Description:

**Porchlight, Inc.**

***Hospitality House/ DIGS Program***

**Program Synopsis**

CD Office uses GPR funds to provide staff costs for a day-time resource center for homeless households and those at risk of homelessness. CD Office also provides additional ESG funds for payments to individuals to prevent eviction and obtain housing after homelessness. Hospitality House provides supportive services, such as: locating and securing housing, securing employment, applying for benefits, developing interview skills, and writing resumes/completing job applications. Hospitality House guests are offered access to telephones, legal assistance, educational assistance, transportation, hair cuts, referrals to free meals and clothing sites, medical and dental appointments, mental health and AODA counseling and referrals to other agencies for services.

**Goal**

- Housing
- Businesses with jobs
- Services
- Facilities

**Customer / Participant**

- Existing owner
- Homebuyer
- Renter
- Un(der)employed
- Micro-business owner
- Gardener
- Center participant
- Homeless
- Information seekers
- Service users

**Geography**

- County or greater
- Madison
- CD Target Area
- Neighborhood

**Agency and Management History**

Porchlight, as an organization, is the product of two previously existing agencies: Transitional Housing, Inc. (THI) and Community Housing and Services, Inc. (CHAS) which merged 1/1/2004. The Boards of Directors of both organizations initially merged into one working board which currently is made up of 18 Directors. Prior to the merger THI operated Hospitality House at the same location as the men's Drop-In Shelter. The merger created the opportunity to combine staff at the Brooks Street address, freeing up the Martin Street building for the expanded Hospitality House. The move, however, made a shuttle van necessary to move individuals from the Capital Square area.  
www.porchlightinc.org

**Benchmarks**

- Provide services to enable 2,000 households in finding housing.
- Provide services to enable 200 individuals in finding employment.
- Provide financial assistance to enable 40 households to obtain or maintain housing.

Performance History	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012 (est.)
# of participants	568	1,02	1,070	987	1,451	2,263	1,800	1,146	1,628	2,250	2,449	2,916	1,250	1,925
CD funds expended	\$31,850	\$31,850	\$102,267	\$117,012	\$43,462	\$43,462	\$43,960	\$42,294	\$43,817	\$44,534	\$96,391	\$96,391	\$103,818	\$96,391
Cost per household	\$56	\$30	\$96	\$119	\$30	\$19	\$24	\$37	\$27	\$20	\$39	\$33	\$83	\$50

Sources: City Funds, Federal ESG

### Program Development

The CD Office began funding this project with Transitional Housing, Inc. in 1999 using GPR funds and continued funding the services through Porchlight, Inc. ESG funds were made available beginning in 2003. This coincided with the end of a two-year EDI funded program (also called DIGS) which involved a collaboration between THI, The Salvation Army and YWCA. From 1999 to 2001, CD Office funded both Hospitality House and the Drop-In Shelter. CD Office combined the funds for use at Hospitality House in keeping with emphasis on longer-term housing and away from shelter.

### Program Design

Staff costs are through city general purpose revenue funds. ESG funds, received directly from HUD, are used to provide funds for direct payments to individuals. ESG funds require a one-for-one match. Porchlight uses a variety of sources (e.g. faith community donations, fundraising) to fulfill its match requirement.

### Reward

Provide housing stability to population of individuals who have previously been unable to maintain housing.

### Risk

Programs funded through tax levy which may be decreased in the future if other city services become a higher priority.

		TYPE		
		<i>Pilot / Demo</i>	<i>Multi-Year</i>	<i>Workhorse</i>
METHOD	<i>Revolving Fund</i>			
	<i>Capitalized</i>			
	<i>Operating</i>		✓	

Program Description:

**Porchlight, Inc.**  
**Outreach Program**

**Program Synopsis**

CD Office uses City and ESG funds to assist homeless individuals in the greater State Street / downtown area (as well as other areas of the City) into shelter or housing by Porchlight's provision of outreach and connection with applicable supportive services.

**Goal**

- Housing
- .....
- Businesses with jobs
- .....
- Services
- .....
- Facilities

**Customer / Participant**

- Existing owner
- Homebuyer
- Renter
- .....
- Un(der)employed
- Micro-business owner
- .....
- Gardener
- Center participant
- Homeless
- Information seekers
- .....
- Service users

**Geography**

- County or greater
- Madison
- CD Target Area
- Neighborhood

**Agency and Management History**

Porchlight, as an organization, is the product of two previously existing agencies: Transitional Housing, Inc. (THI) and Community Housing and Services, Inc. (CHAS) which merged 1/1/2004. The Boards of Directors of both organizations initially merged into one working board which currently is made up of 18 Directors. [www.porchlightinc.org](http://www.porchlightinc.org)

**Benchmarks**

Assist 60 individuals with shelter or case management services.

Assist 10 homeless persons to move from the street into housing.

50% of assisted households maintain their housing for at least 6 months.

Performance History	2009	2010	2011	2012 (est.)									
# of participants	108	149	130	120									
CD funds expended	\$40,000	\$40,000	\$34,837	\$40,000									
Cost per household	\$370	\$268	\$268	\$333									

Sources: State ESG and City funds

### Program Development

Outreach program began as an amendment to the 2011 city budget using general purpose revenue funding. The outreach programs currently operating in Dane County are restricted by their funding source to serve only those persons with mental illness. An outreach worker without this restriction was determined as a need. A request for proposals resulted in a contract with Porchlight for outreach services

### Program Design

Program pays for staff costs for an outreach worker and for costs associated with providing this service. This program is funded primarily through City general purpose revenue funds.

### Reward

Provide connect homeless street persons to services and housing.

### Risk

Programs funded through tax levy which may be decreased in the future if other city services become a higher priority.

METHOD	TYPE		
	<i>Pilot / Demo</i>	<i>Multi-Year</i>	<i>Workhorse</i>
<i>Revolving Fund</i>			
<i>Capitalized</i>			
<i>Operating</i>		✓	



Program Description:

**Porchlight, Inc.**

***PTO Maintenance Training & SRO Turn-Over Program***

**Program Synopsis**

CD Office uses ESG funds to aid in the provision of one-on-one short-term job experience for PTO residents in the cleaning, light maintenance and painting of vacated SRO housing units for new program participants. Participants receive training in janitorial and light maintenance tasks, such as painting and minor repairs.

**Goal**

- Housing
- .....
- Businesses with jobs
- .....
- Services
- .....
- Facilities

**Customer / Participant**

- Existing owner
- Homebuyer
- Renter
- .....
- Un(der)employed
- Micro-business owner
- .....
- Gardener
- Center participant
- Homeless
- Information seekers
- .....
- Service users

**Geography**

- County or greater
- Madison
- CD Target Area
- Neighborhood

**Agency and Management History**

Porchlight, as an organization, is the product of two previously existing agencies: Transitional Housing, Inc. (THI) and Community Housing and Services, Inc. (CHAS) which merged 1/1/2004. The Boards of Directors of both organizations initially merged into one working board which currently is made up of 18 Directors. [www.porchlightinc.org](http://www.porchlightinc.org)

**Benchmarks**

Train 6 PTO residents in janitorial and light maintenance skills.

50% of participants find subsequent employment as a result of job skills learned.

Performance History	2009	2010	2011	2012 (est.)										
# of participants	9		7	6										
CD funds expended	\$4,000	\$0	\$4,000	\$4,000										
Cost per household	\$444		\$571	\$667										

Sources: Federal ESG funds

### Program Development

This program is funded with ESG funds as a result of a Porchlight request to fill a need for soft-entry job training for residents of Porchlight's PTO transitional housing program.

### Reward

Program assists previously homeless persons to maintain housing.

### Risk

Federal funding for housing continues to receive cuts which could jeopardize the continuation of this program.

### Program Design

Funds are used to pay modest stipends to trainees and supplies.

		TYPE		
		<i>Pilot / Demo</i>	<i>Multi-Year</i>	<i>Workhorse</i>
METHOD	<i>Revolving Fund</i>			
	<i>Capitalized</i>			
	<i>Operating</i>		✓	

Program Description:

**Porchlight, Inc.**

**STABLE / SRO Support Services**

**Program Synopsis**

CD Office uses ESG fund to pay a portion of staff providing support services to single previously-homeless adults residing at 306 N. Brooks Street. STABLE is a transitional housing program for single adults with AODA and/or mental health issues. The N. Brooks Street SRO units are permanent housing; because of the fund-source, only previously homeless adults are provided support services through this program.

**Goal**

- Housing
- Businesses with jobs
- Services
- Facilities

**Customer / Participant**

- Existing owner
- Homebuyer
- Renter
- Un(der)employed
- Micro-business owner
- Gardener
- Center participant
- Homeless
- Information seekers
- Service users

**Geography**

- County or greater
- Madison
- CD Target Area
- Neighborhood

**Agency and Management History**

Porchlight, as an organization, is the product of two previously existing agencies: Transitional Housing Inc. (THI) and Community Housing and Services, Inc. (CHAS) which merged 1/1/2004. The Boards of Directors of both organizations initially merged into one working board which currently is made up of 18 Directors. The combined housing inventory includes 32 family units, 21 one-bedroom units and 185 SRO/Efficiency units.

**Benchmarks**

Provide support services for 57 previously homeless households

Encourage stability – 75% of those assisted will maintain stable housing at 6 months and 65% will maintain stable housing at 12 months.

Performance History	1999	2000	2001	2002*	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012 (est.)
# of participants	40	30	84	85	100	60	65	65	57	60	36	53	14	50
CD funds expended	\$11,500	\$6,000	\$6,000	\$7,000	\$42,800	\$41,164	\$31,300	\$36,125	\$28,400	\$28,400	\$37,642	\$16,745	\$15,745	\$18,000
CD Cost per participant	\$287	\$200	\$72	\$83	\$428	\$633	\$482	\$556	\$498	\$473	\$1,046	\$316	\$1,125	\$360

Sources: State ESG, THP

\* Brooks Street Support Services only, STABLE was funded directly from WI Bureau of Housing

### Program Development

Prior to the creation of Porchlight, Inc. in 2004, the STABLE Program has been operated by Transitional Housing Inc. and the Brooks Street SROs were operated by Community Housing and Services, Inc. Until 2007, the STABLE Program was operated out of the first two floors of a Porchlight owned building on Mills Street. Repeated funding cuts made it necessary to reduce the size of the program from 15 to 7 single adults. The Brooks Street SRO residents who are eligible to receive support services must have been homeless prior to living at Brooks Street. Other residents can receive services funded by Porchlight from other sources. [wwwporchlightinc.org](http://wwwporchlightinc.org)

### Program Design

This program is funded through a variety of sources; ESG funds require a one-for-one match.

### Reward

Provide housing stability to population of individuals who have previously been unable to maintain housing.

### Risk

Reduction in public funding results in fewer individuals being served.

		TYPE		
		<i>Pilot / Demo</i>	<i>Multi-Year</i>	<i>Workhorse</i>
METHOD	<i>Revolving Fund</i>			
	<i>Capitalized</i>			
	<i>Operating</i>		✓	

Program Description:

**Porchlight, Inc.**  
**Support Services & Operations**

**Program Synopsis**

CD Office uses GPR and ESG funds to pay a portion of the case management services to individuals and families who live in Porchlight's scattered site transitional and supportive permanent housing. Residents are low-income, previously homeless or at risk of becoming homeless. In 2007 this project was expanded to include after hours services and support services for residents at the Brooks St. SRO units.

**Goal**

Housing

Businesses with jobs

Services

Facilities

**Customer / Participant**

Existing owner

Homebuyer

Renter

Un(der)employed

Micro-business owner

Gardener

Center participant

Homeless

Information seekers

Service users

**Geography**

County or greater

Madison

CD Target Area

Neighborhood

**Agency and Management History**

Porchlight, as an organization, is the product of two previously existing agencies: Transitional Housing, Inc. (THI) and Community Housing and Services, Inc. (CHAS) which merged 1/1/2004. The Boards of Directors of both organizations initially merged into one working board which currently is made up of 18 Directors. The combined housing inventory includes 32 family units, 20 1-bedroom units and 185 SRO/efficiency units. This including 16 efficiency units newly constructed for disabled homeless single adults on Pheasant Ridge Trail.  
[www.porchlightinc.org](http://www.porchlightinc.org)

**Benchmarks**

Provide housing and services to 253 previously homeless households.

Encourage stability – 75% of those assisted will maintain stable housing at 6 months and 65% will maintain stable housing at 12 months.

Performance History	1999	2000	2001	2002 *	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012 (est.)
# of participants	175	n/a	129	108	162	162	167	183	273	262	239	247	197	253
CD funds expended	\$42,570	\$42,570	\$42,570	\$43,847	\$44,724	\$44,724	\$45,389	\$45,389	\$83,130	\$83,130	\$87,026	\$87,026	\$87,026	\$87,026
Cost per household	\$213		\$330	\$405	\$276	\$276	\$272	\$248	\$306	\$317	\$364	\$352	\$442	\$344

Sources: City Funds

\*THI operated

### Program Development

The CD Office began funding this project with Transitional Housing, Inc. in 1999 and continues funding the services through Porchlight, Inc. The program originally funded such costs as heating or maintenance in some of THI's houses, but has gradually focused on just case management services in the transitional and permanent units.

### Program Design

This program is funded primarily through City general purpose revenue funds. The funding supports a portion of Porchlight's operating costs.

### Reward

Provide housing stability to population of individuals who have previously been unable to maintain housing.

### Risk

Programs funded through tax levy which may be decreased in the future if other city services become a higher priority.

		TYPE		
		<i>Pilot / Demo</i>	<i>Multi-Year</i>	<i>Workhorse</i>
METHOD	<i>Revolving Fund</i>			
	<i>Capitalized</i>			
	<i>Operating</i>		✓	

Program Description:

**Society of St. Vincent de Paul**  
***Seton House Case Management***

**Program Synopsis**

The CD Office provides ESG funds to pay for a portion of the case management services for single women and women with children at Seton House, which is actually four residential properties: 7 units transitional for women with children and 3 transitional rooms for single women discharged from a correctional facility. Prior to 2008, the CD Office also provided ESG funds to pay for a portion of the case management services for previously homeless single men at Port St. Vincent (known as the Port), which provides emergency, transitional and permanent housing for 37 single men.

2003-2004	Port St Vincent only
2005-2007	both Port St Vincent & Seton House
2008-present	Seton House only

**Goal**

- Housing
- Businesses with jobs
- Services
- Facilities

**Customer / Participant**

- Existing owner
- Homebuyer
- Renter
- Un(der)employed
- Micro-business owner
- Gardener
- Center participant
- Homeless
- Information seekers
- Service users

**Geography**

- County or greater
- Madison
- CD Target Area
- Neighborhood

**Agency and Management History**

The District Council of Madison Society of St. Vincent de Paul was established in 1925; the first housing program, Port St. Vincent, was opened in 1976. In addition to housing, SVdP also operates several thrift stores and a service center which houses the county's largest food pantry. The CD Office has provided ESG and HOME funds to partially pay for the rehabilitation of a three unit building and the partial purchase and rehabilitation of an adjacent two unit building for women with children. [www.svdpmadison.org](http://www.svdpmadison.org)

**Benchmarks**

Provide support services to 17 households to assist them in obtaining stable housing.  
 75% of those served will maintain stable housing at 6 months.

Performance History	2003	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012 (est.)
# of participants	30	30	30	50	50	51	51	70	47	30	35
CD funds expended	\$9,000	\$9,000	\$5,000	\$6,000	\$8,000	\$8,800	\$8,800	\$7,700	\$4,012	\$3,676	\$4,725
CD Cost per participant	\$300	\$300	\$167	\$120	\$160	2007	\$173	\$110	\$85	\$123	\$135

Sources: State ESG, THP

### Program Development

SVdP has been increasing the number of units available for both single adults and women with children. They have also acquired additional property to allow for expansion of their transitional and permanent housing units. In 2007, the agency completed a capital campaign and built a large service center to serve low-income who need assistance with housing, food, medicine, utilities, etc.

### Program Design

Residents at both the Port and Seton House have a designated case manager who provides assistance as needed. ESG funds require a one-for-one match.

### Reward

Single adults and women with children receive housing and support services to enable them to obtain and retain stable housing.

### Risk

Competition for state funds has reduced the amount available and this amount could continue to decrease.

		TYPE		
		<i>Pilot / Demo</i>	<i>Multi-Year</i>	<i>Workhorse</i>
METHOD	<i>Revolving Fund</i>			
	<i>Capitalized</i>			
	<i>Operating</i>		✓	



Program Description:  
**Tellurian UCAN, Inc.**  
**Job Coach**

**Program Synopsis**

The CD Office provides ESG funds to fund staff costs of a part-time (25 hrs/wk) Job Coach position for Tellurian's Transitional Housing Program (THP). Position is responsible for providing employment counseling/coaching to homeless individuals who have difficulty finding and maintaining employment.

**Goal**

- Housing
- Businesses with jobs
- Services
- Facilities

**Customer / Participant**

- Existing owner
- Homebuyer
- Renter
- Un(der)employed
- Micro-business owner
- Gardener
- Center participant
- Homeless
- Information seekers
- Service users

**Geography**

- County or greater
- Madison
- CD Target Area
- Neighborhood

**Agency and Management History**

Tellurian UCAN, Inc., has been operating homeless service programs since 1986; they currently operate transitional housing, permanent supported housing, outreach efforts, treatment centers, case management services, mental health and AODA outpatient services, medication and a psychiatric clinic, and Independent Recovery Living Environments. The CD Office has provided federal funds for residential properties owned and operated by Tellurian; the most recent is the expansion of the Willy Street SRO. Tellurian has also been involved with the City's application for WI ESG funds for a variety of programs.  
[www.tellurian.org](http://www.tellurian.org)

**Benchmarks**

Provide employment counseling to 20 homeless individuals.

Performance History	2008	2009	2010	2011	2012 (est.)														)
# of participants	15	45	34	48	40														
CD funds expended	\$4,920	\$20,007	\$8,618	\$11,403	\$14,400														
CD Cost per participant	\$328	\$445	\$253	\$238	\$360														

Sources: State ESG, THP funds

**Program Development**

Program is paid for with ESG funds to provide support for transitional housing program residents in gaining earning income.

**Reward**

H homeless individuals are assisted in maintaining stable housing.

**Risk**

Funding cuts at the state and federal level could jeopardize the continuation of the program.

**Program Design**

Program pays for staff costs associated with providing this service.

		TYPE		
		<i>Pilot / Demo</i>	<i>Multi-Year</i>	<i>Workhorse</i>
METHOD	<i>Revolving Fund</i>			
	<i>Capitalized</i>			
	<i>Operating</i>		✓	

Program Description:  
**Tellurian UCAN, Inc.**  
**ReachOut**

**Program Synopsis**

The CD Office provides GPR funds to partially fund the ReachOut Program, an outreach effort in the Downtown/State Street area. Although GPR funds were allocated first in 2003 for the ReachOut Program, other downtown outreach efforts have been funded by the CD Office through Tellurian in years past. The ReachOut Program was initially proposed as a collaborative effort with Briarpatch/YSOSW. In 2005, Tellurian received federal PATH funds to increase the program. GPR funds are currently being used in the form of financial assistance to access housing for homeless individuals. ReachOut workers assist homeless with security deposits and first month's rent to help them access stable housing.

**Agency and Management History**

Tellurian UCAN, Inc., has been operating homeless service programs since 1986; they currently operate transitional housing, permanent supported housing, outreach efforts, treatment centers, case management services, mental health and AODA outpatient services, medication and a psychiatric clinic, and Independent Recovery Living Environments. The CD Office has provided federal funds for residential properties owned and operated by Tellurian; the most recent is the expansion of the Willy Street SRO. Tellurian has also been involved with the City's application for WI ESG funds for a variety of programs.  
[www.tellurian.org](http://www.tellurian.org)

**Goal Customer / Participant Geography**

- |   |  |   |
|---|--|---|
| <ul style="list-style-type: none"> <li><input type="radio"/> Housing</li> <li>.....</li> <li><input type="radio"/> Businesses with jobs</li> <li>.....</li> <li><input checked="" type="radio"/> Services</li> <li>.....</li> <li><input type="radio"/> Facilities</li> </ul> | <ul style="list-style-type: none"> <li><input type="radio"/> Existing owner</li> <li><input type="radio"/> Homebuyer</li> <li><input type="radio"/> Renter</li> <li>.....</li> <li><input type="radio"/> Un(der)employed</li> <li><input type="radio"/> Micro-business owner</li> <li>.....</li> <li><input type="radio"/> Gardener</li> <li><input type="radio"/> Center participant</li> <li><input checked="" type="radio"/> Homeless</li> <li><input type="radio"/> Information seekers</li> <li>.....</li> <li><input type="radio"/> Service users</li> </ul> | <ul style="list-style-type: none"> <li><input type="radio"/> County or greater</li> <li><input checked="" type="radio"/> Madison</li> <li><input type="radio"/> CD Target Area</li> <li><input type="radio"/> Neighborhood</li> </ul> |
|---|--|---|

**Benchmarks**

Connect downtown street people in need to services, reduce disruptive behaviors and educate the general public on issues related to homelessness.

Performance History	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012 (est.)
# of participants	100	100	100	100	30 *	30	27	32	28	30
CD funds expended	\$29,040	\$23,258	\$9,262	\$8,087	\$12,070	\$12,268	\$12,503	\$12,501	\$12,503	\$12,503
CD Cost per participant	\$290	\$233	\$93	\$81	\$402	\$408	\$463	\$391	\$447	\$417

Sources: City funds

\*a change from previous years' outcomes from the number of persons connected to services to the number of persons assisted with financial housing support; staff costs for 3 FTE are covered with federal funds.

### Program Development

ReachOut Program was developed with an advisory committee consisting of city, county, non-profit agency and business representatives. The program was funded by all of the partners in the first year (2003); however, all of the original partners have stopped funding the program. Only the City funds remain. Tellurian was successful in accessing PATH funds which pay the entire staff costs for 3 employees.

### Program Design

Program designed by Tellurian and Briarpatch/YSOSW with input from Downtown Madison, Inc., city and county, the Business Improvement District and the United Way. Funds pay for financial costs related to accessing housing.

### Reward

Homeless individuals are connected with needed services and housing.

### Risk

Public funding can fluctuate; loss of federal PATH grant would require the program to cease.

		TYPE		
		<i>Pilot / Demo</i>	<i>Multi-Year</i>	<i>Workhorse</i>
METHOD	<i>Revolving Fund</i>			
	<i>Capitalized</i>			
	<i>Operating</i>		✓	

Program Description:

**Tenant Resource Center, Inc.**

***Housing Counseling, Outreach & Education***

**Program Synopsis**

The CD Office uses City GPR funds to aid TRC in the provision of education to low-income tenants and landlords, presentation of workshops on tenant/landlord law, and operation of TRC's housing mediation program at small claims court to provide tenants with information.

**Goal**

Housing

.....  
 Businesses with jobs

.....  
 Services

.....  
 Facilities

**Customer / Participant**

Existing owner

Homebuyer

Renter

.....  
 Un(der)employed

Micro-business owner

.....  
 Gardener

Center participant

Homeless

Information seekers

.....  
 Service users

**Geography**

County or greater

Madison

CD Target Area

Neighborhood

**Agency and Management History**

The Tenant Resource Center was originally established to provide information primarily to students, but has grown to serve all renters countywide and provide training and materials across the State.

**Benchmarks**

Provide 4,000 households with housing counseling to prevent or solve rental housing disputes.

Performance History	2011	2012 (est.)												
# of households	1,124	4,000												
CD funds expended	\$45,852	\$54,521												
Cost per household	\$41	\$14												

Sources: City funds

**Program Development**

Prior to 2011, program was included in Office of Community Services budget. In 2011, CD Office began management of this contract combined with the housing mediation program.

**Reward**

Assist homeless and at risk households with information and services to encourage housing stability including assisting households in eviction small claims court.

**Risk**

Funding cuts at the local, state and federal level could jeopardize continued funding.

**Program Design**

Program funded includes staff and supplies for operating core programs at TRC.

		TYPE		
		<i>Pilot / Demo</i>	<i>Multi-Year</i>	<i>Workhorse</i>
METHOD	<i>Revolving Fund</i>			
	<i>Capitalized</i>			
	<i>Operating</i>		✓	

Program Description:

**Tenant Resource Center, Inc.**  
**Housing Mediation Program**

**Program Synopsis**

The CD Office uses CDBG, GPR and ESG funds to provide mediation services as a method of resolving tenant/landlord disputes outside the formal, legal eviction channels. TRC becomes involved in a dispute prior to or following the tenant receiving a five-day notice but before the tenant/landlord goes to Small Claims Court. Through outreach efforts, TRC will encourage landlords, property managers and tenants to use the mediation services of TRC to work out an enforceable agreeable arrangement to prevent the tenant from becoming homeless.

Goal	Customer / Participant	Geography
<input type="radio"/> Housing	<input type="radio"/> Existing owner	<input type="radio"/> County or greater
	<input type="radio"/> Homebuyer	<input checked="" type="radio"/> Madison
	<input type="radio"/> Renter	<input type="radio"/> CD Target Area
<input type="radio"/> Businesses with jobs	<input type="radio"/> Un(der)employed	<input type="radio"/> Neighborhood
	<input type="radio"/> Micro-business owner	
<input checked="" type="radio"/> Services	<input type="radio"/> Gardener	
	<input type="radio"/> Center participant	
	<input type="radio"/> Homeless	
	<input checked="" type="radio"/> Information seekers	
<input type="radio"/> Facilities	<input type="radio"/> Service users	

**Agency and Management History**

The Tenant Resource Center was originally established to provide information primarily to students, but has grown to serve all renters countywide and provide training and materials across the State.

**Benchmarks**

Resolution of a tenant-landlord dispute in a manner satisfactory to both parties. May involve retention of housing and a payment schedule or tenant moving to another housing unit.

100 intakes with 50 formal mediations.

Performance History	1999	2000	2001	2002	2003	2004	2005	2006*	2007	2008	2009	2010	2011	2012 (est.)
# of mediations	19	16	68	100	89	50	125	146	155	150	73	133	109	100
CD funds expended	\$5,500	\$5,500	\$5,500	\$10,000	\$10,000	\$12,000	\$10,000	\$20,000	\$20,000	\$20,000	\$19,835	\$14,596	\$23,455	\$25,953
Cost per household	\$289	\$344	\$81	\$100	\$112	\$200	\$80	\$137	\$129	\$133	\$272	\$110	\$215	\$260

Sources: Federal & State ESG, CDBG and City GPR Funds

\* First year table includes ESG funded program which runs 7/1/06 – 5/31/07

### Program Development

The program has maintained its essential characteristics since it was started: use of trained volunteers to provide mediation and outreach to property owners and managers and tenants. Staff is used to supplement volunteer mediators.

### Program Design

The CD Office funds operating costs. The program fits within a broader strategy to minimize displacement and encourage tenant-landlord communication and responsibility. The program relies on a number of trained volunteers to provide much of the direct mediation.

### Reward

Successful mediation facilitates win-win for both tenant and property owner.

### Risk

Mediation may not be able to resolve underlying issue of affordability, low or uneven income, or behaviors and attitudes that created the original conflict.

		TYPE		
		<i>Pilot / Demo</i>	<i>Multi-Year</i>	<i>Workhorse</i>
METHOD	<i>Revolving Fund</i>			
	<i>Capitalized</i>			
	<i>Operating</i>		✓	



Program Description:

**The Road Home Dane County, Inc.**  
***Housing and Hope, Phase II***

**Program Synopsis**

The Road Home Dane County (formerly Interfaith Hospitality Network) is a local non-profit organization providing emergency shelter for families with children based on a national model. The local IHN was founded in 1999. The CD Office is using City HOME Match funds to fund TRH's acquisition of two existing 8-unit rental properties, for a total of 16 rental units. Substantial rehab is proposed for the two properties that will include reconfiguration of interior space and converting all housing units to two-bedrooms. Final project will provide 15 rehabbed rental units and conversion of one housing unit to a community space and case manager office.

**Goal Customer / Participant Geography**

- |  |   |   |
|--|---|---|
| <ul style="list-style-type: none"> <li><input checked="" type="radio"/> Housing</li> <li><input type="radio"/> Businesses with jobs</li> <li><input type="radio"/> Services</li> <li><input type="radio"/> Facilities</li> </ul> | <ul style="list-style-type: none"> <li><input type="radio"/> Existing owner</li> <li><input type="radio"/> Homebuyer</li> <li><input checked="" type="radio"/> Renter</li> <li><input type="radio"/> Un(der)employed</li> <li><input type="radio"/> Micro-business owner</li> <li><input type="radio"/> Gardener</li> <li><input type="radio"/> Center participant</li> <li><input type="radio"/> Homeless</li> <li><input type="radio"/> Information seekers</li> <li><input type="radio"/> Service users</li> </ul> | <ul style="list-style-type: none"> <li><input type="radio"/> County or greater</li> <li><input checked="" type="radio"/> Madison</li> <li><input type="radio"/> CD Target Area</li> <li><input type="radio"/> Neighborhood</li> </ul> |
|--|---|---|

**Agency and Management History**

The Road Home Dane County began operating in Madison (as Interfaith Hospitality Network) by operating a shelter that serves 14 individuals in families at one time. The operation of the shelter is driven largely by volunteers from local faith communities and organizations, who are supported by professional staff. The physical structure of the shelter moves weekly between host congregations. The host congregations (and buddy congregations) provide all meals, activities and overnight staffing to operate the shelter. [www.trhome.org](http://www.trhome.org)

**Benchmarks**

Acquire and rehabilitate two 8-unit rental properties.

Performance History	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012 (est.)
# participants														
CD funds expended														
CD Cost per participant														

Sources: City HOME Match

Program Development

Reward

Risk

Program Design

		TYPE		
		<i>Pilot / Demo</i>	<i>Multi-Year</i>	<i>Workhorse</i>
METHOD	<i>Revolving Fund</i>			
	<i>Capitalized</i>	✓		
	<i>Operating</i>			

Program Description:

**The Road Home Dane County, Inc.**  
***Shelter Case Management***

Program Synopsis	Goal	Customer / Participant	Geography
The Road Home Dane County (formerly Interfaith Hospitality Network) is a local non-profit organization providing emergency shelter for families with children based on a national model. The local IHN was founded in 1999. The CD Office has used ESG funds through a contract with the WI Bureau of Supportive Housing to pay a portion of case management services for shelter residents.	<input type="radio"/> Housing	<input type="radio"/> Existing owner	<input type="radio"/> County or greater
	<input type="radio"/> Businesses with jobs	<input type="radio"/> Homebuyer	<input checked="" type="radio"/> Madison
	<input checked="" type="radio"/> Services	<input type="radio"/> Renter	<input type="radio"/> CD Target Area
	<input type="radio"/> Facilities	<input type="radio"/> Un(der)employed	<input type="radio"/> Neighborhood
		<input type="radio"/> Micro-business owner	
		<input type="radio"/> Gardener	
		<input type="radio"/> Center participant	
		<input checked="" type="radio"/> Homeless	
		<input type="radio"/> Information seekers	
		<input type="radio"/> Service users	

**Agency and Management History**  
 The Road Home Dane County began operating in Madison (as Interfaith Hospitality Network) by operating a shelter that serves 14 individuals in families at one time. The operation of the shelter is driven largely by volunteers from local faith communities and organizations, that are supported by professional staff. The physical structure of the shelter moves weekly between host congregations. The host congregations (and buddy congregations) provide all meals, activities and overnight staffing to operate the shelter. [www.trhome.org](http://www.trhome.org)

**Benchmarks**  
 50% of the shelter residents will leave for transitional/permanent housing.  
 75% of the shelter residents who leave for housing will maintain stable housing at the 6 month mark.

Performance History	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012 (est.)
# participants	40	40	40	50	50	25	25	21	21	30	26	24	25
CD funds expended	\$4,000	\$10,000	\$10,000	\$15,000	\$16,000	\$23,000	\$20,000	\$18,100	\$18,100	\$17,813	\$11,618	\$10,441	\$18,000
CD Cost per participant	\$100	\$250	\$250	\$300	\$320	\$920	\$800	\$862	\$862	\$594	\$447	\$435	\$720

Sources: State ESG

### Program Development

TRH has continued to operate the emergency shelter while expanding to providing transitional housing for families. In a partnership with the YWCA, they created the Second Chance Apartment Project that provides transitional housing for 16 families. Local congregations sponsor a family by committing to pay the apartment rent for the family and provide mentor-type services.

### Program Design

Both the shelter and transitional housing programs are based on national models but re-tooled to best suit the local needs. TRH typically partners with other organizations to maximize the number of families that they are able to serve. Receiving ESG funds requires a one-for-one match.

### Reward

Homeless families will find tools to eliminate the barriers that have kept them from maintaining stable housing.

### Risk

The decrease in purchase power of public funding. Unlikely risk of exhausting volunteer pool.

