DRAFT

City of Madison
Satya Rhodes-Conway, Mayor

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

Community Development Division
Jim O'Keefe, Director



City of Madison, Wisconsin

Consolidated Plan

for the period **January 1, 2025** through **December 31, 2029**

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

photo credit: Cassius Callender

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2025-2029 Consolidated Plan
City of Madison, Wisconsin

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MATT PHAIR, Vice-Chair

Alderperson **DINA NINA MARTINEZ-RUTHERFORD**
Alderperson **NIKKI CONKLIN**
Alderperson **JOHN GUEQUIERRE**
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COMMUNITY DEVELOPMENT AUTHORITY

LINETTE RHODES, Interim Deputy Director

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This document is available online at:
www.cityofmadison.com/dpced/community-development/reports

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I. Executive Summary

ES-05 Executive Summary

24 CFR 91.200(c), 91.220(b)

The City of Madison Community Development Division (CDD) receives federal formula funds annually from the U.S. Department of Housing and Urban Development (HUD). As a condition of receiving these funds, the City is required to develop a five-year Consolidated Plan that articulates the community development goals on which it will focus these funds. This Consolidated Plan covers the period January 1, 2025 through December 31, 2029. During this five-year period, the City anticipates it will receive the following Federal formula funds:

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

In addition to the formula funds listed above, the City also expects to administer HUD Continuum of Care (CoC) and HUD Youth Homelessness Demonstration Program (YHDP) funds during the Plan timeframe.

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

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

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

The 2025-2029 Consolidated Plan includes the goals outlined below, targeting community needs related to affordable housing, economic development and employment, and strengthening neighborhoods.

Goal 1 - Housing Development & Financing: Homeownership

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

Goal 2 - Housing Development & Financing: Rental

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

Goal 3 - Homeless Services & Housing Stability

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

Goal 4 - Small Business Assistance

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

Goal 5 - Neighborhood Asset Building

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

Goal 6 - Program Administration

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

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

Evaluation of past performance

The City of Madison continually strives to improve the performance of its operations and that of its funded agencies. During the period 2020-2023, the Community Development Division made the following investments in the community to meet the goals and objectives outlined in the 2020-2024 Consolidated Plan:

- 2020: $7.7 million
- 2021: $6.0 million
- 2022: $10.5 million
- 2023: $11.0 million

CDBG, HOME and ESG funds were targeted primarily toward affordable housing, economic development and employment, and strong and healthy neighborhoods. The chart in section SP-45 of this document shows the use of these funds in relation to each objective. For a more detailed summary of the City's evaluation of its past performance, previous Consolidated Annual Performance and Evaluation Reports (CAPERs) can be viewed on the City's website at www.cityofmadison.com/dpced/community-development/reports.

Summary of citizen participation process and consultation process

The City's Community Development Division, in coordination with its CDBG Committee, developed the 2025-2029 Consolidated Plan with consultation from a diverse group of individuals and organizations. The City conducted seven focus groups to solicit feedback specifically on homeless services from June through October of 2023. The City also conducted eight consultative group meetings between April and September of 2024 to gather input regarding Madison's top community development needs. Citizen participation was also solicited through two electronic surveys, one for residents and one for partner agencies, sent to over 700 email recipients, forwarded through several community listservs, and made available on the City of Madison Community Development Division's website, accessible via Madison Public Library computers. Paper copies of the survey were distributed and mailed out upon request to individuals and distributed through the City's three community connectors who focus on reaching the LatinX, Chinese and Hmong communities. A total of 619 surveys were completed by City of Madison residents, with 485 responses from resident perspectives and 134 from community partner perspectives. A summary of received comments can be found in **Appendix A**.

During its development, the Plan was discussed at publicly noticed CDBG Committee meetings where specific opportunity for public comment is always provided. The draft Plan was made available for review via electronic notification to a diverse array of citizens, agencies, developers, other funders and governmental bodies, and also posted on the Community Development Division's website. A public hearing was held on July 11, 2024, to solicit public comment on needs, trends and potential obstacles for 2025-2029. An additional public hearing to solicit input on the Draft 2025-2029 Consolidated Plan was held on February 6, 2025.Finally, the Plan was provided to the Common Council March 11, 2025, where another opportunity for public comment was provided. All meeting locations were accessible to persons with disabilities, and all meeting notices included information about how to request accommodation such as a translator or signing assistance.

