

**THE  
MADISON, WISCONSIN  
COMMUNITY  
AND  
NEIGHBORHOOD  
DEVELOPMENT  
(CONSOLIDATED)  
ONE-YEAR ACTION PLAN: 2008**



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## PURPOSE

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# CITY OF MADISON ACTION PLAN: 2008

## Executive Summary and Use of Funds as They Relate to the Five-Year Community and Neighborhood Development (Consolidated) Plan and the City Goals of “Neighborhood Development” and “Community Opportunities”

### INTRODUCTION

The City of Madison presents the following One-Year Action Plan for 2008 Community and Neighborhood Development funds. The City developed these recommendations based upon Mayoral priorities, Community Development Block Grant Commission recommendations, Department of Planning and Community & Economic Development staff analysis, agency applications, verbal presentations, and public hearing comments, as well as program performance information. The Common Council approved the 2008 City budget on November 15, 2007, and the City of Madison submitted this One-Year Action Plan, along with separate recommendations for Emergency Shelter Grant funds, to the Department of Housing and Urban Development for the 2008 calendar year, in conformance with the requirements of the Housing and Community Development Act of 1973, as amended. This version of the One Year Action Plan describes activities as they relate to the local goals of neighborhood development and expanded community opportunities, as well as through the additional perspectives of geographic impact and funding source.

### PLANNING PROCESS

2008 is the second year of a two-year period of evaluation and performance assessment, planning, solicitation of proposals, and budget development by the City of Madison. The City's planning for 2008 began with the development of the earlier Comprehensive Housing Affordability Strategies, a Five-Year Housing and Community Development document, and the processes established for 2007-2008 funding that began in 2006. A CDBG Commission of citizens and alderpersons set community development related goals for 2007-2008 funding derived from the adopted Five Year Community and Neighborhood Development (Consolidated) Plan. The CDBG Commission held publicly noticed hearings in February 2006, March 2006, and again in January and February 2007, to hear comments on previous program performance and suggestions for 2007-2008 objectives, which were incorporated into a CD program Framework. This Framework served as a request for proposals to community and City agencies to develop applications for 2007-2008 funding that were reviewed by the CDBG Commission during June and July 2006. On July 24, 2006, in the City-County Building, the CDBG Commission held another public hearing on the preliminary recommendations for the 2007-2008 CDBG and HOME funds, before making final 2007-2008 recommendations to the Mayor and Common Council. The Commission gave extensive notice about its recommendations and opportunities for public comments through the newspaper, a public mailing, and on the CDBG website. The Common Council itself, or its finance committee, the Board of Estimates, held public hearings on October 17 and October 19 and November 14, 2006, in the City-County Building, on the subject of the entire City budget, which incorporated the Commission's and the Mayor's funding recommendations for CDBG, ESG, HOME, and other community development-related funds. The City made public a “Citizen's Guide to the Five Year Plan” and funding recommendations on July 13 and published a summary version of this Plan within the City's home page ([www.cityofmadison.com/cdbg](http://www.cityofmadison.com/cdbg)).

The CDBG Commission updated its 2007-2008 program by holding public hearings on its 2006 performance in January 2007, and seeking some additional revisions for 2008 based on the Mayor's budget instructions, and reviews of 2007 progress and 2008 opportunities during the City budget preparation process in July 2007. These recommendations were incorporated into the City's 2008 budget process with a recommendation to the Mayor for his Executive budget. The Mayor presented the Executive Budget to the Council and its financial committee, the Board of Estimates, in October 2007. The Board of Estimates held hearings on the budget in October 2007 and made its recommendations to the Common Council. The Council held a public hearing the evening of November 13, and adopted a final budget early in the morning of November 16.

### SOURCES OF FUNDS AND TARGET DATE FOR COMPLETION

This Action Plan allocates a total of approximately \$14 million in anticipated 2007 Community Development Block Grant Entitlement funds, HOME funds, City HOME Match funds, Emergency Shelter Grant funds, City funds, State HCRI funds, CDBG and HOME program income, and in other funds or continuing projects to

support activities to further these functional goals: improve Madison's housing; develop Madison's economy; strengthen Madison's community-based services; revitalize neighborhoods; and plan and administer the programs effectively.

One hundred percent of the listed projects are Federally funded unless noted otherwise. A list of funded activities follows. The newly funded projects will start January 1, 2008, and approximately 80% of the activities will be completed by December 31, 2008.

## **EVALUATION OF PAST PERFORMANCE**

The City of Madison strives to continually improve the performance of its own operations and those of its partner funded agencies through customer evaluations, special research, training, and monitoring activities. A more detailed summary of the City's evaluation of past performance is found in the 2005 and 2006 CAPERs (Comprehensive Activity Performance and Evaluation Reports) and in a reference document prepared for the CDBG Commission using an "investment" paradigm. (These are available from the CD Office.)

## **DESCRIPTION BY PRIMARY GOAL, SUB-GOALS AND OBJECTIVES**

The City of Madison describes the use of these community development funds on the basis of the five broad primary sub-goals of "housing," "business development," "community and neighborhood-focused services and facilities," "comprehensive neighborhoods," and "planning/administration". Each sub-goal in turn encompasses more precise objectives that are accomplished through a range of complementary activities and process objectives.

The following sections detail these five sub-goals into 11 "objectives," categorized with reference to the national HUD categories of eligible uses for the Community Development Block Grant (CDBG), HOME, Emergency Shelter Grant (ESG), and Housing Opportunities for Persons With AIDS (HOPWA) programs. Each "objective" may include one or more "projects" administered by different sponsoring agencies or subrecipients and designed to address specific objectives within the Five Year Plan.

**A GRAPHIC VIEW OF PLANNING/DEVELOPMENT ADMINISTERED FUNDS FOR COMMUNITY DEVELOPMENT: 2007**

<u>GOAL</u>	<u>SUB-GOALS</u>	<u>"PROJECTS"</u>	<u>ACTIONS</u> (to assist others)	<u>POTENTIAL SOURCES</u>	<u>2007ACTIVITIES</u>
Well developed community (strong neighborhoods and broad opportunities)	Affordable housing	<ul style="list-style-type: none"> <li>• Owner-occupied housing</li> <li>• Housing for purchase</li> <li>• Rental housing</li> <li>• Housing supply</li> <li>• Service-enriched housing</li> </ul>	<ul style="list-style-type: none"> <li>• Acquisition for good management</li> <li>• Accessibility improvement</li> <li>• Rehab loans/repairs</li> <li>• Purchase subsidies</li> <li>• Rehab/Resale</li> <li>• Development</li> <li>• Housing management</li> <li>• Supportive housing</li> <li>• Rent subsidies</li> </ul>	CDBG, HOME, AHTF	Housing Development Fund
				CDBG, HOME, AHTF	Housing Development Fund
				CDBG, HOME	City DPL, Project Home, Rental Rehab
				CDA, HCRI	Home-Buy (DP/CC), Movin' Out, ADDI
				CDBG, HOME, AHTF	Operation Fresh Start, Urban League, Habitat for Humanity, Madison Area CLT
				City, CDBG, Bonds, HOME, EDI, AHTF	Housing Development Fund, Capital Revolving Fund, Madison Development Corp., Porchlight
				Public housing, COMP	CDA: Truax, Parkside
				ESG, CDBG, HOME, CLA, AHTF	Porchlight, Interfaith Hospitality Network, ESG Rehab,
				Section 8, ESG, HCRI, HOME	CAC, CDA, Certificates & Vouchers
				Growing business with good jobs	<ul style="list-style-type: none"> <li>• Neighborhood-serving</li> <li>• Basic sector</li> <li>• Micro enterprises</li> </ul>
	CDBG	Common Wealth, Genesis			
	CDBG	Madison Development Corporation, WWBIC, AABBA, Latino Chamber of Commerce			
	CDBG, City	WWBIC, AABBA, Latino Chamber of Commerce			
	Excellent human and recreational services/facilities	<ul style="list-style-type: none"> <li>• Neighborhood self-help</li> <li>• Neighborhood/Community Center services</li> <li>• Neighborhood facilities</li> <li>• Family improvement activities</li> <li>• Community facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Community gardens</li> <li>• Neighborhood centers</li> <li>• Services requiring rehab/acquisition</li> <li>• Family &amp; neighborhood support</li> <li>• Services requiring rehab/acquisition</li> </ul>	CDBG	Community Action Coalition gardens
				CDBG, City	Atwood, East, Boys & Girls Club Taft and Allied, Friends of Wil-Mar, Neighborhood House, Vera, Wexford, Vera-BLW, WI Youth Company
				CDBG, City	Acquisition/Rehab Fund
				ESG, CDBG, City	ESG services, Porchlight, YWCA
				CDBG, City	Acquisition/Rehab Fund
	Viable neighborhoods	<ul style="list-style-type: none"> <li>• Planning process</li> <li>• Plan implementation</li> <li>• Strategic Focus Areas</li> <li>• Pre-employment Training</li> </ul>	<ul style="list-style-type: none"> <li>• Concentration neighborhoods</li> <li>• Neighborhood planning</li> <li>• Neighborhood training</li> <li>• Job counseling</li> </ul>	CDBG, HUD Special Funds	South Madison, SW Madison, Northside
				CDBG	City Neighborhood Planning
				CDBG	Resource materials
				City	Urban League, Building Trades
	Informed individuals aware of choices	<ul style="list-style-type: none"> <li>• Information</li> </ul>	<ul style="list-style-type: none"> <li>• Housing counseling</li> <li>• Feasibility studies</li> </ul>	CDBG, ESG, HCRI, City	Community Action Coalition, Independent Living, Tenant Resource Center, Fair Housing Council
				CDBG, HOME	Futures Funds
	Effective strategies and programs	<ul style="list-style-type: none"> <li>• Program administration</li> <li>• Cross-cutting objectives</li> </ul>	<ul style="list-style-type: none"> <li>• Plans &amp; reports</li> <li>• Project development &amp; monitoring</li> </ul>	CDBG, ESG, HOME	CDBG Commission/Office & other City Departments
					CDBG Commission and CD Office

Note: This graphic view of projects and sources is intended to display the broad array of activities and sub-objectives (the ends and the means) which contribute to the overall mission of the Community and Neighborhood Development program.

**DESCRIPTION OF “PROJECTS” BY PRIMARY OBJECTIVES:**

The following section describes the eleven “objectives” which collectively address the primary goals of community and neighborhood development. (Note: The objective letters reference the sequence used to describe these projects to HUD for reporting purposes.)

Each ‘project’ is a set of ‘programs’ and activities that address one of the major local objectives approved by the Madison Common Council as part of the Five Year Plan. Each ‘project’ is described in terms of the administering agency, the budgeted or probable amount of available funds, the anticipated outcome, target customer group, likely geographic target of activity, and activity associated with this project. In 2006, one of the City’s major community development funders, the Federal Department of Housing and Urban Development, outlined a new categorization and performance measurement system. The following ‘project’ descriptions categorize each ‘project’ according to that HUD system in terms of a nine-box matrix that distinguishes projects by type of major ‘product’ goal (housing, economic development, or living environment (neighborhood) and by major ‘process or outcome’ goal (availability, affordability, or sustainability). Madison has categorized the 2008 ‘projects using preliminary information on this system, but may amend its categorization base upon further refinements in the HUD system later in 2008.

- A. Improvement of Owner-Occupied Housing: (A 2008) These projects strengthen existing neighborhoods through improvement of existing, owner-occupied housing to meet local building, energy, and accessibility codes. These projects help improve the physical status of existing residences, primarily within the CDBG Target Area. They include modifications for accessibility (Independent Living), minor repairs and deferred maintenance (Project Home), and major renovation for building code compliance (City Deferred Payment Rehab Loans). These projects address Objective A in the Five Year Plan and generally serve those households with incomes less than 80% of median. Benchmarks include such measures as units brought to local building code standards, and an increase in the value of housing within the neighborhood (compared to the City baseline).

The 2008 target goal is to provide 287 households with either home repair services or financial assistance to improve the physical condition of their 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>	\$ 50,000 (CDBG-Program Income)	14A / LMH		
	\$321,885 (HOME loans plus project costs)	14A / LMH		
	\$300,000 (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>	32 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 CFR 92.206]			
<i>Service area</i>	Citywide			

<i>Agency, Title</i>	Project Home: <b>Home Repair and Rehab</b> 1966 S. Stoughton Road Madison, WI 53716 608 246-3733			<b>AC</b>
<i>Amount, Source</i>	\$160,000 (CDBG) \$ 45,000 (CDBG-PI)	14A / LMH 14A / 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>	145 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 \$3,100. Repairs and replaces furnaces and roofs. [24 CFR 570.202]			
<i>Service area</i>	60% Target Area: 40% Citywide			
<i>Agency, Title</i>	Independent Living: <b>Home Modification</b> 815 Forward Drive Madison, WI 53711 608 274-7900			<b>AB</b>
<i>Amount, Source</i>	\$ 41,000 (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>	110 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			

- B. Expansion of Homeownership Opportunities: (B 2008) These projects expand homeownership opportunities and strengthen current neighborhoods through encouragement of affordable owner-occupied housing, home buying, and expansion of ownership/tenure options. These projects generally help improve both the affordability for purchase by moderate-income homebuyer households and/or the physical status of the housing stock available to first-time homebuyers. The active projects include various forms of alternative ownership such as rent-to-own (Urban League of Greater Madison, Common Wealth); land trusts (Madison Area Community Land Trust); self help (Habitat for Humanity); down payment subsidies (State Division of Housing – Housing Cost Reduction Initiatives (HCRI), CED - Home-Buy program, Movin' Out – Homeownership program); construction of new units or renovation of housing stock for purchase (Operation Fresh Start). These activities address Objective B in the Five Year Plan and are generally targeted to those households in the 50 to 80% of median range. The long-term target goal is to maintain or increase the rate of homeownership in the lower income non-University neighborhoods to 90% of the citywide average for ownership. The national benchmark for ownership is a 68% average.