		TYPE		
		<i>Pilot / Demo</i>	<i>Multi-Year</i>	<i>Workhorse</i>
METHOD	<i>Revolving Fund</i>			
	<i>Capitalized</i>			
	<i>Operating</i>		✓	

Program Description:

**The Salvation Army**

**Medical Shelter Vouchers**

**Program Synopsis**

CD Office uses ESG funds to provide vouchers for short-term shelter options to homeless individuals and families who have special medical needs.

**Goal**

Housing

Businesses with jobs

Services

Facilities

**Customer / Participant**

Existing owner

Homebuyer

Renter

Un(der)employed

Micro-business owner

Gardener

Center participant

Homeless

Information seekers

Service users

**Geography**

County or greater

Madison

CD Target Area

Neighborhood

**Agency and Management History**

The Salvation Army has been providing basic needs, such as food and shelter, for over 100 years. When homelessness began to increase rapidly in the 1980s, a shelter was set up at The Salvation Army building on East Washington Avenue and The Salvation Army was designated as the gatekeeper for homeless individuals and families in Dane County. In the early 1990's, The Salvation Army created a shelter for single women. The Salvation Army also provides shelter to other homeless sub-populations that can't be served in their on-site shelter. One of these programs is for single adults with medical needs. Hotel vouchers are used for people who have a contagious illness or who are unable to utilize the shelters for single adults.

**Benchmarks**

Assist 24 homeless individuals with vouchers for shelter.

Performance History	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012 (est.)
# of participants	104	52	67						11	54	19	23	24
CD funds expended	\$35,000	\$27,000	\$28,055						\$6,750	\$5,127	\$5,642	\$6,589	\$10,500
CD Cost per participant	\$337	\$519	\$419						\$614	\$95	\$297	\$286	\$438

Sources: State ESG funds

### Program Development

Service has been available through The Salvation Army for a number of years, however, the scope of the program has fluctuated according to available funding.

### Reward

Provide safety net housing for vulnerable homeless persons recovering from illness.

### Risk

Possible reduction in state or federal funds could jeopardize program.

### Program Design

Program uses funds to pay for short-term housing in local motels.

		TYPE		
		<i>Pilot / Demo</i>	<i>Multi-Year</i>	<i>Workhorse</i>
METHOD	<i>Revolving Fund</i>			
	<i>Capitalized</i>			
	<i>Operating</i>		✓	

Program Description:

**The Salvation Army**  
**Warming Shelter**

**Program Synopsis**

CD Office uses City funds to partially pay for costs associated with staffing a Warming Shelter for homeless families. The Warming Shelter is available to families who would otherwise be unable to access emergency shelter either because there are no beds available, no funds for motel vouchers or they have previously used all the days available to them as determined by the shelter. The Warming Shelter is located at The Salvation Army shelter; in 2008, The Salvation Army obtained funding to operate 12 months a year; the warming shelter had previous been open during the coldest months. Families utilize mattresses on the floor in TSA building. Staff is hired to supervise the overnight operation. Daytime services are available through TRH.

**Agency and Management History**

The Salvation Army has been providing basic needs, such as food and shelter, for over 100 years. When homelessness began to increase rapidly in the 1980s, a shelter was set up at The Salvation Army building on East Washington Avenue and The Salvation Army was designated as the gatekeeper for homeless individuals and families in Dane County. In the early 1990's, The Salvation Army created a shelter for single women. The Salvation Army also provides shelter to other homeless sub-populations that can't be served in their on-site shelter. One of these programs is for single adults with medical needs. Hotel vouchers are used for people who have a contagious illness or who are unable to utilize the shelters for single adults.

**Goal**

- Housing
- Businesses with jobs
- Services
- Facilities

**Customer / Participant**

- Existing owner
- Homebuyer
- Renter
- Un(der)employed
- Micro-business owner
- Gardener
- Center participant
- Homeless
- Information seekers
- Service users

**Geography**

- County or greater
- Madison
- CD Target Area
- Neighborhood

**Benchmarks**

Provide shelter as needed for homeless families who have no other options available.

Performance History	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012 (est.)
# of participants	107	172	140	163	165	799	993	1,026	594	750
CD funds expended	\$9,660	\$0	\$0	\$0	\$25,000	\$32,909	\$25,750	\$40,750	\$40,750	\$40,750
CD Cost per participant	\$90	\$0	\$0	\$0	\$152	\$41	\$26	\$40	\$69	\$54

Sources: Federal ESG and City funds

### Program Development

The Warming Shelter was first opened in 2003 as a response to the number of families turned away without shelter. It was the result of a series of meetings called by the County Executive to address options for homeless families. The first two funders were Dane County and the City. A private funder was identified in 2004-6. The City agreed to add \$25,000 in GPR funds to the 2007 budget. An additional \$15,000 in ESG funds were added in 2011

### Program Design

Program pays for staff and operation costs for overflow shelter. Other major funder is Dane County Human Services.

### Reward

Provide homeless families with safe night time shelter and assess the number of homeless households who are turned away without services to determine unmet need.

### Risk

Public funds may no longer be available as other priorities become more important. Also a risk that an overflow shelter will become additional full-time shelter using resources that could go to transitional and permanent housing.

		TYPE		
		<i>Pilot / Demo</i>	<i>Multi-Year</i>	<i>Workhorse</i>
METHOD	<i>Revolving Fund</i>			
	<i>Capitalized</i>			
	<i>Operating</i>		✓	



Program Description:

**Wisconsin Division of Housing  
HMIS**

**Program Synopsis**  
 CD Office uses ESG funds to pay for staff support for mandated homeless management information system administered by the Wisconsin Department of Administration, Division of Housing. Local HSC agencies provide client based data into WI ServicePoint which is the state-wide HMIS system.

Goal	Customer / Participant	Geography
<input type="radio"/> Housing	<input type="radio"/> Existing owner	<input type="radio"/> County or greater
	<input type="radio"/> Homebuyer	<input checked="" type="radio"/> Madison
	<input type="radio"/> Renter	<input type="radio"/> CD Target Area
<input type="radio"/> Businesses with jobs	<input type="radio"/> Un(der)employed	<input type="radio"/> Neighborhood
	<input type="radio"/> Micro-business owner	
<input checked="" type="radio"/> Services	<input type="radio"/> Gardener	
	<input type="radio"/> Center participant	
	<input checked="" type="radio"/> Homeless	
	<input type="radio"/> Information seekers	
<input type="radio"/> Facilities	<input type="radio"/> Service users	
Benchmarks		

**Agency and Management History**  
 City has a long work history with this organization, however, it has changed organizationally many times in the past years. Division is now part of DOA as a result of the Dept of Commerce being dissolved.

Performance History	2012 (est.)													
# of participants														
CD funds expended	\$3,100													
CD Cost per participant														

Sources: Federal ESG funds

Program Development

Reward

Risk

Program Design

		TYPE		
		<i>Pilot / Demo</i>	<i>Multi-Year</i>	<i>Workhorse</i>
METHOD	<i>Revolving Fund</i>			
	<i>Capitalized</i>			
	<i>Operating</i>		✓	

Program Description:

**Wisconsin Women’s Business Initiative (WWBIC)**  
**Micro-Enterprise Development Continuum Program**

**Program Synopsis**

The Micro-Enterprise Development Continuum program assists low to moderate-income entrepreneurs to be successful in developing, funding and running their own micro –enterprises. The program provides technical business assistance and City of Madison CDBG loans up to \$25,000. Businesses intending to create new FTE positions for City of Madison residents with incomes below 80% of AMI are also eligible for loans. At least 51% of the new jobs must be available to income eligible persons. Business owners pay interest on the loans; repayments of principal are re-used for additional loans; interest is applied toward the costs of loan underwriting and servicing.

**Goal**

- Housing
- Businesses with jobs
- Services
- Facilities

**Customer / Participant**

- Existing owner
- Homebuyer
- Renter
- Un(der)employed
- Micro-business owner
- Gardener
- Center participant
- Homeless
- Information seekers
- Service users

**Geography**

- County or greater
- Madison
- CD Target Area
- Neighborhood

**Agency and Management History**

WWBIC is an independent non-profit agency established in 1989. The agency has offices located in Madison, Milwaukee and Kenosha and serves the state of Wisconsin. Since its inception, WWBIC has served over 20,000 individuals, directly financed over 500 business start-ups, supported over 150 business expansions and assisted in creating over 1,250 jobs. The Board of Directors is made up of representatives from businesses, government agencies, non-profits and financial institutions.

**Benchmarks**

Assist businesses to create at least 3 new FTE positions, provide technical assistance to 117 individuals and provide 5 business loans.

Performance History	2003	2004	2005	2006	2007	2008	2009	2010	2011	Estimated- 2012
# FTE new jobs created	24	10	7	3	5.5	7	18	7	15	8
CD funds expended	\$20,000	\$20,000	\$113,057	\$138,000	\$130,000	\$140,000	\$152,516	\$76,865	\$215,492	\$266,870
Cost per job (all loans)	\$833	\$2000	\$16,151	\$46,000	\$23,636	\$20,000	\$8,473	\$10,980	\$14,366	\$33,358

### Program Development

Over the past 5 years, the Micro-enterprise Development Continuum program has assisted with the creation of 49.5 FTE positions in Madison. It has also provided technical assistance to 427 individuals. In addition the program has provided 14 loans to a variety of businesses ranging from translation services to restaurants to lawn care.

### Program Design

The Micro-enterprise Development Continuum program provides clients with access to capital, direct lending, business assistance, and business education so that they can attain economic self-sufficiency. Through education with pre- and post-loan business technical assistance, clients have the ability to repay their loans and grow their businesses.

### Reward

Employment addresses poverty directly by raising household income.

### Risk

Low risk methodology; higher risk loan pool in short term due to business cycle and markets.

		TYPE		
		<i>Pilot / Demo</i>	<i>Multi-Year</i>	<i>Workhorse</i>
METHOD	<i>Revolving Fund</i>			✓
	<i>Capitalized</i>			
	<i>Operating</i>			

Program Description:

**Youth Services of Southern Wisconsin, Inc.**  
***Shelter & Case Management for Homeless Youth***

**Program Synopsis**  
 The CD Office provides ESG funds to pay a portion of the case management costs for unaccompanied homeless youth. YSOSW recruits volunteer host homes that provide shelter for homeless youth until other safe arrangements can be found. In addition to the shelter/case management program, the CD Office previously provided Briarpatch with GPR funds to supplement their youth outreach program in the Downtown/State Street area.

Goal	Customer / Participant	Geography
<input type="radio"/> Housing	<input type="radio"/> Existing owner	<input type="radio"/> County or greater
	<input type="radio"/> Homebuyer	<input checked="" type="radio"/> Madison
	<input type="radio"/> Renter	<input type="radio"/> CD Target Area
<input type="radio"/> Businesses with jobs	<input type="radio"/> Un(der)employed	<input type="radio"/> Neighborhood
	<input type="radio"/> Micro-business owner	
<input checked="" type="radio"/> Services	<input type="radio"/> Gardener	
	<input type="radio"/> Center participant	
	<input checked="" type="radio"/> Homeless	
	<input type="radio"/> Information seekers	
<input type="radio"/> Facilities	<input type="radio"/> Service users	

**Agency and Management History**  
 In 1990, the CD Office assisted Briarpatch, Inc., in renovating adjacent residential properties into office space. Briarpatch participates each year in the City's application for WI ESG funds to help support their services to homeless youth. In 2003, Briarpatch, along with Tellurian, responded to a request for proposals to partially pay for outreach services to youth in need in the Downtown/State Street area. The CD Office continued providing GPR funds for the ReachOut project through the end of 2006. In 2003, Briarpatch merged with Community Adolescent Program (CAP) to become Youth Services of Southern Wisconsin.  
[www.youthsos.org](http://www.youthsos.org)

**Benchmarks**  
 Provide case management and short-term shelter for 40 unaccompanied, homeless youth.

Performance History	1999	2000	2001	2002	2003*	2004*	2005*	2006*	2007	2008	2009	2010	2011	2012 (est.)
# of participants	24	25	25	70	120	100	100	85	40	40	202	220	137	150
CD funds expended	\$7,500	\$8,100	\$8,100	\$12,000	\$23,226	\$20,786	\$11,969	\$12,483	\$9,400	\$9,400	\$9,123	\$6,144	\$6,593	\$8,530
CD Cost per participant	\$313	\$324	\$324	\$171	\$194	\$208	\$120	\$147	\$235	\$235	\$45	\$28	\$48	\$57

Sources: State ESG

\* includes funds for ReachOut Program

### Program Development

YSOSW is part of the Homeless Services Consortium group that collaboratively submits an application to the state for funding for homeless services.

### Program Design

YSOSW is the only program that provides services for homeless youth; youth under the age of 18 years of age are not able to be served in emergency shelters or enter into a lease for an apartment.

### Reward

Youth receive a safe place to stay while working with case managers to find more long-term arrangements.

### Risk

Public funding is not always available to fund programs that house homeless youth.

		TYPE		
		<i>Pilot / Demo</i>	<i>Multi-Year</i>	<i>Workhorse</i>
METHOD	<i>Revolving Fund</i>			
	<i>Capitalized</i>			
	<i>Operating</i>		✓	

Program Description:

**YWCA of Madison, Inc.**

***Second Chance Tenant Education Workshops***

**Program Synopsis**

CD Office uses ESG funds to pay a portion of the operations of the workshops and the case management services for individuals and families who graduate from the Second Chance Workshop. Duties of the case manager are to assist homeless families in addressing barriers to finding and maintaining adequate, affordable housing, thus decreasing their length of stay in shelters and prevent future episodes of homeless.

**Goal**

Housing

Businesses with jobs

Services

Facilities

**Customer / Participant**

Existing owner

Homebuyer

Renter

Un(der)employed

Micro-business owner

Gardener

Center participant

Homeless

Information seekers

Service users

**Geography**

County or greater

Madison

CD Target Area

Neighborhood

**Agency and Management History**

The YWCA has been providing housing for women at its location on the Capital Square since 1960. The YWCA began providing housing and services to homeless families in 1981 in conjunction with The Salvation Army which acts as the local gatekeeper for housing homeless families. [www.ywcamadison.org](http://www.ywcamadison.org)

**Benchmarks**

175 individuals will graduate from Second Chance Workshops.

130 graduates of the Second Chance Tenant Education Workshop will receive case management.

75% of those households receiving case management will maintain stable housing at six months.

Performance History	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012 (est.)
# of participants	130	161	184	209	175	207	175	202	193	207	210
CD funds expended	\$16,000 *	\$27,230	\$27,230	\$38,600	\$36,600	\$37,500	\$37,500	\$39,529	\$32,553	\$31,967	\$35,267
Cost per household	\$123	\$169	\$148	\$185	\$209	\$181	\$214	\$196	\$169	\$154	\$168

Sources: Federal & State ESG funds

\* EDI funds

### Program Development

The Second Chance Tenant Education Workshop is part of a continuing improvement by YWCA staff on the Rent Smart Program, an educational program designed by UW-Extension Services. The current program was designed to operate as part of a larger DIGS Program; the YWCA provided tenant education while the other DIGS partners, THI and The Salvation Army, provided initial assessment, financial assistance and case management. This two year program was funded with EDI funds awarded to the City. After 2002, the EDI funds were no longer available for this program, so the YWCA continued to operate it on its own. The program also has two contracts with the CD Office, using Wisconsin and entitlement ESG funds, to pay a portion of the workshop's operations.

### Program Design

The Second Chance Tenant Education Program is an offshoot of the Good Neighbor, Good Tenant Program that had been operated by the YWCA with contributions by the Tenant Resource Center, local property management companies and the credit bureaus. The program also receives funding through the United Way and other fundraising efforts. The program is funded primarily through ESG funds that are allocated to the City by formula that has seen declining revenue.

### Reward

Provide housing stability to a population of individuals who have previously been unable to maintain housing.

### Risk

Tenant skills alone may not be sufficient to stabilize housing.

		TYPE		
		<i>Pilot / Demo</i>	<i>Multi-Year</i>	<i>Workhorse</i>
METHOD	<i>Revolving Fund</i>			
	<i>Capitalized</i>			
	<i>Operating</i>		✓	





# City of Madison

## 2011 Program Year CAPER

The CPMP 2011-2014 Consolidated Annual Performance and Evaluation Report includes Narrative Responses to CAPER questions that CDBG, HOME, HOPWA, and ESG grantees must respond to each year in order to be compliant with the Consolidated Planning Regulations. The Executive Summary narratives are optional.

### GENERAL

**GRANTEE: City of Madison**

**CON PLAN PERIOD: 2011 to 2014**

#### ***Executive Summary (92.220(b))***

*The Executive Summary is required. Provide a brief overview that includes major initiatives and highlights how activities undertaken during this program year addressed strategic plan objectives and areas of high priority identified in the consolidated plan.*

#### ***Executive Summary***

The purpose of the community development program is to help make the City of Madison “a more viable urban community by providing decent housing and a suitable living environment and by expanding the economic opportunities for low- and moderate-income individuals.” During 2011, the program worked with many non-profit community and neighborhood groups, and their associated business, resident, and neighborhood partners to plan, develop and invest in projects which contributed to the objectives established by the CDBG Committee, Mayor, and Common Council in consultation with City of Madison residents.

The Community Development Division (CDD) administers federal, state and local funds within the Department of Planning and Community and Economic Development. The CDD worked with community-based groups to develop policy plans, projects, and related activities to strengthen neighborhoods and expand opportunities for low- and moderate-income households throughout the community. The Division invested in non-profit community groups that:

- Improved affordable housing
- Expanded businesses which created jobs and assisted in microenterprise development
- Strengthened neighborhoods through the operation of neighborhood centers and community gardens, and the implementation of strategic neighborhood-building projects
- Increased the access of low and moderate income households and community groups to resources through the improvement of community service facilities, enhancement of informational services, and employment and training opportunities.

The CDBG Committee develops the overall policy for the investment of Federal, State, and local funds administered through the Community Development Division. This eleven-member policy group meets at least monthly to recommend proposals and oversees progress toward the goals outlined in the HUD and Common Council approved City of Madison 3-5 year Strategic Plan.

**2011 Highlights include these major activities completed by the Division or its funded agencies:**

1. **Investment in the community:**

The CDD invested over \$7.6 million in the community to address the goals and objectives outlined in the 2010-2014 Consolidated Plan.

2. **Door Knocker Award Recipient:**

The City of Madison and Housing Initiatives, Inc. received HUD's prestigious Door Knocker Award for the development of the Robert Beilman House located at 1110 Ruskin St.

3. **Contracts maintained despite a decrease in HUD funding:**

Although the City of Madison received funding cuts in 2011, staff were able to keep contracts whole without disruption of services or project delays.

4. **Increase in owner and homebuyer assistance activities:**

In 2011, the CDD saw a 21% increase in the number of homeowners improving the quality of their houses. While there was a 15% increase in the number of home buyers utilizing downpayment assistance.

5. **Increase in microenterprise activity:**

In 2011, the CDD saw a 16% increase in the number of microenterprises assisted.

6. **Division development:**

The Community Development Division (CDD) continues to develop, create efficiencies and improve service delivery.

7. **Geographic Distribution of Funds:**

The CDD took a balanced investment approach in 2011. See funding distribution maps following the narrative.

## 2011 Goals, Objectives, Outcomes, Expenditures

Objectives	Outcomes	Expenditure Total and Percentage of Funds
<b>Goal:</b> <i>Improve and expand affordable housing options</i>		
(A) Owner-occupied housing	273 total repairs/rehabs	\$766,259 %
(B) Housing for buyers	67 properties acquired or assisted with a downpayment loan	\$992,757 %
(D) Rental Housing	82 rental units created or improved	\$1,144,867 %
<b>Goal:</b> <i>Expand businesses to create jobs and assist with the development of microenterprises</i>		
(E) Business Development and Job Creation	74 FTE positions	\$1,112,884 %
(F) Economic Development of Small Businesses	32 microenterprises assisted	\$430,007 %
<b>Goal:</b> <i>Strengthen neighborhoods through the operation of neighborhood centers, community gardens and the implementation of strategic neighborhood revitalization efforts</i>		
(G) Improvement of community focal points	70,527 individuals	\$1,106,187 %
(L) Revitalization of strategic areas	2 neighborhoods	109,172 %
<b>Goal:</b> <i>Increase the access of low and moderate income households and community groups to resources through the improvement of community service facilities, enhancement of informational services and employment and training opportunities</i>		
(J) Improvement of services to homeless and special populations	7,565 households	\$477,177 %
(K) Physical improvement of community service facilities	4 facilities	\$21,407 %
(X) Expansion of individual choice and access to housing resources and employment and training opportunities	1,220 people	\$433,354 %
<b>Goal:</b> <i>Administer the Community Development program to meet the community needs and funder requirements</i>		
(Z) Overall program administration	100 contracts	\$908,128 %

**OBJECTIVES: COMMUNITY DEVELOPMENT-FUNDED ACTIVITIES AND THEIR CONTRIBUTIONS  
TOWARD THE 5-YEAR CDBG PLAN OBJECTIVES: 2010-2014**

GOALS and Objectives	ACCOMPLISHMENTS						RESOURCES		
	YEAR	Units Achieved *	Units Expected	5-Year Total Target	% of Achieved/Expected	% of Target Achieved	Amount Expended *	Amount Budgeted	% of Target Achieved
<b>IMPROVE MADISON'S HOUSING</b>									
A <i>Improve Owner-Occupied Housing:</i> Improve the quality of existing owner-occupied housing stock to support community stability and neighborhood revitalization efforts. [DH-1] (1000 minor and 127 major repairs/rehabs completed) Funds used CDBG, HOME, ARRA	2010	273	237		115%	24%	\$ 829,630	\$ 863,340	96%
	2011	347	224		155%	31%	\$ 766,259	\$ 625,580	122%
	2012		223					\$ 609,551	
	2013		221					\$ 578,065	
	2014		222					\$ 601,009	
<b>Total</b>	<b>620</b>	<b>1,127</b>	<b>1,127</b>	<b>55%</b>	<b>55%</b>	<b>\$ 1,595,889</b>	<b>\$ 3,277,545</b>	<b>49%</b>	
B <i>Expand Homeownership Opportunities:</i> Increase homeownership opportunities for low- and moderate-income (LMI) homebuyer households. [DH-12] (360 LMI households assisted to homeowners) Funds used CDBG, HOME, ARRA, State, City	2010	67	90		74%	19%	\$ 1,914,182	\$ 1,791,809	107%
	2011	79	66				\$ 992,757	\$ 1,318,486	75%
	2012		66					\$ 1,319,813	
	2013		68					\$ 1,356,907	
	2014		70					\$ 1,402,030	
<b>Total</b>	<b>146</b>	<b>360</b>	<b>360</b>	<b>41%</b>	<b>41%</b>	<b>\$ 2,906,939</b>	<b>\$ 7,189,045</b>	<b>40%</b>	
D <i>Improve and Expand Rental Housing:</i> Expand the number of affordable rental housing units and/or improve the quality and/or diversity of units available to lower-income individuals throughout the community. [DH-12] (772 rental units created or improved for LMI individuals) Funds used CDBG, HOME, ARRA, State, City, ESG	2010	82	188		44%	11%	\$ 2,744,464	\$ 1,884,643	146%
	2011	67	158		42%	9%	\$ 1,144,867	\$ 1,584,965	72%
	2012		148					\$ 1,478,845	
	2013		137					\$ 1,366,170	
	2014		141					\$ 1,412,067	
<b>Total</b>	<b>149</b>	<b>772</b>	<b>772</b>	<b>19%</b>	<b>19%</b>	<b>\$ 3,889,331</b>	<b>\$ 7,726,690</b>	<b>50%</b>	
<b>DEVELOP MADISON'S ECONOMY</b>									
E <i>Facilitate Private Sector New Job Creation:</i> Help businesses and non-profits create new employment opportunities for lower-income persons. [EO-1/3] (235 FTE positions created for LMI individuals) Funds used CDBG, HOME, ARRA	2010	74	55		135%	31%	\$ 863,887	\$ 1,637,126	53%
	2011	52	50		104%	22%	\$ 1,112,884	\$ 1,506,092	74%
	2012		48					\$ 1,446,071	
	2013		41					\$ 1,224,853	
	2014		41					\$ 1,243,133	
<b>Total</b>	<b>126</b>	<b>235</b>	<b>235</b>	<b>54%</b>	<b>54%</b>	<b>\$ 1,976,771</b>	<b>\$ 7,057,275</b>	<b>28%</b>	
F <i>Develop Viable Micro-Enterprises:</i> Assist micro-enterprises which are the principal occupations of their owners, or which create new job opportunities for low- or moderate-income (LMI) persons. [EO-1] (116 micro-enterprises assisted) Funds used CDBG, HOME, ARRA	2010	32	22		145%	28%	\$ 213,679	\$ 77,756	275%
	2011	38	22		173%	33%	\$ 430,007	\$ 77,757	553%
	2012		23					\$ 79,502	
	2013		24					\$ 85,404	
	2014		25					\$ 86,936	
<b>Total</b>	<b>70</b>	<b>116</b>	<b>116</b>	<b>60%</b>	<b>60%</b>	<b>\$ 643,686</b>	<b>\$ 407,355</b>	<b>158%</b>	
<b>IMPROVE COMMUNITY-BASED SERVICES</b>									
G <i>Strengthen Community Gardens &amp; Neighborhood Centers:</i> Maximize use, coordination and delivery of human and recreational services to low- and moderate-income (LMI) persons living within the CDBG Target Area. [SL-3] (145,000 unduplicated individuals served) Funds used CDBG, City	2010	70,527	29,222		241%	49%	\$ 1,015,694	\$ 876,649	116%
	2011	70,527	29,137		242%	49%	\$ 1,106,187	\$ 874,098	127%
	2012		29,321					\$ 879,618	
	2013		29,774					\$ 893,207	
	2014		30,228					\$ 906,853	
<b>Total</b>	<b>141,054</b>	<b>147,682</b>	<b>145,000</b>	<b>96%</b>	<b>97%</b>	<b>\$ 2,121,881</b>	<b>\$ 4,430,425</b>	<b>48%</b>	
K <i>Improve Community Service Physical Facilities:</i> Assist agencies in building improvement projects, with priority given to energy and accessibility improvements. [SL-1/3] (Structural improvements to 10 public service agency buildings) Funds used CDBG	2010	4	2		200%	40%	\$ 487,591	\$ 387,231	126%
	2011	2	2		100%	20%	\$ 477,177	\$ 423,669	113%
	2012		2					\$ 369,669	
	2013		2					\$ 441,231	
	2014		2					\$ 404,792	
<b>Total</b>	<b>6</b>	<b>10</b>	<b>10</b>	<b>60%</b>	<b>60%</b>	<b>\$ 964,768</b>	<b>\$ 2,026,592</b>	<b>48%</b>	
<b>REVITALIZE SELECTED GEOGRAPHIC AREAS</b>									
L <i>Revitalize Strategic Areas and Neighborhoods:</i> Assist residents of designated Concentration Neighborhoods in identifying and addressing revitalization opportunities. [DH-12, EO-1, SL-1/3] (15 neighborhoods improved) Funds used CDBG, City	2010	2	3		67%	13%	\$ 73,653	\$ 156,103	47%
	2011	2	3		67%	13%	\$ 21,407	\$ 148,298	14%
	2012		3					\$ 148,298	
	2013		3					\$ 156,103	
	2014		3					\$ 163,908	
<b>Total</b>	<b>4</b>	<b>15</b>	<b>15</b>	<b>27%</b>	<b>27%</b>	<b>\$ 95,060</b>	<b>\$ 772,710</b>	<b>12%</b>	
<b>PROMOTE AND STABILIZE INDIVIDUAL ACCESS AND CHOICE</b>									
J <i>Improve Services to Homeless and Special Populations:</i> Stabilize or improve the housing situation of homeless or near-homeless individuals, and develop supportive activities. [DH-1, EO-1, SL-1/3] (20,000 homeless or near-homeless individuals assisted) Funds used CDBG, ESG, ARRA, State, City	2010	7,565	4,219		179%	38%	\$ 184,540	\$ 421,884	44%
	2011	3,269	3,900		84%	16%	\$ 109,172	\$ 389,983	28%
	2012		3,924					\$ 392,445	
	2013		3,985					\$ 398,508	
	2014		4,046					\$ 404,596	
<b>Total</b>	<b>10,834</b>	<b>20,074</b>	<b>20,000</b>	<b>54%</b>	<b>54%</b>	<b>\$ 293,712</b>	<b>\$ 2,007,416</b>	<b>15%</b>	
X <i>Expand Individual Choice and Agency Access to Resources:</i> Increase access of LMI to housing, economic development, and services resources in the community and regional market through information and non-monetary means. [DH-1/3, SL-1/3] (10,000 households assisted) Funds used CDBG, ESG, ARRA, State	2010	1,220	3,595		34%	12%	\$ 138,498	\$ 107,840	128%
	2011	3,897	2,690		145%	39%	\$ 551,349	\$ 80,686	683%
	2012		2,707					\$ 81,195	
	2013		2,748					\$ 82,450	
	2014		2,790					\$ 83,710	
<b>Total</b>	<b>5,117</b>	<b>14,530</b>	<b>10,000</b>	<b>35%</b>	<b>51%</b>	<b>\$ 689,847</b>	<b>\$ 435,881</b>	<b>158%</b>	
<b>PLAN AND ADMINISTER PROGRAMS EFFECTIVELY</b>									
Z <i>Long-Term:</i> Develop, guide, and manage proposals and projects which generate long-term impact and self-sufficiency. Achieve national and local cross-cutting objectives: leverage; MBE participation; physical access; environment; labor standards; relocation. (700 contracts administered) Funds used CDBG, HOME, ARRA, ESG, State, City	2010	100	140		71%	14%	\$ 1,019,221	\$ 784,186	130%
	2011	101	140		72%	14%	\$ 908,128	\$ 669,034	136%
	2012		140					\$ 637,990	
	2013		140					\$ 604,883	
	2014		140					\$ 623,326	
<b>Total</b>	<b>201</b>	<b>700</b>	<b>700</b>	<b>29%</b>	<b>29%</b>	<b>\$ 1,927,349</b>	<b>\$ 3,319,419</b>	<b>58%</b>	
Grant Totals	2010						\$ 9,485,039	\$ 8,988,567	106%
	2011						\$ 7,620,194	\$ 7,698,648	99%
	2012						\$ -	\$ 7,442,997	
	2013						\$ -	\$ 7,187,781	
	2014						\$ -	\$ 7,332,360	
<b>Total</b>						<b>\$ 17,105,233</b>	<b>\$ 38,650,353</b>	<b>44%</b>	

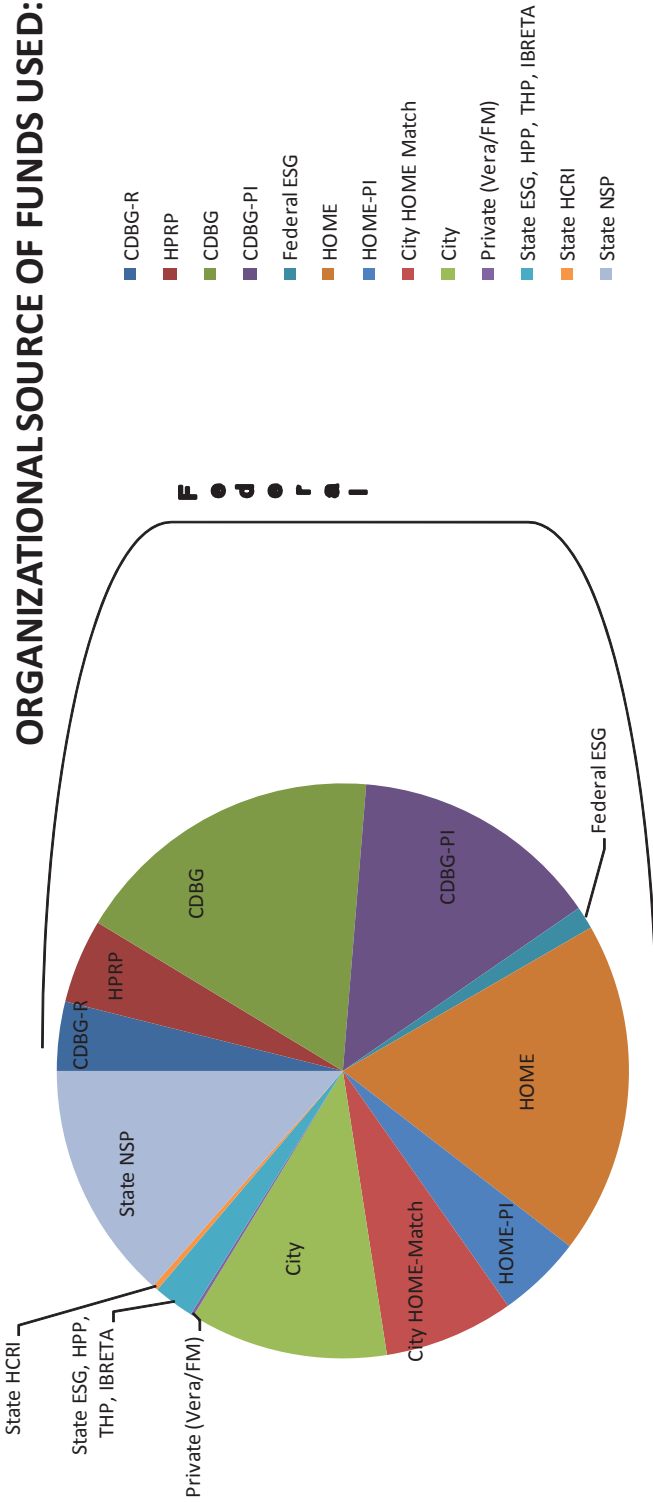
\* Estimated as of May 2012.