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Summary of public comments

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

II. The Process

PR-05 Lead & Responsible Agencies *24 CFR 91.200(b)*

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

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

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

Table 1 – Responsible Agencies

Lead Agency

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

Consultation and Other Agency Involvement

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

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

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

Draft

Consolidated Plan Public Contact Information

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PR-10 Consultation

24 CFR 91.100, 91.200(b), 91.215(l)

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

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

The Community Development Division (CDD), in coordination with the CDBG Committee, developed the Consolidated Plan with consultation from a diverse array of groups and organizations. The City conducted eight targeted consultation group meetings to gather input on the top community development needs in Madison. CDD specifically sought to connect with groups that were underrepresented in the survey results. This information, from various sources, was collected from April 2024 to October 2024. Focus groups were held with:

- African Center for Community Development: to gather feedback on what ACCD staff are seeing as the greatest needs in the African populations they serve.
- MadREP's BIZ Ready program: to gather feedback from an agency that supports entrepreneurs and microenterprises.
- Tenant Resource Center: to gather feedback from an agency that works closely with tenants across the City who are often facing eviction.
- Neighborhood Resource Team leaders: to gather feedback from the NRT leads of eleven (11) teams that work in targeted neighborhoods across the City that have a high proportion of low-income residents.
- Engaging Communities to Change Health Outcomes (ECCHO): to gather feedback on community development needs from women of color engaged in a civic training program.
- City of Madison Community Connectors: to gather feedback on how best to connect with the City's LatinX, Hmong, and Chinese populations.
- Interagency Housing Strategy Team: to inform and gather feedback on emerging community needs from other city agencies whose work cross paths with ours.
- City of Madison Disability Rights staff: to gather feedback on barriers and needs related to access to affordable housing that meets the needs of community members with disabilities.

Through its membership in the Homeless Services Consortium (HSC), the City played an active role, including providing funding, for development of *Dane Forward: A Five-Year Plan to Prevent and End Homelessness* (see **Appendix G**). This plan was developed in collaboration with the City, County, HSC and HomeBase, and will serve as a blueprint for ending homelessness in Madison and Dane County. As part of this process, seven focus groups were held to provide feedback specifically on homeless services from June through October of 2023.

- Youth Action Board: to hear directly from youth.
- Lived Experience: to hear directly from those with lived experience in the homeless services system.
- Providers: to hear directly from homeless services providers.
- Doubled-up Providers: to hear directly from providers working with doubled-up households.
- Family Shelter Guests: to hear directly from families with lived experience in the homeless services system.
- Lived Experience Council: to hear directly from those with lived experience in the homeless services system.
- Sun Prairie: to gather a neighboring community's input.

Draft

In addition to these focus groups and consultation groups, the City connected with numerous other Madison area agencies to hear feedback they had recently gathered concerning their community needs. This was an intentional strategy so as not to "over-survey" residents, which is a concern that the City has begun to hear frequently from numerous populations, particularly marginalized populations. Additional feedback was gathered and reviewed, with details on how it informed the Consolidated Plan (see *Table 3*). This includes:

- *Dane Forward: The Community Plan to End Homelessness (2024-2029)*
- Area Plans including the Northeast Area Plan, West Area Plan, and South Madison Plan
- EQT by Design's Older Adult Services and Programming Analysis
- City's Housing Strategy Committee Report (Draft)
- Dane County Regional Housing Strategy Strategic Action Plan (2024-2028)
- Hmong Youth Dane County Youth Assessment
- Housing Systems Inventory
- Housing Survey: Allied Wellness Center Report
- Race to Equity 10-Year Report: Dane County
- Dane County Early Childhood Zones 2023 Annual Summary
- South Madison Reinvestment Strategy for Equity (RiSE) Report (2023)
- Elevate Madison Region: Comprehensive Economic Development Strategy (2024-2028)
- Five-Year Public Housing Agency Plan (Draft)
- By Youth for Youth Funding Recommendations
- Accessible Housing Plan Goals

Focus group attendees had two ways in which they could communicate their views on Madison's top community development needs: (1) verbally, as part of a group discussion about needs; and (2) by phone or email to City staff following the meetings. Approximately 30 individuals took part in the seven targeted focus groups. A summary of the comments/findings from group participants can be found in **Appendix A**.