The 2008 City objective is to help at least 100 households move into affordable, ownership positions.

<i>Agency, Title</i>	City CD 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>	\$300,000 (CDBG-PI) \$419,882 (HOME) \$200,000 (HOME CHDO Match) \$300,000 (City Match) \$200,000 (B-List) (These totals include funds for both ownership and rental housing.)	01 / LMH 12 / 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>	22 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 CHDO's to help acquire and/or rehab units for resale, or 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 CD 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) (Prior year HOME funds \$200,000)	O5R / 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>	50 households assisted toward ownership			
<i>Customer/beneficiary</i>	LMI homebuyers citywide			
<i>Activity</i>	Provides down payment 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>	\$372,000 (HOME) \$300,000 (CDBG-PI)	12 / LMH 01 / LMH	
<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>	7 houses purchased by LMI households; 120 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>	Urban League of Greater Madison: <b>Single Family Rent to Own Program</b> <b>BD</b> 151 E. Gorham Street Madison, WI 53703 608-251-8550		
<i>Amount, Source</i>	\$152,500 (CDBG)	14G / LMH	
<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 houses purchased by LMI owners		
<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]		
<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>	\$100,000 (WI DOH-HCRI)	05R / LMH	
<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>	32 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>	Common Wealth Development: <b>Affordable Homeownership</b> <b>BI</b> 1501 Williamson Street Madison, WI 53703 608-256-3527		
<i>Amount, Source</i>	\$ 40,000 (CDBG-PI)	14G / LMH	
<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>	1 duplex (a total of 2 housing units) purchased and renovated; 1 of 2 then sold		
<i>Customer/beneficiary</i>	LMI homebuyers within target neighborhoods		
<i>Activity</i>	Each building would be sold to an income-eligible family under a lease-purchase program, with the second unit rented to an income eligible family during the lease period. [24 CFR 570.202]		
<i>Service area</i>	Census Tract 19		
<i>Agency, Title</i>	Movin' Out: <b>Homeownership Program</b> <b>BK</b> 600 Williamson Street, Suite J Madison, WI 53703 608-251-4446		
<i>Amount, Source</i>	\$300,000 (HOME) \$ 20,000 (HOME-PI)	13 / LMH	
<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>	8 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		
<i>Agency, Title</i>	City CD 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>	\$354,000 (City)	12 / LMH	
<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>	Additional capitalization of a Trust Fund to provide local/equity investments to produce affordable units for resale (or rental) to 14 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>	Madison Area CLT 305 S. Patterson Street Madison, WI 53703 608-280-0131			<b>BH</b>
<i>Amount, Source</i>	\$255,000 (HOME)	12 / 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>	5 households helped into ownership under a land trust model that carries affordability into succeeding generations of buyers.			
<i>Customer/beneficiary</i>	LMI homebuyers			
<i>Activity</i>	Fund land trust purchase of scattered site housing and resale to eligible buyer households.			
<i>Service area</i>	Citywide			

Continuing projects approved in prior years include Habitat for Humanity's Development of Low-Income Owner Housing, Northport Commons Housing Development, Wisconsin Partnership's Oak Glen Housing Development with Movin' Out, and Hilldale Heights, and assistance to homebuyers in the Arboretum Co-Housing development in conjunction with St. Mary's Hospital.

- D. Improvement and Expansion of Rental Housing: (D 2008) 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 and use the housing as a base for other neighborhood improvement activities or create affordable rental opportunities in areas of the City where few such opportunities now exist. The projects include acquisition and/or rehab (CDBG/HOME multi-unit housing or CDBG housing development fund, or Madison Development Corporation for-profit consolidated housing loan program). These objectives address Objective C in the Five Year Plan and generally benefit households with incomes 50% of median or less.

One sub-objective of some of these projects is to expand the supply of rental housing for those with special needs into areas of the larger community (and the county) where few such housing units exist. The national benchmark is to minimize the number of census tracts with concentrations of households with poverty level incomes greater than 40% of the census tract population. Local benchmarks are stated in the Fair Share Inventory and the Consolidated Plan. The positive statement of this benchmark is to increase the economic diversity of census tracts where less than 25% of the households are low and moderate income.

Some of these projects also improve the existing stock and the availability of special needs housing units, particularly in areas of the City (and, for some funds, the County) where such housing does not currently exist, or helps eligible households to afford such housing through direct subsidies. These projects generally help non-profit agencies (and, through the MDC and Project Home NOAH program projects or City Housing Trust Fund, for-profit developers) to acquire and/or renovate housing which combines supportive services for particular populations, such as homeless persons or persons with AIDS. The activities include Emergency Shelter Grant rehab projects, Community Action Coalition-administered eviction prevention and security deposit assistance using ESG and State ESG/ homeless funds, and the Scattered Site Community Living Arrangements (CLA) Fund. These activities address Objective C in the Five Year Plan and generally benefit households at 30% of the median income or less. Construction of new units will generally be assisted only in the Scattered Site areas in order to meet the intent of the fair share goals.

The 2008 objective is to construct or bring a total of 28 units up to code in a manner which makes them affordable and supports neighborhood activities, as well as assist 250 households into more stable or improved rental situations.

<i>Agency, Title</i>	City CDBG: <b>Housing Development Fund (Rental)</b> <span style="float: right;"><b>DA</b></span> 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 2008, after Commission and Council approval.		
<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>	1 unit of affordable rental housing / \$51,000 budgeted		14G / LMH
<i>Customer/beneficiary</i>	LMI rental households		
<i>Activity</i>	Provides deferred loans to non-profits seeking to acquire, rehab, or build affordable housing or 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>	CD Office: <b>ESG Rehab Project Reserve Fund</b> <span style="float: right;"><b>DB</b></span> 215 Martin Luther King Jr. Boulevard, Room 280 Madison, WI 53703 608-267-0740			
<i>Amount, Source</i>	\$ 48,000 (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>	2 units 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>	City CDBG – Community Development Authority: <b>Scattered Site CLA Fund</b> <span style="float: right;"><b>DC</b></span> 215 Martin Luther King Jr. Boulevard Madison, WI 53703 608-267-0740			
<i>Amount, Source</i>	\$100,000 (Scattered Site)	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>	2 units of 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>	Project Home: <b>Neighborhood Owned Affordable Housing (NOAH)</b> <span style="float: right;"><b>DK</b></span> 1966 S. Stoughton Road Madison, WI 53716 608-246-3733			
<i>Amount, Source</i>	\$102,000 (CDBG B-List)	01/ 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>	8 units of affordable rental housing constructed			
<i>Customer/beneficiary</i>	LMI rental households			
<i>Activity</i>	Loans to individuals to help purchase, live in, and manage smaller rental buildings that would provide affordable housing to income-eligible households. [24 CFR 570.201.2]			
<i>Service area</i>	Citywide			

<i>Agency, Title</i>	Community Action Coalition: <b>RENT-ABLE Program</b>			<b>DM</b>
	1717 N. Stoughton Road Madison, WI 53704 608-246-4730			
<i>Amount Source</i>	\$400,000 (WI-DOC ESG/homeless) \$ 25,000 (WI-DOC ESG/homeless)	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>	250 households helped to secure housing			
<i>Customer/beneficiary</i>	Lower income households			
<i>Activity</i>	Provides security deposits/eviction prevention or rent subsidy assistance to lower income households to secure and stabilize their housing. [24 CFR 92.209]			
<i>Service Area</i>	Countywide			
<i>Agency, Title</i>	Madison Development Corporation: <b>Consolidated Housing</b>			<b>DJ</b>
	550 W. Washington Avenue Madison, WI 53703 608-256-2799			
<i>Amount, Source</i>	\$ 50,000 (CDBG-PI)	14H / 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>	5 units of affordable rental housing constructed			
<i>Customer/beneficiary</i>	LMI renters			
<i>Activity</i>	Continues program to help MDC acquire property for affordable rental housing or administer a loan program targeted to small housing development companies to cover development of projects to acquire land/renovate properties for affordable housing. [24 CFR 570.202]			
<i>Service area</i>	CDBG Target Area			
<i>Agency, Title</i>	Movin' Out: <b>Rental Housing Program</b>			<b>DR</b>
	600 Williamson Street, Suite J Madison, WI 53703 608-251-4446			
<i>Amount, Source</i>	\$280,000 HOME	14H / 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>	6 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			

<i>Agency, Title</i>	Porchlight: <b>Permanent Housing for Homeless Persons</b> 306 N. Brooks Street Madison, WI 53715 608-257-2534			<b>DS</b>
<i>Amount, Source</i>	\$ 280,000 HOME	14H / 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>	5 units of affordable rental transitional housing acquired			
<i>Customer/beneficiary</i>	LMI renters			
<i>Activity</i>	Acquire existing property to rehab or construct a mixture of permanent and transitional housing for formerly homeless households.			
<i>Service area</i>	Citywide			

Continuing projects approved in prior years include Interfaith Hospitality Network's Special Needs Housing Acquisition Project, and Porchlight's Family Transitional Housing Project.

**Facilitation of Private Sector New Job Creation: (E 2008)** These activities help existing businesses grow to create jobs for lower income persons. The City places a priority on helping existing businesses (which serve an export market, or which serve the CDBG target neighborhoods) to grow or locate expanded businesses within these neighborhoods. The activities include a business loan program (Madison Development Corporation) and a small neighborhood-focused business investment program. Activities address Objective E in the Five Year Plan and generally serve households with 80% of the median income or less. The 2008 target goal is to help businesses to create at least 42 new jobs available to lower income residents.

<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>	\$1,100,000 (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>	38 full time equivalent jobs created/offered to LMI individuals			
<i>Customer/beneficiary</i>	LMI individuals			
<i>Activity</i>	Provides loans to small businesses "export market" firms 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, or land purchases and resale to assist small businesses. [24 CFR 570.204]			
<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>	\$ 50,000 (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>	2 jobs 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>	City CD Office: <b>Economic Development Fund</b>			<b>ZE</b>
<i>Amount, Source</i>	\$ 150,000 (CDBG B-List)	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>	3 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>Public Market Development</b> 1501 Williamson Street Madison, WI 53703 608-256-3527			<b>Eb</b>
<i>Amount, Source</i>	\$150,000 (CDBG- B list)	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>	Provides seed capital to permit Common Wealth to leverage other funds and conduct market studies to select a site to acquire or build a public market creating retail opportunities for small farmers, growers, and food-related businesses that would employ low- and moderate-income people.			
<i>Customer/beneficiary</i>	LMI individuals			
<i>Activity</i>	Contribute to capitalization of a fund to acquire a facility to serve farmers and small businesses, promote healthy food, and build a stronger local food supply.			
<i>Service area</i>	CDBG Target Area			

Continuing projects approved in prior years include the continuing monitoring of businesses previously assisted through the MDC Business Loan Program and the Forward Community Investments Genesis Incubator as well as the continuing development of a Common Wealth Development Arts Incubator.

F. Development of Micro-Enterprises: (F 2008) These projects provide technical assistance in business start-up and expansion to lower income entrepreneurs or to very small businesses operating within targeted neighborhoods. Activities include management counseling and special seed funding. Activities address Objective F in the Five Year Plan and generally serve households with incomes of 80% or less of the median. The 2008 target goal is to help 30 persons start or maintain the viability of their businesses, with a benchmark survival rate of 80% for a minimum of three years.

<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>	\$140,000 (CDBG) \$10,000 (CDBG B-list)	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>	30 entrepreneurs assisted, 6 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). [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>Small Business Technical Assistance</b> <b>FF</b> 313 W. Beltline Highway, Suite 120 Madison, WI 53713 608-213-0013			
<i>Amount, Source</i>	\$ 40,000 (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 businesses strengthened;			
<i>Customer/beneficiary</i>	LMI Business Owners			
<i>Activity</i>	Funds 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>	Latino Chamber of Commerce: <b>Small Business Technical Assistance</b>			FF
	2300 S. Park Street, Suite 2 Madison, WI 53713 608-712-3522			
<i>Amount, Source</i>	\$ 40,000 (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 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			

- G. Strengthening of Community Gardens, Neighborhood Centers and Other Neighborhood Focal Points: (G 2008 These projects promote the delivery and coordination of neighborhood-based services through the operating support of such focal points as community gardens or facilities shared by several agencies and which focus on human and recreational services to neighborhood residents. These include basic and core support operating costs for neighborhood centers (Allied, Boys and Girls Club, Vera, and Wil-Mar), or the promotion of space and programming by outside groups within select neighborhoods (Atwood, Friends of the Center, East Madison, Neighborhood House, and Wexford). These projects also support “self-help” programs which are designed to assist lower income households in meeting their basic needs, such as food, clothing, services, and family support. They include such activities as a community garden development program (Community Action Coalition). These projects address Objective G in the Five Year Plan and generally benefit all residents within the service areas of each center. The 2008 objective is to create 1,250 to 10,000 hours of programming within each of the nine service areas (depending upon the size of the service area).