\* Estimated as of May 2012.

Above figures summarize objectives associated with use of funds administered by the CD Division. These include Community Development Block Grant funds, Emergency Shelter Grant funds, HOME funds, ARRA (Stimulus) funds, Wisconsin Department of Commerce - Division of Housing & Community Development (DHCD) funds, and local City funds. A full list is available from the CD Division.

# USES OF FUNDS EXPENDED BY FUNDING SOURCE

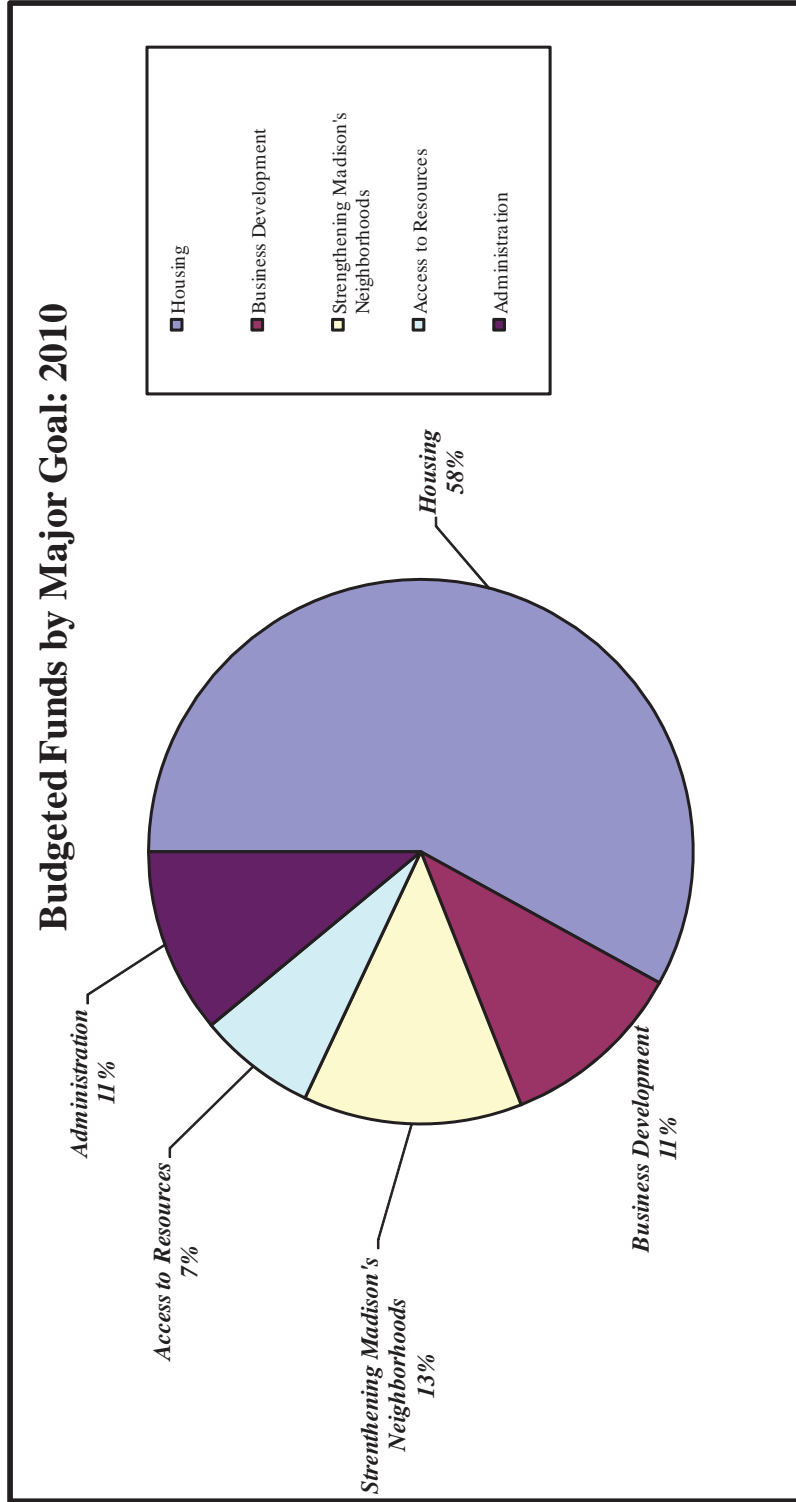
## ORGANIZATIONAL SOURCE OF FUNDS USED: 2010



	Source	2010
<b>FEDERAL</b>	CDBG-R	\$367,989
	HPRP	\$449,908
	CDBG	\$1,676,805
	CDBG-PI	\$1,339,666
	Federal ESG	\$120,475
<b>CITY</b>	HOME	\$1,777,166
	HOME-PI	\$453,224
	City HOME Match	\$695,113
<b>STATE</b>	City	\$1,064,711
	Private (Vera/FM)	\$16,392
	State ESG, HPP, THP, IBRETA	\$218,339
	State HCRI	\$29,100
	State NSP	\$1,276,151
<b>Total</b>		\$9,485,038

This workbook contains three worksheets:  
 Sheet 1 is budgeted uses of funds by major goal  
 Sheet 2 is source of expended funds by major funder  
 Sheet 3 is expended funds by objective

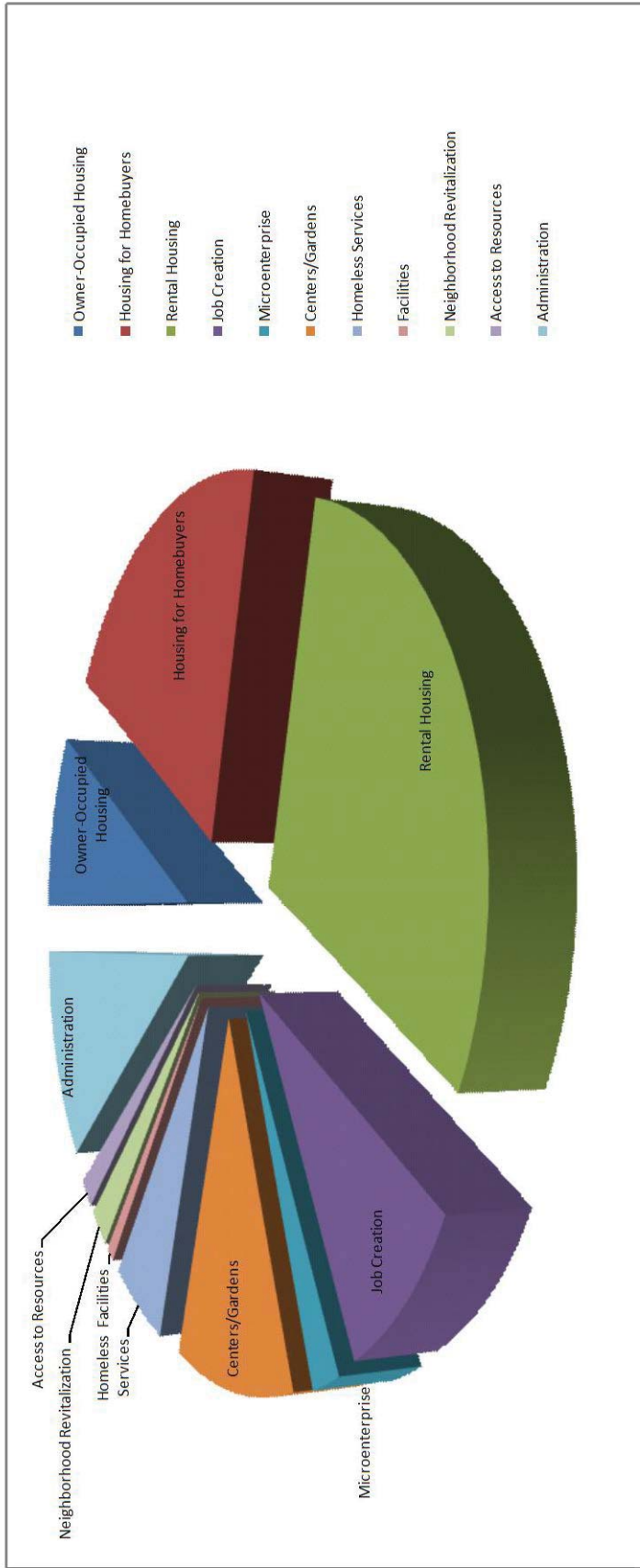
## BUDGETED USES OF FUNDS BY MAJOR GOAL



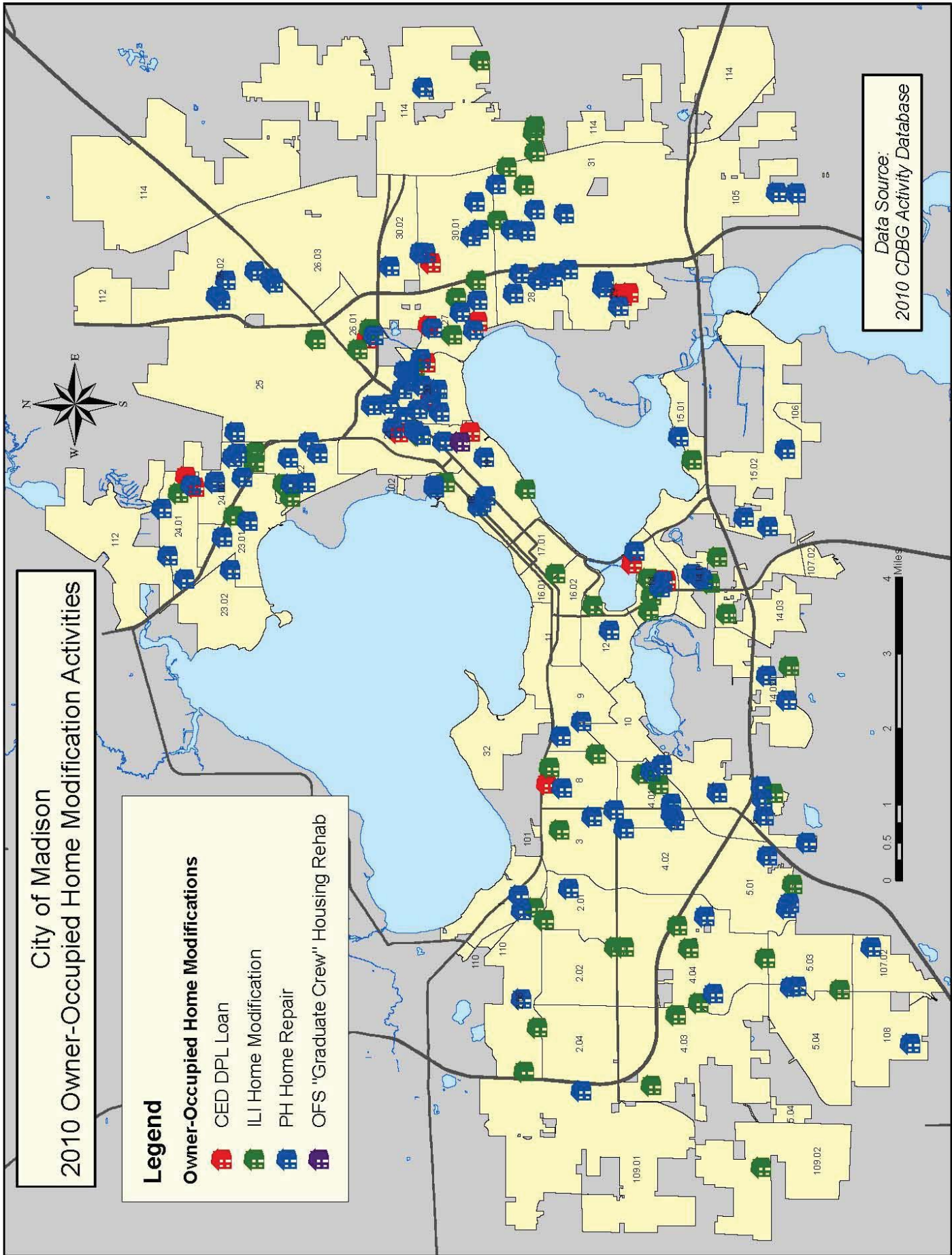
Category	2010 Amount	% of Total
Housing	\$5,488,275	58%
Business Development	\$1,077,566	11%
Strengthening Madison's Neighborhoods	\$1,200,234	13%
Access to Resources	\$699,742	7%
Administration	\$1,019,221	11%
<b>Total</b>	<b>\$9,485,038</b>	

# USES OF FUNDS EXPENDED BY OBJECTIVE

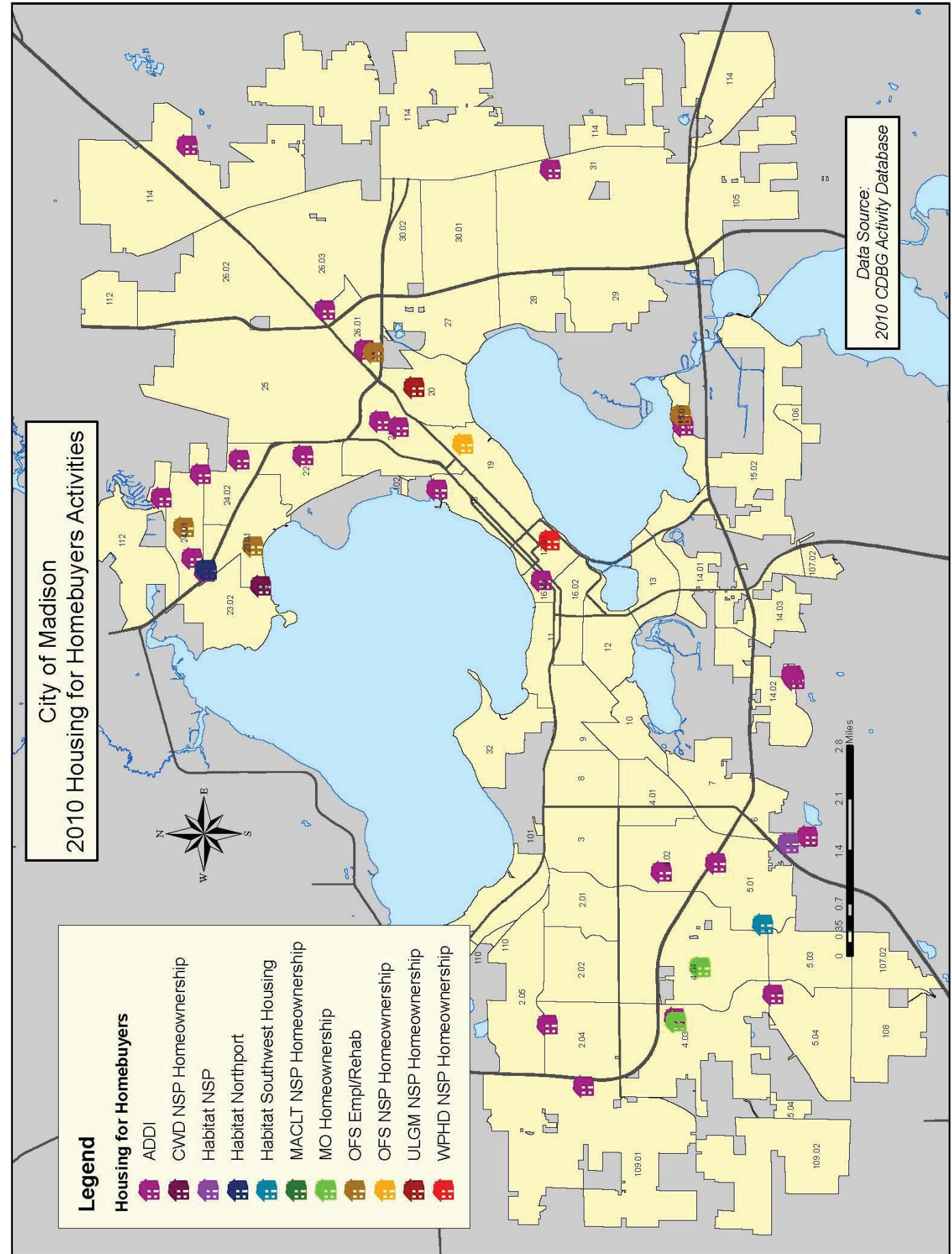
## Expenses by Funding Objective: 2010

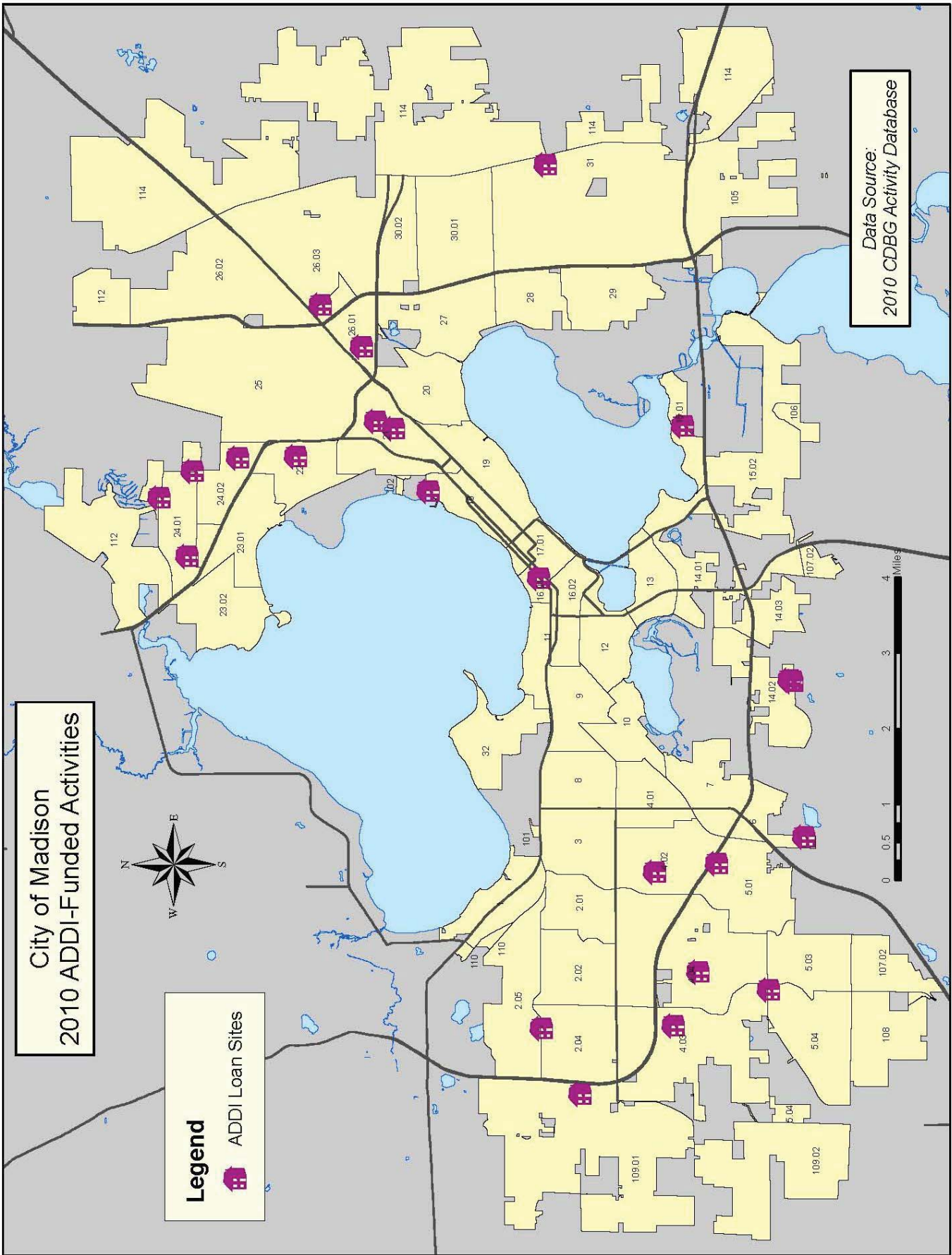


Category	2010
Owner-Occupied Housing	\$829,630
Housing for Homebuyers	\$1,914,182
Rental Housing	\$2,744,464
Job Creation	\$863,887
Microenterprise	\$213,679
Centers/Gardens	\$1,015,694
Homeless Services	\$487,591
Facilities	\$73,653
Neighborhood Revitalization	\$184,540
Access to Resources	\$138,498
Administration	\$1,019,221
<b>TOTAL</b>	<b>\$9,485,038</b>