<i>Agency, Title</i>	Community Action Coalition: <b>Community Gardens</b> <span style="float: right;"><b>GA</b></span> 1717 N. Stoughton Road Madison, WI 53704 608-246-4730			
<i>Amount, Source</i>	\$ 41,689 (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>	13 gardens assisted / 295 households involved			
<i>Customer/beneficiary</i>	Lower Income Households			
<i>Activity</i>	Provides staffing and support to lower income households who lower food costs through participation in the growth of their own food. [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> <span style="float: right;"><b>GC</b></span> 4705 Jenewein Road Madison, WI 53711 608-274-7006			
<i>Amount, Source</i>	\$ 73,644 (CDBG) \$ 38,984 (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>	6,000 unduplicated people served; 4,000 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 and additional building maintenance; 4,000 program hours provided. [24CFR 570.201(e)]			
<i>Service area</i>	Census Tract 6			

<i>Agency, Title</i>	Boys and Girls Club: <b>South Core Center Services</b> <span style="float: right;"><b>GE</b></span> 2001 Taft Street Madison, WI 53713 608-257-2606		
<i>Amount, Source</i>	\$158,955 (City)	05 / LMC	
<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>	6,500 program hours provided to 5,000 individuals; 1 neighborhood strengthened		
<i>Customer/beneficiary</i>	Residents of center service area		
<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> <span style="float: right;"><b>GF</b></span> 614 Vera Court Madison, WI 53704 608-246-8372		
<i>Amount, Source</i>	\$ 17,444 (CDBG) \$ 88,751 (City) \$ 15,000 (Private)	05 / LMC	
<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>	4,000 program hours provided to 1,750 individuals.		
<i>Customer/beneficiary</i>	Residents of 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> <span style="float: right;"><b>GG</b></span> 953 Jenifer Street Madison, WI 53703 608-257-4576		
<i>Amount, Source</i>	\$ 31,261 (CDBG) \$ 112,728 (City)	05 / LMC	
<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>	4,000 unduplicated people served; 9,700 program hours provided.		
<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 and additional building maintenance. [24 CFR 570.201(e)]		
<i>Service area</i>	Census Tract 19		

<i>Agency, Title</i>	Atwood Community Center: <b>Atwood Facility Use</b> <span style="float: right;"><b>GH</b></span> 2425 Atwood Avenue Madison, WI 53704 608-241-1574		
<i>Amount, Source</i>	\$ 41,393 (CDBG)	05 / LMC	
<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>	2,800 program hours; 7,800 individuals		
<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 Tract 20		
<i>Agency, Title</i>	Vera Court Neighborhood Center: <b>Bridge-Lake Point-Waunona Facility Use</b> <span style="float: right;"><b>GI</b></span> 1917 Lakepoint Drive Madison, WI 53713 608-222-8737		
<i>Amount, Source</i>	\$ 30,792 (CDBG) \$ 79,252 (City)	05 / LMC	
<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>	1,500 program hours provided to 400 individuals; 1 neighborhood strengthened		
<i>Customer/beneficiary</i>	Residents of Bridge Lakepoint Waunona Center service area		
<i>Activity</i>	Funds coordination and related space costs for activities & 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>East Facility Use</b> <span style="float: right;"><b>GJ</b></span> 8 Straubel Court Madison, WI 53704 608-249-0861		
<i>Amount, Source</i>	\$ 45,383 (CDBG)	05 / LMC	
<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>	2,700 program hours provided to 1,450 individuals; 1 neighborhood strengthened		
<i>Customer/beneficiary</i>	Residents of 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 25.98		

<i>Agency, Title</i>	Neighborhood House: <b>Neighborhood House Facility Use</b>			<b>GK</b>
	29 S. Mills Street Madison, WI 53715 608-255-5337			
<i>Amount, Source</i>	\$ 35,346 (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>	2,800 program hours provided to 3,700 individuals; 1 neighborhood strengthened			
<i>Customer/beneficiary</i>	Residents of 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 12.98 and part of 13.98			
<i>Agency, Title</i>	Wexford Ridge Community Center: <b>Wexford Facility Use</b>			<b>GL</b>
	7011 Flower Lane, Apartments A-C Madison, WI 53717 608-833-4979			
<i>Amount, Source</i>	\$ 33,460 (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>	1,700 program hours provided to 800 individuals			
<i>Customer/beneficiary</i>	Residents of Center'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>	Wisconsin Youth and Family Center: <b>Facility Use</b>			<b>GM</b>
	1201 McKenna Boulevard Madison, WI 53719 608-276-9782			
<i>Amount, Source</i>	\$ 50,000 (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>	1,800 program hours provided to 1,000 individuals			
<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			

- K. Physical Improvement of Community Service Facilities: (K 2008). These projects provide capital and related costs for the acquisition and/or improvement of buildings used by human service agencies for the delivery of social and recreational services to the CDBG target population. They include acquisition of shared facilities, rehab of such facilities, or the improvement of their accessibility or code compliance (CDBG Acquisition/Rehab fund). These projects address Objective K in the Five Year Plan and generally benefit lower income households with incomes of 80% of the median or less. The 2008 target goal is to help three agencies acquire or rehab their properties, or to meet the National Americans for Disabilities Act benchmark standard of physically accessible services.

<i>Agency, Title</i>	CD Office: <b>Acquisition Rehab Fund</b> 215 Martin Luther King Jr. Boulevard, Room 280 Madison, WI 53703 608-267-0740			<b>KA</b>
<i>Amount, Source</i>	\$250,000 (CDBG – PI) \$250,000 (B-list)	03 / LMC 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>	2 buildings acquired, brought to code, or made accessible			
<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			
<i>Agency, Title</i>	City Planning/Development Department and Parks Division: <b>Warner Park Community and Recreation Center</b>			<b>KB</b>
<i>Amount, Source</i>	\$362,014 (CDBG)	19F / 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>	1/10 of installment payment for Section 108 loan			
<i>Customer/beneficiary</i>	Residents and businesses in the Northport-Warner area			
<i>Activity</i>	Funds partial repayment of Section 108 loan for construction of a community center to serve the Northside and benefit low and moderate-income households within the area. [24 CFR 570.201(c)]			
<i>Service area</i>	Census Tract 22 and surrounding areas such as Vera, Kennedy Heights and Northport Packers apartments			

Continuing activities approved in prior years include Wexford Neighborhood Center's Expansion and Atwood Community Center's construction of a new gymnasium and multi-purpose facility.

- L. Revitalization of Concentration Neighborhood: (L 2008) These projects support coordinated planning and implementation of revitalization projects within target neighborhoods in ways which strengthen the neighborhood environment and organizations. They include support for the planning process for the development of neighborhood plans in selected areas and the initial two year funding of projects selected by those neighborhood steering committees involved in the development of such plans. They include the completion of a neighborhood plan in the greater Northport/Warner area (City Plan unit) and the funding of projects which will be developed from that plan, as well as the completion of projects approved through prior neighborhood planning processes (South Madison, Hiestand, and South West areas) . These address Objective L in the Five Year Plan and generally serve all residents of the targeted neighborhoods, although project activities are generally directed toward resident households or business owners whose incomes are 80% or less of the area median income. The objective is to promote revitalization activities which support coordinated efforts within key neighborhoods to increase resident involvement in planning and other civic activities, improve housing management, and foster comprehensive local social and physical efforts to enhance the quality of life for residents within target neighborhoods.

The 2008 objectives include the completion of a neighborhood plan in a new planning area and implementation of projects in Census Tracts 14.01, 24.01, and 4.01. (Benchmarks include such measures as the stability of residency, and the participation of residents in voting and other civic events.)

<i>Agency, Title</i>	City Planning Unit: <b>Neighborhood Planning</b> 215 Martin Luther King Jr. Boulevard, LL-100 Madison, WI 53703 608-266-4635			<b>LA</b>
<i>Amount, Source</i>	\$ 40,000 (CDBG)		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>	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 23.01 and 24.02			
<i>Agency, Title</i>	Northport/Warner area (Specific activities to be determined after adoption of neighborhood plan)			<b>LJ</b>
<i>Amount, Source</i>	\$120,000 (CDBG) prior year commitment		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>	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 23.01 and 24.02			

Continuing projects to be completed in 2008 include the improvement of neighborhood parks in the Hiestand and Mayfair neighborhood areas, the completion of pedestrian and street crossing lights in the South Madison area, and completion of four projects in the South west area intended to promote area safety, neighborhood cohesion, and resident stability (Homeownership conversion, park pedestrian path, residential security improvements, and community garden development).

M-1. Expansion of Individual Choice and Agency Access to Resources: (X 2008) These projects help increase the access of lower income households to housing and business development resources through the provision of information and other non-monetary resources, or increase the capacity of community groups to improve such services. They include activities to provide housing counseling (Community Action Coalition, Independent Living), to improve the skills and credibility of low-income renters (Tenant Resource Center) to strengthen their search and negotiation skills as part of the City's overall Fair Housing strategies., and to research some of the patterns of fair housing impediments (City Fair Housing Testing project).These address Objective N in the Five Year Plan and generally assist households with very low incomes in the under 30% of median range. The 2008 target goals are to co-sponsor (with other units of the Department) one citywide conference of neighborhood associations and provide housing counseling to over 2,000 households. Benchmark measures include the existence of viable neighborhood associations in every area of the City, progress toward the City's fair share goals, and a high level of satisfaction for those obtaining housing search information or assistance.

<i>Agency, Title</i>	Community Action Coalition: <b>Housing Counseling and Financial Services</b> <b>XJ</b> 1717 N. Stoughton Road Madison, WI 53704 608-246-4730			
<i>Amount, Source</i>	\$ 23,000 (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>	250 households helped to secure housing; 10,000 households provided with information			
<i>Customer/beneficiary</i>	LMI seekers of housing			
<i>Activity</i>	Helps income eligible persons find affordable housing. [24 CFR 570.206(c)]			
<i>Service area</i>	Countywide			
<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>	30 matched households, serving 120 households			
<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> <b>XF</b> 1202 Williamson Street, Suite A Madison, WI 53703 608-257-0143			
<i>Amount, Source</i>	\$ 7,124(City) \$3,390 (ESG)		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>	120 households (20 completed mediations, 200 consultations)			
<i>Customer/beneficiary</i>	Renters 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>	Briarpatch/Tellurian: <b>Outreach Services</b>		<b>Xi</b>
	300 Femrite Dr. Monona, WI 53716 608-222-7311		
<i>Amount, Source</i>	\$ 12,070 (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>	25 individuals in the State St. area assisted to find appropriate housing and other supportive services		
<i>Customer/beneficiary</i>	Lower income individuals in State St. area		
<i>Activity</i>	Provides outreach, referral, and guidance to individuals on State St. who appear in need of housing or other support services. [n/a: local City funds]		
<i>Service area</i>	C.T. 17, 16.02		

M-2. Improvement of Services to Homeless and Special Populations: (J 2008) These projects provide direct services or assistance to homeless persons and families to help them stabilize their housing situations and work to move them into permanent housing. Projects include case management, counseling, special transportation, medical or food assistance, or the provision of employment assistance. Projects address the service components of Objective N in the Five Year Plan and generally serve households with 30% or less of the area median income.

<i>Agency, Title</i>	CD Office: <b>ESG Services</b> 215 Martin Luther King Jr. Boulevard, Room 280 Madison, WI 53703 608-267-0740			<b>JA</b>
<i>Amount, Source</i>	\$450,000 (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 8 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>Residence-based Support Services</b> 306 N. Brooks St. Madison, WI 53715 608-257-2534			<b>JD</b>
<i>Amount, Source</i>	\$114,000 (SHP) \$ 83,130 (City)	03T / LMC 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>	150 households assisted with counseling; 150 households served with appropriate supportive services			
<i>Customer/beneficiary</i>	LMI rental 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>	Census Tract 11			

<i>Agency, Title</i>	Porchlight, Inc.: <b>Hospitality House</b> 306 N. Brooks St. Madison, WI 53715 608-257-2534			<b>JM</b>
<i>Amount, Source</i>	\$ 23,817 (City) \$ 20,000 (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>	1,250 persons helped to find housing and employment			
<i>Customer/beneficiary</i>	Homeless individuals			
<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>	Census Tract 17			
<i>Agency, Title</i>	Salvation Army <b>Warming House</b> 306 N. Brooks St. Madison, WI 53715 608-257-2534			<b>JQ</b>
<i>Amount, Source</i>	\$ 32,000 (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>	250 persons provided with 53,000 nights of housing in transitional units			
<i>Customer/beneficiary</i>	Homeless individuals and families			
<i>Activity</i>	Covers partial operating costs of transitional units. [n/a: local City funds]			
<i>Service area</i>	Citywide			
<i>Agency, Title</i>	YWCA of Madison: <b>Second Chance</b> 101 E. Mifflin St. Madison, WI 53703 608-257-1436			<b>JR</b>
<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>	20 persons assisted with educational classes and counseling			
<i>Customer/beneficiary</i>	Homeless			
<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			

- Z. Administration of Overall Program: (Z 2008). These projects provide staffing and related costs for overall administration of these Federal, State, and local funds related to neighborhood development and community wide opportunity. They include staffing for program development, staffing of the policy commissions and committees, contract development and monitoring and general program management, accounting, bid, and administrative services. These projects address Objective Z in the Five Year Plan.

<i>Agency, Title</i>	CD 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>	\$663,976 (CDBG) \$164,677 (HOME)	\$469,993 (Other)	21A / Planning/Admin. 19A / Planning/Admin.
<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>	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>	CD 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>	\$0 (CDBG)	Either 01, 19C, or 20 / LMC	
	Due to cuts in the Federal CDBG program, we anticipate no funds being available for this worthy project which has served to study and test new approaches to community development issues		
<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>	0 feasibility studies or innovative projects 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		

Continuing projects to address this goal include an Independent Living South Madison housing study and a market study of the larger Madison area, both funded with City funds.

## DESCRIPTION OF “PROJECTS” AND OTHER ACTIVITIES BY NEIGHBORHOOD AND GEOGRAPHIC AREA

Other chapters in this Action Plan describe the activities planned for 2008 in terms of their contributions toward thematic goals of housing, jobs, and services, or their compliance with the requirements of funding sources. This chapter describes how these activities are organized to address some of the strategic goals associated with different geographic areas of the city and how these site-specific activities complement other plans and activities within other City agencies and community organizations or businesses.

For purposes of this geographic lens, the Action Plan will describe the activities planned for the year 2008 based upon the boundaries of the citywide Neighborhood Resource Teams (NRT's). City agencies delineate smaller areas within the city in over 70 different ways, including such districts as aldermanic boundaries, assessment areas, police districts, neighborhood associations, and census tracts. This Action Plan will use the boundaries of the Neighborhood Resource Teams because their total number of eight areas is reasonably manageable, cover the entire city, and represent aggregates of smaller areas closely co-terminus to other commonly used and operational geographic areas, such census tracts, police patrol areas, and planning council domains.

These Neighborhood Resource Team boundaries are mapped and described in terms of their streets on the City's web site at [www.cityofmadison.com/nrt](http://www.cityofmadison.com/nrt).

The CDBG program approach to a geographical allocation of funds is to assist a core of basic activities available to residents in all of the areas, with an added layer of other special activities targeted to particular NRT areas or sub-areas within those.

The **core or basic activities** available to each area, that essentially address goals of **community-wide concern**, include the following:

- Activities intended to improve the existing housing stock of lower income owner households, such as the **City's rehab loan program** and the **Project Home repair** program;
- Activities designed to improve the physical accessibility and adaptability of individual homes, apartments, and civic spaces, such as the **Independent Living Home Modification** program and the CD Office **Acquisition/Rehab** fund;
- Programs organized to expand homeownership opportunities, such as the range of homebuyer programs including the **CED HOME BUY** program, the **ADDI** program, **Operation Fresh Start**, **Madison Area CLT**, **Urban League of Greater Madison Single Family Rent-to-Own**, and **Movin' Out**;
- Programs that promote the growth of businesses that create jobs for lower income people, such as the **Madison Development Corporation business loan program**, the **Wisconsin Women's Business Initiative** program, the **African-American Black Business Association** and the **Latino Chamber of Commerce** programs;
- Programs designed to help people, including homeless persons, retain their housing or find appropriate housing or expand their housing opportunities, such as the **Community Action Coalition's Eviction Prevention and Financial Services** programs, the **Porchlight, Inc. Hospitality House** services, or the **Tenant Resource Center's mediation** services.

These basic activities are either present in each Neighborhood Resource Team area, or available to residents of all parts of Madison. The following section describes the customized activities that focus on a particular Neighborhood Resource Team area or a sub-area within those.

### West 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. The largest of these sub-areas is the Allied neighborhood, where the CD program has been heavily involved in early revitalization efforts that have now been taken over by the Mayor's Office and the Community Development Authority. These initial efforts date from the initiation of a concentration neighborhood planning process in 1991 and have included support for a variety of housing and neighborhood service focused activities designed to improve housing conditions, reduce the residency turnover, and build linkages between the neighborhood and outside resources. The program has helped facilitate some strategic project planning initiated by the mayors of Madison and Fitchburg, involving the Madison and Verona School

Districts. Residents and community leaders identified higher priority projects in a series of neighborhood and leadership summit meetings that encouraged the Madison Metropolitan School District to implement its plan to purchase an eight-unit apartment building and convert it to a school-community learning center for elementary school children. Mayoral discussions led to the closer cooperation of the two police forces in the area and a sharing of neighborhood office space. Over the last decade, the CD program has provided over \$1,100,000 in equity financing to two non-profit organizations to purchase 12 apartment buildings in the area, renovate, and then manage them as affordable housing. In 2005, one of these complexes, Prairie Crossing, completed a major landscaping project to provide resident amenities. The second complex suffered resident turnover and poor management performance in the face of challenging rental market dynamics and was put up for sale by its non-profit owner, Friends Community Housing. The Office continues to facilitate two City inter-agency teams to use City resources in this area in a productive and coordinated manner.

The second largest of these West Area sub-areas is the Wexford Ridge area, which is served by a neighborhood center funded in part by CDBG program funds. The intent of these funds is to help the center strengthen the linkages between the 246-unit housing project, which is relatively isolated by virtue of its income levels, and the larger community. Several years ago, this Section 8 new construction-assisted housing complex was in danger of being converted to market rate housing, an event that would have eliminated virtually all of the affordable housing in this area. The CDBG Program, with help from the City's CED unit, provided the non-profit Future Madison Housing group with an equity injection of \$1.5 million to help purchase the property, retain the housing affordability, and improve the management situation. Additional information is available by referring to the Wexford Ridge Neighborhood Center description in the Objectives section of this Action Plan. The City provided some initial capital funding in 2002 to help the Center conduct a feasibility study, prepare specifications for a new center, and develop a fund-raising campaign. The Center completed a long-term land-lease agreement with the Madison Metropolitan School District to provide land on which it could build a new center, and is now in the process of constructing a larger Community Education Center to serve a broader area in the Jefferson Middle School boundaries.

Since much of this west area includes moderate and upper income rental properties as well as larger single-family subdivisions, the CD program has pursued a strategy of encouraging scattered site housing and assisted such groups as Independent Living's to acquire its Segoe Road complex, MDC to acquire a housing complex near the Red Cross headquarters, and Goodwill to develop a small-scale special needs housing complex in a middle income area.

2008 site-specific activities in the Allied sub-area include continued support of the **Boys and Girls Club** Allied Dunn's Marsh Neighborhood Center. The CD program will also continue to sponsor efforts to expand the range of housing choices in the Allied neighborhood through conversion of some two-bedroom units into larger ones, and the creation of some rental units into ownership opportunities. The strategies for the focus of these activities are described in the summary, City of Madison Strategic Action Initiatives in the Allied Dunn's Marsh Neighborhoods and in the Mayor's Vision for Allied. In addition, using a special grant from the City, the CD Office will contract with the **Urban League** and the **Building Trades Council** for second year programs to provide Allied residents access to pre-employment and pre-apprenticeship training and support.

The major 2008 activities in the Wexford sub-area will be the continued operating support of the **Wexford** Neighborhood Center, capital support for construction of a new Wexford Center on the Jefferson Middle School grounds, and continued monitoring of the City CD investment in **Future Madison Housing** Fund's Wexford Ridge housing complex.

In 2008, the program will also fund some projects intended to address smaller deteriorating areas, and to address issues identified as part of the South West neighborhood planning process, such as the lack of civic spaces that would help bring together a variety of economic, racial and cultural groups in a common setting and shared activities. One of these focused activities will be continued funding and support for the growth of the **Wisconsin Youth Company Elver neighborhood center**, and efforts to explore a new center in the Meadowood area.

In addition, the CD program will fund an effort by the **Wisconsin Partnership for Housing Development** to help promote workforce housing homeownership opportunities in the Hilldale Heights development for employees working near the Hilldale area as part of the transformation of that area.

### **South 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 sub-divisions 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 CD program has traditionally targeted a broad range of its site-specific activities to this area, including housing, business development and support for civic focal points, like centers and gardens.

CD program-funded activities have traditionally included operating or capital support for the two neighborhood centers near the renewal area (Neighborhood House and Bayview), as well as operating and capital support for the Boys and Girls' Club on Taft Street, and operating and capital support for the Broadway-Lakepoint-Waunona neighborhood Center. (In fact, the CD program helped establish nine of the City's 13 neighborhood centers through a strategy of neighborhood improvement that emphasized the development of focal points to create opportunities for neighborhood residents to interact and to create local access to community services, including two of these four centers.)

Other activities have focused on improving the older housing stock in the area through the CED Rehab Loan program or the Project Home repair program, or promoting ownership through the HOME-BUY, ADDI, Operation Fresh Start or CLT programs. (The first CLT home is located in this area on Beld Street, and has served two generations of homeowners.) In the 1980's, the program invested heavily in rehab and renovation programs to improve the housing stock and energy efficiency of homes in the Bram's Addition and Bay Creek areas. In the 1990's the program invested in homeownership promotion programs in these areas, and in the renovation of some rental complexes like the Quaker Housing apartments on Fisher Street.

A concentration neighborhood planning process in the early 1990's led to a series of physical improvement projects designed to increase the accessibility of Brittingham Park and Lake Monona Bay to the area's disabled population.

Three larger site-specific projects within this area over the last decade have involved major affordable housing projects, such as Porchlight Inc.'s expansion of its SRO to 102 units, the development of ownership opportunities in the Mills-Mound co-housing project (Madison's first co-housing project), and

The program has also worked with community groups to promote business development through support of Madison Development Corporation, a South Madison Community Development Corporation, the original renovation and City annexation of the Villager Mall, and the development of a business incubator with Genesis Development Corporation. In 2002, the City helped Genesis purchase a building at 313 West Beltline Highway to serve as a small business incubator and employment center for south Madison and in 2004, the City provided an additional \$92,000 for renovation of leasehold improvements for small business tenants. In 2005, the City worked with the Dane Fund to help leverage a new infusion of New Market Tax Credits to help lower and stabilize the Genesis incubator operations. While not limited to serving businesses in this South area, two CDBG-funded initiatives to provide technical assistance to women and minority-owned businesses (African-American Black Business Association and Latino Chamber of Commerce), and an initiative to expand micro-lending opportunities (the Wisconsin Women's Business Initiative) are located in this area.

The program has also been instrumental in initiating, funding or staffing strategic planning efforts in this area. The City initiated a neighborhood plan for Bram's Addition in 1982, updated and broadened a plan for the Bay Creek-Bram's addition area in 1989, sponsored a South Madison planning process in 2002-4, and led two implementation processes to focus on broader redevelopment and City capital budgeting.

Activities for 2008 reflect this broad interest, commitment, and range of strategies.

2008 site-specific activities include continued support of three of the neighborhood centers (Neighborhood House, Bouys and Girls Club Taft, and the Broadway-Lakepoint-Waunona Center to help strengthen neighborhood-building efforts.

2008 CD Office funds will assist the Porchlight supportive services program, and support of affordable housing through ownership opportunities created by the Arboretum Co-housing and Habitat owners' assistance, in cooperation with St. Mary's Hospital.

**Central:**

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 also 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 CD program has been very active with a broad range of affordable housing, business development, neighborhood center, community gardens and neighborhood improvement programs.

Assisted housing projects in the western portion of this area have included the redevelopment of a school warehouse into affordable housing units (MDC Bassett), the Transitional Housing, Inc. (now Porchlight) development of several buildings into affordable housing for homeless people, the construction of 641 West Main Street, and the Madison Development Corporation retention of former Madison Mutual Housing Association units as affordable housing.

Housing projects on the eastern portion of this area have included cooperative efforts with Common Wealth on the development of a lease-to-own program, the Falconer and Third Lake Ridge Cooperatives, and the retention of the Madison Mutual Housing Association properties as affordable housing. In 2003, Common Wealth opened a new 60-unit Yahara Riverview Apartment project, assisted with HOME funds. In 2007, Common Wealth joined with a private for profit developer to help construct the Central Park Lofts, a mixed rental apartment project that may be converted into condominiums after the affordability period of its financing. In that planned conversion, Common Wealth retains an option to purchase one of the two buildings and convert it over time into a mixed income ownership project, retaining the benefits of the initial CD investment for lower income households. The CD program has also worked with such special needs housing agencies such as Tellurian to rehab and expand its Willy Street SRO housing, and St. Vincent De Paul to improve its Port St. Vincent, and worked with more general population housing agencies such as Operation Fresh Start, the Madison Area CLT, and the Tenney Lapham Corporation to promote ownership or affordable housing in the area.

Previous economic development projects have included the conversion of four blighting properties – an Amoco gas station, a porn theatre, a junkyard, and a nuisance tavern – into more productive uses, such as an elderly housing project, the Barrymore Theatre, the Third Lake Market, and the mixed-use project that is now home to Common Wealth Development and several assisted housing units.

Assisted businesses have included such downtown stalwarts as The Soap Opera, J. Kinney Florists, and The Blue Marlin. Two major job generation projects have involved Common Wealth's development of business space for growing businesses – the Madison Enterprise Center and the Main Street Industries facility.

2008 site-specific activities include continued support for small business lending through the Madison Development business loan program, and assistance to Common Wealth as it explores the potential for a public market. The program will continue to support affordable housing efforts through site specific support for both Porchlight (THI) and the YWCA as they provide transitional housing for homeless men and women. The City will fund Common Wealth Development to expand its lease-purchase program by helping it buy or partner with a private developer to co-develop affordable units.

In cooperation with Downtown Madison, Inc., the program will help fund a fifth year of a pilot project to provide outreach and referral services to individuals who tend to congregate on State Street and appear to need housing or other appropriate support and counseling services.

In addition to these economic development and housing efforts, the CD program will continue to support the Wil-Mar Neighborhood Center, the Atwood Community Center, and the East Madison Community Center.

**Near East:****North:**

This is an area that developed its housing stock in the 1950's and 1960's, with additional growth of multi-family units in the 1980's and 1990's. 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.