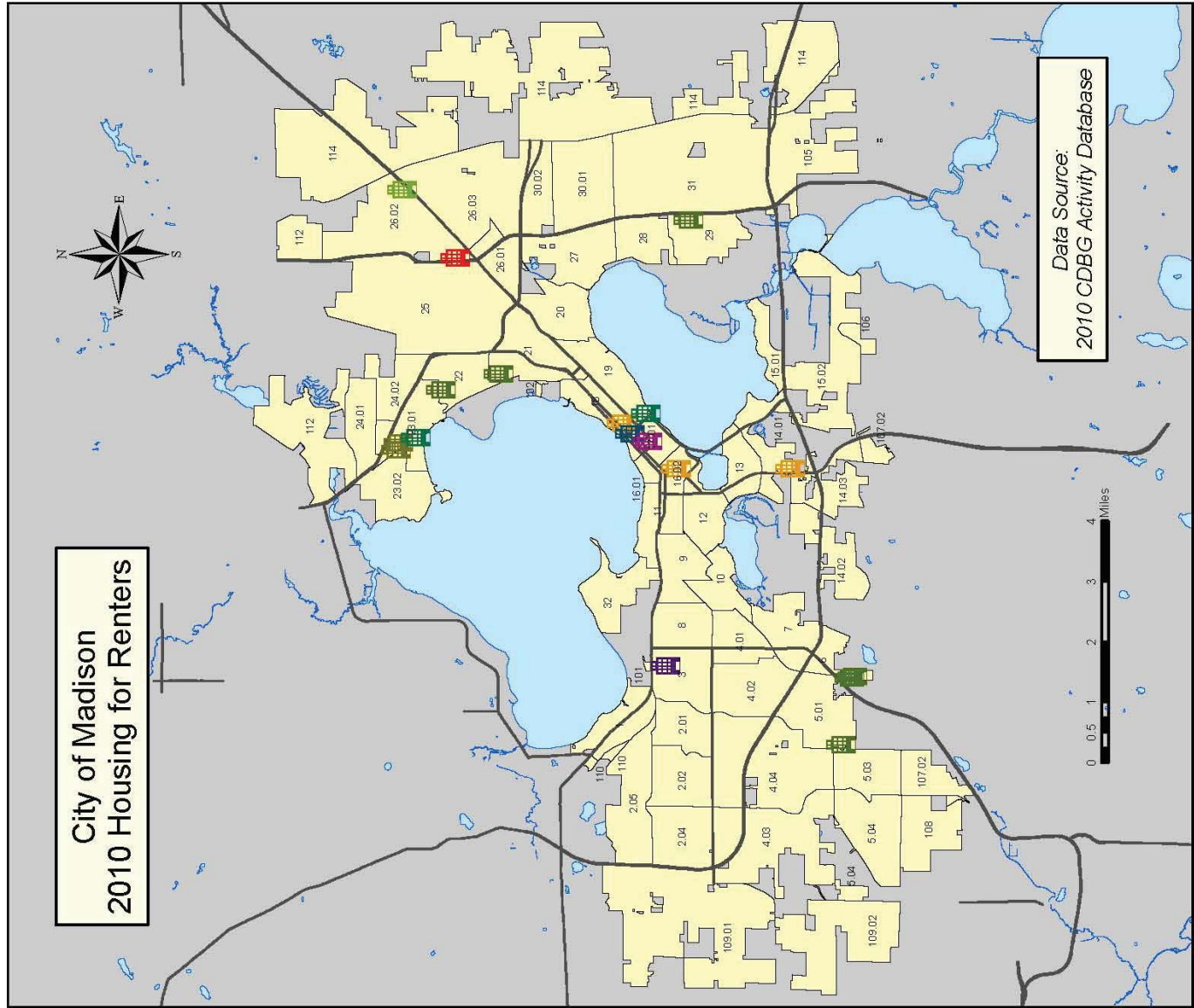


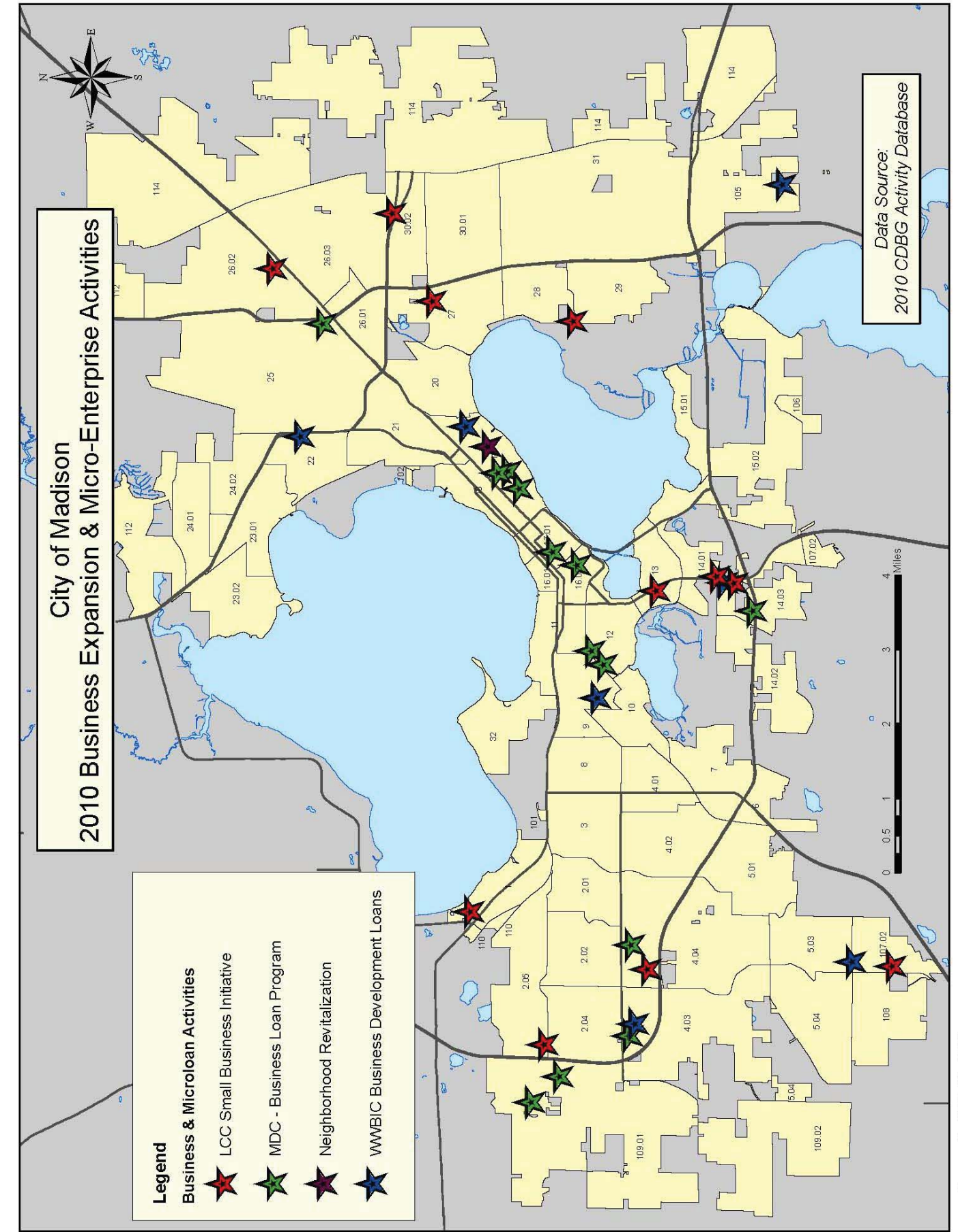


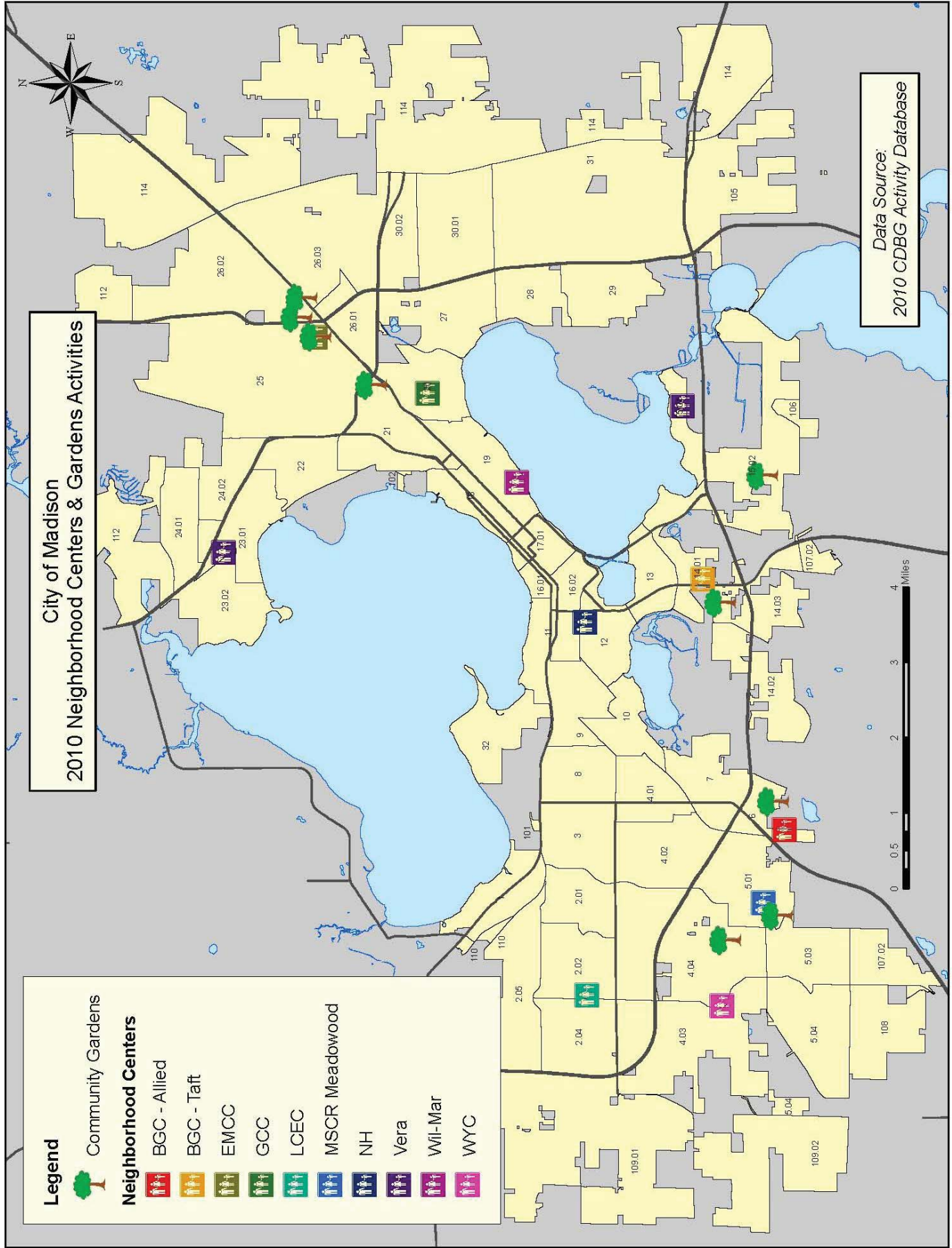


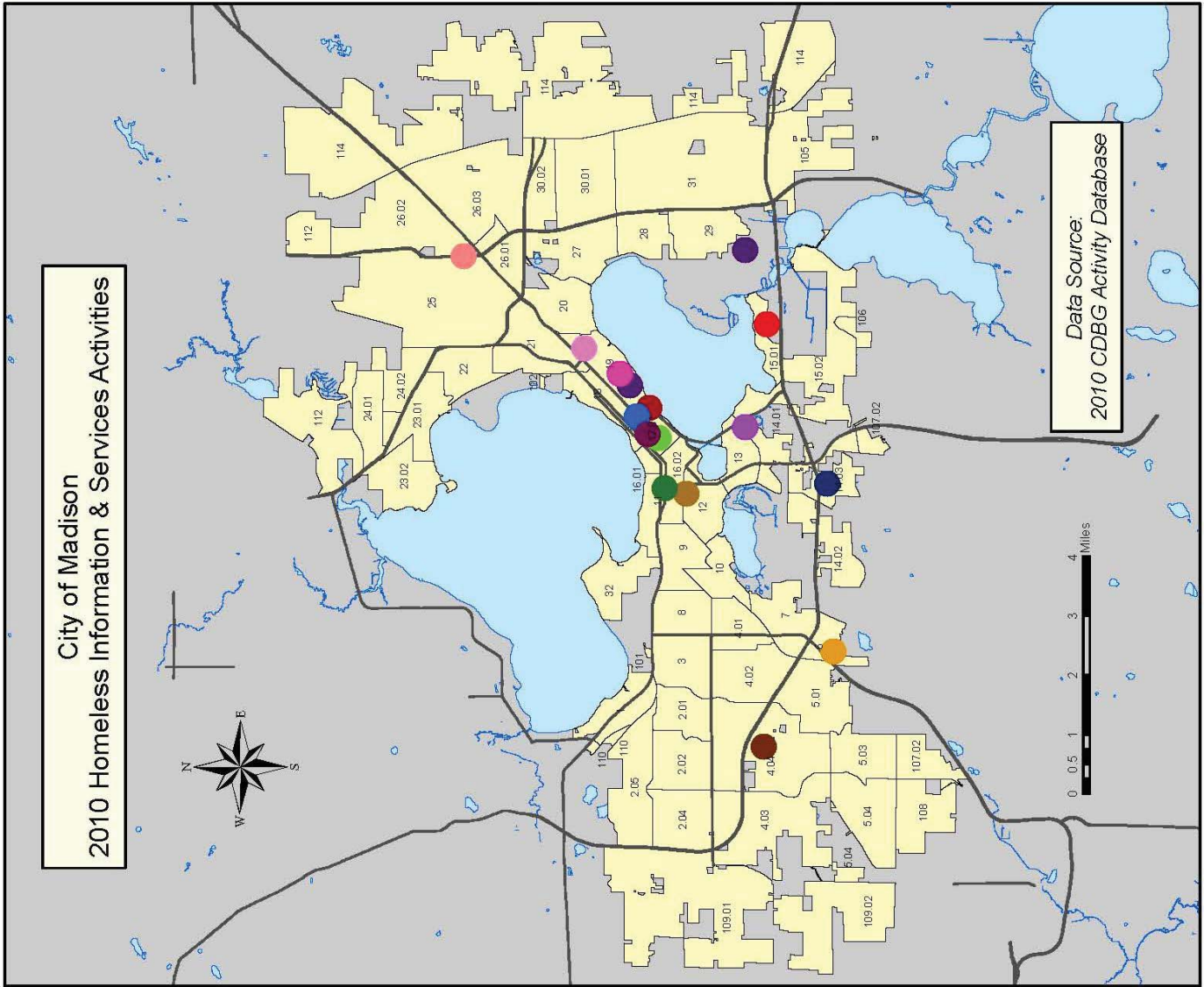
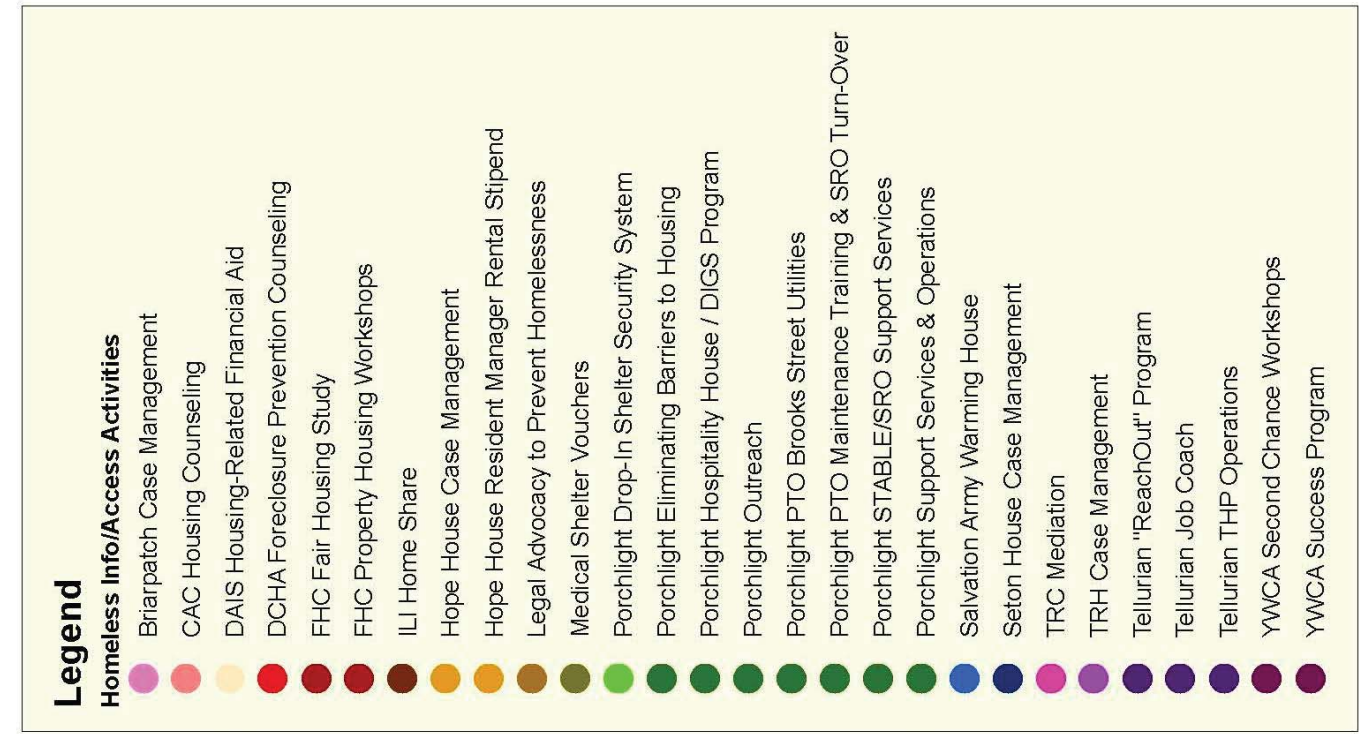


Map created by CDBG Office (AMIK)  
03/25/11

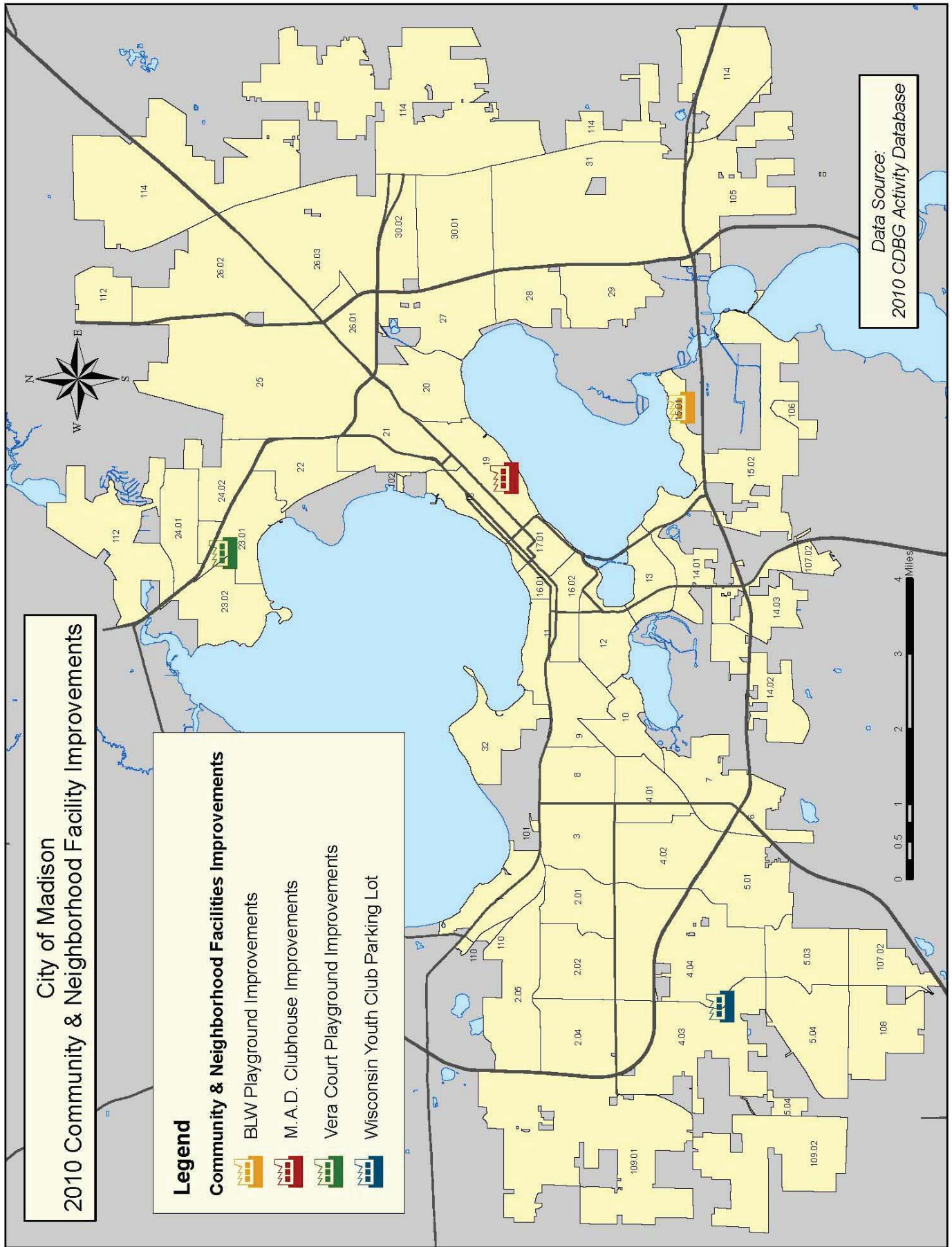


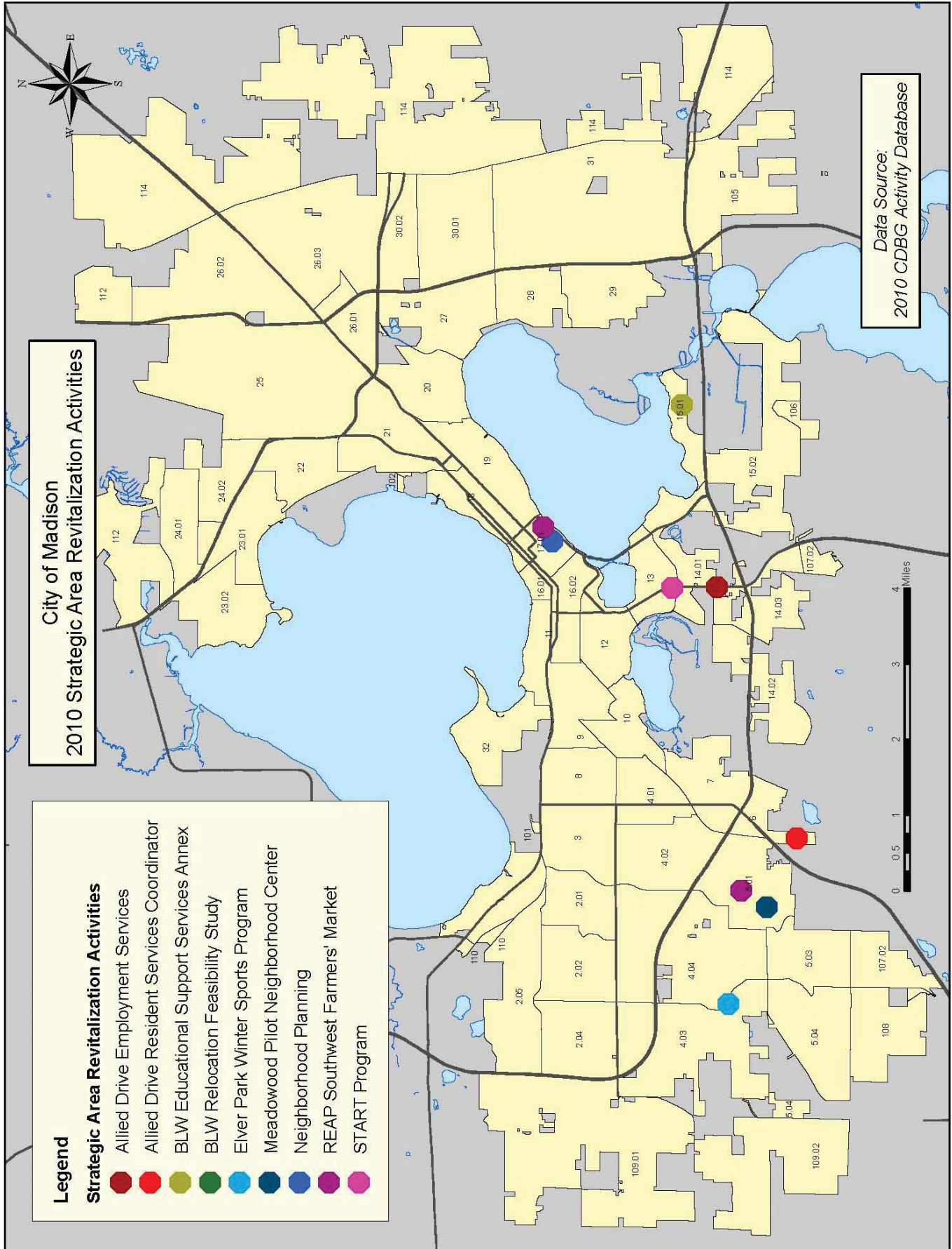




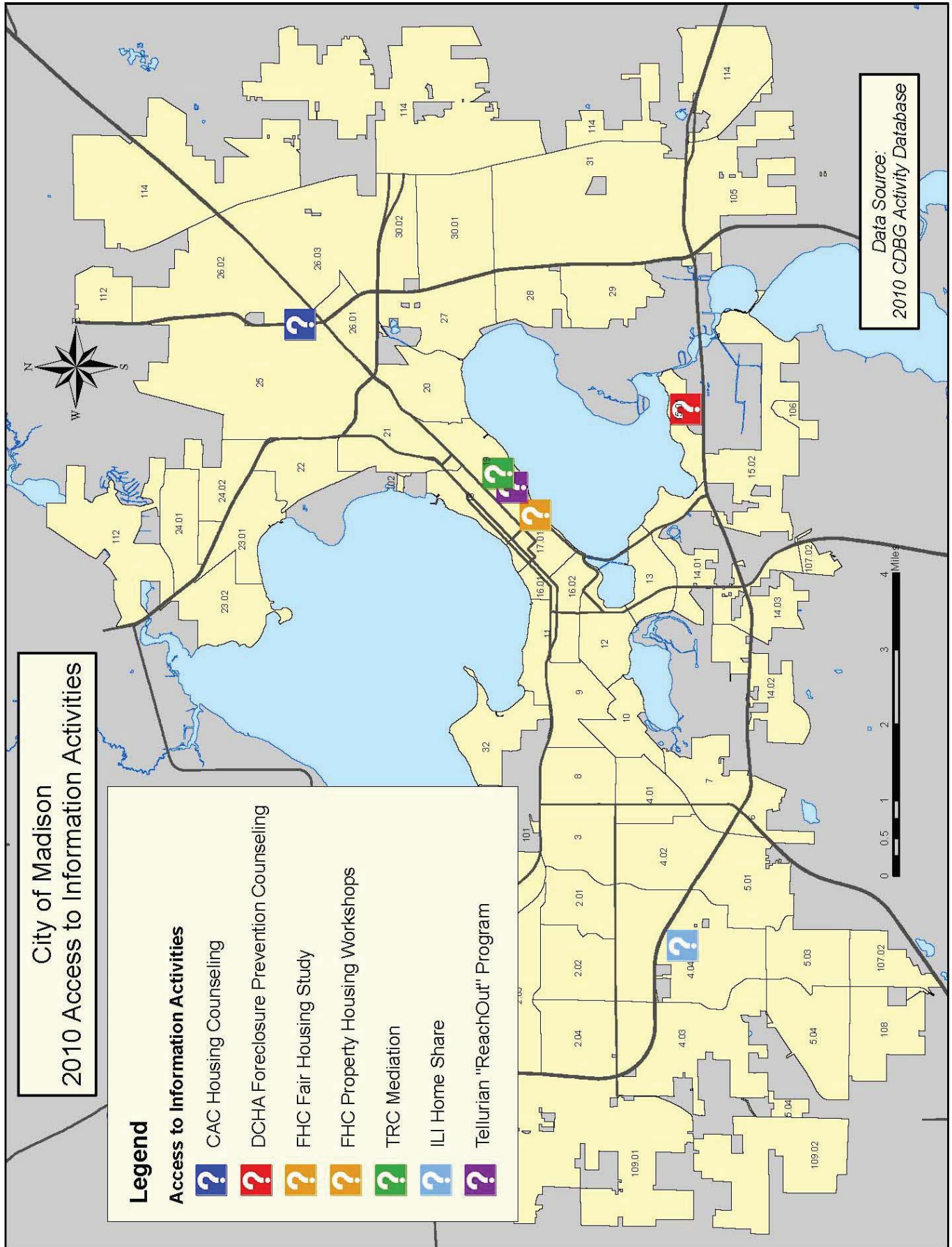


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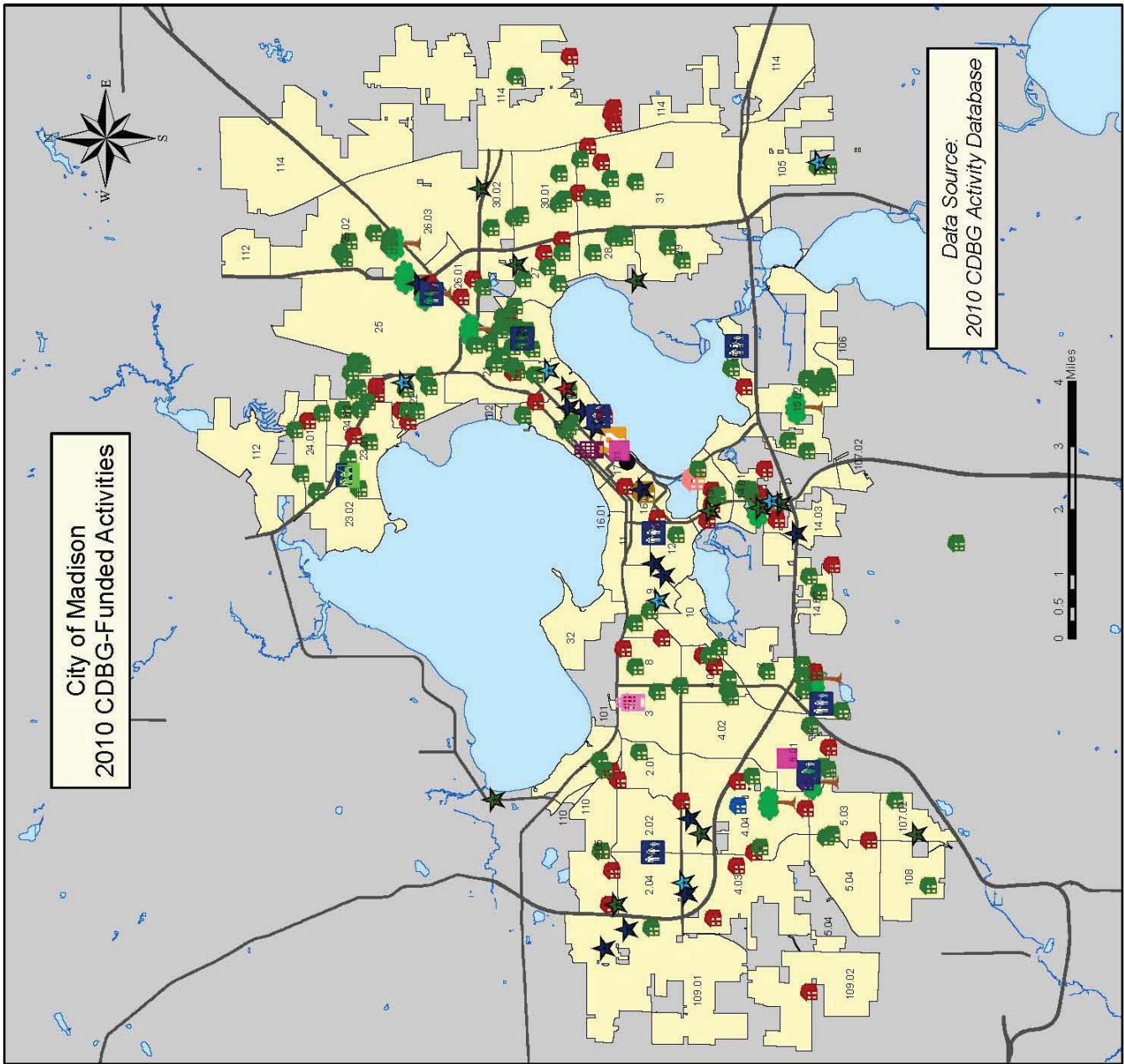




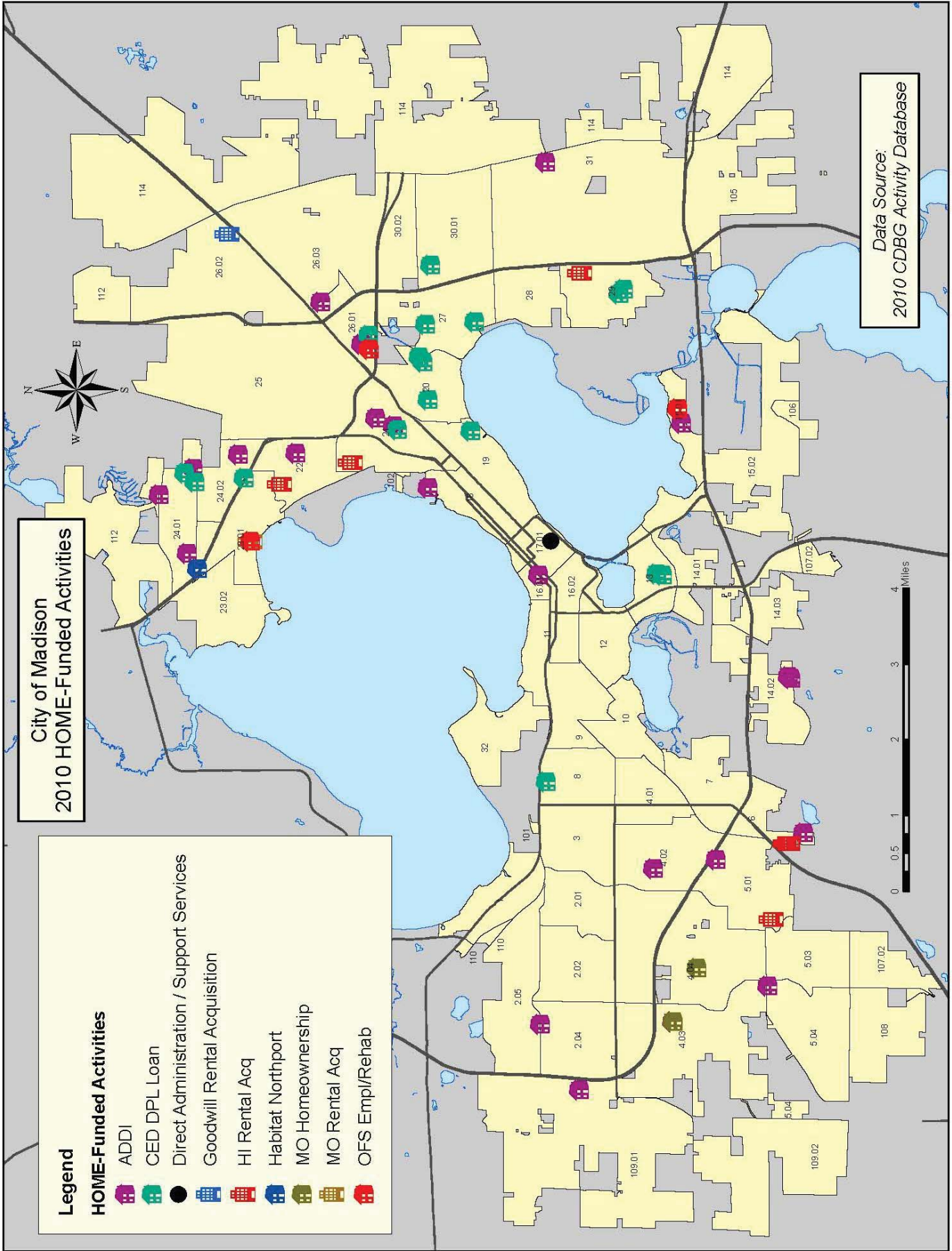
**Legend**

**CDBG-Funded Activities**

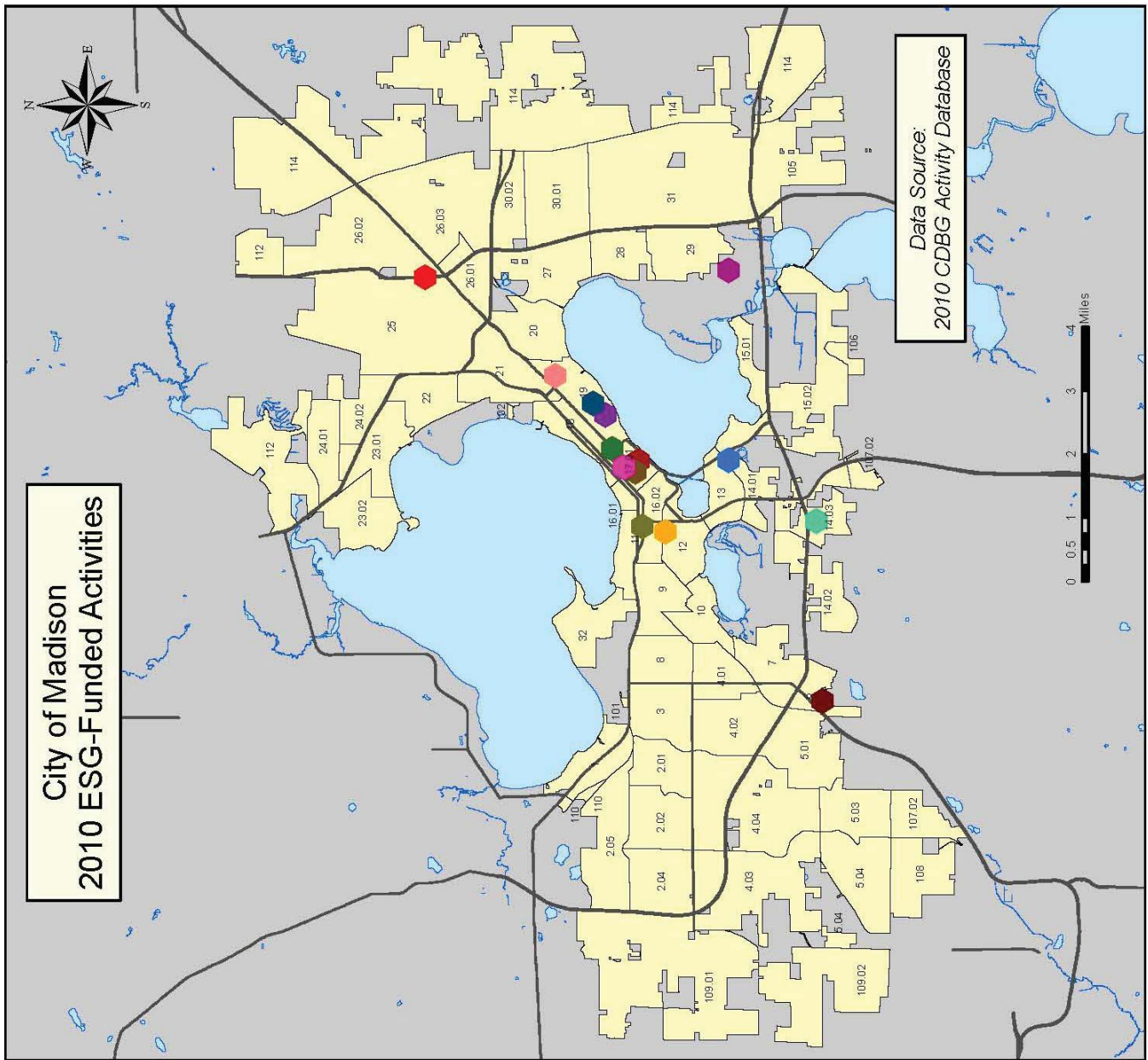
- CED DPL Loan
- CWD Neighborhood Revitalization
- Community Gardens
- MDC Consolidated Housing
- Direct Administration / Support Services
- FHC Property Housing Workshops
- Habitat Southwest Housing
- ILI Home Modification
- PH Home Repair
- ILI Home Share
- Latino Chamber of Commerce
- M.A.D. Property Improvements
- MDC Business Loan Program
- MDC Dayton Street Rental Acq & Rehab
- Neighborhood Centers
- Neighborhood Planning
- REAP Southwest Farmers' Market
- Segoe Road (The Gardens) Rental Rehab
- Vera/BLW Center Playground Improvements
- WWBIC