Over the last nine years, the CD program has sponsored its core activities in this area, with a series of housing rehab or construction in the areas east of Oscar Mayer and north of Northport Drive. The CD program, working closely with the Northside Planning Council, contributed heavily to the rebirth of its identity as an active Madison community through the construction of a major community center (the Warner Park Community and Recreation Center), and the support of several smaller neighborhood centers for various programs, including the Vera Court Neighborhood Center, and two experimental programs at Kennedy Heights and Northport-Packers.

In the early nineties, the CD program funded the series of three acquisitions and redevelopments of Vera Court problem housing areas by Future Madison Housing Fund, and their transformation into better places to live. In the last several years, the CD program has worked with the Madison Area CLT and the Troy Gardens coalition group, including the Northside Planning Council, the Community Action Coalition, the Urban Open Space Foundation, and the University of Wisconsin, to foster the acquisition and development of some thirty acres of surplus State land into an innovative green development of affordable housing, community gardens and community supported agricultural farm, and learning center. In 2005, the CLT completed and sold the majority of its new construction housing on Camino del Sol, and C-Cap completed and sold the first 3 of its 25 affordable units on its Northport Commons site. In 2006, the CLT built and sold 27 of its 28 units in the Troy Gardens development.

2008 site-specific activities include continued support of the Vera Court Neighborhood Center and the East Madison Community Center. The program is working with the current developer of the Northport Commons project to either move ahead toward completion of the project or transfer it to a development entity that could carry it forward.

The program is also sponsoring a major neighborhood planning effort in the Northport/Warner area, working with the Planning unit and a steering committee of residents and business representatives to identify challenges and opportunities in the area for the next 5 to 10 years. These efforts, bolstered by a City-funded business market study, should help set the City's development agenda in this area for the next five years. Toward the end of 2008, the CD program expects to move ahead to fund some of the higher priority projects that emerge from this planning process.

#### **East:**

This is a rapidly growing area with the greatest potential for population growth over the next decade. While the eastern end boasts 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.

As a consequence, most of the CD program attention has focused on the western portion and the existing neighborhoods. After Future Madison successfully led the effort improve the Vera Court area on the northside, the City CD program helped Future Madison Housing acquire its Darbo-Worthington complex and begin a long process of building, management, and neighborhood improvement.

In 2003, as a result of a neighborhood planning process that involved five associations, the City, working with the Madison Schools and several neighborhoods, completed CD-funded improvements to the Hawthorne School playground to make it more of a focal point for neighborhood activity. CD funds also helped in several projects emerging from neighborhood planning processes involving the Schenk-Atwood-Worthington and Carpenter-Ridgeway areas. In 2002, the City installed pedestrian lights along the Johnson Street business area, and in 2004 installed traffic calming measures in the Worthington area. The East Madison Community Center expanded its space to handle its buses and storage areas for programming equipment.

In addition to those planning efforts, the C program also sponsored a planning effort in the Hiestand area, one of the two census tracts that reached a HUD threshold of area benefit activity as a result of the 2000 census. (The census confirmed that at least 51% of the persons living in that census tract had household incomes of 80% of the area median income or less.) Working with a neighborhood steering committee, the CD program funded a series of public improvements intended to physically link different portions of the area together in a manner that would encourage greater interaction and possibly lead to a stronger sense of shared space and community within the area. These Hiestand improvements are scheduled for spring 2008 construction and completion.

While the CD program offers its basic repertoire of core activities in the entire area, the eastern portion offers few opportunities for intensive activities, targeted to income eligible populations as part of existing neighborhood improvement efforts. Two such recent projects have included the re-roofing of the Dempsey Manor complex and

the Head Start acquisition of a former church building for additional classroom and family support services space for its eastside families.

However, the CD program also looked for opportunities and partners in the developing eastern and southern areas of this district, as a way to do planning, affordable housing and community-building as the area develops. In 2002, the City provided acquisition funds to Habitat for Humanity to purchase a 30-acre vacant site for development as a Twin Oaks (American Dream) Subdivision, which began a five-year build-out process in 2003. Habitat has completed and sold 40 of its first homes, and Operation Fresh Start has completed 6 of its 6 homes in the area.

In 2008, Habitat will continue its build-out of the Twin Oaks Subdivision, and Movin' Out will team with Wisconsin Partnership for Housing Development to build a 18-unit condominium subdivision within the neighborhood.

While no other site-specific activities are scheduled for 2008, this area offers the best potential for future activities that expand housing opportunities, including the homebuyer programs and rental housing development managed through such agencies as Habitat for Humanity, Operation Fresh Start, and Housing Initiatives, or opportunities created through the inclusionary zoning program.

## RELATIONSHIP OF “PROJECTS” TO CITY AND HUD GOALS

The City of Madison undertakes the preceding projects as a means to strengthen its overall efforts to develop individual neighborhoods and expand opportunities within the community. Some of the projects and their primary objectives focus on the improvement of specific places and areas within Madison; others focus more upon a population group and the improvement of their well being, regardless of location. The design, implementation and accomplishments of all of these projects will help strengthen other City and community efforts to address two broader goals identified in other City policies and documents: (1) development of Madison neighborhoods and (2) expansion of communitywide opportunities. The most recent Common Council action to articulate an overall sense of City goals dates from the adoption of a Strategic Management System. The most recent Department of Planning and Community % Economic Development action to articulate an overall sense of Department goals dates from the Department's 2002 work plan. The next few pages describe how the community and neighborhood development program helps achieve those SMS objectives and Department goals.

### GOAL A: NEIGHBORHOOD DEVELOPMENT

**SERVICE MISSION:** This basic goal is to strengthen neighborhood-focused, revitalization efforts and self-help systems which improve housing, expand economic opportunities, and improve services in lower income neighborhoods. The sites for these projects are generally located in the CDBG Target Area, defined as those census tracts within the City where 51% or more of the individuals have incomes of 80% or less than the median of the area. (See Map A in the Appendix.) All of the owner-occupied housing projects, some of the business/job creation projects, all of the “focal point” projects, and all of the concentration neighborhood projects will contribute in some way to the accomplishment of this broad City goal.

**CUSTOMER GROUPS:** Target groups or customers for this service include:

- a. People living or seeking to live in these neighborhoods.
- b. Persons intending to start or expand small businesses which provide basic services to these neighborhoods.
- c. Participants in neighborhood-focused recreational or human services.
- d. Participants in neighborhood associations.

**RELATIONSHIP TO CITY GOALS:** Neighborhood development projects will most directly help the City achieve the following City Strategic Management System goals and objectives:

**Growth Management:**

- Goal 1. Reduce the disparity between the City and the suburbs . . .
- Goal 4. Use, protect, maintain, and enhance our natural, cultural, and historical resources . . .

**Neighborhoods:**

- Goal 1. Work with existing neighborhoods to maintain and improve . . .
- Goal 2. Identify neighborhoods in need and give special emphasis . . .
- Goal 4. Facilitate the continuing improvement . . . of the downtown area.

**Family, youth, and diversity:**

- Goal 1. Create opportunities for citizens of different races, abilities, cultures, and ages to work, recreate, and learn together.
- Goal 5. Improve work experience opportunities of youth . . .
- Goal 6. Reduce racial and economic segregation in housing . . .
- Goal 7. Strengthen involvement of all neighborhoods in overcoming crime and violence.

### PROCESS OBJECTIVES FOR NEIGHBORHOOD-FOCUSED PROJECTS:

CDBG Commission and staff undertake a range of “process” activities to achieve the projected accomplishments described in the section on “projects.” These are described within the Department of Planning and Development Action Plan phases as follows:

**PLAN:**            Inventory and analyze

1. Facilitate development of customer-focused systems within the Office.
2. Produce trend reports on Strategic Management System (SMS) neighborhoods and its successor systems.

PLAN:        Recommend

1. Refine neighborhood-development related plans, including the Consolidated Community Development and Neighborhood Development Plan, and such special studies as the West Broadway Corridor study, the Allied Strategies, and the South Madison Strategies documents to align with the City’s adopted Comprehensive Plan.

DO:        Help others

1. Facilitate the development of effective neighborhood development projects, and seek resources to implement those projects. The Office will submit at least five applications for funding.
2. Manage contracts for CDBG, HOME, State, and other resources for projects related to neighborhood development goals. The Office will develop, manage, and monitor approximately 35 contracts in this service area.

ASSURE:    Educate the public

1. Provide training on neighborhood development service goals and objectives to potential applicant groups.

ASSURE:    Review/Inspect for compliance

1. Review proposed and funded projects for compliance with all applicable regulations.
2. Conduct studies and analyses of program impact in targeted neighborhoods.

**GOAL B: COMMUNITY OPPORTUNITIES**

SERVICE MISSION: This basic primary goal is to strengthen the community based self-help systems which address the issues and opportunities for lower income or disadvantaged groups to better develop economic independence, or suitable housing, or viable community organizations. Some of the homeownership and rental housing projects, some of the business/job creation projects, all of the micro-enterprise, service to homeless, and linkage projects contribute to this broader citywide goal.

CUSTOMER GROUPS: Target groups or customers for this goal include:

- a. Lower income people living or seeking to live in affordable housing in non-low income areas of the City and the County.
- b. Persons with physical disabilities, AIDS, or related diseases.
- c. Homeless persons.
- d. Persons intending to start or expand small business enterprises (i.e. owned by minority, female, or disadvantaged persons).
- e. Participants in area-wide recreational low/no cost food activities.

RELATIONSHIP TO CITY GOALS: The primary goal of community “opportunity” projects will most directly help the City achieve the following City Strategic Management System goals and objectives:

Growth Management:

1. Reduce the disparity between the City and the Suburbs.
2. Promote greater regional planning and collaboration.
3. Position the City to compete in the global economy.
4. Use, protect, maintain, and enhance our natural, cultural, and historical resources.

Neighborhoods:

1. Work with existing neighborhoods to maintain and improve them . . .

Family, youth, and diversity:

1. Create opportunities for citizens of difference races, abilities, cultures, and ages to work, recreate, and learn together.
2. Reduce racial and economic segregation in housing.

#### PROCESS OBJECTIVES FOR COMMUNITY WIDE OBJECTIVES:

The CDBG Commission and staff undertake a range of activities to achieve these projected accomplishments. These are described within the Department of Planning and Development Action Plan phases as follows:

PLAN:            Inventory and analyze

1. Facilitate development of customer-focused systems
2. Produce trend reports on homeless and special purpose housing, and participate with the County and United Way in the development of community assessment reports.

PLAN:            Recommend

1. Improve community-developed related plans, including the Consolidated Community Development and Neighborhood Development Plan.
2. Develop/formalize strategies and techniques to achieve housing deconcentration goals.

DO:              Help others

1. Facilitate the development of effective community development projects, and seek resources to implement those projects.
2. Manage contracts for CDBG, ESG, HOME, and State resources for projects related to community development goals.
3. Develop future resources for affordable housing, through the administration and evaluation of such new programs as the Housing Trust Fund and the inclusionary zoning program.

ASSURE:

1. Educate potential applicants about service objectives, and provide technical assistance in the development of projects which address these objectives.
2. Review and monitor programs and funded projects for compliance with applicable conditions, and assess their impact on overall objectives.

#### **RELATIONSHIP OF LOCAL MADISON GOALS TO HUD WISCONSIN AND NATIONAL HUD GOALS**

As noted elsewhere in this Action Plan, the City of Madison's goals for 2008 include the following:

- A. Help funded agencies achieve their production goals for the affordable housing, job creation and business development, neighborhood focal points, access to services, and neighborhood revitalization;
- B. Meet the cross-cutting funding requirements of the program's various funders;
- C. Build systems, capacity, and assets for long-term sustainability of effective programs and approaches to community development.

HUD itself has established six national management strategic goals for 2008 and detailed its planned performance in a document titled Annual Performance Plan: fiscal year 2008. Section Three articulates six strategic goals:

- A. Increase homeownership opportunities
- B. Promote decent affordable housing
- C. Strengthen communities

- D. Ensure equal opportunities in housing
- E. Embrace high standards of ethics, management, and accountability
- F. Promote participation of faith-based and community organizations

The Wisconsin State Office of HUD has enumerated these national strategic goals and identified these particular local goals:

- A. Homeownership: improve the use of HOME and ADDI funds for homeownership;
- B. Affordable housing: improve grantee capacity to develop affordable housing;
- C. Strengthened communities: improve grantee capacity to use CPD resources, ensure regulatory compliance, use e-documents systems, and implement performance measurement system;
- D. Equal opportunity: improve compliance with fair housing and equal opportunity requirements;
- E. Standards of Management and Accountability: improve risk-based monitoring and compliance with cross-cutting regulatory requirements;
- F. Participation of Community organizations: improve knowledge of community organizations to meet community needs.

Many of the City's planned activities for 2008 will directly address or support both the National and State HUD Office management goals.

The following table illustrates how some of the City's activities will contribute to HUD and HUD-Wisconsin achievement of these management goals.