Map created by CDBG Office (AMK)  
03/28/11



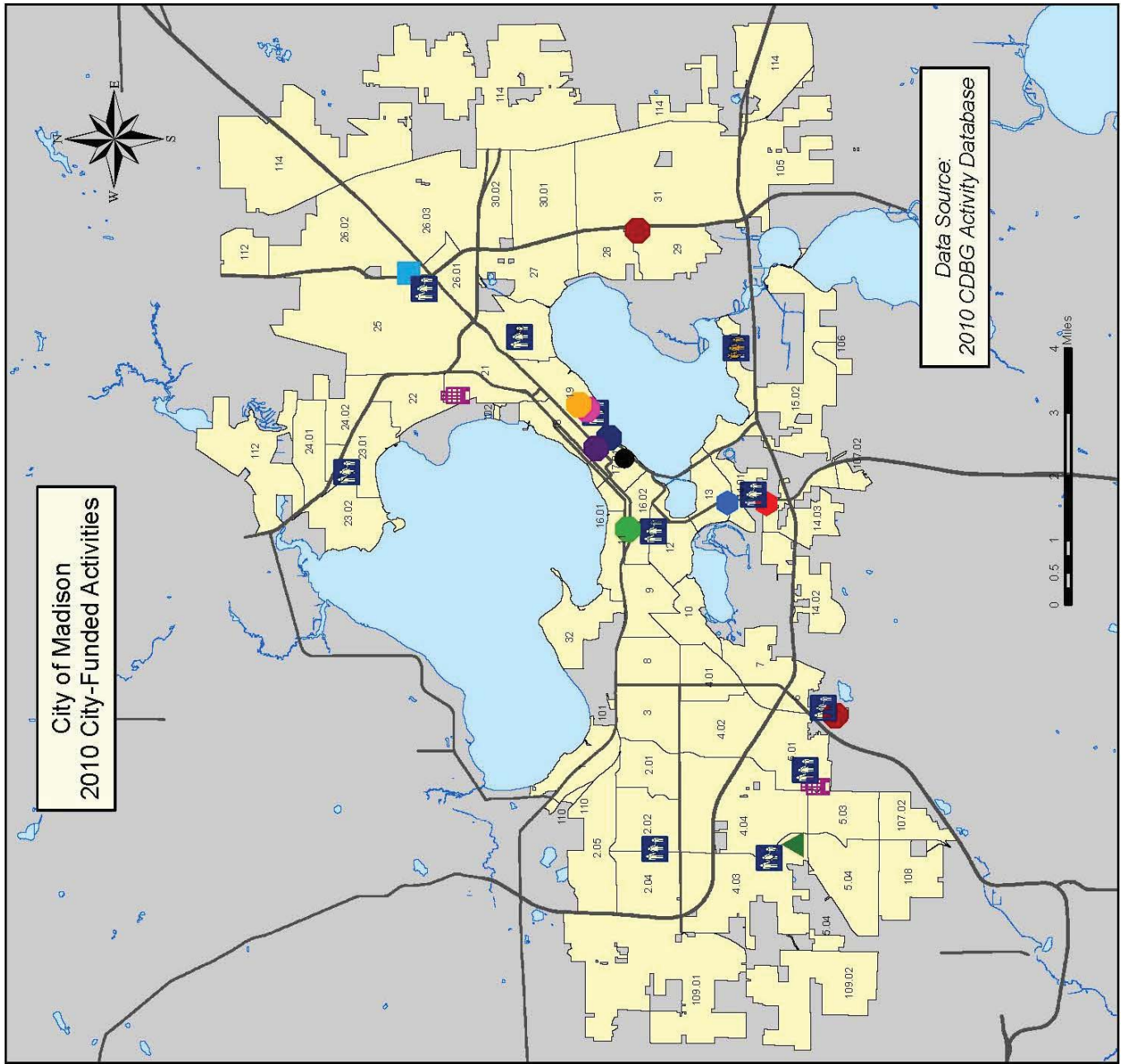
Map created by CDBG Office (AMK)  
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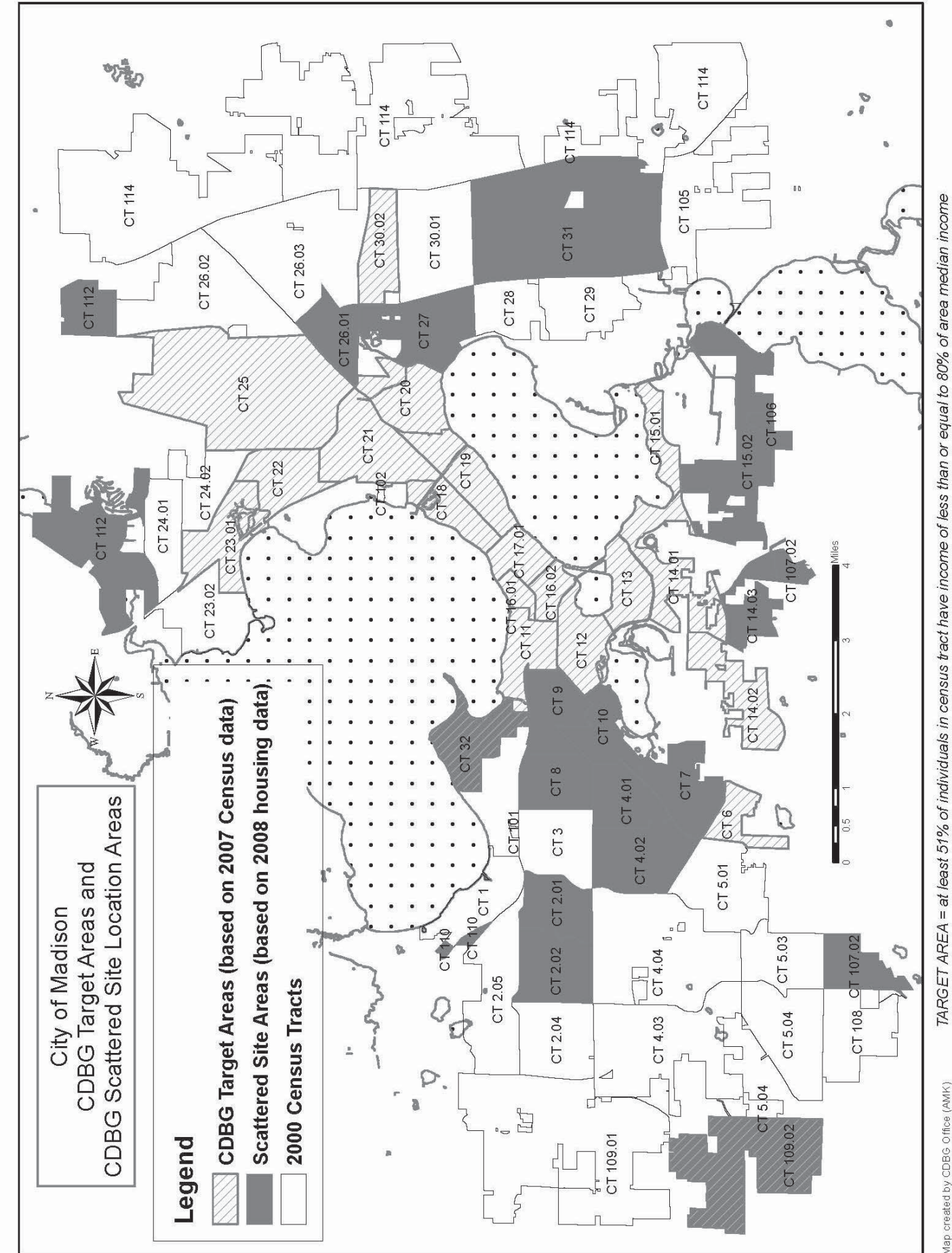


**Legend**

**ESG-Funded Activities**

- Briarpatch Case Management
- CAC RENT-ABLE Program
- DAIS Shelter Renovations
- Direct Administration / Support Services
- Hope House Case Management
- Hope House Resident Manager Rental Stipend
- Legal Advocacy to Prevent Homelessness
- Medical Shelter Vouchers
- Porchlight Drop-In Shelter Security System
- Porchlight Hospitality House / DIGS Program
- Porchlight PTO Brooks Street Utilities
- Porchlight PTO Maintenance Training & SRO
- Porchlight STABLE/SRO Support Services
- Salvation Army Warming House
- Seton House Case Management
- TRC Mediation
- TRH Case Management
- Tellurian "ReachOut" Program
- Tellurian Job Coach
- Tellurian THP Operations
- YWCA Second Chance Workshops





**Legend**

- CDBG Target Areas (based on 2007 Census data)
- Scattered Site Areas (based on 2008 housing data)
- 2000 Census Tracts

**City of Madison**  
**CDBG Target Areas and**  
**CDBG Scattered Site Location Areas**

Map created by CDBG Office (AMK)  
08/20/09

**TARGET AREA = at least 51% of individuals in census tract have income of less than or equal to 80% of area median income**  
**SCATTERED SITE AREA = the census tract contains less than 1% of designated subsidized housing units**

## Summary of Resources and Distribution of Funds

### 1) ***Provide a description of the geographic distribution and location of investment (including areas of low-income and minority concentration).***

*You are encouraged to include maps in this description. Specifying census tracts where expenditures were concentrated and the percentage of funds expended in NRSAs or local target areas may satisfy this requirement.*

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

The CDD's approach to geographical allocation of funds is to assist a core of basic activities that address community-wide concerns. These priorities primarily benefitted LMI households. Activities were made available to residents throughout the City of Madison, with an added layer of special activities targeted to particular Neighborhood Resource Team (NRT) areas or sub-areas within those. An NRT map is located on the City of Madison website and funding distribution maps are located on pages 12 to 20.

The following section describes the customized activities that focus on a particular Neighborhood Resource Team (NRT) area or a sub-area within those.

#### **West NRT Area:**

This large area is primarily one of relatively newer housing and retail areas with burgeoning new suburbs on its western and southern borders, yet it does contain some smaller areas of lower income persons, particularly in areas with a cluster of older rental housing. These sub-areas include the Allied, Wexford and Southwest neighborhoods (CT 6, 2.04, 4.04 & 5.01 respectively).

##### Allied Sub-Area

The 2011 site-specific activities in the Allied sub-area include continued support of the Boys and Girls Club Allied Neighborhood Center. The Community Development Program continued to sponsor efforts to expand the range of housing choices in the Allied neighborhood through the CDA. Using City levy funds, the CDD contracted with the Urban League to administer the Allied Employment Partnership program and Construction Trades, Inc. to provide Allied residents access to pre-employment and pre-apprenticeship training and support.

##### Wexford Sub-Area

The 2011 site-specific activities in the Wexford sub-area were the continued operating support of the Lussier Community Education Center and HOME monitoring of the City CDBG investment in the Wexford Ridge housing complex.

##### Southwest Sub-Area

The 2011 site-specific activities in the Southwest sub-area were the continued support of the Meadowood Neighborhood Center and the Wisconsin Youth Company (WYC) Elver Neighborhood Center. Habitat for Humanity of Dane County continued their work on 2 condominium units that they will rehab. and sell as affordable units to income-eligible households.

#### **South NRT Area:**

The South area includes neighborhoods that stretch from the University area to areas south of the Beltline, from the Central Area's western boundary of Regent and Proudfit Streets west to Glenway and Speedway, and from the Yahara River near Broadway to Seminole Highway near the Arboretum. Near its northern boundaries, it includes mixed-use areas of multiple users, from established residential neighborhoods to commercial areas, University campus and adjacent student housing, business areas, and the City's only urban renewal project in the Triangle/Greenbush area. Park Street serves as the major linkage from the northern university

area to the southern subdivisions of Moorland Road and Arbor Hills. This area includes the University's Arboretum as well as recently attached areas of the Town of Madison. This larger area includes some smaller sub-areas undergoing transition as well as areas that have typically generated a high number of police calls.

The 2011 site-specific activities included continued support of the neighborhood centers (Boys and Girls Club Taft, Neighborhood House, and the Bridge-Lake Point-Waunona Center) to help strengthen neighborhood-building efforts. The Division also continued work in the Leopold School area (CT14.02) that will include the development of a concentration neighborhood plan in 2012.

### **Central NRT Area:**

This area includes the downtown central business district, as well as four older residential neighborhoods with a wide range of housing options, from two homeless shelters to million dollar lake-view condos. It also includes the near east side extending several blocks past the Yahara River. It includes some of the more active neighborhood and business associations in the City and where many groups (residents, business owners, shoppers, commuters, workers and visitors) use the areas in a variety of ways at different times. It, too, is an area where the CDBG program has been very active with a broad range of affordable housing, business development, neighborhood center, community gardens and neighborhood improvement programs.

The 2011 site-specific activities include continued support for small business lending through the Madison Development Corporation business loan program. The program continued to support affordable housing efforts through site-specific support for both Porchlight and the YWCA (CT 11, 17.01) as they provided transitional housing for homeless men and women.

In addition to these economic development efforts, the CDD continued to support the Wil-Mar Neighborhood Center and the Goodman Community Center (CT 19, 20 respectively).

### **North NRT Area:**

This is an area that developed its housing stock in the 1950s and 1960s, with additional growth of multi-family units in the 1980s and 1990s. The older commercial areas are now undergoing some redevelopment, particularly in the Northport Shopping Center, with commercial space being added in the vicinity of the airport.

The 2011 site-specific activities included continued support of the Vera Court Neighborhood Center and the East Madison Community Center (CT 23.01, 25). In addition, projects that were identified through the concentration neighborhood plan included bus shelters, benches, and funds to be used for the development of a kitchen incubator. The Community Development program also worked with Habitat for Humanity to complete the development of Northport Commons, which included the development of 6 units for sale to LMI buyers. All 6 units were sold in 2011.

### **East NRT Area:**

This is a rapidly growing area with the greatest potential for population growth over the next decade. While the western end boosts older neighborhoods such as Atwood and Hawthorn with strong associations and active coalitions, the eastern portion is sparsely populated with relatively few strong existing neighborhoods or neighborhood associations and relatively few clusters of CDBG eligible households.

The 2011 site-specific activities include continued funding of the East Madison Community Center.

### **Rationale for Priorities**

The map on page 21 of this document shows the Census Tracts where 51% of the individuals meet the HUD low/moderate income standards of 80% or less of the area median income. This also shows areas that are in need of affordable housing options. Funded activities primarily occur in the targeted areas.



## **General CAPER Narratives:**

### **2) Assessment of Three to Five Year Goals and Objectives**

#### **a) Describe the accomplishments in attaining the goals and objectives for the reporting period.**

In 2011, the City of Madison Community Development Division sponsored, managed, or initiated a number of activities to address the goals of the Consolidated Plan. The Division staff worked closely with citizens, local groups, funders, and businesses to assess community needs and opportunities, to design programs and projects to address them, assist in their implementation and evaluate and determine their effectiveness. As a result, in 2011 the CDD assisted over 40 community-based agencies and a number of City of Madison departments in activities which addressed community-based efforts to build and maintain affordable housing, to help businesses grow and employ City of Madison residents, to improve the quality of services and the environment for its neighborhoods, and to broaden the opportunities available to all City of Madison residents. Funds from the Federal Department of Housing and Urban Development, the State of Wisconsin, and local City property tax dollars played significant roles in making these efforts possible.

In 2011, all Consolidated Plan goals and objectives were either met or exceeded the established outcomes except in the areas of homeownership expansion and the improvement and expansion of rental housing. Although the 2011 economy improved, housing did not bounce back as quickly as other areas of the economy. After reviewing the 2011 goals, it is clear that these projections were overly optimistic. Although the homeownership and rental goals did not reach 100%, substantial progress was still made in these areas. In 2011, 67 ownership units were developed or homebuyers utilized the downpayment assistance programs while 82 rental units were created or renovated.

#### **b) Provide a breakdown of the CPD formula grant funds spent on grant activities for each goal and objective.**

*\*If not using the CPMP Tool: Use Table 2A, 2B, 3B, 1C, 2C, 3A*

*\*If using the CPMP Tool: Use Needs Tables, Annual Housing Completion Goals, Summary of Specific Annual Objectives. (Use of these tables is sufficient, additional narrative is not required.)*

See Tables in the Executive Summary of this report.

#### **c) If applicable, explain why progress was not made towards meeting the goals and objectives.**

In 2011, the CDD made progress made in meeting the overall 5 year objectives. Although the actual outcomes may not have been met especially in the housing objectives for 2011, affordable housing was still created and/or maintained and made available to City of Madison residents. The CDD anticipates that this trend will change throughout the Consolidated Plan timeframe.

In addition, the reporting for Objectives J and X can be interchangeable depending on the activity. The established goals were based on a previous data collection system. Given this, it may appear as though the goal for Objective X was not met while Objective J had easily surpassed the benchmark. In 2012, the CDD will continue to look at the stated overall goals to determine whether any changes will need to be made to accurately reflect the activities provided to City of Madison residents.

### **3) Affirmatively Furthering Fair Housing**

#### **a) Provide a summary of impediments to fair housing choice.**

##### **Summary of Impediments to Fair Housing Choice**

The Community Development Division identified several impediments to fair housing:

- High cost of Madison's housing stock.
- Minority households with limited income that cannot provide a downpayment.
- Lack of role models, mentors, and "people who look like me" in homeownership roles.

- Minimal understanding of the home purchase process, particularly those with poor or different credit histories.
- Limited availability of some rental housing due to landlord restrictions concerning qualifications based upon arrest and conviction records, and on level of income, which often have a disproportionate impact on minority groups.

**b) Identify actions taken to overcome effects of impediments identified in the jurisdiction's Analysis of Impediments.**

**Actions Taken to Overcome Effects of Impediments**

The City took the following action to address the effects of impediments:

- Sponsored a series of three sessions conducted by the Fair Housing Center of Greater Madison to educate property owners and managers regarding the fair housing laws and best practices for tenant screening and management.
- Funded the Fair Housing Center of Greater Madison to provide fair housing testing to investigate potential patterns of housing discrimination within the City based on complaints and through systematic testing.
- Funded the YWCA Second Chance Program, which provides classroom sessions and additional follow-up case management to over 190 program graduates on topics such as tenant conducts/rights and basic budgeting skills.
- Co-sponsored a homebuyer fair that promoted homebuyer education.
- Offered 2 downpayment assistance programs (ADDI and Home-Buy) that require homebuyer education to be eligible.
- Funded non-profit housing developers to help expand the supply of housing choice options within the community. Agencies such as the Urban League of Greater Madison, Habitat for Humanity, Madison Area Community Land Trust, Operation Fresh Start, Movin' Out and Common Wealth Development have built or remodeled properties to make them available at lower costs to income eligible households that might not have opportunities to become homeowners. Several of these organizations provide additional levels of pre- and post-purchase counseling to their participants, activities that increase the likelihood of stability and successful ownership.
- Operated a comprehensive program of equal opportunity education and enforcement through the Department of Civil Rights. The annual DCR report reflects the broad range of activities undertaken by the City to reduce discrimination and barriers to housing and employment.

**4) Address Obstacles to Meeting Underserved Needs**

**Identify actions taken to address obstacles to meeting underserved needs.**

In 2011, the City of Madison continued to work with partner funders, the School District and non-profit agencies to address needs that are not being met. In particular, the CDD regularly met with the Third Sector housing group and the Neighborhood Center Executive Directors to identify needs, revise priorities and determine ways to eliminate barriers to meeting these needs. Several conversations were also had about utilization of schools after hours. Discussions included providing after school youth programming and adult education classes.

The CDD staff also served on various committees throughout the City that continued to identify needs in 2011. Some examples included: the Neighborhood Resource Teams, Housing Services Consortium, Dane County Foreclosure Task Force, Allied Task Force, Garden Committee, La Sup, Home Buyer Round Table, and the Non-Profit Board of Directors Training Committee. During the discussions, the obstacles identified most often revolved around the lack of funding. With current funding levels, most non-profits don't have the capacity to address additional needs. Federal funding requirements create obstacles because they can be limiting, inflexible and challenging to incorporate into the program implementation process. They also often add to the cost and complexity of project

administration. Supporting a project with multiple funding sources increases the complexity and reduces flexibility.

The CDD has continued to look for funds to help address unmet needs. In 2011, a Grant Writer was approved and hired. With this addition, the CDD is hoping to obtain additional funding to meet underserved needs. The CDD has also undertaken an initiative to more effectively and efficiently use levy and federal funds to better serve the community.

Lastly, the City's Neighborhood Indicators program now has 3 years of information to draw from. The information has been instrumental in identifying particular characteristics of a neighborhood. Recently, the CDD used this information to identify the age of the housing stock throughout the City to determine the needs for energy retrofits in particular neighborhoods.

## **5) Foster and Maintain Affordable Housing**

### ***Identify actions taken to foster and maintain affordable housing.***

The City continued its program of systematic code enforcement with a focused effort on challenged neighborhoods, and continued support to the education of landlords in the screening of tenants and other best practices of rental management.

The City Building Inspection Unit worked closely with the Greater Madison Apartment Association to advise them on a series of landlord trainings, as well as staffed a landlord-tenant subcommittee that addressed mutual concerns of property owners and tenants regarding safety, smoke alarms, new carbon monoxide detector requirements, and keyed entrances. The City Building Inspection Unit continued to conduct systematic inspections of target neighborhoods within the city.

Through the Fair Housing Center of Greater Madison, the City also sponsored a series of three sessions to educate property owners and managers regarding the fair housing laws and best practices for tenant screening and management.

The City continued to fund its rehab. loan programs for existing owner-occupants, including a successful Deferred Payment Loan program using CDBG and HOME funds and targeted to LMI households.

In addition, a Madison Minimum Housing Code Inspection and lead inspections, when necessary, were completed on each property for properties assisted through the American Dream Downpayment program, Home Buy and Movin' Out homeownership programs. All new construction also warranted an inspection prior to sale of units.

## **6) Leveraging Resources**

### ***a) Identify progress in obtaining "other" public and private resources to address needs.***

The CDD has obtained other public resources to address the needs of the City of Madison. The CDD was awarded the following State of Wisconsin Funds:

- HCRI
- ESG
- THP
- HPP
- IBRETA

In addition, the CDD received \$7.2 million in DOE funds in 2010 to provide both residential and commercial energy efficiency programs that were rolled out in 2011.

### ***Describe how Federal resources from HUD leveraged other public and private resources.***

The CDD worked with community agencies, neighborhood groups, private businesses, and public sector partners to leverage its community and neighborhood development resources where possible and appropriate, in order to achieve effective results. Often the CDD was the first agency to fund a project which helped to leverage additional public and private funds which was the case in various construction projects. In addition, with the concentration neighborhood plan projects, additional City and federal resources from various City departments were leveraged to complete neighborhood resident identified projects.

Federal resources from HUD leveraged other City of Madison levy dollars to fund programs and projects throughout the City. Based on the high local priority given to neighborhood centers, the traditional local funding provided to homeless services, and the Federal spending caps, the City continued to supplement key "public service" and homeless services projects. The City also provided an additional layer of support to insure that agencies paid "living wages" for people working on City-assisted projects. The total City commitment to these CDBG funded activities amounted to more than \$1 million in 2011.

**b) Describe how matching requirements were satisfied.**

The City of Madison requires that for each HOME funded project that the agency provides a 25% match. For ESG projects, the funded agencies are required to provide a one-for-one match while the City provides the match for ESG administration funds. A total of \$471,437 in HOME funds (See HOME Match form) was matched by agencies while \$98,474 in ESG Match funds was contributed (See page 41). In addition, the City also provided 25% of match funds as part of the reserve funds.

**7) Citizen Participation**

**Provide a summary of citizen comments.**

**\*Please note that Citizen Comments and Responses may be included as additional files within the CPMP Tool.**

**Summary:**

On March 1, 2012, a public hearing was held at the CDBG Committee meeting regarding the 2011 annual performance of the City of Madison Community Development program. The public was notified of this meeting by ads that were placed in the Wisconsin State Journal, The Madison Times, Capital HUES and Voz Latina on February 16, 2012. The CDD website also contained information about the meeting and the CAPER Executive Summary was made available. The CAPER Executive Summary was open for public comment from 2/28/12 to 3/14/12. In addition, an email was sent to all partner agencies, other funders in the community and other City departments. Citizens were given the opportunity to attend the meeting, send their comments by mail, email, or contact the CDD by telephone.

**Public Hearing Comments:**

**Concern:** In 2011, more funds were spent on existing homeowners and homebuyers combined than on rental projects. The citizen is concerned with the lack of progress being made in reaching the 5 year goals and allocating only 15% toward renter households.

**Response:**

In developing its Five Year Plan, the City, consulting with a variety of community groups, established a balanced approach toward the allocation of housing resources. The Plan allocates its projected housing resources toward existing owner-occupied housing, toward creation of homebuyer opportunities for lower income households, and the remainder toward rental housing and housing for homeless persons. The 2011 allocation and expenditures follow this balanced approach. While 38% of the total funds were spent on housing, (not counting homeless services and homeless-based housing), 15/38 (39%) of this amount was spent on rental housing. Since homeownership opportunities and rental housing both serve renting households, the City actually spent over 28/38 (or 74%) of its housing funds on projects serving renting households.

The Council and the CDBG Committee continue to believe that a balanced approach that serves a variety of households in different housing tenure types is the best approach to long term development of housing opportunities for lower income households.

**a) Describe how consideration was given to comments or views of citizens, received in writing or orally at public hearings, in preparing the CAPER.**

The City will continue to work with citizens, agency partners, and other City of Madison Departments to develop policies and fund programs to best meet the goals and objectives

outlined in the 5-Year Consolidated Plan. The CDD recognizes the importance of community feedback to build on successes and improve effectiveness.

## **8) Institutional Structure**

### ***Describe actions taken during the last year to overcome gaps in institutional structures and enhance coordination.***

The CDD continued to participate in collaborative efforts with other funders such as United Way and Dane County Social Services, private sector groups such as the Madison Community Foundation and agency coalitions such as the Homeless Services Consortium, the Third Sector Housing group, Neighborhood Center Executive Directors, the Dane County Foreclosure Task Force, Home Buyers Round Table, as well as interdepartmental efforts such as the Neighborhood Resource Teams and citizens. In addition, the CDD had discussions with the Madison Metropolitan School District, the Chamber of Commerce, the Madison Area Builders and the South Central Federation of Labor to receive input in the progress of the Community Development program. The CDD continues to encourage members of these groups to review and comment on potential improvements to this program.

The Division continued to seek out funding opportunities. The CDD coordinated the application for the state Emergency Shelter Grant/Transitional Housing Program/Homeless Prevention Program application on behalf of 10-13 agencies serving as the contract administrator and fiscal agent. The Division has also supported homeless service providers seeking continuing or innovative funds from HUD for enhancements to the homeless services continuum of care, and over a dozen letters of support for other funded agencies seeking Federal, State, or private funds where CDD funds were used as initial leverage and investment. The CDD continued the coordination of the Homeless Prevention and Rapid Re-Housing Program (HPRP) effort with 9 agencies to prevent homelessness and quickly re-house homeless persons as well.

The City provided a website through the Planning Unit to inform neighborhood associations of other associations and City activities. The City also provided conferences and workshops as needed to support efforts of neighborhood and resident associations to maintain the quality of life within their neighborhoods.

The Community Development Division (CDD) continued to develop, create efficiencies and improve service delivery. In 2011, most notably was the consolidation of the 2011-2012 funding process. This change in process resulted in overall consistency, a more streamlined process, more transparency, better communication with stakeholders, more clarity of individual committee purviews, and improved delivery of a Division budget to the Mayor, Common Council and service providers. As part of the funding process, the CDD and City committees revisited all of our program priorities and modified language as needed and distributed relative dollar amounts. The Division also better aligned staff and expertise around specific program areas and clarified responsibilities.

## **9) Monitoring**

### ***a) Describe actions taken to monitor the jurisdiction's performance in meeting objectives and outcomes set forth in its strategic plan.***

Through desk reviews, the CDD was able to evaluate the progress of all outcomes and objectives. All contracted agencies are required to provide accomplishment data on a monthly or quarterly basis depending on the terms of the contract. Staff review these reports as part of the reimbursement process, when agencies request reimbursement, a process which permits staff to monitor expenditure rates as well as programmatic progress. If the agency reports issues or appears to be slow in its progress, staff can contact the sub-recipient and help the agency take corrective actions. The accomplishment reports, reimbursement requests and routine contact with sub-recipients make it possible for the CDD to continually evaluate performance in meeting the goals and objectives established in the Consolidated Plan.

The Division revised its risk assessment/monitoring process, developed a new form for analysis, and conducted a risk assessment on all its sub grantees. Staff have established an April 2012 goal to complete the on-site monitoring of sub grantees identified as at-risk using this process.

**b) Describe how and the frequency with which you monitored your activities, including sub-recipients (including sponsors or administering agents).**

Throughout the year, CDD staff recorded, monitored and evaluated the progress in achieving the Plan goals. All funded agencies were required to sign a contract with the City of Madison. The contract outlines all requirements, regulations, procedures, accomplishment standards and penalties where appropriate for non-performance. Agencies routinely (either monthly, quarterly or 1 time depending on the program/project) provided program report forms and expense disbursement requests as a part of their contract, which provided an ongoing progress report. This information was used to review for contract compliance with all regulations including administrative, financial and programmatic operations. Timely expenditure of funds was also reviewed on a continual basis. In addition, the reported accomplishment data was used to determine trends, re-evaluate scope of services and assist agencies in addressing barriers to meeting their goals. Progress towards achieving the Plan goals was also discussed at monthly staff meetings and CDBG Committee meetings.

Within each of the down-payment assistance programs, monitoring is an essential part of the approval process. The CDD created sub-recipient underwriting guidelines for down-payment assistance loans. All sub-recipients complete the borrower underwriting and submit their approvals to the CDD for final loan approval. After final approval, the CDD requests the loan funds. With the ADDI program which is provided directly through the CDD, the Grant Administrator completes the underwriting while a senior Grant Administrator or the Community Development Grants Supervisor make the final approval before a funding request is made.

**c) Describe the results of your monitoring including any improvements made as a result.**

Ongoing monitoring has proven to be an important tool for the CDD. In 2011, the CDD provided an underwriting training for all sub-recipients. The CDD has already seen positive results from this technical assistance. Sub-recipients have a better understanding of the requirements resulting in a decrease in loan denials on the part of the CDD. This has also contributed to improved relationships with sub-recipients. In addition, the CDD spent considerable time looking at expenditure rates and the use of Program Income. All sub-recipients were informed of the requirement to utilize PI prior to using Entitlement Funds. This resulted in some contract amendments to meet the regulation. The review of expenditure rates also made the CDD aware of projects that needed more guidance as a result of low expenditure rates. In some cases this required more stringent timelines and requirements.

**d) Describe actions taken to insure compliance with program requirements, including requirements involving the timeliness of expenditures.**

Each sub-recipient that receives funds from the CDD is required to sign a contract. Included in the contract are the program requirements, regulations, procedures, accomplishment standards and penalties where appropriate for non-performance. At the start of the contract, the agency receives a contract orientation to insure that the sub-recipient understands the requirements including timeliness of expenditures. Agencies are required to provide a project timeline which will assist the CDD in monitoring timeliness of both project and financial progress. In addition, CDD staff are regularly in contact with sub-recipients to monitor the program requirements.

Individual agency meetings occurred as necessary to respond to questions or assess project progress. Depending upon the complexity of the project and the funding requirements, the City provided orientation training and technical assistance to help improve successful completion of projects. An application review process was used to ensure consistency and conformance with the Consolidated Plan. This also provided ongoing guidance for the City's community development programs. In addition, the CDD staff had the ability to do on-site monitoring on selected higher risk projects as needed.

**e) Describe steps/actions taken to ensure long-term compliance with housing codes, including any actions or on-site inspections undertaken during the program year.**

To ensure compliance with housing codes, for ownership properties, the Division inspected properties using the City of Madison Minimum Housing Code prior to investing funds into the properties. In addition, all items that did not meet the code were required to be repaired prior to the investment of funds. In the case of HOME funded rental properties, each property is inspected every 1-3 years depending on the number of units in a property. If deficiencies are identified, the repairs must be completed prior to the inspector doing a final clearance inspection to insure compliance. Onsite and desk monitoring of rental units also takes place every 1-3 years depending on the number of units in a property. Onsite monitoring consists of the review of 20% of the units every 1-3 years while desk monitoring is completed on all units annually. In 2011, the results of the inspections were routine and did not require any major activity.

**f) What is the status of your grant programs?**

**i) Are any activities or strategies falling behind schedule?**

**ii) Are grant disbursements timely?**

**iii) Do actual expenditures differ from letter of credit disbursements?**

For 2011, the Community Development program has achieved the established goals and objectives other than those affected by the unstable economy as stated earlier in this evaluation. The CDD has made grant disbursements in a timely manner and continued to meet the HUD requirements.

## **10) Antipoverty Strategy**

**Describe actions taken during the last year to reduce the number of persons living below the poverty level.**

The City outlined three major strategies to help reduce poverty within the City of Madison, and indicated several areas of focus. The three stated strategies included:

- **Market information** about resources to poverty level households;
- **Link housing assistance** programs to other helping resources;
- **Improve City service delivery systems** to be more responsive to neighborhoods where poverty level families reside.

**Public Information:** The CDD maintained a website that provides information about the goals and funded activities of the Division. In addition, the CDD worked with the CDBG Committee and other City staff to revise and update brochures about housing, business development, neighborhood-focused resources, and neighborhood improvement activities as a way to inform City of Madison citizens about programs and agencies which could be of help to lower income households seeking services.

**Community Networks:** The CDD worked with the Homeless Services Consortium to better link the housing search process with the provision of housing assistance and related skill development and supportive services. The City managed contracts for State ESG funds with 11 agencies that provided outreach case management to homeless persons with an explicit charge to help link those people to other helping programs. The City also managed a contract for Homeless Prevention and Rapid Re-housing Program (HPRP) stimulus funds with one lead agency and 8 other collaborating agencies to better serve homeless and persons at risk of homelessness.

In addition to these efforts, the Housing Operations Unit of the Department has worked with landlords and community providers to identify opportunities and public information strategies to help inform housing assistance recipients of other potential helping resources. The CDD continued discussions with Dane County, United Way, and the Homeless Services Consortium about ways in which these groups can better inform front-line staff and volunteers about the range of housing resources and services available within the community. And the City and other partners have used the One-Year Action plan as a guide to additional funding and administrative decisions, and assess

progress during 2011. The consortium continues to do complex work on action steps identified in the "Community Plan to Prevent and End Homelessness in Dane County".

**City Coordination:** CDD staff continued to serve on the Neighborhood Resource Teams, the cross-functional and cross-departmental groups of City staff from Building Inspection, Police, Fire, CDBG, Community Services, and other agencies to coordinate services within many of the neighborhoods. In 2011, the CDD continued as the lead agency for the operation of a website for the Neighborhood Resource Teams effort, and provided many of the materials used to orient new NRT members ([www.cityofmadison.com/nrt](http://www.cityofmadison.com/nrt)). In addition, there has been improved coordination and service to neighborhoods, partner agencies and other City departments throughout 2011 as a result of the formation of the Community Development Division in 2008.

**City Neighborhood Response:** The City continued efforts begun earlier to work closely with residents, owners, and community groups to address some of the emerging revitalization issues in the South West area (portions of Census Tracts 4.04 and 5.01) and Northport/Warner area (Census Tracts 22, 23.01 and 24.02) as well as continued to support efforts in the Allied-Dunn's Marsh area (Census Tract 6).

**Leopold Neighborhood (CT 14.02):** The CDD in conjunction with the Alder and the Planning Department began the concentration neighborhood process in this area in 2010 continuing into 2011. This area was chosen due to an increase in crime, low and moderate income residents, lack of transportation, limited employment opportunities directly in this neighborhood and a high percentage of rental housing.

**Southwest Neighborhood (CT 4.04, 5.01):** Over the past several years, the CDD has played an active role in the transition of the Southwest side of Madison. In 2011, there was an emphasis placed on ensuring that youth in the neighborhood had activities available to them both through the Meadowood Community Center and through the schools. The NRT for this neighborhood was significant in providing information to neighborhood residents. In addition, the CDD funded an intern position to work specifically in this area to get residents engaged in activities that were taking place at the neighborhood center.

**Allied Drive Neighborhood Development (CT 6):** The CDA Phase 1 Development which included 49 units of new affordable rental units continues to have 100% occupancy with an ongoing waiting list. Phase 2 was scheduled to begin in 2011 however due to the unstable housing market the project has been put on hold until 2011.

Phase 2 will consist of 25 lots for sale for the development of single-family or two-family units, as well as additional open space for the new homeowners. The housing will be developed in a way that will provide an opportunity for a broad cross-section of households to afford the units as they are built.

The CDD also continued to support the Boys and Girls Club located in the Allied neighborhood as well as 2 employment programs – the Building Trades START program and the Urban League Employment Partnership program.

## Self-Evaluation

**11) Provide an evaluation of accomplishments. This evaluation must include a comparison of the proposed versus actual outcomes of each outcome measure submitted with the strategic plan and explain, if applicable, why progress was not made toward meeting goals and objectives.**

*\*If not using the CPMP Tool: Use Table 1C, 2C, 3A*

*\*If using the CPMP Tool: Use Summary of Specific Annual Objectives.*

**(The following IDIS Reports will be reviewed to determine satisfaction of this requirement: PR03, PR06, PR23, PR80, PR81, PR82, PR83, PR84, PR85)**



**12) Consider the following when providing this self-evaluation:**

- a) Describe the effect programs had in solving neighborhood and community problems.**
- b) Describe the progress made in meeting priority needs and specific objectives.**
- c) Describe how activities and strategies made an impact on identified needs.**
- d) Identify indicators that best describe the results of activities during the reporting period.**
- e) Identify barriers that had a negative impact on fulfilling the strategic and overall vision.**

**13) Identify whether major goals are on target and discuss reasons for those that are not on target.**

**14) Identify any adjustments or improvements to strategies and activities that might meet your needs more effectively.**

In accordance with the City of Madison 2011-2014 Consolidated Plan, the CDD funded activities to address identified neighborhood and community priorities. These activities were carried out in conjunction with the following four broad strategies to effectuate progress in achieving the stated goals:

- Improve affordable housing
- Expand businesses to create jobs and assist in microenterprise development
- Strengthen neighborhoods through the operation of neighborhood centers and gardens, and the implementation of strategic neighborhood-building projects
- Increase the access of low and moderate income households and community groups to resources through the improvement of community services facilities, enhancement of informational services, and employment and training opportunities

As the documents contained within this CAPER substantiate, the City has made positive strides in furthering the goals established in the Consolidated Plan. For those objectives that did not meet the anticipated accomplishments, future re-evaluation of the priorities will be done to determine whether more appropriate outcomes will need to be developed.

Throughout 2011, the majority of funded activities were performed in a timely manner and within the calendar year with the exception of major housing projects which typically exceed the calendar year due to the nature of the activity and contractor seasonal work schedules. Although projects and programs were completed within the appropriate timeframe, at times ongoing and final reimbursements were not requested as frequently as required. In the future, the CDD staff will work with contracted agencies to meet programmatic and financial deadlines in a more consistent and timely manner.

To meet the needs of City of Madison residents more effectively, in 2011 the CDD developed a priority to address workforce development services. Eleven agencies were funded in this category for the 2011-2012 contract cycle. In addition, the CDD funded the Economic Development Reserve Fund in 2011.

Over the years, the CDD has developed a balanced portfolio of investments and activities which has helped to make the Community Development program stronger and more successful as economic conditions change. Portfolio management techniques such as monitoring performance and periodic re-allocation of funding provide opportunities to rebalance strategies to better achieve the public goals. At times a community development program must tackle situations that are imperative but the outcomes are not clear until well into the future. Some of the City's projects have taken 20 to 30 years to examine the actual outcomes.

In 2011, the City worked with some of its long term effective programs to continue to confront the changing markets, and revise their strategies to refocus their efforts and reinvigorate their approaches. Several housing programs, such as Operation Fresh Start and Habitat for Humanity,

strengthened their efforts to recruit and educate their participants. Others leveraged their CDBG resources to work with new partners. The City and others refocused some of their efforts to help the homebuyers, rather than focusing on the supply end of the market through the American Dream Downpayment Initiative.

The CDD continued to transition and evolve in 2011. This transition has looked at ways to improve efficiencies, identify areas for improvement and assess ways to better collaborate with our partners.

## HOUSING

### Affordable Housing

#### **15) Evaluate progress in meeting its specific affordable housing objectives, including:**

- a) Comparison of proposed numeric goals (from the strategic plan and annual plan) with the actual number of extremely low-income, low-income, and moderate-income renter and owner households assisted during the reporting period.**

*\*If not using the CPMP Tool: Use Table 2A, 3B, 2B, 1C, 2C, 3A)*

*\*If using the CPMP Tool: Use Need/Housings, Needs/Community Development, Annual Housing Completion Goals, Summary of Specific Annual Objectives.*

The CDD established 3 affordable housing objectives to address existing owner-occupied housing, expansion of homeownership opportunities and rental housing. Both HOME and CDBG funds were used to fund affordable housing efforts.

The following activities were funded to meet Objective A – Existing Owner-Occupied Housing:

<b>Agency</b>	<b>Funded Activity</b>	<b>Outcome / Goal</b>
City of Madison	Deferred Payment Loan Program	Outcome: 15 loans/projects initiated Goal: 22 loans/projects initiated
Independent Living, Inc.	Home Modification Program	Outcome: 100 households received comprehensive home assessments Goal: 103 households Outcome: 41 households received minor safety or accessibility improvements Goal: 41 households Outcome: 59 households received major safety or accessibility improvements Goal: 59 households
Project Home	Home Repair Program	Outcome: 100 households assisted with home repairs Goal: 100 households
Operation Fresh Start	Graduate Crew Housing Rehab	Outcome: 54 affordable housing units upgraded and preserved for LMI households Goal: 27 households Outcome: 8 LMI individuals employed Goal: 8 LMI individuals

These programs tend to cover 80% or more of the actual costs of repairs, and are designed to require minimal or deferred payments. In 2011, all outcomes were met or exceeded other than the Deferred Payment Loan program. This program saw a 29% decrease in larger scale rehab. loans from the previous year. This decrease in activity has caused the CDD to reevaluate the marketing for this program. New efforts will include strategically focused efforts with LMI households and service providers.

In addition to these HUD-funded efforts, the City separately funds systematic code enforcement in many lower income neighborhoods, which complements these preservation and maintenance efforts.

The following activities were funded to meet Objective B – Housing for Buyers:

<b>Agency</b>	<b>Funded Activity</b>	<b>Outcome / Goal</b>
Common Wealth Development	NSP Homeownership	Outcome: 1 foreclosed unit was acquired/rehab. Goal: 1 unit Outcome: 1 unit sold to LMI household Goal: 1 household
Operation Fresh Start	NSP Homeownership	Outcome: 1 foreclosed unit was acquired/rehab. Goal: 1 unit Outcome: 1 unit sold to LMI household Goal: 1 household
Movin' Out	Homeownership Assistance	Outcome: 13 households assisted into homeownership with downpayment assistance Goal: 13 households

<b>Agency</b>	<b>Funded Activity</b>	<b>Outcome / Goal</b>
WI Partnership for Housing Development	NSP Homeownership	Outcome: 1 foreclosed unit was acquired/rehab. Goal: 1 unit Outcome: 0 unit sold to LMI household Goal: 1 household
Madison Area Community Land Trust	NSP Homeownership	Outcome: 1 foreclosed unit was acquired/rehab. Goal: 1 unit Outcome: 0 unit sold to LMI household Goal: 1 household
Urban League of Greater Madison	NSP Homeownership	Outcome: 1 foreclosed unit was acquired/rehab. Goal: 1 unit Outcome: 0 unit sold to LMI household Goal: 1 household
Habitat for Humanity	NSP Homeownership  Southwest Homeownership  Northport Commons	Outcome: 5 foreclosed units were acquired/rehab. Goal: 3 units Outcome: 0 unit sold to LMI household Goal: 1 household Outcome: 2 units acquired and rehabbed Goal: 6 units Outcome: 2 units sold to LMI Goal: 6 units Outcome: 10 houses constructed Goal: 10 houses Outcome: 8 units sold to LMI households Goal: 10 units
City of Madison	ADDI – downpayment assistance loans	Outcome: 29 loans to LMI households Goal: 25 households
Operation Fresh Start	Employment and Training through Rehab.	Outcome: 2 units created or acquired Goal: 6 units Outcome: 3 units sold to LMI households (1 unit was created in 2009) Goal: 6 units Outcome: 120 lower-income youth trained during construction of units Goal: 120 youth

This is an area where the national credit crunch and the housing market crisis generated the most impact, and caused the City and its partner agencies to re-examine their approaches and traditional strategies. As a result, several organizations placed more emphasis on marketing and homebuyer education, whereas others lowered their expectations. Still, the City's overall diversity of approaches and investment methods helped to make some progress in this area. The Community Development program funded a variety of approaches to help people move into homeownership. Each approach offers a unique advantage and is tailored to particular customer groups which can adjust to different markets.

The following activities were funded to meet Objective D – Rental:

<b>Agency</b>	<b>Funded Activity</b>	<b>Outcome / Goal</b>
Movin' Out	Rental Acquisition	Outcome: 1 foreclosed rental property acquired Goal: 1 unit Outcome: 2 affordable units rented to income eligible tenants Goal: 2 income eligible tenants
Community Action Coalition	Rentable Program	Outcome: 100 LMI households provided with eviction prevention of entry cost grants Goal: 155 LMI households
Community Action Coalition	Housing Stabilization Program	Outcome: 155 unduplicated households received EP or RR services to prevent/end homelessness Goal: 669 unduplicated households (3 yr. Total)
Common Wealth Development	Rental Acquisition and Rehab.	Outcome: 2 four unit buildings acquired Goal: 8 units made available to LMI
Housing Initiatives, Inc.	Rental Acquisition	Outcome: 3 four unit buildings acquired Goal: 3 buildings Outcome: 12 housing units rented to income-eligible households Goal: 12 units
Housing Initiatives	NSP Rental Acquisition	Outcome: 1 foreclosed rental property acquired Goal: 1 rental property Outcome: 4 affordable units rented to income-eligible tenants Goal: 4 income-eligible tenants
Madison Development Corp.	Consolidated Housing	Outcome: 6 units of affordable housing acquired Goal: 6 units
Madison Development Corp.	NSP Rental Acquisition	Outcome: 2 foreclosed properties acquired Goal: 2 properties acquired Outcome: 6 affordable units rented to income eligible tenant households Goal: 6 units

These projects improve the availability and quality of affordable rental housing, as well as strengthen existing neighborhoods through the improvement of current rental housing stock and management. The projects generally help agencies acquire and/or renovate affordable rental housing units, acquire vacant land suitable for building new affordable units and use the housing as a base for other neighborhood improvement activities or to create affordable rental opportunities in areas of the City where few such opportunities now exist. The projects generally benefit households with incomes of 50% of median or less. Although these projects met the stated goals in the above chart, the overall goal for 2011 was not met as stated earlier in document.

**b) Report the number of households served meeting the Section 215 requirements of affordable housing (essentially meeting the definitions in 24 CFR 92.252 and 92.254 for renters and owners, respectively).**

**\*If not using the CPMP Tool: Use Table 3A**

**\*If using the CPMP Tool: Annual Housing Completion Goals**

*(Use of this table is sufficient no additional narrative is required)*

See Annual Housing Completion Goals Table.

**c) Describe efforts to address worst case needs (defined as low-income renters with severe cost burden, in substandard housing, or involuntarily displaced).**

The CDD has primarily focused on programs designed to help people, including homeless persons, find and retain affordable housing. Focus has been put on:

1. The prevention of involuntary displacement by funding eviction prevention activities such as financial assistance, legal advocacy and housing mediation services
2. Helping homeless persons mover from shelter into housing as quickly as possible through activities such as financial assistance and education. Examples of funded programs include the Community Action Coalition Rentable Program and Porchlight Hospitality House DIGS Program which provide housing counseling and financial assistance to prevent homelessness or to move from homelessness to housing; Tenant Resource Center Housing Mediation Program which provides representation for very low income tenants facing eviction; and YWCA Second Chance Tenant Workshop Program which provides education and one-on-one assistance to homeless households to help them obtain housing.

**d) Description of efforts to address the accessibility needs of persons with disabilities.**

The CDD funded activities designed to improve the physical accessibility and adaptability of individual homes, apartments and civic spaces through programs such as the Independent Living Home Modification program and the CDD Acquisition/Rehab. Fund. In addition, the CDD funded Movin' Out which offers deep subsidy home purchase loans to help people with disabilities get into homeownership and rental housing options. Agencies requesting funds could also receive an additional \$6,000 per unit for either owner occupied or rental property if they were making accessibility modifications. Lastly, the changes made to the Affordable Housing Trust Fund ordinance now include a Common Council preference for projects that meet the highest accessibility standards as defined by federal, state, and local requirements.

## **Public Housing Strategy**

**16) Describe actions taken during the last year to improve public housing and resident initiatives.**

The CDD determined that in 2011 it would work closely with the Community Development Authority (CDA) to design programs, assess community trends, coordinate regulatory enforcement and improve services to residents. Three ongoing major activities identified were:

1. Marketing and education efforts to increase the number of apartment owners participating in the housing choice voucher program.
2. Continue to provide housing choice voucher holders with homeownership opportunities and resources offered through community agencies and programs.
3. Continue to use place-based housing choice vouchers to reinforce neighborhood revitalization goals.

During this year, CDD met with CDA staff to coordinate efforts to help the CDA achieve the goals detailed in its Five-Year Plan. The plan included an objective to renovate its Public Housing sites in order to address local housing needs. The CDD provided financing through the Affordable Housing Trust Fund to the CDA in order to assist in this renovation project at the Truax Park Apartments. The Housing Operations Unit of the CDA continues to make substantial progress to stabilize its operations and continues to utilize its full balance of new housing vouchers. Currently in the City of Madison approximately 1,502 housing vouchers are used each month. The Allied Phase 1 development was completed in 2009 and is still currently full with a waiting list. This development includes CDA's allocation of 36 place-based housing choice vouchers. The CDD and CDA are working together to provide programs and services for households to take advantage of homeownership opportunities. Some of these services include education and financial assistance to the homebuyers.

The two offices are beginning to work together to start Allied Phase 2 which will focus on owner-occupied housing.

## **Barriers to Affordable Housing**

### ***17) Describe actions taken during the last year to eliminate barriers to affordable housing.***

The City has continued discussions regarding priority uses for the City's Affordable Housing Trust Fund. These priorities will be included in a Request for Proposals scheduled for release in 2012. These funds will make it possible for developers to create, repair or preserve affordable units.

In 2011 the Community Development Division allocated funds and entered into an agreement with MSA (consultants) for an Analysis of Impediments to Fair Housing. We anticipate this study to be complete in 2012. This study will assist in developing future strategies for eliminating barriers to affordable housing.

The City accepted a final report from the Housing Diversity Planning Ad Hoc Committee. This report contains recommendations to further the availability of the full range of housing choices for families of all income levels, including the availability of affordable housing. This City effort will assist in developing strategies to remove barriers to affordable housing.

The City's Community Development Authority has increased their role in expanding the supply of quality affordable units in the City. They created 60 new units and improved 71 units in 2011 in partnership with funds provided by the CDD. This shift made it possible for more quality units to be available for lower income households.

## **Lead-based Paint**

### ***18) Describe actions taken during the last year to evaluate and reduce lead-based paint hazards.***

#### **Lead Paint Hazards**

The City worked to implement the lead paint hazard control activities into its HUD funded activities. The City/County Public Health Department and City Building Inspection Unit continued to coordinate implementation of a local ordinance designed to reduce lead paint removal and dust hazards to neighbors. The CDD provided CDBG-R stimulus funds to Operation Fresh Start so graduates of their youth build program could be trained to provide certified lead remediation on properties owned by local non-profit agencies.

The CDD continued to enforce regulations on lead paint hazards. The City encountered few difficulties in complying with the regulations. The Division requires a lead hazard inspection for all CDD assisted residential properties built before 1978. These inspections were scheduled and paid for by the CDD. The CDD worked the City/County Public Health agency and Building Inspection Unit to implement the local ordinance designed to reduce lead paint removal and dust hazards to neighbors.

## **HOMELESS**

### **Homeless Needs**

#### ***19) Identify actions taken to address needs of homeless persons.***

The City took the following actions as outlined in the Community Plan to End Homelessness for Dane County:

- Provided support services to eliminate barriers that keep homeless persons from stable housing; support services include case management, job coaching and employment searches, obtaining mainstream resources, advocating for alcohol and other drug treatment, accessing for mental health services, providing assistance with children care and parenting issues, budget counseling and protective payees when warranted, accessing transportation, and learning how to communicate with landlords and neighbors.

- Provided safety net housing in the form of staff and operations of emergency shelter and transitional housing until more permanent, stable housing can be obtained.
- Provided an inventory of affordable housing through ESG- and HPRP-funded rent subsidies that make existing housing affordable for formerly homeless families and through HOME-funded acquisition and rehabilitation of vacant land and existing housing by non-profit partners to create units that are affordable for very-low income households.

**20) Identify actions to help homeless persons make the transition to permanent housing and independent living.**

The following activities were funded to help homeless persons make the transition from being homeless to permanent housing and independent living:

- Provided case management services to assist homeless persons living on the streets, in shelter and transitional housing secure stable housing.
- Provided housing counseling and financial assistance in the form of first months' rent, security deposits and short-term rent subsidies to single adults and families to help them obtain stable housing
- Tenant workshops that provide formerly homeless persons with the tools need to find and obtain housing

**21) Identify actions taken to implement a continuum of care strategy for the homeless and new Federal resources obtained during the program year, including from the Homeless NOFA.**

*\*If not using the CPMP Tool: Use Table 3B, 1C*

*\*If using the CPMP Tool: Use Needs/Homeless, Needs/Non-Homeless, Annual Housing Completion Goals, Summary of Specific Annual Objectives.*

The City played the lead role in writing the 2011 CoC Homeless Assistance Program application, meeting weekly with all partners in the process, coordinating responses to CoC-wide questions, monitoring communication from HUD headquarters and ensuring that timelines were kept. The application included 18 renewal projects and one new permanent housing project.

The City is an active participant in the Dane County Homeless Services Consortium and serves on the Shelter Providers Committee, Funders Committee and the Coordinating Committee. As the co-leader of the Coordinating Committee, City staff have attended HUD training in Denver and have lead the committee in planning for the anticipated HEARTH regulations. This includes the City taking a larger administrative role in the future for the implementation and monitoring of local CoC projects.

The City serves as lead in quantifying progress made on the action steps tied to goals and objectives included in the Community Plan to Prevent and End Homelessness in Dane County. Working with a committee of Consortium members, the City reviewed 71 action steps that make up the strategies set out to meet the goals established in the plan.

**Specific Homeless Prevention Elements**

**22) Identify actions taken to prevent homelessness.**

The City's actions to prevent homelessness was done by funding activities that included housing counseling and financial assistance in the form of rent and utility payments in arrears and short-term rent subsidies to help tenants maintain their housing. Of the HPRP funds available, 71% was used for the following prevention activities:

- short-term rent subsidies
- rent and utility payments
- legal advocacy and housing counseling
- housing mediation with landlords and tenants who are being evicted in order to prevent eviction
- legal advocacy to assist households in maintaining rental housing.



## **Emergency Shelter Grants (ESG)**

### **23) Identify actions to address emergency shelter and transitional housing needs of homeless individuals and families (including significant subpopulations such as those living on the streets).**

The City's actions to address emergency shelter and transitional housing needs of homeless individuals and families include funding the following activities with ESG and other funds:

- Provide case management services for single adults and families in shelter and transitional housing to move them into more stable housing as quickly as possible.
- Job coaching to help homeless single adults in transitional housing become job ready and access job training and employment.
- Funded a resident training program for single adults in transitional housing that teaches maintenance skills while physically turning around vacated SRO units for new program participants.
- Provide financial assistance and housing counseling to single adults and families to help them obtain housing; fund tenant education workshops to help homeless persons address their housing barriers and learn skills needed to be successful in stable housing.
- Provide financial assistance to PATH-funded outreach workers to pay rent and security deposits to move persons from the street into housing.
- Provide funds to shelter persons with medical issues in local hotels when the existing shelter does not meet the recuperative needs of the individual.
- Provide operating costs for emergency shelter and transitional housing to minimize the costs to non-profit agencies providing housing and services to homeless; provide funds to purchase needed furnishings for 12 units of family shelter.
- Provide funds for rehabilitation of a 25 bed shelter serving victims of domestic abuse to make the existing facility function better for the residents; provided funding to replace interior and exterior doors at a 3 unit transitional project to ensure security for the residents.

### **24) Assessment of Relationship of ESG Funds to Goals and Objectives**

#### **a) Evaluate progress made in using ESG funds to address homeless and homeless prevention needs, goals, and specific objectives established in the Consolidated Plan.**

***\*If not using the CPMP Tool: Use Table 2A, 3B, 2B, 1C, 2C, 3A)***

***\*If using the CPMP Tool: Use Need/Housings, Needs/Community Development, Annual Housing Completion Goals, Summary of Specific Annual Objectives.***

The City receives a very limited amount of federal ESG funds to address homeless and prevention goals outlined in the Consolidated Plan. Although funds are limited, progress was made in 2011. State and local funds have had more of a direct impact on meeting these established goals. The number of households utilizing services funded by the CDD surpassed the stated goals. Activities included: supporting the operations of facilities, installation of security doors, rehab. of a domestic abuse intervention center, acquisition of shelter furnishings, provided maintenance to prepare for new PTO participants, provided workshops to teach skills necessary to find and maintain housing – 195 people graduated.

#### **b) Detail how ESG projects are related to implementation of comprehensive homeless planning strategy, including the number and types of individuals and persons in households served with ESG funds.**

The federally funded ESG activities are related to the comprehensive planning strategy because they address goals established in the Community Plan to Prevent and End Homelessness in Dane County.

## 25) Matching Resources

- a) **Provide specific sources and amounts of new funding used to meet match as required by 42 USC 11375(a)(1), including cash resources, grants, and staff salaries, as well as in-kind contributions such as the value of a building or lease, donated materials, or volunteer time.**

The City of Madison requires that each funded agency provide a one-for-one match while the City provides the match for ESG administration funds.

### 2011 EXPENDED ESG FUNDS AND MATCH SOURCES

CAPER #	AGENCY, PROJECT TITLE	ACTUAL ESG EXPENDED IN 2011	SOURCE OF MATCH	AMOUNT OF MATCH
JM001	Porchlight Hospitality House/DIGS	\$24,331	Faith Community	\$25,000
XG001	Tenant Resource Center Housing Mediation	\$4,000	Dane Co. Human Services	\$4,000
JR003	YWCA Second Chance Tenant Workshops	\$20,600	United Way	\$20,600
JG003	The Salvation Army Warming Shelter	\$25,750	Community Contribution	\$25,750
JT003	The Road Home Day Center operations	\$8,1811	Client Fees	\$8,900
JD009	Porchlight PTO Maintenance Training	\$4,000	Community Contributions	\$4,000
ZZ001	Admin.	\$10,224		\$10,224
Totals		\$97,716		\$98,474

## 26) State Method of Distribution

- a) **States must describe their method of distribution and how it rated and selected its local government agencies and private nonprofit organizations acting as subrecipients.**

N/A

## 27) Activity and Beneficiary Data

- a) **Completion of attached Emergency Shelter Grant Program Performance Chart or other reports showing ESG expenditures by type of activity. Also describe any problems in collecting, reporting, and evaluating the reliability of this information.**

The City of Madison works with the local homeless consortium to address issues that develop in reporting and analyzing homeless system usage and needs.

**2011 ESG EXPENDITURES BY ACTIVITY – TOTAL ESG FUNDS EXPENDED: \$97,716**

Prevention	Essential Services	Operations	Rehabilitation	Admin
Porchlight Hospitality House DIGS \$24,331		Porchlight PTO Maintenance training \$18,000		
\$10,224 Tenant Resource Center Housing Mediation \$4,000	YWCA of Madison Second Chance Tenant Workshops \$20,600			\$10,224
	The Salvation Army Warming House \$23,134	The Salvation Army Warming House \$2,616		
		The Road Home Day Center operations \$8,811		
<b>\$28,331</b>	<b>\$43,734</b>	<b>\$15,427</b>	<b>\$0</b>	<b>\$10,224</b>

**b) Homeless Discharge Coordination**

- i) As part of the government developing and implementing a homeless discharge coordination policy, ESG homeless prevention funds may be used to assist very-low income individuals and families at risk of becoming homeless after being released from publicly funded institutions such as health care facilities, foster care or other youth facilities, or corrections institutions or programs.**
- ii) Explain how your government is instituting a homeless discharge coordination policy, and how ESG homeless prevention funds are being used in this effort.**

The City of Madison did not use any ESG funds to develop a homeless discharge coordination plan. This role falls to the Homeless Services Consortium (HSC) and the Continuum of Care coordinating Committee. The HSC and C of C have been in contact with Corrections, County foster care, and mental health institutions to ensure that their discharge policies do not discharge clients into homelessness, and that they follow this in practice. The Dane County jail employs a Discharge Planner that works specifically with inmates that have been identified as having mental illness. The Planner is a member of the HSC and works with others in the community that can offer support and a continuum of services and medication. Since some of these inmates were actually homeless prior to being incarcerated, the Planner will work with local supportive housing agencies to serve this clientele as appropriate.

**NON-HOMELESS SPECIAL NEEDS**

**Non-homeless Special Needs**

\*Refer to the Non-homeless Special Needs Table in the Needs.xls workbook or Table 1C.

**28) Identify actions taken to address special needs of persons that are not homeless but require supportive housing, (including persons with HIV/AIDS and their families).**

The local service delivery system in Wisconsin relies on State funding of County government to provide the lead human services for non-homeless special needs populations. The City of Madison

has chosen to provide some supplemental levels for particular functions, such as the development of housing for people with special needs through organizations such as Movin' Out, Porchlight, The Road Home, and Housing Initiatives.

A more complete list of supportive housing facilities is found in the City's 2010 Annual Homeless Report Appendix A - Housing Inventory and available at [www.cityofmadison.com/cdbg](http://www.cityofmadison.com/cdbg). The 2011 Annual Report is expected to be available in the summer of 2012.

The City does not currently plan to use HOME funds for direct rental assistance. 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.

## COMMUNITY DEVELOPMENT

### Community Development Block Grant

#### 29) Assessment of Relationship of CDBG Funds to Goals and Objectives

##### a) Assess use of CDBG funds in relation to the priorities, needs, goals, and specific objectives in the Consolidated Plan, particularly the highest priority activities.

*\*If not using the CPMP Tool: Use Table 2A, 3B, 2B, 1C, 2C, 3A)*

*\*If using the CPMP Tool: Use Need/Housings, Needs/Community Development, Annual Housing Completion Goals, Summary of Specific Annual Objectives.*

The City used CDBG funds to further the priorities identified in the Consolidated Plan. The following are examples of how CDBG funds were used:

#### Business Expansion Objectives

The City's approach to community-based economic development continues to address two objectives in the area of business development, differentiated by firm size: (1) Business growth (to create new positions for LMI individuals) and (2) Micro-enterprise development (to promote entrepreneurial and income enhancement efforts by LMI individuals).

In 2011, these objectives were impacted by the broader national and local business climate. While some of the workhorse programs - Madison Development Corporation (MDC), Common Wealth Development and the Wisconsin Women's Business Initiative Corporation (WWBIC) - moderated their lending opportunities or worked to improve their business incubator management in these difficult times, there was an increase in business training requests. With a target goal of 330 people (an increase of 155 people from 2010), WWBIC provided business training and/or one-on-one counseling to 333 people. Of these 176 were LMI.

In the late 1970s and early 1980s, the City helped establish a citywide development organization, which has grown into one of the more successful community-wide development corporations in the country. Repayments and interest from earlier loans currently fund this program. In 2011, the MDC loan program closed on 9 loans valued at over \$850,000, with job commitments to create at least 35 full-time equivalent positions, over half of which would be available to income-eligible persons.

The City continued to fund a successful citywide technical assistance program for low-income individuals who wish to establish their own businesses or to develop a broader source of income. During 2011, WWBIC sponsored several workshops and counseling sessions that reached 333 people who were interested in improving or starting businesses, and continued a successful micro-enterprise loan fund to help small start-up businesses with capitalization. During 2011, WWBIC provided 14 loans, which led to the creation of 14 FTE positions. Of these positions, 7 low- and moderate-income individuals filled these positions. They also provided technical assistance to 25 existing loan clients, 10 more than the previous year.

#### Community-Based Services Objective

The City's Community-based development activities are focused in two strategy areas – improvement of community focal points and revitalization of strategic areas, assisting residents

and businesses in identified “higher needs” neighborhoods through strategic planning and implementation of selected community development projects.

In 2011, neighborhood based service strategies included support for 12 neighborhood centers located throughout the City (CT 19, 20, 23.01, 25, 12, 6, 14.01, 2.02, 15.01, 5.01). See map on page 13. Collectively, they served over 70,000 people in 2011, and provided nearly 40,000 hours of programming to be responsive to the particular needs of each service area.

The 12 neighborhood centers range in size from 2,000 square feet to 47,000 square feet. All neighborhood centers provide both programming they themselves operate and allow use of their space by other community groups, service providers and residents. Each of the 12 neighborhood centers offers programming and space use in a way that is responsive to the geographic area where they are located, and to the populations they serve. All centers serve primarily low and moderate income people.

As part of the Community-based objective, the City also provided support for ten community gardens located in challenged neighborhoods (CT 25, 4.04, 14.01, 5.01, 26.02, 21, 15.02, 6) See map on page 13 In addition to the benefit of healthy and affordable sources of food for LMI income families, community gardens have proven to be effective mechanisms to sustain healthy and stable neighborhoods. Key components of supported community gardens are the development of local resident leadership and providing focal points for outdoor community activities. 354 households were involved with community gardening activities in the 10 gardens supported in 2011.

### **Neighborhood Revitalization Objective**

The neighborhood revitalization objective is intended to support community development in strategic neighborhoods through two coordinated activities. The first is the development of a comprehensive neighborhood plan involving a representative group of neighborhood residents and business owners. And the second component involves the implementation of priority community development projects identified as part of the neighborhood planning process. Neighborhoods selected under this objective meet HUD’s low and moderate income eligibility standard.

In 2011, the City completed the selection of the strategic neighborhood and recruited residents and business leaders to serve on the Neighborhood Plan Steering Committee for the Leopold Neighborhood (CT 14.02). The Plan involved City staff, area stakeholders, and 3 successful Open House sessions that provided a great opportunity for neighborhood involvement. Meetings were also provided in Spanish so all would have the opportunity for input. Because this process was done without a traditional Steering Committee, the City expects adoption of the plan in May 2012. In addition, neighborhood projects selected for implementation from the neighborhood plan in the Northport/Sherman area (CT 22, 23.01, 24.02) are scheduled for completion in the spring of 2012.

While neighborhood plans and implemented project accomplishments have shown to be extremely successful at improving the stability and quality of life in these challenged neighborhoods, the timeliness for completion of activities and the draw rate for this objective are of concern. The CDD continues to work on ways to insure both the timely completion of neighborhood plans, as well as selection of neighborhood development projects that can be implemented within a reasonable timeframe.

### **Community and Recreational Service Facilities**

The City continued to manage the Community Facilities Acquisition/Rehab Fund as a resource to community and human service agencies that serve lower income people. In 2011, the CDD expended a total of \$21,407 in CDBG funding to complete the renovations for the Meadowood Neighborhood Center.

**B) Evaluate progress made toward meeting goals for providing affordable housing using CDBG funds, including the number and types of households served.**

*\*If not using the CPMP Tool: Use Table 2A, 3B, 2B, 1C, 2C, 3A)*

*\*If using the CPMP Tool: Use Need/Housings, Needs/Community Development, Annual Housing Completion Goals, Summary of Specific Annual Objectives.*

In 2011, CDBG funding was primarily used to fund 3 programs that included home repair and modification – Deferred Loan Program, Project Home and Independent Living. Of the 273 households that utilized these programs, all were at 80% AMI or less.