	<b>HUD NATIONAL GOAL</b>	<b>STATE HUD GOAL</b>	<b>MADISON ACTIVITIES THAT SUPPORT THOSE GOALS</b>
<b>Homeownership</b>	<ul style="list-style-type: none"> <li>• Promote homeownership particularly for minority households</li> </ul>	<ul style="list-style-type: none"> <li>• Assess local performance; technical assistance to local grantees</li> </ul>	<ul style="list-style-type: none"> <li>• Commit 90% of available ADDI funds to eligible households by 12/2008. Co-market ADDI, HOME-BUY homebuyer assistance with CBO and IZ units.</li> <li>• Work with Third Sector Housing group to improve production capacity; strengthen improved supplier network</li> </ul>
<b>Affordable Housing</b>	<ul style="list-style-type: none"> <li>• Promote HUD financing, reduction of barriers, promotion of energy conservation, lead paint measures</li> </ul>	<ul style="list-style-type: none"> <li>• Provide technical assistance to local grantees; promote housing for chronically homeless</li> <li>• Assist local communities with 10-year plans to reduce homelessness</li> </ul>	<ul style="list-style-type: none"> <li>• Promote policies and funding for energy conservation and lead paint reduction measures.</li> <li>• Implement third year of 10 year plan; Facilitate and fund housing for chronically homeless. (Note: The City has committed to 3 such projects for 2008.)</li> </ul>

<p><b>Strong Communities</b></p>	<ul style="list-style-type: none"> <li>• Increase link of multi-family housing with local networks of services</li> </ul>	<ul style="list-style-type: none"> <li>• Use E-government systems; Implement HUD performance system</li> </ul>	<ul style="list-style-type: none"> <li>• Improve use of IDIS and electronic reporting systems. Expand local electronic reporting systems, and integrate results into City's web pages.</li> <li>• Refine the use of the HUD matrix performance measures in local contracts, reports, and assessments.</li> </ul>
<p><b>Equal Opportunity</b></p>	<ul style="list-style-type: none"> <li>• Increase awareness of fair housing</li> </ul>	<ul style="list-style-type: none"> <li>• Develop standard operating procedure for CAPER reviews by FHEO</li> </ul>	<ul style="list-style-type: none"> <li>• Expand target marketing of homeownership and financial education opportunities to minority groups within community.</li> </ul>
<p><b>High Standards of Ethic, Management, and Accountability</b></p>	<ul style="list-style-type: none"> <li>• Develop customer feedback mechanisms and institute on-site monitoring.</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor timeliness of commitments and expenditures</li> <li>• Implement Risk-based monitoring, technical assistance</li> </ul>	<ul style="list-style-type: none"> <li>• Complete Final reports for HUD and local audiences in appropriate formats that report results and plans for the future.</li> <li>• Orient CDBG Commissioners and staff to conflict of interest issues and HUD cross-cutting regulations, clarify issues throughout the year as needed.</li> <li>• Complete risk-based monitoring of at least six funded programs by December 2008.</li> </ul>
<p><b>Community, Faith-based Participation</b></p>	<ul style="list-style-type: none"> <li>• Promote CBO knowledge of HUD resources</li> </ul>	<ul style="list-style-type: none"> <li>• Increase CBO knowledge and ability to meet community needs.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to inform and strengthen community-based efforts to promote effective approaches to community development goals, through website, workshops, funding, grant management and evaluation processes.</li> </ul>

## RELATIONSHIP OF “PROJECTS” TO OTHER HUD AND NATIONAL ISSUES

The following sections of the Action Plan either describe additional complementary activities by other entities or address specific issues required by HUD or of special interest to Madison residents.

### ANTI-POVERTY STRATEGY

The general Five Year Plan 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 three 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;

In 2008, 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 South West area and the Northport/Warner areas, as well as continue to support these efforts in the Allied-Dunn’s Marsh area. These efforts will continue to:

- \* Improve the public infrastructure within the area (a continuation of the City’s “broken windows” process headed by Building Inspection);
- \* Continue to support a Neighborhood Resource Staff Team in the West area (including representatives from CDBG, EOC, Public Health, Police, Community Services, and Building Inspection); (Note: The CDBG Office provides primary staff support to the Mayor’s assistant who chairs the Neighborhood Guidance Team. The Office also operates the Neighborhood Resource Team web site, and is active in each of the five Neighborhood Resource Teams.)
- \* Increase effectiveness of the overall police law enforcement efforts to reduce criminal activity;
- \* Stabilize the management of rental housing and the neighborhood center in Allied and the greater southwest area; help to strengthen the Wisconsin Youth Company Elver park facility as a neighborhood center, and help Wexford complete construction of its new neighborhood and community learning facility;
- \* Support efforts by the Madison Schools to improve their successful community learning center in Allied, and develop stronger ties with the new Wexford learning center;
- \* Assess and refine the City’s efforts to support resident involvement and empowerment in the community; and
- \* Support efforts of owners and residents to reduce energy consumption through partnership efforts with the State of Wisconsin and Madison Gas and Electric.

### PUBLIC HOUSING

The Madison Community Development Authority 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 enjoys certain powers of public financing, bonding, and condemnation derived from the State Statutes.

The CDA has no staff per se, but contracts with the City of Madison or private consultants for staffing and services. The bulk of these services are provided by the Department of Planning and Community & Economic Development through the Office of the Director, , the Housing Operations Unit, and the (newly created) Economic Development Unit.

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. (Note: The last of these agreements dates from 1993, but efforts are currently underway to update and formalize these arrangements.)

The staff administering the HUD, CDBG, HOME, ESG, and related neighborhood development funds works closely with the 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 major activities for 2008:

- a) Marketing and educational efforts to increase the number of apartment owners participating in the housing choice voucher program; and
- b) Continue to provide housing choice voucher holders with homeownership opportunities and resources offered through agencies and programs (eight of the first ten homeownership vouchers went to households with other assistance provided through the CD Office);
- c) Use place-based housing choice vouchers to reinforce neighborhood revitalization goals, particularly in the Allied-Dunn's Marsh area.

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)).

## **OTHER ACTIONS TO ADDRESS COMMUNITY DEVELOPMENT OBJECTIVES – INCLUDING FAIR HOUSING STRATEGIES**

HUD requires that each city receiving Federal HUD funds describe significant efforts it will take in the coming year to address these varied objectives:

- Obstacles to meeting underserved needs;
- Maintenance of affordable housing;
- Removal of barriers to affordable housing;
- Reduction of lead paint hazards;
- Development of institutional structure;
- Enhancement of coordination;
- Fostering of public housing improvements and resident initiatives.

In 2008, the City will take the following other complementary actions to address the five year community development objectives:

### \* Underserved Needs

The City has listened to the concerns and suggestions offered by residents, developers and managers, and helper organization representatives concerning the situations of those with underserved needs. At some level, the City will seek to create a better environment of laws and regulations that will permit the expansion or improvement in effectiveness of viable strategies to address the needs of these populations.

In 2008, the City will promote a legislative program to seek changes in Federal, State, and County laws and rules to:

- a) Reduce the reporting burden and the publicly assisted cost differential premium charged by contractors bidding on Davis-Bacon covered projects (HUD's removal of barriers initiative).
- b) Work with community-based groups and other community funders to assess demographic and neighborhood trends, and refine funded projects to better meet these emerging needs.
- c) Promote changes in State law to permit the establishment of a statewide housing trust fund and the consolidation of funding categories within the state funding program for homeless and rental funds.

d) Work with other cities and community groups to seek Wisconsin legislative action to clarify and minimize the poorly written state laws providing criteria for property tax exemption of low income rental housing. Current language is confusing and favors new development, rather than preservation efforts for existing rental housing.

\* Maintenance of Affordable Housing

The City values the current stock of housing that is affordable but recognizes that everyday maintenance and occasional renovations are needed to maintain its viability as decent, safe, and affordable housing. Over the last decade, the City has consistently reserved about 5% of its CDBG funds and 25% of its HOME funds to use for the maintenance and improvement of existing housing. In 2008, the City will

In 2008, the City will continue its program of systematic code enforcement, with focused efforts on more vulnerable and older neighborhoods. In coordination with the Apartment Association of South Central Wisconsin, the City will promote the education of landlords in screening of tenants and other best practices of rental property management. The City will discuss educational and rehab assistance programs with the Apartment Association, and if funds are available, continue to fund a rental acquisition assistance program, enhanced by a landlord mentoring component, as part of the Project Home NOAH project.

\* Removal of Barriers to Affordable Housing

In 2005, the City instituted an electronic integrated land use review system that encourages simultaneous reviews of the same housing development application by various city agencies. The City continues to focus its major internal barrier removal strategies on the effective streamlining of its land use approval process, to increase the speed of its decision-making, the quality of City agency review, and the coherence of reports presented to the reviewing bodies for approvals.

In 2008 the City will begin installation of enterprise software for its overall general land use and approval development process. The CD Office will continue to participate in the operational aspects of this system and seek its improvement through evaluation. The CD 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.

\* Homelessness

The City of Madison has followed strategy to reduce homelessness through eviction prevention efforts and efforts intended to move homeless people quickly from streets and shelters into transitional or permanent housing. It has outlined its priorities for homeless and other special needs activities in a Five Year Consolidated Plan, and accepted the relevant recommendations in the Community Plan to End Homelessness developed in partnership with the Homeless Services Group (consortium of Dane County).

The Five Year Plan and subsequent annual funding requests have outlined these objectives:

1. Provide opportunities which support the movement of homeless people and those with special needs into permanent housing, or which assist these households find appropriate shelter (both short- and long-term).
2. Promote prevention services to those at risk of homelessness.

The Community Plan outlines three major objectives:

1. Provide support services to homeless and at risk households to provide access and to 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 transitional or special needs housing units throughout the community (including Dane County).

The City has worked with a group of homeless service providers and voluntary community groups to develop a communitywide plan to end homelessness.

The adopted plan contains the following goal:

Support persons released from hospitals to help them access housing and other services:

“Create new partnerships between the Homeless Services Consortium agencies and funders and local hospitals and other medical facilities to determine a process to determine appropriate housing prior to discharge. Explore the local need for a short-term housing option to serve persons who are released from hospitals who are physically unable to work or who are going through extensive outpatient treatment and who would otherwise be homeless.”

The local need thus far has been handled on individual referral basis through personal contacts of hospital personnel with groups like Porchlight and the Salvation Army. The City, using ESG funds channeled through the State, has funded a vouchering program to motels for people with medical conditions that would otherwise be housed in one of Madison’s emergency shelters.

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 funds and rental assistance resources for the Dane County area. By identifying specific projects through this process, the City is able to address the needs of the mobile homeless population, tap the resources of County and community agencies, and integrate the local services delivery system. While the HUD ESG funds represent a relatively small portion of the total resources within the local homeless services system, the City and providers have generally been able to support projects which address those objectives within the Five Year Plan. Hence, the City anticipates that a portion of the funds will be directed toward vouchers for entry fees and security deposits to help homeless individuals secure permanent housing, rent guarantees for people at risk of eviction, case management services to assist people to find, secure and retain appropriate housing, and renovation funds for new or existing transitional housing units.

\* Lead Paint Hazard Reduction

The City has worked collaboratively with the Dane County CDBG Office, the Dane County Housing Authority, the Madison CDA, and the State of Wisconsin to complete the strategy and training program to implement the recent regulatory changes in the lead paint hazard control activities.

In 2008, the CD Office will explore opportunities to participate within the State-administered, Federally funded experimental program to assess the effectiveness of different levels of lead paint hazard abatement. The City Health and Building Inspection staff will continue to coordinate implementation of a local ordinance designed to reduce lead paint removal and dust hazards to neighbors.

\* Institutional Structure

In the Five Year Plan, the City indicated that it would undertake four types of activities to enhance the community development and housing “systems”:

- a) Exchange information through periodic newsletters and participation in existing community issue or operational groups;
- b) Monitor the availability of Federal, State, or other funds for community development and work with community groups, private developers/managers, the housing authorities and other funding bodies, such as United Way, to develop solid funding applications and support innovative proposals to secure such funds;
- c) Continue to study the long range issues associated with community development and affordable housing and seek greater public participation to help City and other agencies maintain the implementation of this Plan and provide for its continual improvement;
- d) Work closely with potential funders of experimental projects and the evaluation of local efforts, such as the Greater Madison Housing Foundation and the Madison Community Foundation, to assess the potential of partnership projects, to help capitalize and systematically evaluate experimental efforts to achieve the goals enunciated in this plan.

In the year 2008, the City will:

- \* Continue to participate in collaborative efforts with other funders, private sector groups and agency coalitions such as the Homeless Services Group, the Third Sector Housing group, the local Housing Cost Reduction Initiative (HCRI) Consortium, the Park Street Partners, 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.
- \* Explore ways to support the University of Wisconsin – Madison to seek HUD and other funds related to community outreach activities. The City intends to work with the University and the South Madison neighborhoods to help them obtain a grant to support neighborhood-university partnerships and to partner on other strategic improvement projects in South Madison.

\* Coordination with Other Special Service Agencies

The CD Office and the City have a long history of initiating efforts and developing tools or processes that encourage the sharing of information, the development of partnerships, or the collaborative partnering of multiple groups to address community development objectives. The CD Office chaired the first local intergovernmental-United Way effort to develop a homeless reduction strategy, piloted the first community assessment and indicators project, conducted the first survey of neighborhood association groups regarding City objectives and neighborhood conditions, and chaired the group that developed the common application for local funds.

During 2008, the City will

- \* Meet at least annually with representatives of United Way of Dane County, the Greater Madison Chamber of Commerce Capital Campaign Committee, the Madison Metropolitan School District, the Dane County Regional Plan Commission or its successor, the Madison Community Foundation, the Dane County Housing Authority, the Homeless Services Group, and Dane County Human Services to review these community development goals and the status of these implementation and improvement efforts.
- \* Continue to support Planning Unit improvement of a newsletter or web site designed to inform neighborhood associations of other associations' activities and of City activities. The City will also explore the use of other information- oriented activities, such as conferences and workshops to support efforts of neighborhood and resident associations to maintain the quality of life within their neighborhoods.