In addition to the repair and modification programs, CDBG funds were used to acquire 4 foreclosed properties, rehab. senior housing, and support a youth build program that creates and renovates properties resulting in affordable housing for LMI individuals. See Tables for additional information.

**b) Indicate the extent to which CDBG funds were used for activities that benefited extremely low-income, low-income, and moderate-income persons.**

The CDBG funds were designated to assist projects in ways in which 100% of the funds were expended for projects that benefited low and moderate income people.

**30) Changes in Program Objectives**

**a) Identify the nature of and the reasons for any changes in program objectives and how the jurisdiction would change its program as a result of its experiences.**

No changes to the Consolidated Plan were made in 2011 and all funds were used for national objectives.

**31) Assessment of Efforts in Carrying Out Planned Actions**

**a) Indicate how grantee pursued all resources indicated in the Consolidated Plan.**

The CDD pursued all resources indicated in the Consolidated Plan by completing the necessary requirements to receive entitlement funds and by applying for various funding opportunities through the State of Wisconsin. The CDD distributed these resources through a 2 year funding RFP process, the Reserve Funds and through the Housing Services Consortium. 2011 was the first year of the initiated contracts.

**b) Indicate how grantee provided certifications of consistency in a fair and impartial manner.**

The CDD and CDBG Committee members reviewed proposals for their consistency with the Consolidated Plan, and staff negotiated agreements to generate results in accordance with the plans. All funding allocations are approved by the CDBG Committee, Board of Estimates and the Common Council.

**c) Indicate how grantee did not hinder Consolidated Plan implementation by action or willful inaction.**

The CDD carried out all objectives outlined in the Consolidated Plan.

**32) For Funds Not Used for National Objectives**

**a) Indicate how use of CDBG funds did not meet national objectives.**

**b) Indicate how use of CDBG funds did not comply with overall benefit certification.**

All funds were used to meet the HUD national objectives.

**33) Anti-displacement and Relocation – for activities that involve acquisition, rehabilitation or demolition of occupied real property**

**a) Describe steps actually taken to minimize the amount of displacement resulting from the CDBG-assisted activities.**

There were no anti-displacement and relocation activities in 2011. Contracted sub-recipients understand the necessary steps involved with relocation. As a result, they typically avoid these projects when possible as was the case in 2011.

**b) Describe steps taken to identify households, businesses, farms or nonprofit organizations that occupied properties subject to the Uniform Relocation Act or Section 104(d) of the Housing and Community Development Act of 1974, as amended, and whether or not they were displaced, and the nature of their needs and preferences.**

N/A

**c) Describe steps taken to ensure the timely issuance of information notices to displaced households, businesses, farms, or nonprofit organizations.**

N/A

**34) Low/Mod Job Activities – for economic development activities undertaken where jobs were made available but not taken by low- or moderate-income persons**

**a) Describe actions taken by grantee and businesses to ensure first consideration was or will be given to low/mod persons.**

To ensure that low to moderate income people have first consideration for positions, the CDD put stipulations in the contracts requiring that 51% of all jobs created go to LMI. The loan commitment letters with the business also state that jobs need to be available to LMI. Businesses must document their efforts that 51% of jobs created must be for LMI. If this is not attained there is a financial penalty to the business.

**b) List by job title of all the permanent jobs created/retained and those that were made available to low/mod persons.**

The following jobs were created in 2011:

**MDC job creation:** professionals (6 FTE), technicians (7 FTE), office/clerical (1 FTE), craft workers (3 FTE), laborers (2 FTE), and service workers (9 FTE).

**WWBIC job creation:** professional (4 FTE), technicians (2 FTE), office/clerical (1 FTE), laborer (1FTE), and service workers (3 FTE) jobs were created.

**Latino Chamber:** 1 FTE service worker position was created.

**AABBA:** 1 FTE sale worker position was created.

**c) If any of jobs claimed as being available to low/mod persons require special skill, work experience, or education, provide a description of steps being taken or that will be taken to provide such skills, experience, or education.**

N/A - Of the positions created none were designated as requiring special skills, work experience or education.

**35) Low/Mod Limited Clientele Activities – for activities not falling within one of the categories of presumed limited clientele low and moderate income benefit**

**a) Describe how the nature, location, or other information demonstrates the activities benefit a limited clientele at least 51% of who are low- and moderate-income.**

Due to the terms of the sub-recipient contract, businesses receiving CDBG funds are required to provide 51% of all jobs created go to LMI. The loan commitment letters with the business also state that jobs need to be available to LMI. Businesses must document their efforts that 51% of jobs created must be for LMI. If this is not attained there is a financial penalty to the business.

### **36) Program income received**

- a) Detail the amount repaid on each float-funded activity.**

N/A

- b) Detail all other loan repayments broken down by the categories of housing rehabilitation, economic development, or other.**

See Loan Portfolio Chart

- c) Detail the amount of income received from the sale of property by parcel.**

N/A

### **37) Prior period adjustments – where reimbursement was made this reporting period for expenditures (made in previous reporting periods) that have been disallowed, provide the following information:**

- a) The activity name and number as shown in IDIS;**

N/A

- b) The program year(s) in which the expenditure(s) for the disallowed activity (ies) was reported;**

N/A

- c) The amount returned to line-of-credit or program account; and**

N/A

- d) Total amount to be reimbursed and the time period over which the reimbursement is to be made, if the reimbursement is made with multi-year payments.**

N/A

### **38) Loans and other receivables**

- a) List the principal balance for each float-funded activity outstanding as of the end of the reporting period and the date(s) by which the funds are expected to be received.**

The City does not use the float-funded arrangement as part of its community-development program.

- b) List the total number of other loans outstanding and the principal balance owed as of the end of the reporting period.**

See Loan Portfolio Chart

- c) List separately the total number of outstanding loans that are deferred or forgivable, the principal balance owed as of the end of the reporting period, and the terms of the deferral or forgiveness.**

See Loan Portfolio Chart

The CDD loans are typically long term deferred loans payable when the property is sold or the use of the property changes.

- d) Detail the total number and amount of loans made with CDBG funds that have gone into default and for which the balance was forgiven or written off during the reporting period.**

In 2011, the following loans went into default and were written off:

- The Madison Development Corporation wrote off 2 business loans totaling \$81,917.
- WWBIC wrote off 2 business loans totaling \$21,548.
- The City of Madison wrote off 1 NOAH housing loan totaling \$62,000.



- e) **Provide a List of the parcels of property owned by the grantee or its sub-recipients that have been acquired or improved using CDBG funds and that are available for sale as of the end of the reporting period.**

N/A – There are no properties available for sale as of the end of 2011.

### **39) Lump sum agreements**

- a) **Provide the name of the financial institution.**

N/A The City does use the lump-sum arrangements as part of the Federally-funded portions of its program.

- b) **Provide the date the funds were deposited.**

N/A

- c) **Provide the date the use of funds commenced.**

N/A

- d) **Provide the percentage of funds disbursed within 180 days of deposit in the institution.**

N/A

## NEIGHBORHOOD REVITALIZATION STRATEGY AREA (NRSA)

### **40) Jurisdictions with HUD-approved neighborhood revitalization strategy must describe progress against benchmarks for the program year.**

The City of Madison does not have any HUD-approved neighborhood revitalization strategy areas. Instead, the City uses a local “concentration neighborhood” planning process that assists the Planning division conduct a strategic planning process, and uses that process and neighborhood input to identify several appropriate and eligible activities to help achieve the local CDBG and city objectives.

## HOME/ADDI

### **HOME/ American Dream Down Payment Initiative (ADDI)**

NA

### **41) Assessment of Relationship of HOME Funds to Goals and Objectives**

- a) **Assess the use of HOME funds in relation to the priorities, needs, goals, and specific objectives in the strategic plan, particularly the highest priority activities.**

*\*If not using the CPMP Tool: Use Table 2A, 3B, 2B, 1C, 2C, 3A)*

*\*If using the CPMP Tool: Use Need/Housings, Needs/Community Development, Annual Housing Completion Goals, Summary of Specific Annual Objectives.*

The City used HOME funds to further the priorities identified in the Consolidated Plan. The following are examples of how HOME funds were used:

- Acquisition of rental properties
- Rehab. of rental and owner properties
- Down-payment assistance both through sub-recipients and the CDD ADDI program

#### **ADDI program**

The CDD staff continued to develop and implement a community marketing campaign that targeted groups of lenders, churches, non-profit agencies, and others that work with low to moderate income households. The goal is to make them aware of the availability of the HUD-funded ADDI program. CDD staff worked with local media and participates in outreach through the internet throughout the year to promote its activities. Staff also participated in an annual Home Buyers Fair leading sessions directed to home buyers wishing to obtain down-payment

services. This session was offered again in a format directed toward area lenders who can benefit from the program and offer additional marketing strategies for the program. Although the economy remained challenged in 2011, the net result was the 29 families received ADDI loans to assist with their home purchase.

- Construction of new LMI housing
- Construction of new senior housing
- Renovations to existing senior housing

See Tables for additional information.

**b) Evaluate progress made toward meeting goals for providing affordable housing using HOME funds, including the number and types of households served.**

*\*If not using the CPMP Tool: Use Table 2A, 3B, 2B, 1C, 2C, 3A)*

*\*If using the CPMP Tool: Use Need/Housings, Needs/Community Development, Annual Housing Completion Goals, Summary of Specific Annual Objectives.*

The above list of HOME funded activities made it possible for the CDD to make progress toward meeting the outlined goals.

**c) Indicate the extent to which HOME funds were used for activities that benefited extremely low-income, low-income, and moderate-income persons.**

The funds were designated to assist projects in ways in which 100% of the funds were expended for projects that benefited low- and moderate-income people.

#### **42) HOME Match Report**

**a) Use HOME Match Report HUD-40107-A to report on match contributions for the period covered by the Consolidated Plan program year.**

See HOME Match Report.

#### **43) HOME MBE and WBE Report**

**a) Use Part III of HUD Form 40107 to report contracts and subcontracts with Minority Business Enterprises (MBEs) and Women's Business Enterprises (WBEs).**

See Form 40107.

#### **44) Assessments**

**a) Detail results of on-site inspections of rental housing.**

The HOME program requires cities to inspect HOME-assisted rental units to ensure quality maintenance of the units and program compliance. Previous inspections revealed no major or uncorrectable problems in maintenance, management, or tenant eligibility.

Over the last several years, the City has added considerably to its base of HOME-assisted units. During 2011, desk reviews of tenant information and site reviews of tenant files at our HOME projects were conducted. No major concerns or uncorrectable problems regarding maintenance, management, and tenant eligibility were found. Through an RFP process, the City selected an inspection firm to perform code inspections of HOME units to ensure that no major problems or code violations existed in those units that are scheduled for inspection.

**b) Describe the HOME jurisdiction's affirmative marketing actions.**

##### **Affirmative Marketing**

The CDD worked with assisted agencies to promote outreach and marketing to target populations and businesses. The CDD also worked with the Department of Civil Rights to implement the portions of Madison General Ordinance 3.58, which outlines the Affirmative Action Articles of Agreement, including the completion of Affirmative Action plan information. In addition, the CDD contracted with the Department of Civil Rights for technical assistance that includes WBE and MBEs involvement in projects.

As part of its efforts to market the American Dream Downpayment Initiative program, the CDD maintains brochures in English, Spanish and Hmong for distribution to various target populations, worked with the Department of Civil Rights to promote the program, and completed target mailings to lenders and religious groups, including a group of African-American churches.

The City also continued to fund two groups to reach out to Allied Drive residents for enrollment in employment and training or pre-employment programs. One program, led by the Urban League of Greater Madison (ULGM) focused on recruitment of residents for enrollment in job training programs at the Madison "apprenticeship" program (MAP), a life-counseling workshop, or in a YWCA-sponsored alternative careers course, as well as worked with businesses to develop jobs appropriate for Allied residents. A second funded program, led by the Building Trades Council, offered pre-apprenticeship classes and coaching to help Allied and other residents meet threshold requirements for enrollment in licensed apprenticeship positions.

**c) Describe outreach to minority and women owned businesses.**

**Assessment of Affirmative Marketing Efforts and Outreach to Minority-Owned Enterprises and Women-Owned Enterprises**

The beneficiary data submitted from funded projects continues to indicate that participants in most assisted projects reflect a broad diversity of characteristics.

Assisted projects used MBEs on 10.23% (\$1,585,807) of the dollar volume of all contracts from October 1, 2011 to September 30, 2011, and WBEs on 13.4% (\$523,674) of the dollar volume of all contracts for that same period. The Office continues to work with the Department of Civil Rights to seek qualified minority and female vendors for projects.

## HOPWA

### Specific HOPWA Objectives

**45) Assessment of Relationship of HOPWA Funds to Goals and Objectives.**

**a) Assess the use of HOPWA funds in relation to the priorities, needs, goals, and specific objectives in the strategic plan, particularly the highest priority activities.**

*\*If not using the CPMP Tool: Use Table 2A, 1C, 2C, 3A)*

*\*If using the CPMP Tool: Use Need/Housings, Summary of Specific Annual Objectives.*

N/A – The City of Madison does not receive HOPWA funding.

**b) Evaluate progress made towards meeting the goals of providing affordable housing using HOPWA funds, including the number and types of households served.**

*\*If not using the CPMP Tool: Use Table 2A, 1C, 2C, 3A)*

*\*If using the CPMP Tool: Use Need/Housings, Summary of Specific Annual Objectives.*

N/A – The City of Madison does not receive HOPWA funding.

*To report progress under the general and HOPWA specific requirements, the grantee may integrate the HOPWA elements in their standard CAPER report or establish a HOPWA-specific narrative by completing the following information. IDIS Report PR80 has useful financial and accomplishments information for end of year reporting.*

### HOPWA EXECUTIVE SUMMARY

**46) Provide an executive summary (1-3 pages) and a specific objectives narrative which address the following:**

**a) Grantee and Community Overview.**

- i) A brief description of the grant organization, the area of service, the name of the program contact(s), and a broad overview of the range/type of housing activities, along with information on each sponsor by name, main project site by zip code and related organization information.**

**b) Annual Performance under the Action Plan**

- i) Report on the actions taken during the year that addressed the special needs of persons who are not homeless but require supportive housing, and assistance for persons who are homeless.**
- ii) Evaluate the progress in meeting the project's objectives for providing affordable housing, including a comparison of actual outputs and outcomes to proposed goals and progress made on the other planned actions indicated in the strategic and action plans. The evaluation can address any related program adjustments or future plans.**
- iii) Include any assessment of client outcomes for achieving housing stability, reduced risks of homelessness and improved access to care.**
- iv) Report on the use of committed leveraging from other public and private resources that helped to address needs identified in the plan. Report the number of stewardship units of housing which have been created through acquisition, rehabilitation or new construction with any HOPWA funds.**
- v) Describe any other accomplishments recognized in the community due to the use of HOPWA funds, including any projects in developmental stages that are not operational.**
- vi) Provide an analysis of the extent to which HOPWA funds were distributed among different categories of housing needs consistent with the geographic distribution plans identified in its approved Strategic Plan.**

**c) Barriers or Trends Overview**

- i) Describe any barriers (including non-regulatory) encountered, actions in response to barriers, and recommendations for program improvement;**
- ii) Describe any expected trends facing the community in meeting the needs of persons with HIV/AIDS, and provide any other information important in providing services to persons with HIV/AIDS.**
- iii) Note any evaluations, studies, or other assessments of the HOPWA program available to the public.**

**d) Project Accomplishment Data:**

- i) Complete and submit CAPER Performance Chart 1 Planned Goals and Chart 2 Actual Performance;**
- ii) Complete and submit CAPER Performance Chart 3 for Housing Stability Outcomes, HOPWA Outcomes on Access to Care and Support in conjunction with HOPWA-funded Housing assistance, Monthly Household Income in conjunction with HOPWA-funded Housing Assistance, and HOPWA Outcomes on Access to Care and Support not in conjunction with HOPWA-funded Housing Assistance.**

NA – The City of Madison does not receive HOPWA funding.

## OTHER NARRATIVE

**Include any CAPER information that was not covered by narratives in any other section.**

The City developed this document to describe its community development related strategies and to assess the status of these projects as they were implemented, assessed, and modified for improved quality and effectiveness. The document is also designed to meet the requirements of the Department of Housing and Urban Development and to elicit comments and suggestions for improvement from City of Madison residents for future actions.

These activities have improved the conditions that lead to a better community: healthy neighborhoods, affordable housing, growing employment and businesses, accessible human services, information

resources, and effective program management. The resources described in this document are only a portion of the energy, vision, and skill brought to bear upon the challenges facing the City of Madison. This report describes the results of these public resource investments. They compliment the work of others within the community that together improves the viable urban community that embodies the goals of Madison residents. Many projects are still evolving. Much remains to be completed and with the cooperation and guidance of our partners, we can continue to sustain our progress into the future.





**Part II: Contracts Awarded**

1. Construction Contracts:

A. Total dollar amount of all contracts awarded on the project	\$ 0
B. Total dollar amount of contracts awarded to Section 3 businesses	\$ 0
C. Percentage of the total dollar amount that was awarded to Section 3 businesses	0 %
D. Total number of Section 3 businesses receiving contracts	0

2. Non-Construction Contracts:

A. Total dollar amount all non-construction contracts awarded on the project/activity	\$ 0
B. Total dollar amount of non-construction contracts awarded to Section 3 businesses	\$ 0
C. Percentage of the total dollar amount that was awarded to Section 3 businesses	0 %
D. Total number of Section 3 businesses receiving non-construction contracts	0

**Part III: Summary**

Indicate the efforts made to direct the employment and other economic opportunities generated by HUD financial assistance for housing and community development programs, to the greatest extent feasible, toward low-and very low-income persons, particularly those who are recipients of government assistance for housing. (Check all that apply.)

- Attempted to recruit low-income residents through: local advertising media, signs prominently displayed at the project site, contracts with the community organizations and public or private agencies operating within the metropolitan area (or nonmetropolitan county) in which the Section 3 covered program or project is located, or similar methods.
- Participated in a HUD program or other program which promotes the training or employment of Section 3 residents.
- Participated in a HUD program or other program which promotes the award of contracts to business concerns which meet the definition of Section 3 business concerns.
- Coordinated with Youthbuild Programs administered in the metropolitan area in which the Section 3 covered project is located.
- Other; describe below.

Funds awarded as Service Contracts to non-profit agencies as part of homeless consortium. No Section 3 covered construction contracts.

Public reporting for this collection of information is estimated to average 2 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. This agency may not collect this information, and you are not required to complete this form, unless it displays a currently valid OMB number.

Section 3 of the Housing and Urban Development Act of 1968, as amended, 12 U.S.C. 1701u, mandates that the Department ensures that employment and other economic opportunities generated by its housing and community development assistance programs are directed toward low- and very-low income persons, particularly those who are recipients of government assistance housing. The regulations are found at 24 CFR Part 135. The information will be used by the Department to monitor program recipients' compliance with Section 3, to assess the results of the Department's efforts to meet the statutory objectives of Section 3, to prepare reports to Congress, and by recipients as self-monitoring tool. The data is entered into a database and will be analyzed and distributed. The collection of information involves recipients receiving Federal financial assistance for housing and community development programs covered by Section 3. The information will be collected annually to assist HUD in meeting its reporting requirements under Section 808(e)(6) of the Fair Housing Act and Section 916 of the HCDA of 1992. An assurance of confidentiality is not applicable to this form. The Privacy Act of 1974 and OMB Circular A-108 are not applicable. The reporting requirements do not contain sensitive questions. Data is cumulative; personal identifying information is not included.



**Instructions:** This form is to be used to report annual accomplishments regarding employment and other economic opportunities provided to low- and very low-income persons under Section 3 of the Housing and Urban Development Act of 1968. The Section 3 regulations apply to any **public and Indian housing programs** that receive: (1) development assistance pursuant to Section 5 of the U.S. Housing Act of 1937; (2) operating assistance pursuant to Section 9 of the U.S. Housing Act of 1937; or (3) modernization grants pursuant to Section 14 of the U.S. Housing Act of 1937 and to **recipients of housing and community development assistance in excess of \$200,000** expended for: (1) housing rehabilitation (including reduction and abatement of lead-based paint hazards); (2) housing construction; or (3) other public construction projects; and to **contracts and subcontracts in excess of \$100,000** awarded in connection with the Section-3-covered activity.

Form HUD-60002 has three parts, which are to be completed for all programs covered by Section 3. Part I relates to **employment and training**. The recipient has the option to determine numerical employment/training goals either on the basis of the number of hours worked by new hires (columns B, D, E and F). Part II of the form relates to **contracting**, and Part III summarizes recipients' **efforts** to comply with Section 3.

Recipients or contractors subject to Section 3 requirements must maintain appropriate documentation to establish that HUD financial assistance for housing and community development programs were directed toward low- and very low-income persons.\* A recipient of Section 3 covered assistance shall submit one copy of this report to HUD Headquarters, Office of Fair Housing and Equal Opportunity. Where the program providing assistance requires an annual performance report, this Section 3 report is to be submitted at the same time the program performance report is submitted. Where an annual performance report is not required, this Section 3 report is to be submitted by January 10 and, if the project ends before December 31, within 10 days of project completion. **Only Prime Recipients are required to report to HUD. The report must include accomplishments of all recipients and their Section 3 covered contractors and subcontractors.**

- HUD Field Office: Enter the Field Office name .
1. Recipient: Enter the name and address of the recipient submitting this report.
  2. Federal Identification: Enter the number that appears on the award form (with dashes). The award may be a grant, cooperative agreement or contract.
  3. Dollar Amount of Award: Enter the dollar amount, rounded to the nearest dollar, received by the recipient.
  - 4 & 5. Contact Person/Phone: Enter the name and telephone number of the person with knowledge of the award and the recipient's implementation of Section 3.
  6. Reporting Period: Indicate the time period (months and year) this report covers.
  7. Date Report Submitted: Enter the appropriate date.

8. Program Code: Enter the appropriate program code as listed at the bottom of the page.
9. Program Name: Enter the name of HUD Program corresponding with the "Program Code" in number 8.

**Part I: Employment and Training Opportunities**

**Column A:** Contains various job categories. Professionals are defined as people who have special knowledge of an occupation (i.e. supervisors, architects, surveyors, planners, and computer programmers). For construction positions, list each trade and provide data in columns B through F for each trade where persons were employed. The category of "Other" includes occupations such as service workers.

**Column B: (Mandatory Field)** Enter the number of new hires for each category of workers identified in **Column A** in connection with this award. New hire refers to a person who is not on the contractor's or recipient's payroll for employment at the time of selection for the Section 3 covered award or at the time of receipt of Section 3 covered assistance.

**Column C: (Mandatory Field)** Enter the number of Section 3 new hires for each category of workers identified in **Column A** in connection with this award. Section 3 new hire refers to a Section 3 resident who is not on the contractor's or recipient's payroll for employment at the time of selection for the Section 3 covered award or at the time of receipt of Section 3 covered assistance.

**Column D:** Enter the percentage of all the staff hours of new hires (Section 3 residents) in connection with this award.

**Column E:** Enter the percentage of the total staff hours worked for Section 3 employees and trainees (including new hires) connected with this award. Include staff hours for part-time and full-time positions.

**Column F: (Mandatory Field)** Enter the number of Section 3 residents that were trained in connection with this award.

Part II: Contract Opportunities

**Block 1: Construction Contracts**

**Item A:** Enter the total dollar amount of all contracts awarded on the project/program.

**Item B:** Enter the total dollar amount of contracts connected with this project/program that were awarded to Section 3 businesses.

**Item C:** Enter the percentage of the total dollar amount of contracts connected with this project/program awarded to Section 3 businesses.

**Item D:** Enter the number of Section 3 businesses receiving awards.

**Block 2: Non-Construction Contracts**

**Item A:** Enter the total dollar amount of all contracts awarded on the project/program.

**Item B:** Enter the total dollar amount of contracts connected with this project awarded to Section 3 businesses.

**Item C:** Enter the percentage of the total dollar amount of contracts connected with this project/program awarded to Section 3 businesses.

**Item D:** Enter the number of Section 3 businesses receiving awards.

**Part III: Summary of Efforts – Self -explanatory**

Submit one (1) copy of this report to the HUD Headquarters Office of Fair Housing and Equal Opportunity, at the same time the performance report is submitted to the program office. The Section 3 report is submitted by January 10. Include only contracts executed during the period specified in item 8. PHAs/IHAs are to report all contracts/subcontracts.

\* The terms "low-income persons" and very low-income persons" have the same meanings given the terms in section 3 (b) (2) of the United States Housing Act of 1937. **Low-income persons** mean families (including single persons) whose incomes do not exceed 80 percent of the median income for the area, as determined by the Secretary, with adjustments for smaller and larger families, except that

The Secretary may establish income ceilings higher or lower than 80 percent of the median for the area on the basis of the Secretary's findings such that variations are necessary because of prevailing levels of construction costs or unusually high- or low-income families. **Very low-income persons** mean low-income families (including single persons) whose incomes do not exceed 50 percent of the median family income area, as determined by the Secretary with adjustments or smaller and larger families, except that the Secretary may establish income ceilings higher or lower than 50 percent of the median for the area on the basis of the Secretary's findings that such variations are necessary because of unusually high or low family incomes.



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**Part II: Contracts Awarded**

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## 1. Construction Contracts:

A. Total dollar amount of all contracts awarded on the project	\$ 0
B. Total dollar amount of contracts awarded to Section 3 businesses	\$ 0
C. Percentage of the total dollar amount that was awarded to Section 3 businesses	0 %
D. Total number of Section 3 businesses receiving contracts	0

## 2. Non-Construction Contracts:

A. Total dollar amount all non-construction contracts awarded on the project/activity	\$ 0
B. Total dollar amount of non-construction contracts awarded to Section 3 businesses	\$ 0
C. Percentage of the total dollar amount that was awarded to Section 3 businesses	0 %
D. Total number of Section 3 businesses receiving non-construction contracts	0

**Part III: Summary**

Indicate the efforts made to direct the employment and other economic opportunities generated by HUD financial assistance for housing and community development programs, to the greatest extent feasible, toward low- and very low-income persons, particularly those who are recipients of government assistance for housing. (Check all that apply.)

- Attempted to recruit low-income residents through: local advertising media, signs prominently displayed at the project site, contracts with the community organizations and public or private agencies operating within the metropolitan area (or nonmetropolitan county) in which the Section 3 covered program or project is located, or similar methods.
- Participated in a HUD program or other program which promotes the training or employment of Section 3 residents.
- Participated in a HUD program or other program which promotes the award of contracts to business concerns which meet the definition of Section 3 business concerns.
- Coordinated with Youthbuild Programs administered in the metropolitan area in which the Section 3 covered project is located.
- Other; describe below.

The only Section 3 covered construction contract awarded & completed with 2011 CDBG funds was to our local Youthbuild Program. In 2011, the City of Madison worked extensively with our HUD funded counterparts at the County and two Housing Authorities to develop a coordinated approach to Section 3 Implementation. Late in 2011, we launched a process of developing a pool of certified Section 3 Businesses and Section 3 Residents in collaboration with our local Youthbuild Program and numerous Community Based Organizations.

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Public reporting for this collection of information is estimated to average 2 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. This agency may not collect this information, and you are not required to complete this form, unless it displays a currently valid OMB number.

Section 3 of the Housing and Urban Development Act of 1968, as amended, 12 U.S.C. 1701u, mandates that the Department ensures that employment and other economic opportunities generated by its housing and community development assistance programs are directed toward low- and very-low income persons, particularly those who are recipients of government assistance housing. The regulations are found at 24 CFR Part 135. The information will be used by the Department to monitor program recipients' compliance with Section 3, to assess the results of the Department's efforts to meet the statutory objectives of Section 3, to prepare reports to Congress, and by recipients as self-monitoring tool. The data is entered into a database and will be analyzed and distributed. The collection of information involves recipients receiving Federal financial assistance for housing and community development programs covered by Section 3. The information will be collected annually to assist HUD in meeting its reporting requirements under Section 808(e)(6) of the Fair Housing Act and Section 916 of the HCDA of 1992. An assurance of confidentiality is not applicable to this form. The Privacy Act of 1974 and OMB Circular A-108 are not applicable. The reporting requirements do not contain sensitive questions. Data is cumulative; personal identifying information is not included.

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Form HUD-60002, **Section 3 Summary Report, Economic Opportunities for Low- and Very Low-Income Persons.**

**Instructions:** This form is to be used to report annual accomplishments regarding employment and other economic opportunities provided to low- and very low-income persons under Section 3 of the Housing and Urban Development Act of 1968. The Section 3 regulations apply to any **public and Indian housing programs** that receive: (1) development assistance pursuant to Section 5 of the U.S. Housing Act of 1937; (2) operating assistance pursuant to Section 9 of the U.S. Housing Act of 1937; or (3) modernization grants pursuant to Section 14 of the U.S. Housing Act of 1937 and to **recipients of housing and community development assistance in excess of \$200,000** expended for: (1) housing rehabilitation (including reduction and abatement of lead-based paint hazards); (2) housing construction; or (3) other public construction projects; and to **contracts and subcontracts in excess of \$100,000** awarded in connection with the Section-3-covered activity.

Form HUD-60002 has three parts, which are to be completed for all programs covered by Section 3. Part I relates to **employment and training**. The recipient has the option to determine numerical employment/training goals either on the basis of the number of hours worked by new hires (columns B, D, E and F). Part II of the form relates to **contracting**, and Part III summarizes recipients' **efforts** to comply with Section 3.

Recipients or contractors subject to Section 3 requirements must maintain appropriate documentation to establish that HUD financial assistance for housing and community development programs were directed toward low- and very low-income persons.\* A recipient of Section 3 covered assistance shall submit one copy of this report to HUD Headquarters, Office of Fair Housing and Equal Opportunity. Where the program providing assistance requires an annual performance report, this Section 3 report is to be submitted at the same time the program performance report is submitted. Where an annual performance report is not required, this Section 3 report is to be submitted by January 10 and, if the project ends before December 31, within 10 days of project completion. **Only Prime Recipients are required to report to HUD. The report must include accomplishments of all recipients and their Section 3 covered contractors and subcontractors.**

- HUD Field Office: Enter the Field Office name .
1. Recipient: Enter the name and address of the recipient submitting this report.
  2. Federal Identification: Enter the number that appears on the award form (with dashes). The award may be a grant, cooperative agreement or contract.
  3. Dollar Amount of Award: Enter the dollar amount, rounded to the nearest dollar, received by the recipient.
  - 4 & 5. Contact Person/Phone: Enter the name and telephone number of the person with knowledge of the award and the recipient's implementation of Section 3.
  6. Reporting Period: Indicate the time period (months and year) this report covers.
  7. Date Report Submitted: Enter the appropriate date.

8. Program Code: Enter the appropriate program code as listed at the bottom of the page.
9. Program Name: Enter the name of HUD Program corresponding with the "Program Code" in number 8.

**Part I: Employment and Training Opportunities**

**Column A:** Contains various job categories. Professionals are defined as people who have special knowledge of an occupation (i.e. supervisors, architects, surveyors, planners, and computer programmers). For construction positions, list each trade and provide data in columns B through F for each trade where persons were employed. The category of "Other" includes occupations such as service workers.

**Column B: (Mandatory Field)** Enter the number of new hires for each category of workers identified in **Column A** in connection with this award. New hire refers to a person who is not on the contractor's or recipient's payroll for employment at the time of selection for the Section 3 covered award or at the time of receipt of Section 3 covered assistance.

**Column C: (Mandatory Field)** Enter the number of Section 3 new hires for each category of workers identified in **Column A** in connection with this award. Section 3 new hire refers to a Section 3 resident who is not on the contractor's or recipient's payroll for employment at the time of selection for the Section 3 covered award or at the time of receipt of Section 3 covered assistance.

**Column D:** Enter the percentage of all the staff hours of new hires (Section 3 residents) in connection with this award.

**Column E:** Enter the percentage of the total staff hours worked for Section 3 employees and trainees (including new hires) connected with this award. Include staff hours for part-time and full-time positions.

**Column F: (Mandatory Field)** Enter the number of Section 3 residents that were trained in connection with this award.

Part II: Contract Opportunities

**Block 1: Construction Contracts**

**Item A:** Enter the total dollar amount of all contracts awarded on the project/program.

**Item B:** Enter the total dollar amount of contracts connected with this project/program that were awarded to Section 3 businesses.

**Item C:** Enter the percentage of the total dollar amount of contracts connected with this project/program awarded to Section 3 businesses.

**Item D:** Enter the number of Section 3 businesses receiving awards.

**Block 2: Non-Construction Contracts**

**Item A:** Enter the total dollar amount of all contracts awarded on the project/program.

**Item B:** Enter the total dollar amount of contracts connected with this project awarded to Section 3 businesses.

**Item C:** Enter the percentage of the total dollar amount of contracts connected with this project/program awarded to Section 3 businesses.