\* Fostering of Public Housing Improvements and Resident Initiatives

The City provides staffing and some funding to the local public housing authority in its operation of public housing and the housing choice voucher program. The City's community development program has long funded two neighborhood centers (East Madison Community Center and Boys and Girls' Club-Taft) located in or adjacent to two of the CDA's family public housing clusters, Truax and Baird-Fisher.

- \* In addition to this continued neighborhood center support, the City's CD program in 2008 will work with and provide some staffing and technical assistance to the CDA as it implements its year 2008 phase of its public housing capital improvement program, and initiatives within public housing and housing choice voucher programs to foster participation with County-sponsored employment and training programs or school to work programs and housing counseling for homeownership.

\* Areas of Minority Concentration

- \* The City described the criteria and designation of "minority areas" as part of the Five Year plan for the period 2005-2009. These designations were based upon the 2000 census data. The census tracts with the highest percentage of minority populations continue to be C.T. 32 (a graduate student family housing area) and C.T. 14.01 (a traditional area of higher minority group residency).

During 2008, the City will continue to fund selected activities in C.T. 14.01 as well as activities designed to address the needs of other concentrations of racial and ethnic minorities, including operating support for the Boys and Girls Club-Taft Street, and the establishment of an Urban League Center for Economic Development.

\* Fair Housing and Activities to Remove Impediments

- \* The City of Madison has conducted or sponsored several studies to identify impediments to a greater choice of housing, including an Equal Opportunity Commission study of housing counseling and information, a CDBG-funded Fair Housing Council study of income requirements to rental housing, a South Madison Task Force study on housing, a CRA study group on lending practices, and a November 1995 Equal Opportunity Commission study on race and ethnic relations. The City has funded a variety of activities which address some of these issues, including a Community Action Coalition housing information list, an Urban League sponsored lease-to-own program, and Access to Independence Counseling program, and a Fair Housing Council affirmative marketing training program for City-funded agencies.

In November 2007, the CD Office, working with the director of the Department of Civil Rights and her key staff, identified several major current impediments to fair housing:

- a) High costs of Madison's housing stock, and minority group households with limited income who cannot provide a down payment;
- b) Lack of role models, mentors, and "people who look like me" in homeownership roles. Low understanding of the home purchase process by minority group households, particularly those with poor or different credit histories;
- c) 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.

In the year 2008, the City will continue the following actions to reduce these identified impediments:

a) Education for renters

Support training and certification activities sponsored by various community groups and apartment owners which help lower income households with opportunities to demonstrate their ability to be responsible tenants, and through this credential process, broaden the range of rental housing units available to lower income households. The City will work with the YWCA to promote its Second Chance program, and work with Centro Hispano to facilitate client contact with other housing organizations to improve services to the Hispanic/Latino population.

b) Education for property owners

Continue to work with property owners and rental managers through such groups as the Equal Opportunity Commission, the Fair Housing Council, and the Apartment Association of South Central Wisconsin to identify steps to address areas of common concern and interest. The CD Office will contract with the Fair Housing Council to help better train its funded agencies about affirmative marketing and the reduction of impediments to Madison target populations.

c) Coordination with City Civil Rights

Continue to work with the new City Department of Civil Rights (consisting of the former EOC and the Affirmative Action Offices) to explore ways to work with the Madison chapter of the Fair Housing Council. After some discussion among Department staff, the Department decided not to contract with the Fair Housing Council in 2008 for testing services. Instead the Common Council provided City funds to the CBG Office to issue a request for proposals for testing services intended to explore practice and pattern discrimination in housing, rather than focus on testing generated from individual complaints of discrimination made to the Department of Civil Rights.

d) Financial literacy for homebuyers

Continue to explore ways to implement or encourage initiatives to extend homeownership, personal credit, and small business financing to members of Madison's lower income and racial communities. The CD Office provided lead staffing with the Equal Opportunities Commission staff to a study group in 1999-2001, has worked with the Homebuyers Roundtable to promote financial education, and was able to co-sponsor a State Department of Financial Institution Money Conference in Madison in each year since 2001. The CD Office intends to continue to co-sponsor the Money Conference, and the Homebuyers' Fair in 2008. In

addition, the CD Office will contract with the Financial Education Center to provide group and customized counseling to Allied area residents to encourage their exploration of paths to homeownership.

e) Down-payment assistance

Continue to fund programs which seek to help lower income households with down payment assistance and other supportive efforts to move as owners into affordable housing. The City will continue to support such efforts as the City's American Dream Down-payment Initiative and HOME-BUY assistance programs, the Madison Area CLT land trust, and the Common Wealth, Habitat, and Urban League lease-to-purchase programs as ways to reduce the obstacle of a down payment or broaden the avenue for alternative routes to ownership.

## **MONITORING**

### Coordination of the Implementation of the Consolidated Plan

The Department of Planning and Community & Economic Development Community Development Office, working with the Department's various policy bodies, including the Plan Commission, the CDBG Commission, and the CDA, will take lead responsibility for implementation of the Plan. The CDBG Commission will be the lead responsible policy body for primary review and evaluation of the policy components of the Plan.

The Department of Planning and Community & Economic Development CD Office will serve as the lead City agency in the recording, monitoring, and evaluating of the City's progress in achieving the Plan goals, and in assessing the use of resources applied to those ends.

A subcommittee of the CD Staff Team will oversee a consistency review process for applications directed to HUD, to assess conformance with the adopted Consolidated Plan, and provide ongoing guidance for the City's community development programs. This process currently delegates this consistency and subsidy layering review to the responsible staff within either the CD Office or the CED Unit, depending on the program.

### Certifications for Consistency

The City will certify applications for other funding for consistency with the Consolidated Plan if the proposal effectively addresses one of the City's annual goals. The City will support the applications by other entities for funding during the coming year for the programs identified in the Consolidated Plan, under the circumstances noted. The City will not certify proposals for consistency with the Plan if the proposed project:

1. Proposes new construction greater than 60 new units of housing for lower income persons; or
2. Proposes 16 or more new construction units of assisted family housing (as defined in the Fair Share inventory) in census tracts which are in the upper twenty per cent of the ratio of assisted housing units per capita within the City. (These include Census Tracts 2.04, 5.04, 6, 14.01, 14.98, 22, 23.01, 24.96, 24.97, 24.98, 25.98, and 30.02.); or
3. Proposes construction or renovation of an emergency or transitional facility, or licensed community-based residential treatment facility, and does not meet the appropriate State standards for siting or City standards for building codes or accessibility; or
4. Is developed without consultation or coordination with other community development groups in the community which are planning or conducting similar activities.

The City may consider making a finding of consistency with the Consolidated Plan when a proposed project (which does not meet criteria # 1 or # 2) does incorporate specific linkages to support services for the residents, and other amenities such as a neighborhood center, or resident employment program.

### Contracts and Contract Review

The City will generally utilize a written development or funding agreement to articulate the expectations associated with the assistance, including a scope or services, a budget for the project, disbursement and

payback schedules or provisions, penalties where appropriate for non-performance, compliance with conflict of interest, financial management, equal opportunity, affirmative action, environmental, lead-based paint, labor practices, and anti-displacement measures.

Once assistance is initiated, City staff will make at least one monitoring visit on-site on selected higher risk projects to verify the process of the project or renovation, and require periodic written reports from the sub-grantee or development agent or contractor. Depending upon the complexity of both the project and the funding requirements, the City may provide orientation training and technical assistance to help improve the successful completion of the project. The City will summarize the progress of each funded program, seek to assist those that encounter difficulties, and make periodic reports to the original funding bodies, such as the State or the Department of Housing and Urban Development.

In this manner, the City will continue to develop its policies, plans, processes, and programs to preserve, manage, and promote the improvement of affordable housing, the development of a suitable living environment, and the experience of economic opportunities within the community and neighborhoods of Madison.

The City will continue to improve its evaluation standards and practices, and facilitate the use of customer feedback methods among its funded agencies. The City will continue its programs to incorporate better mapping and data collection techniques into its reporting systems and experiment with different forms of performance reports to citizens and the public.

## SPECIAL PROGRAM SOURCE REQUIREMENTS

### CDBG

The projects and activities described in the previous sections describe the program income expected to be used in 2008. In summary form, the expected revenue and expenses from revolving funds include the following:

Revolving Fund	Anticipated Revenue		Anticipated Expenses	
	Source	Amount	Source	Amount
CED – DPL Program	CDBG	\$ 50,000	CDBG	\$ 50,000
	HOME	\$200,000	HOME	\$200,000
CDBG – Housing Development fund	CDBG	\$200,000	CDBG	\$200,000
	HOME	\$200,000	HOME	\$200,000
Project Home - Home Repair	CDBG	\$ 50,000	CDBG	\$ 50,000
MDC Consolidated Housing	CDBG	\$ 40,000	CDBG	\$ 75,000
Operation Fresh Start	CDBG	\$200,000	CDBG	\$200,000
Movin' Out	HOME	\$ 50,000	HOME	\$ 50,000
Madison Development Corporation - Business Loan program	CDBG	\$1,100,000	CDBG	\$1,100,000
Common Wealth - Neighborhood Investment	CDBG	\$ 40,000	CDBG	\$ 40,000
Madison Area CLT – Land Trust Housing	HOME/ Match	\$200,000	HOME/ Match	\$200,000
CDBG _ Community Facility Acquisition/Rehab Fund	CDBG	\$140,000	CDBG	\$140,000

- \* The City does not anticipate using any CDBG revenue for a “float-funded” activity.
- \* The City of Madison may consider the use of CDBG and HOME funds for refinancing when an existing affordable housing project meets each of the following criteria:
  - (1) The project is located within an area of the City designated as an area of focus for a neighborhood resource team, or is a component of an adopted CDBG/Plan Unit Concentration Neighborhood Plan.
  - (2) The CDBG Commission determines that renovation of the property is needed to improve the quality of the rental housing and that refinancing is necessary to maintain the affordability of the rental units, and that continued viability of the property as affordable housing is necessary and appropriate to achieve other related neighborhood or community development objectives, such as when the housing is part of a larger neighborhood revitalization strategy or fills a gap in the community wide continuum of care services.
  - (3) The CDBG Commission determines that the dollar amount of recommended refinancing is not greater than the dollar amount of recommended rehab for HOME funds, and no greater than 2 to 1 for CDBG funds.

## SPECIFIC HOME SUBMISSION REQUIREMENTS

### Resale Provisions:

The HOME-acquisition and rehab programs administered through the CD 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:

1. Sell the renovated properties (or lease the property within a contract to purchase the property within three years) to homebuyers who meet the HOME income requirements (24 CFR 92.203) and who will make the property their principal residence;

2. 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;
3. Institute either recapture or resale provisions in all of its HOME-fund homeownership activities. In those activities involving resale, the City will require resale of the property to a reasonable range of low income buyers that will use the property as its principal residence for a period no less than the appropriate number of years delineated in the HOME regulations. In those projects involving recapture, the City will expect to recapture a portion of the appreciated value of the original HOME investment. These provisions 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. The resale measure is to assure that resale of the property within the period of affordability be made only to income eligible households, and yet at a price which insures a fair return to the original owner;
4. Place a deed restriction or covenant, or some other mechanism, to enforce the resale or 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.

#### 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) Shared appreciation equity investments, whereby the recipient and the City divide the appreciated return on assisted property based upon preset guidelines.
- 3) Equity investments wherein HOME funds are retained within a project in a manner which maintains the provisions of affordability and 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 within a contract to purchase the property, with the HOME resale provisions protected through a deed restriction. 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 CD Office 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 to assure that resale of the property within the period of affordability be made only to income eligible households. 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 75% of the median. (HUD has already approved the standard land lease which the CLT will use in securing the property for long-term affordable use.)

Affirmative Marketing:

The City has a long record of supporting affirmative marketing and outreach to minority-owned and women-owned businesses, seeking their participation in housing programs.

The CD Office will require HOME-funded agencies and contractors to:

1. Make good faith efforts to involve minority and women owned businesses in the preservation, development, and management of affordable housing;
2. Implement the applicable portions of Madison General Ordinance 3.58, which outline the Affirmative Action Articles of Agreement, including the completion of Affirmative Action plan information;
3. Develop their own affirmative marketing plans and will permit the inclusion of the costs of such plans within the operating budgets of the HOME-assisted projects in their efforts to further fair housing goals. The affirmative marketing plans must include items stated in 24 CFR 92.351, which include but are not limited to informing the public, owners, and potential tenants about Federal fair housing laws, utilizing the local media to market its housing programs and communicating the activities of the HOME program to various community-based organizations, such as nonprofit housing groups, churches, neighborhood centers, advocacy groups, and others interested in the promotion of affordable housing.

Use of HOME Funds for Refinancing

The City of Madison has not yet approved a 2008 activity that would use HOME funds for refinancing purposes as part of a larger renovation project. The City has outlined the criteria for circumstances under which it may consider the use of HOME funds for those purposes on page 49 of this proposed 2008 Action Plan. The City would consider such projects as part of an amendment process to the 2008 Plan, and with the appropriate public notice, be reviewed by the CDBG Commission and the Common Council prior to approval.

Features of the ADDI Program

The City CD Office operates a down-payment assistance program using HUD HOME funds, as well as HUD ADDI and other local 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 Down-payment Initiative program to tenants of public housing and holders of Housing Choice vouchers. The City has worked with Movin' Out and the Madison Area CLT to recruit voucher holders and enroll them in a homeownership projects under development by several entities including those listed in the first section of this Action Plan that address Objective B. The City has contacted churches, community groups, and neighborhood associations, as well as lenders 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 the DCHA's 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 most popular course is the DCHA course noted above, but several other lenders and credit unions also offer certified courses within the Madison area.

The City ensures that the dwelling unit is inspected and that results are shared with the potential buyer as part of the home purchase process.

For 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 2008, the CD 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 part 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.

## **EMERGENCY SHELTER GRANT**

### Match Funds

The City expects to obtain match funds from the following sources: Community agencies, private contributions, and volunteer activities.

### ESG Process and Criteria

The City will use the following process and criteria to award its emergency shelter grant funds. The City will continue to use a consolidated application process, coordinate with the County and United Way to solicit funding proposals for its community development funds, and continue to work with the Emergency Shelter Consortium to develop cooperative proposals for the ESG funds. The City intends to explore improvements in its fund allocation processes and apply those to new funding sources as they develop.

The City will continue to evaluate all proposals on the following criteria:

1. Does the proposal/process address recognized community needs?
2. Does the proposal/process efficiently utilize the program resources to effectively attain the stated program goals?
3. What are the capacity and performance probabilities of the proposal/process to achieve long-term results?
4. Does the overall set of projects strengthen the continuum of care and services needed to address the homeless issues of the community?

The CDBG staff, Commission and the Council will consider these criteria as they prepare, review or approve applications for funding.

## BENCHMARKS

The City has stated its expected outcome and benchmark measures as part of its Five Year Plan, and its Program Funding Framework. Outcome measures are described as either broad outcomes or as project accomplishments. Implicit within the estimated aggregate accomplishments are standards of efficiency related to cost per unit. The City will continue to refine these measures as part of its planning and reporting systems and would welcome additional comments concerning the validity or use of these measures to ascertain effectiveness and program quality.

Listed below are the major expected benchmark outcomes in effect for this coming action plan year. The City anticipates that, with HUD’s active support, the leadership of the Mayor and the Madison Common Council, and the operational and inspired skill of many community-based organizations, we will be successful in making measurable progress toward improvement of the Madison community.

Primary goals	Product (Customer Group)	Nature of Project Achievement or Outcome
<b>Housing</b>	<b>A. Owner-occupied housing (Owner-occupant)</b>	<b>Housing made accessible, brought to code, or made safer or more energy-efficient</b>
	<b>B. Housing for buyers (First-time homebuyer)</b>	<b>Households become homeowners</b>
	<b>D. Rental Housing (Renter)</b>	<b>Housing units created, renovated to code or made accessible, better managed, and affordable; “fairly” sited</b>
<b>Business Development</b>	<b>E. Business creating jobs (people seeking jobs)</b>	<b>Jobs created which meet wage standard levels or create advancement opportunities, with 51% for LMI</b>
	<b>F. Micro-business (small business entrepreneur)</b>	<b>Business created and viable after 4 years</b>
<b>Strengthening Madison’s Neighborhoods</b>	<b>G. Civic places (Neighborhood residents)</b>	<b>Centers and community gardens operated, sustained, developed as neighborhood focal points</b>
	<b>L. Comprehensive Revitalization (Residents and businesses of selected “higher need” areas)</b>	<b>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.</b>
<b>Access to Community Resources</b>	<b>M. Access to resources Low/moderate income persons seeking housing</b>	<b>Household informed, placed into housing, or helped to avoid homelessness</b>
	<b>K. Capital facilities (Agencies with capital facilities serving LMI)</b>	<b>Adequate space acquired or improved for accessibility, energy, code, or customer service improvements, plus a set aside for repayment of the Warner Park Center loan.</b>

Copies of the Five-Year Plan, or its summary, may be obtained from the CD Office by calling 267-0740; copies of the executive summary are available on the CDBG website at [www.cityofmadison.com/cdbg](http://www.cityofmadison.com/cdbg).

**OBJECTIVES: COMMUNITY DEVELOPMENT-FUNDED ACTIVITIES AND THEIR CONTRIBUTIONS  
TOWARD THE 5-YEAR CDBG PLAN OBJECTIVES: 2005-2009**

GOAL: Objectives

ACCOMPLISHMENTS

	Year	Units Achieved*	Units Expected**	5-Year Total Target	% of Achieved/Expected	% of Target Achieved
<b>IMPROVE MADISON'S HOUSING</b>						
A	2005 2006 2007 2008 2009 Total	400	378 394 378	1670		
<i>Owner-Occupied: Repairs/Rehab: Bring 1,500 LMI units in need of minor home repairs into compliance with code and 170 existing owner-occupied units in need of major repairs into compliance with code (repairs/rehab).</i>						
B	2005 2006 2007 2008 2009 Total	70	148 67 103	180		
<i>Homebuyer: Convert/rehab/construct 180 properties or assist single-family units in a manner which makes them affordable for LMI homebuyers (units).</i>						
C	2005 2006 2007 2008 2009 Total	30	347 50 278	180		
<i>Rental Supply Housing: Convert/rehab/construct under-utilized properties of secure properties to develop units with long-term affordability for LMI or help rental households with housing costs (180 units).</i>						
<b>DEVELOP MADISON'S ECONOMY</b>						
E	2005 2006 2007 2008 2009 Total	40	25 33 38	500		
<i>Job Creation: Create 500 new permanent jobs in basic sector businesses and neighborhoods serving businesses (jobs).</i>						
F	2005 2006 2007 2008 2009 Total	30	31 30 36	40		
<i>Outreach to Emerging Enterprises: Improve rate of survival and viability of 40 emerging enterprises (40 entrepreneurs).</i>						
<b>IMPROVE COMMUNITY-BASED SERVICES</b>						
G	2005 2006 2007 2008 2009 Total	25000	14,000 15,000 15,000	60,000		
<i>Neighborhood and Community Centers and Community Gardens: Maximize use, coordination and delivery of human and recreational services to low- and moderate-income persons living within the CDBG Target Area (60,000 individuals).</i>						
K	2005 2006 2007 2008 2009 Total	4	9 3 2	9		
<i>Physical Improvements: Assist 9 agencies in building improvement projects with priority given to energy and access improvements (buildings).</i>						
<b>REVITALIZE SELECTED GEOGRAPHIC AREAS</b>						
L	2005 2006 2007 2008 2009 Total	2	4 2 2	4		
<i>Neighborhood Revitalization: Systematically assist neighborhood associates with planning and revitalization activities (4 neighborhoods).</i>						
<b>PROMOTE AND STABILIZE INDIVIDUAL ACCESS AND CHOICE</b>						
M-1	2005 2006 2007 2008 2009 Total	2,500	1,952 2,160 1,500	1,200		
<i>Community Services to Homeless and Special Populations: Assist 1,200 special population individuals stabilize their housing and develop supportive activities (individuals).</i>						
M-2	2005 2006 2007 2008 2009 Total	8,500	7,229 1,585 2,000	10,000		
<i>Access to Services: Increase access of LMI to housing, economic development, and services resources in the community and regional market through information and non-monetary means (10,000 households).</i>						
<b>PLAN AND ADMINISTER PROGRAMS EFFECTIVELY</b>						
N	2005 2006 2007 2008 2009 Total	132	131 120 110	800		
<i>Long-Term: Develop, guide, and manage proposals and projects which generate long-term impact and self-sufficiency (800 contracts).</i>						

Above figures summarize objectives associated with use of CD funds administered by the CD Office. These include Community Development Block Grant funds, Emergency Shelter Grant Funds, HOME funds, State Division of Housing funds, and local City funds. A full list is available from the CD Office. \*Estimated as of December 2006. \*\*Estimated as of December 2006.

**OBJECTIVES: CD-FUNDED ACTIVITIES AND THEIR CONTRIBUTIONS  
TOWARD THE 5-YEAR CDBG PLAN OBJECTIVES: 2005-2009**

GOAL: Objectives

RESOURCES: Amount and source of funds

	Year	Amount Expended*	Amount Budgeted**	% of Target Achieved
<b>IMPROVE MADISON'S HOUSING</b>				
A <i>Owner-Occupied: Repairs/Rehab:</i> Bring 1,500 LMI units in need of minor home repairs into compliance with code and 170 existing owner-occupied units in need of major repairs into compliance with building code.	2005	\$ 827,429	\$ 779,868	
	2006	\$ 756,308	\$ 1,026,225	
	2007	\$	\$ 882,885	
	2008	\$	\$ 900,885	
	2009	\$	\$	
	Total	\$	\$	
B <i>Homebuyer:</i> Convert/rehab/construct 180 properties or assist single-family units in a manner which makes them affordable for LMI homebuyers.	2005	\$ 1,321,300	\$ 679,410	
	2006	\$ 2,465,756	\$ 2,284,322	
	2007	\$	\$ 4,406,705	
	2008	\$	\$ 4,508,408	
	2009	\$	\$	
	Total	\$	\$	
C <i>Rental Supply Housing:</i> Convert/rehab/construct 180 under-utilized properties of secure properties to develop units with long-term affordability for LMI or help rental households with housing costs.	2005	\$ 1,793,673	\$ 456,320	
	2006	\$ 1,449,092	\$ 1,666,140	
	2007	\$	\$ 2,562,089	
	2008	\$	\$ 2,280,221	
	2009	\$	\$	
	Total	\$	\$	
<b>DEVELOP MADISON'S ECONOMY</b>				
E <i>Job Creation:</i> Create 500 new permanent jobs in basic sector businesses and neighborhoods serving businesses.	2005	\$ 1,510,419	\$ 477,712	
	2006	\$ 1,115,619	\$ 875,000	
	2007	\$	\$ 2,061,383	
	2008	\$	\$ 1,450,000	
	2009	\$	\$	
	Total	\$	\$	
F <i>Outreach to Emerging Enterprises:</i> Improve rate of survival and viability of 40 emerging enterprises.	2005	\$ 101,280	\$ 171,954	
	2006	\$ 138,143	\$ 170,000	
	2007	\$	\$ 200,000	
	2008	\$	\$ 250,000	
	2009	\$	\$	
	Total	\$	\$	
<b>IMPROVE COMMUNITY-BASED SERVICES</b>				
G <i>Neighborhood and Community Centers and Community Gardens:</i> Maximize use, coordination and delivery of human and recreational services to low- and moderate-income persons living within the CDBG Target Area .	2005	\$ 668,654	\$ 817,598	
	2006	\$ 792,579	\$ 784,614	
	2007	\$	\$ 890,160	
	2008	\$	\$ 894,082	
	2009	\$	\$	
	Total	\$	\$	
K <i>Physical Improvements:</i> Assist 9 agencies in building improvement projects with priority given to energy and access improvements.	2005	\$ 825,908	\$ 428,012	
	2006	\$ 860,820	\$ 777,000	
	2007	\$	\$ 1,084,665	
	2008	\$	\$ 1,522,414	
	2009	\$	\$	
	Total	\$	\$	
<b>REVITALIZE SELECTED GEOGRAPHIC AREAS</b>				
L <i>Neighborhood Revitalization:</i> Assist 4 neighborhood associates with planning and revitalization activities.	2005	\$ 45,251	\$ 366,586	
	2006	\$ 120,284	\$ 42,000	
	2007	\$	\$ 285,095	
	2008	\$	\$ 522,796	
	2009	\$	\$	
	Total	\$	\$	
<b>PROMOTE AND STABILIZE INDIVIDUAL ACCESS AND CHOICE</b>				
M-1 <i>Community Services to Homeless and Special Populations:</i> Assist 1,200 special population individuals stabilize their housing and develop supportive activities.	2005	\$ 373,594	\$ 660,791	
	2006	\$	\$ 795,902	
	2007	\$ 367,574	\$ 820,485	
	2008	\$	\$ 623,921	
	2009	\$	\$	
	Total	\$	\$	
M-2 <i>Access to Services:</i> Increase access of LMI to housing, economic development, and services resources in the community and regional market through information and non-monetary means.	2005	\$ 69,588	\$ 60,933	
	2006	\$ 69,724	\$ 66,525	
	2007	\$	\$ 55,055	
	2008	\$	\$ 85,055	
	2009	\$	\$	
	Total	\$	\$	
<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.	2005	\$ 845,263	\$ 812,272	
	2006	\$ 1,009,141	\$ 821,672	
	2007	\$	\$ 1,010,000	
	2008	\$	\$ 1,130,832	
	2009	\$	\$	
	Total	\$	\$	
Grant Total	2005	\$ 8,382,359	\$	
	2006	\$ 9,138,549	\$	
	2007	\$	\$	
	2008	\$	\$	
	2009	\$	\$	
	Total	\$	\$	

\*As of November 2007.

\*\*Estimated November 2007.

## **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 complement the work of others within the community and together improve the viable urban community which embodies the goals of Madisonians.

## **INVOLVEMENT IN FUTURE PLANNING AND PROJECTS**

Comments on these goals and on project performance are welcome and should be sent to the CDBG Commission by mailing them to the CD Office, 215 Martin Luther King Jr. Blvd., Room 280, Madison, WI 53710, or by calling (608) 267-0740. Full copies of the Community and Neighborhood Development Five Year Plan (the HUD Consolidated Plan) are available at each of the City's public libraries. Performance status reports are available from the CD Office.

# City of Madison Map of CDBG Target Area and CDBG Scattered Site Location Areas



- 2000 Census Tract
- CDBG Target Area - (51% or more of individuals have income of less than or = 80% of area median income)
- CDBG Scattered Site Location Area