**Item D:** Enter the number of Section 3 businesses receiving awards.

**Part III: Summary of Efforts – Self -explanatory**

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Submit one (1) copy of this report to the HUD Headquarters Office of Fair Housing and Equal Opportunity, at the same time the performance report is submitted to the program office. The Section 3 report is submitted by January 10. Include only contracts executed during the period specified in item 8. PHAs/IHAs are to report all contracts/subcontracts.

\* The terms "low-income persons" and very low-income persons" have the same meanings given the terms in section 3 (b) (2) of the United States Housing Act of 1937. **Low-income persons** mean families (including single persons) whose incomes do not exceed 80 percent of the median income for the area, as determined by the Secretary, with adjustments for smaller and larger families, except that

The Secretary may establish income ceilings higher or lower than 80 percent of the median for the area on the basis of the Secretary's findings such that variations are necessary because of prevailing levels of construction costs or unusually high- or low-income families. **Very low-income persons** mean low-income families (including single persons) whose incomes do not exceed 50 percent of the median family income area, as determined by the Secretary with adjustments or smaller and larger families, except that the Secretary may establish income ceilings higher or lower than 50 percent of the median for the area on the basis of the Secretary's findings that such variations are necessary because of unusually high or low family incomes.



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**Part II: Contracts Awarded**

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## 1. Construction Contracts:

A. Total dollar amount of all contracts awarded on the project	\$ 0
B. Total dollar amount of contracts awarded to Section 3 businesses	\$ 0
C. Percentage of the total dollar amount that was awarded to Section 3 businesses	0 %
D. Total number of Section 3 businesses receiving contracts	0

## 2. Non-Construction Contracts:

A. Total dollar amount all non-construction contracts awarded on the project/activity	\$ 0
B. Total dollar amount of non-construction contracts awarded to Section 3 businesses	\$ 0
C. Percentage of the total dollar amount that was awarded to Section 3 businesses	0 %
D. Total number of Section 3 businesses receiving non-construction contracts	0

**Part III: Summary**

Indicate the efforts made to direct the employment and other economic opportunities generated by HUD financial assistance for housing and community development programs, to the greatest extent feasible, toward low-and very low-income persons, particularly those who are recipients of government assistance for housing. (Check all that apply.)

- Attempted to recruit low-income residents through: local advertising media, signs prominently displayed at the project site, contracts with the community organizations and public or private agencies operating within the metropolitan area (or nonmetropolitan county) in which the Section 3 covered program or project is located, or similar methods.
- Participated in a HUD program or other program which promotes the training or employment of Section 3 residents.
- Participated in a HUD program or other program which promotes the award of contracts to business concerns which meet the definition of Section 3 business concerns.
- Coordinated with Youthbuild Programs administered in the metropolitan area in which the Section 3 covered project is located.
- Other; describe below.

In 2011, the City of Madison worked extensively with our HUD funded counterparts at the County and two Housing Authorities to develop a coordinated approach to Section 3 Implementation. Late in 2011, we launched a process of developing a pool of certified Section 3 Businesses and Section 3 Residents in collaboration with our local Youthbuild Program and numerous Community Based Organizations.

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Section 3 of the Housing and Urban Development Act of 1968, as amended, 12 U.S.C. 1701u, mandates that the Department ensures that employment and other economic opportunities generated by its housing and community development assistance programs are directed toward low- and very-low income persons, particularly those who are recipients of government assistance housing. The regulations are found at 24 CFR Part 135. The information will be used by the Department to monitor program recipients' compliance with Section 3, to assess the results of the Department's efforts to meet the statutory objectives of Section 3, to prepare reports to Congress, and by recipients as self-monitoring tool. The data is entered into a database and will be analyzed and distributed. The collection of information involves recipients receiving Federal financial assistance for housing and community development programs covered by Section 3. The information will be collected annually to assist HUD in meeting its reporting requirements under Section 808(e)(6) of the Fair Housing Act and Section 916 of the HCDA of 1992. An assurance of confidentiality is not applicable to this form. The Privacy Act of 1974 and OMB Circular A-108 are not applicable. The reporting requirements do not contain sensitive questions. Data is cumulative; personal identifying information is not included.

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Form HUD-60002, **Section 3 Summary Report, Economic Opportunities for Low- and Very Low-Income Persons.**

**Instructions:** This form is to be used to report annual accomplishments regarding employment and other economic opportunities provided to low- and very low-income persons under Section 3 of the Housing and Urban Development Act of 1968. The Section 3 regulations apply to any **public and Indian housing programs** that receive: (1) development assistance pursuant to Section 5 of the U.S. Housing Act of 1937; (2) operating assistance pursuant to Section 9 of the U.S. Housing Act of 1937; or (3) modernization grants pursuant to Section 14 of the U.S. Housing Act of 1937 and to **recipients of housing and community development assistance in excess of \$200,000** expended for: (1) housing rehabilitation (including reduction and abatement of lead-based paint hazards); (2) housing construction; or (3) other public construction projects; and to **contracts and subcontracts in excess of \$100,000** awarded in connection with the Section-3-covered activity.

Form HUD-60002 has three parts, which are to be completed for all programs covered by Section 3. Part I relates to **employment and training**. The recipient has the option to determine numerical employment/training goals either on the basis of the number of hours worked by new hires (columns B, D, E and F). Part II of the form relates to **contracting**, and Part III summarizes recipients' **efforts** to comply with Section 3.

Recipients or contractors subject to Section 3 requirements must maintain appropriate documentation to establish that HUD financial assistance for housing and community development programs were directed toward low- and very low-income persons.\* A recipient of Section 3 covered assistance shall submit one copy of this report to HUD Headquarters, Office of Fair Housing and Equal Opportunity. Where the program providing assistance requires an annual performance report, this Section 3 report is to be submitted at the same time the program performance report is submitted. Where an annual performance report is not required, this Section 3 report is to be submitted by January 10 and, if the project ends before December 31, within 10 days of project completion. **Only Prime Recipients are required to report to HUD. The report must include accomplishments of all recipients and their Section 3 covered contractors and subcontractors.**

- HUD Field Office: Enter the Field Office name .
1. Recipient: Enter the name and address of the recipient submitting this report.
  2. Federal Identification: Enter the number that appears on the award form (with dashes). The award may be a grant, cooperative agreement or contract.
  3. Dollar Amount of Award: Enter the dollar amount, rounded to the nearest dollar, received by the recipient.
  - 4 & 5. Contact Person/Phone: Enter the name and telephone number of the person with knowledge of the award and the recipient's implementation of Section 3.
  6. Reporting Period: Indicate the time period (months and year) this report covers.
  7. Date Report Submitted: Enter the appropriate date.

8. Program Code: Enter the appropriate program code as listed at the bottom of the page.
9. Program Name: Enter the name of HUD Program corresponding with the "Program Code" in number 8.

**Part I: Employment and Training Opportunities**

**Column A:** Contains various job categories. Professionals are defined as people who have special knowledge of an occupation (i.e. supervisors, architects, surveyors, planners, and computer programmers). For construction positions, list each trade and provide data in columns B through F for each trade where persons were employed. The category of "Other" includes occupations such as service workers.

**Column B: (Mandatory Field)** Enter the number of new hires for each category of workers identified in **Column A** in connection with this award. New hire refers to a person who is not on the contractor's or recipient's payroll for employment at the time of selection for the Section 3 covered award or at the time of receipt of Section 3 covered assistance.

**Column C: (Mandatory Field)** Enter the number of Section 3 new hires for each category of workers identified in **Column A** in connection with this award. Section 3 new hire refers to a Section 3 resident who is not on the contractor's or recipient's payroll for employment at the time of selection for the Section 3 covered award or at the time of receipt of Section 3 covered assistance.

**Column D:** Enter the percentage of all the staff hours of new hires (Section 3 residents) in connection with this award.

**Column E:** Enter the percentage of the total staff hours worked for Section 3 employees and trainees (including new hires) connected with this award. Include staff hours for part-time and full-time positions.

**Column F: (Mandatory Field)** Enter the number of Section 3 residents that were trained in connection with this award.

Part II: Contract Opportunities

**Block 1: Construction Contracts**

**Item A:** Enter the total dollar amount of all contracts awarded on the project/program.

**Item B:** Enter the total dollar amount of contracts connected with this project/program that were awarded to Section 3 businesses.

**Item C:** Enter the percentage of the total dollar amount of contracts connected with this project/program awarded to Section 3 businesses.

**Item D:** Enter the number of Section 3 businesses receiving awards.

**Block 2: Non-Construction Contracts**

**Item A:** Enter the total dollar amount of all contracts awarded on the project/program.

**Item B:** Enter the total dollar amount of contracts connected with this project awarded to Section 3 businesses.

**Item C:** Enter the percentage of the total dollar amount of contracts connected with this project/program awarded to Section 3 businesses.

**Item D:** Enter the number of Section 3 businesses receiving awards.

**Part III: Summary of Efforts – Self -explanatory**

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Submit one (1) copy of this report to the HUD Headquarters Office of Fair Housing and Equal Opportunity, at the same time the performance report is submitted to the program office. The Section 3 report is submitted by January 10. Include only contracts executed during the period specified in item 8. PHAs/IHAs are to report all contracts/subcontracts.

\* The terms "low-income persons" and very low-income persons" have the same meanings given the terms in section 3 (b) (2) of the United States Housing Act of 1937. **Low-income persons** mean families (including single persons) whose incomes do not exceed 80 percent of the median income for the area, as determined by the Secretary, with adjustments for smaller and larger families, except that

The Secretary may establish income ceilings higher or lower than 80 percent of the median for the area on the basis of the Secretary's findings such that variations are necessary because of prevailing levels of construction costs or unusually high- or low-income families. **Very low-income persons** mean low-income families (including single persons) whose incomes do not exceed 50 percent of the median family income area, as determined by the Secretary with adjustments or smaller and larger families, except that the Secretary may establish income ceilings higher or lower than 50 percent of the median for the area on the basis of the Secretary's findings that such variations are necessary because of unusually high or low family incomes.

# HOME Match Report

U.S. Department of Housing and Urban Development  
Office of Community Planning and Development

OMB Approval No. 2506-0171  
(exp. 12/31/2012)

<b>Part I Participant Identification</b>			<b>Match Contributions for Federal Fiscal Year (yyyy) 2011</b>
1. Participant No. (assigned by HUD)	2. Name of the Participating Jurisdiction Movin' Out, Inc.	3. Name of Contact (person completing this report) Howard Mandeville	
5. Street Address of the Participating Jurisdiction 600 Williamson St		4. Contact's Phone Number (include area code) 608 251 4446	
6. City Madison	7. State WI	8. Zip Code 53703	

<b>Part II Fiscal Year Summary</b>		
1. Excess match from prior Federal fiscal year	\$	-
2. Match contributed during current Federal fiscal year (see Part III.9.)	\$	33,500
3. Total match available for current Federal fiscal year (line 1 + line 2)	\$	
4. Match liability for current Federal fiscal year	\$	
5. Excess match carried over to next Federal fiscal year (line 3 minus line 4)	\$	

<b>Part III Match Contribution for the Federal Fiscal Year</b>								
1. Project No. or Other ID	2. Date of Contribution (mm/dd/yyyy)	3. Cash (non-Federal sources)	4. Foregone Taxes, Fees, Charges	5. Appraised Land / Real Property	6. Required Infrastructure	7. Site Preparation, Construction Materials, Donated labor	8. Bond Financing	9. Total Match
Rosario	08/03/2011	5000						5000
Schoenherr	08/15/2011	5000						5000
Lusk	09/01/2011	5000						5000
Dominique	02/22/2011	6000						6000
Schiltz	07/22/2011	7500						7500
Hughs	06/17/2011	6000						6000







# Annual Performance Report HOME Program

U.S. Department of Housing  
and Urban Development  
Office of Community Planning  
and Development

OMB Approval No. 2506-0171  
(exp. 8/31/2009)

Public reporting burden for this collection of information is estimated to average 2.5 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. This agency may not conduct or sponsor, and a person is not required to respond to, a collection of information unless that collection displays a valid OMB control number.

The HOME statute imposes a significant number of data collection and reporting requirements. This includes information on assisted properties, on the owners or tenants of the properties, and on other programmatic areas. The information will be used: 1) to assist HOME participants in managing their programs; 2) to track performance of participants in meeting fund commitment and expenditure deadlines; 3) to permit HUD to determine whether each participant meets the HOME statutory income targeting and affordability requirements; and 4) to permit HUD to determine compliance with other statutory and regulatory program requirements. This data collection is authorized under Title II of the Cranston-Gonzalez National Affordable Housing Act or related authorities. Access to Federal grant funds is contingent on the reporting of certain project-specific data elements. Records of information collected will be maintained by the recipients of the assistance. Information on activities and expenditures of grant funds is public information and is generally available for disclosure. Recipients are responsible for ensuring confidentiality when public disclosure is not required.

This form is intended to collect numeric data to be aggregated nationally as a complement to data collected through the Cash and Management Information (C/MI) System. Participants should enter the reporting period in the first block. The reporting period is October 1 to September 30. Instructions are included for each section if further explanation is needed.

Submit this form on or before December 31. Send one copy to the appropriate HUD Field Office and one copy to: <b>HOME Program, Rm 7176, 451 7th Street, S.W., Washington D.C. 20410</b>	This report is for period (mm/dd/yyyy) Starting Ending 12/31/2011	Date Submitted (mm/dd/yyyy) 3/31/2012
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## Part I Participant Identification

1. Participant Number 39-6005507	2. Participant Name City of Madison, Wisconsin		
3. Name of Person completing this report Julie Spears	4. Phone Number (Include Area Code) 608-267-1983		
5. Address 215 Martin Luther King Jr. Blvd. Room 225	6. City Madison	7. State WI	8. Zip Code 53701-2627

## Part II Program Income

Enter the following program income amounts for the reporting period: in block 1, enter the balance on hand at the beginning; in block 2, enter the amount generated; in block 3, enter the amount expended; and in block 4, enter the amount for Tenant-Based rental Assistance.

1. Balance on hand at Beginning of Reporting Period 552,868	2. Amount received during Reporting Period 361,267	3. Total amount expended during Reporting Period 496,051	4. Amount expended for Tenant-Based Rental Assistance 0	5. Balance on hand at end of Reporting Period (1 + 2 - 3) = 5 418,084
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## Part III Minority Business Enterprises (MBE) and Women Business Enterprises (WBE)

In the table below, indicate the number and dollar value of contracts for HOME projects completed during the reporting period.

	a. Total	Minority Business Enterprises (MBE)			f. White Non-Hispanic
		b. Alaskan Native or American Indian	c. Asian or Pacific Islander	d. Black Non-Hispanic	
A. Contracts					
1. Number	2				
2. Dollar Amount	4,988,021				
B. Sub-Contracts					
1. Number	49	1		1	2
2. Dollar Amount	4,087,671	255,000		171,059	186,400
	a. Total	b. Women Business Enterprises (WBE)	c. Male	Subcontract activity was part of construction. Other funds were included in constructions.	
C. Contracts					
1. Number	2				
2. Dollar Amount	4,988,021				
D. Sub-Contracts					
1. Number	49	4			
2. Dollar Amounts	4,087,671	1,107,523			

**Part I Minority Owners of Rental Property**

In the table below, indicate the number of HOME assisted rental property owners and the total dollar amount of HOME funds in these rental properties assisted during the reporting period.

	a. Total	Minority Property Owners				f. White Non-Hispanic
		b. Alaskan Native or American Indian	c. Asian or Pacific Islander	d. Black Non-Hispanic	e. Hispanic	
1. Number						
2. Dollar Amount						

**Part II Relocation and Real Property Acquisition**

Indicate the number of persons displaced, the cost of relocation payments, the number of parcels acquired, and the cost of acquisition. The data provided should reflect only displacements and acquisitions occurring during the reporting period.

	a. Number	b. Cost
1. Parcels Acquired	3	935,000
2. Businesses Displaced	0	0
3. Nonprofit Organizations Displaced	0	0
4. Households Temporarily Relocated, not Displaced	0	0

Households Displaced	a. Total	Minority Business Enterprises (MBE)				f. White Non-Hispanic
		b. Alaskan Native or American Indian	c. Asian or Pacific Islander	d. Black Non-Hispanic	e. Hispanic	
5. Households Displaced - Number	0					
6. Households Displaced - Cost	0					



# CPMP Non-State Grantee Certifications

Many elements of this document may be completed electronically, however a signature must be manually applied and the document must be submitted in paper form to the Field Office.

- This certification does not apply.  
 This certification is applicable.

## NON-STATE GOVERNMENT CERTIFICATIONS

In accordance with the applicable statutes and the regulations governing the consolidated plan regulations, the jurisdiction certifies that:

**Affirmatively Further Fair Housing** -- The jurisdiction will affirmatively further fair housing, which means it will conduct an analysis of impediments to fair housing choice within the jurisdiction, take appropriate actions to overcome the effects of any impediments identified through that analysis, and maintain records reflecting that analysis and actions in this regard.

**Anti-displacement and Relocation Plan** -- It will comply with the acquisition and relocation requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, as amended, and implementing regulations at 49 CFR 24; and it has in effect and is following a residential antidisplacement and relocation assistance plan required under section 104(d) of the Housing and Community Development Act of 1974, as amended, in connection with any activity assisted with funding under the CDBG or HOME programs.

**Drug Free Workplace** -- It will or will continue to provide a drug-free workplace by:

1. Publishing a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the grantee's workplace and specifying the actions that will be taken against employees for violation of such prohibition;
2. Establishing an ongoing drug-free awareness program to inform employees about –
  - a. The dangers of drug abuse in the workplace;
  - b. The grantee's policy of maintaining a drug-free workplace;
  - c. Any available drug counseling, rehabilitation, and employee assistance programs; and
  - d. The penalties that may be imposed upon employees for drug abuse violations occurring in the workplace;
3. Making it a requirement that each employee to be engaged in the performance of the grant be given a copy of the statement required by paragraph 1;
4. Notifying the employee in the statement required by paragraph 1 that, as a condition of employment under the grant, the employee will –
  - a. Abide by the terms of the statement; and
  - b. Notify the employer in writing of his or her conviction for a violation of a criminal drug statute occurring in the workplace no later than five calendar days after such conviction;
5. Notifying the agency in writing, within ten calendar days after receiving notice under subparagraph 4(b) from an employee or otherwise receiving actual notice of such conviction. Employers of convicted employees must provide notice, including position title, to every grant officer or other designee on whose grant activity the convicted employee was working, unless the Federal agency has designated a central point for the receipt of such notices. Notice shall include the identification number(s) of each affected grant;
6. Taking one of the following actions, within 30 calendar days of receiving notice under subparagraph 4(b), with respect to any employee who is so convicted –
  - a. Taking appropriate personnel action against such an employee, up to and including termination, consistent with the requirements of the Rehabilitation Act of 1973, as amended; or
  - b. Requiring such employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by a Federal, State, or local health, law enforcement, or other appropriate agency;
7. Making a good faith effort to continue to maintain a drug-free workplace through implementation of paragraphs 1, 2, 3, 4, 5 and 6.

Jurisdiction

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**Anti-Lobbying** -- To the best of the jurisdiction's knowledge and belief:

8. No Federal appropriated funds have been paid or will be paid, by or on behalf of it, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement;
9. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, it will complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions; and
10. It will require that the language of paragraph 1 and 2 of this anti-lobbying certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

**Authority of Jurisdiction** -- The consolidated plan is authorized under State and local law (as applicable) and the jurisdiction possesses the legal authority to carry out the programs for which it is seeking funding, in accordance with applicable HUD regulations.

**Consistency with plan** -- The housing activities to be undertaken with CDBG, HOME, ESG, and HOPWA funds are consistent with the strategic plan.

**Section 3** -- It will comply with section 3 of the Housing and Urban Development Act of 1968, and implementing regulations at 24 CFR Part 135.



Signature/Authorized Official

30 March  
2012

Date

Hickory R. Hurie

Name

Interim Community Development Division  
Director

Title

PO Box 2627

Address

Madison WI 53701-2627

City/State/Zip

608.266.7851

Telephone Number

- This certification does not apply.  
 This certification is applicable.

### Specific CDBG Certifications

The Entitlement Community certifies that:

**Citizen Participation --** It is in full compliance and following a detailed citizen participation plan that satisfies the requirements of 24 CFR 91.105.

**Community Development Plan --** Its consolidated housing and community development plan identifies community development and housing needs and specifies both short-term and long-term community development objectives that provide decent housing, expand economic opportunities primarily for persons of low and moderate income. (See CFR 24 570.2 and CFR 24 part 570)

**Following a Plan --** It is following a current consolidated plan (or Comprehensive Housing Affordability Strategy) that has been approved by HUD.

**Use of Funds --** It has complied with the following criteria:

11. Maximum Feasible Priority - With respect to activities expected to be assisted with CDBG funds, it certifies that it has developed its Action Plan so as to give maximum feasible priority to activities which benefit low and moderate income families or aid in the prevention or elimination of slums or blight. The Action Plan may also include activities which the grantee certifies are designed to meet other community development needs having a particular urgency because existing conditions pose a serious and immediate threat to the health or welfare of the community, and other financial resources are not available);
12. Overall Benefit - The aggregate use of CDBG funds including section 108 guaranteed loans during program year(s) 2011, 2012, 2\_\_\_\_, (a period specified by the grantee consisting of one, two, or three specific consecutive program years), shall principally benefit persons of low and moderate income in a manner that ensures that at least 70 percent of the amount is expended for activities that benefit such persons during the designated period;
13. Special Assessments - It will not attempt to recover any capital costs of public improvements assisted with CDBG funds including Section 108 loan guaranteed funds by assessing any amount against properties owned and occupied by persons of low and moderate income, including any fee charged or assessment made as a condition of obtaining access to such public improvements.

However, if CDBG funds are used to pay the proportion of a fee or assessment that relates to the capital costs of public improvements (assisted in part with CDBG funds) financed from other revenue sources, an assessment or charge may be made against the property with respect to the public improvements financed by a source other than CDBG funds.

The jurisdiction will not attempt to recover any capital costs of public improvements assisted with CDBG funds, including Section 108, unless CDBG funds are used to pay the proportion of fee or assessment attributable to the capital costs of public improvements financed from other revenue sources. In this case, an assessment or charge may be made against the property with respect to the public improvements financed by a source other than CDBG funds. Also, in the case of properties owned and occupied by moderate-income (not low-income) families, an assessment or charge may be made against the property for public improvements financed by a source other than CDBG funds if the jurisdiction certifies that it lacks CDBG funds to cover the assessment.

**Excessive Force --** It has adopted and is enforcing:

14. A policy prohibiting the use of excessive force by law enforcement agencies within its jurisdiction against any individuals engaged in non-violent civil rights demonstrations; and
15. A policy of enforcing applicable State and local laws against physically barring entrance to or exit from a facility or location which is the subject of such non-violent civil rights demonstrations within its jurisdiction;

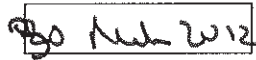
Jurisdiction

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**Compliance With Anti-discrimination laws** -- The grant will be conducted and administered in conformity with title VI of the Civil Rights Act of 1964 (42 USC 2000d), the Fair Housing Act (42 USC 3601-3619), and implementing regulations.

**Lead-Based Paint** -- Its activities concerning lead-based paint will comply with the requirements of part 35, subparts A, B, J, K and R, of title 24;

**Compliance with Laws** -- It will comply with applicable laws.



Signature/Authorized Official

Date

Hickory R. Hurie

Name

Interim Community Development Division  
Director

Title

PO Box 2627

Address

Madison WI 53701-2627

City/State/Zip

608.266.7851

Telephone Number



- This certification does not apply.  
 This certification is applicable.

**OPTIONAL CERTIFICATION  
CDBG**

Submit the following certification only when one or more of the activities in the action plan are designed to meet other community development needs having a particular urgency as specified in 24 CFR 570.208(c):

The grantee hereby certifies that the Annual Plan includes one or more specifically identified CDBG-assisted activities, which are designed to meet other community development needs having a particular urgency because existing conditions pose a serious and immediate threat to the health or welfare of the community and other financial resources are not available to meet such needs.



Signature/Authorized Official

Date

Name

Title

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Telephone Number

- This certification does not apply.  
 This certification is applicable.

### Specific HOME Certifications

The HOME participating jurisdiction certifies that:

**Tenant Based Rental Assistance** -- If the participating jurisdiction intends to provide tenant-based rental assistance:

The use of HOME funds for tenant-based rental assistance is an essential element of the participating jurisdiction's consolidated plan for expanding the supply, affordability, and availability of decent, safe, sanitary, and affordable housing.

**Eligible Activities and Costs** -- it is using and will use HOME funds for eligible activities and costs, as described in 24 CFR § 92.205 through 92.209 and that it is not using and will not use HOME funds for prohibited activities, as described in § 92.214.

**Appropriate Financial Assistance** -- before committing any funds to a project, it will evaluate the project in accordance with the guidelines that it adopts for this purpose and will not invest any more HOME funds in combination with other Federal assistance than is necessary to provide affordable housing;



Signature/Authorized Official



Date

Hickory R. Hurie

Name

Interim Community Development Division  
Director

Title

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- This certification does not apply.  
 This certification is applicable.

### HOPWA Certifications

The HOPWA grantee certifies that:

**Activities** -- Activities funded under the program will meet urgent needs that are not being met by available public and private sources.

**Building** -- Any building or structure assisted under that program shall be operated for the purpose specified in the plan:

1. For at least 10 years in the case of assistance involving new construction, substantial rehabilitation, or acquisition of a facility,
2. For at least 3 years in the case of assistance involving non-substantial rehabilitation or repair of a building or structure.



Signature/Authorized Official

Date

Name

Title

Address

City/State/Zip

Telephone Number

- This certification does not apply.  
 This certification is applicable.

### ESG Certifications

I, Hickory R. Hurie, Chief Executive Officer of <sup>acting for the</sup> ~~the City of Madison~~ <sup>the City of Madison</sup>, certify that the local government will ensure the provision of the matching supplemental funds required by the regulation at 24 *CFR* 576.51. I have attached to this certification a description of the sources and amounts of such supplemental funds.

I further certify that the local government will comply with:

1. The requirements of 24 *CFR* 576.53 concerning the continued use of buildings for which Emergency Shelter Grants are used for rehabilitation or conversion of buildings for use as emergency shelters for the homeless; or when funds are used solely for operating costs or essential services.
2. The building standards requirement of 24 *CFR* 576.55.
3. The requirements of 24 *CFR* 576.56, concerning assurances on services and other assistance to the homeless.
4. The requirements of 24 *CFR* 576.57, other appropriate provisions of 24 *CFR* Part 576, and other applicable federal laws concerning nondiscrimination and equal opportunity.
5. The requirements of 24 *CFR* 576.59(b) concerning the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970.
6. The requirement of 24 *CFR* 576.59 concerning minimizing the displacement of persons as a result of a project assisted with these funds.
7. The requirements of 24 *CFR* Part 24 concerning the Drug Free Workplace Act of 1988.
8. The requirements of 24 *CFR* 576.56(a) and 576.65(b) that grantees develop and implement procedures to ensure the confidentiality of records pertaining to any individual provided family violence prevention or treatment services under any project assisted with ESG funds and that the address or location of any family violence shelter project will not be made public, except with written authorization of the person or persons responsible for the operation of such shelter.
9. The requirement that recipients involve themselves, to the maximum extent practicable and where appropriate, homeless individuals and families in policymaking, renovating, maintaining, and operating facilities assisted under the ESG program, and in providing services for occupants of these facilities as provided by 24 *CFR* 76.56.
10. The requirements of 24 *CFR* 576.57(e) dealing with the provisions of, and regulations and procedures applicable with respect to the environmental review responsibilities under the National Environmental Policy Act of 1969 and related

Jurisdiction

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authorities as specified in 24 *CFR* Part 58.

11. The requirements of 24 *CFR* 576.21(a)(4) providing that the funding of homeless prevention activities for families that have received eviction notices or notices of termination of utility services will meet the requirements that: (A) the inability of the family to make the required payments must be the result of a sudden reduction in income; (B) the assistance must be necessary to avoid eviction of the family or termination of the services to the family; (C) there must be a reasonable prospect that the family will be able to resume payments within a reasonable period of time; and (D) the assistance must not supplant funding for preexisting homeless prevention activities from any other source.
  
12. The new requirement of the McKinney-Vento Act (42 *USC* 11362) to develop and implement, to the maximum extent practicable and where appropriate, policies and protocols for the discharge of persons from publicly funded institutions or systems of care (such as health care facilities, foster care or other youth facilities, or correction programs and institutions) in order to prevent such discharge from immediately resulting in homelessness for such persons. I further understand that state and local governments are primarily responsible for the care of these individuals, and that ESG funds are not to be used to assist such persons in place of state and local resources.
  
13. HUD's standards for participation in a local Homeless Management Information System (HMIS) and the collection and reporting of client-level information.

I further certify that the submission of a completed and approved Consolidated Plan with its certifications, which act as the application for an Emergency Shelter Grant, is authorized under state and/or local law, and that the local government possesses legal authority to carry out grant activities in accordance with the applicable laws and regulations of the U. S. Department of Housing and Urban Development.



30 Mar 2012

Signature/Authorized Official

Date

Hickory R. Hurie

Name

Interim Community Development Division  
Director

Title

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Madison WI 53701-2627

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- This certification does not apply.
- This certification is applicable.

**APPENDIX TO CERTIFICATIONS**

Instructions Concerning Lobbying and Drug-Free Workplace Requirements

**Lobbying Certification**

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

**Drug-Free Workplace Certification**

1. By signing and/or submitting this application or grant agreement, the grantee is providing the certification.
2. The certification is a material representation of fact upon which reliance is placed when the agency awards the grant. If it is later determined that the grantee knowingly rendered a false certification, or otherwise violates the requirements of the Drug-Free Workplace Act, HUD, in addition to any other remedies available to the Federal Government, may take action authorized under the Drug-Free Workplace Act.
3. Workplaces under grants, for grantees other than individuals, need not be identified on the certification. If known, they may be identified in the grant application. If the grantee does not identify the workplaces at the time of application, or upon award, if there is no application, the grantee must keep the identity of the workplace(s) on file in its office and make the information available for Federal inspection. Failure to identify all known workplaces constitutes a violation of the grantee's drug-free workplace requirements.
4. Workplace identifications must include the actual address of buildings (or parts of buildings) or other sites where work under the grant takes place. Categorical descriptions may be used (e.g., all vehicles of a mass transit authority or State highway department while in operation, State employees in each local unemployment office, performers in concert halls or radio stations).
5. If the workplace identified to the agency changes during the performance of the grant, the grantee shall inform the agency of the change(s), if it previously identified the workplaces in question (see paragraph three).
6. The grantee may insert in the space provided below the site(s) for the performance of work done in connection with the specific grant: Place of Performance (Street address, city, county, state, zip code) Check if there are workplaces on file that are not identified here. The certification with regard to the drug-free workplace is required by 24 CFR part 21.

Place Name	Street	City	County	State	Zip
Madison Municipal Building	215 ML King Blvd	Madison	Dane	WI	53701

7. Definitions of terms in the Nonprocurement Suspension and Debarment common rule and Drug-Free Workplace common rule apply to this certification. Grantees' attention is called, in particular, to the following definitions from these rules: "Controlled substance" means a controlled substance in Schedules I through V of the Controlled Substances Act (21 U.S.C. 812) and as further defined by regulation (21 CFR 1308.11 through 1308.15); "Conviction" means a finding of guilt (including a plea of *nolo contendere*) or imposition of sentence, or both, by any judicial body charged with the responsibility to determine violations of the Federal or State criminal drug statutes; "Criminal drug statute" means a Federal or non-Federal criminal statute involving the manufacture, distribution, dispensing, use, or possession of any controlled substance; "Employee" means the employee of a grantee directly engaged in the performance of work under a grant, including:

Jurisdiction

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- a. All "direct charge" employees;
- b. all "indirect charge" employees unless their impact or involvement is insignificant to the performance of the grant; and
- c. temporary personnel and consultants who are directly engaged in the performance of work under the grant and who are on the grantee's payroll. This definition does not include workers not on the payroll of the grantee (e.g., volunteers, even if used to meet a matching requirement; consultants or independent contractors not on the grantee's payroll; or employees of subrecipients or subcontractors in covered workplaces).

Note that by signing these certifications, certain documents must be completed, in use, and on file for verification. These documents include:

- 1. Analysis of Impediments to Fair Housing
- 2. Citizen Participation Plan
- 3. Anti-displacement and Relocation Plan



Signature/Authorized Official

30 Nov 2012

Date

Hickory R. Hurie

Name

Interim Community Development Division  
Director

Title

PO Box 2627

Address

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