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

- The chairs of the City's Community Development Authority, the Housing Strategy Committee and the CDBG Committee meet regularly to discuss the City's housing and community development programs and to coordinate regarding their implementation.
- CDD staff participate in bi-weekly meetings with the City's Community Development Authority to enhance coordination between the City's housing and community development programs.
- Through membership on the Equity Team, CDD staff participate regularly in the citywide Racial Equity and Social Justice Initiative (RESJI).
- CDD staff engage in a monthly interagency housing team comprised of other City agencies that align with the work CDD does and can impact it, including Building Inspection, Community Development Authority, Planning, Mayor's Office, Zoning, Real Estate Division, Finance, Fire, Public Health, and the Department of Civil Rights.
- CDD staff serve on, and frequently lead, the City's multi-agency Neighborhood Resource Teams, which were established to enhance and improve the provision of City services to neighborhoods.
- CDD staff served as members of the Dane County Housing Advisory Committee and Executive Committee working on a regional housing strategy along with 80+ public, non-profit, and private stakeholders covering different segments of the housing ecosystem.
- CDD staff meet with Wisconsin's regional Workforce Development Board, Dane County, and United Way to improve the alignment and coordination of area nonprofits working in construction employment training programming that is designed to increase the number of women and people of color employed in the construction trades.

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- As part of its work to affirmatively further fair housing, CDD coordinates with City Planning staff and local nonprofits to encourage non-traditional housing types; coordinates with the CDA in developing a Comprehensive Housing Strategy; and resists neighborhood opposition to affordable housing. A more comprehensive summary of actions to address identified impediments to fair housing choice is included in **Appendix B**.

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

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

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

Through its membership in the Homeless Services Consortium, the City played an active role, including providing funding, for development of *Dane Forward: A Five-Year Plan to Prevent and End Homelessness* (See **Appendix G**). This plan was developed in collaboration with the City, County, HSC and HomeBase, and will serve as a blueprint for ending homelessness in Madison and Dane County.

The City has long supported, and will continue to give preference to, projects that develop supportive housing units that serve special needs populations. Developments that receive Affordable Housing Development Funds from the City must have some units set aside to be filled by the CoC's Coordinated Entry list. Staff at the property work with the local CoC to connect people on the Coordinated Entry list with housing opportunities. The City also uses General Purpose Revenue (GPR) to fund outreach efforts that connect people experiencing homelessness with housing and services provided by CoC agencies.

The services to which people experiencing homelessness are connected include:

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

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

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

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

Notifications regarding City funding processes are also sent via e-mail distribution. The City reviews written applications from those who apply for ESG and other homeless-focused funds. Members of the CoC Board of Directors are invited to review applications and make funding recommendations. The CoC Board approves allocation of ESG funding. The allocation and award process includes negotiation with the applicant regarding its performance goals, as well as CDBG Committee approval of the grant award and outcomes. Each written agreement includes a scope of service and standards for assessment of performance. The CoC regularly reviews information from HMIS to determine program effectiveness. The City currently contributes approximately 2.5% of its annual ESG allocation toward the operation of the HMIS system.

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

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

1	**Agency/Group/Organization**	**Public Health Madison & Dane County**
	Agency/Group/Organization Type	Health Agency Other Government - Local
	What section of the Plan was addressed by Consultation?	Lead-Based Paint Strategy Anti-Poverty Strategy Non-Housing Community Development Strategy Non-Homeless Special Needs Assessment
	How was the Agency, Group or Organization consulted, and what are the anticipated outcomes of the consultation or areas for improved coordination?	Met with the agency as part of regular meetings of the City's Housing Strategy Team to collect comments on needs, trends and priorities for the City of Madison. Met to discuss data and the characteristics of non-homeless special needs populations and the housing and support services needed to serve the populations. Will forward Consolidated Plan to agency to continue discussion for improved performance.
2	**Agency/Group/Organization**	**African Center for Community Development**
	Agency/Group/Organization Type	Civic Leaders Services – Employment Services – Education Services - Youth Housing
	What section of the Plan was addressed by Consultation?	Anti-Poverty Strategy Non-Housing Community Development Strategy
	How was the Agency, Group or Organization consulted, and what are the anticipated outcomes of the consultation or areas for improved coordination?	Met with the agency 09/06/2024 to collect comments on needs, trends and priorities for the City of Madison. Will forward Consolidated Plan to agency to continue discussion for improved performance.
3	**Agency/Group/Organization**	**Neighborhood Center Directors**
	Agency/Group/Organization Type	Civic Leaders
	What section of the Plan was addressed by Consultation?	Anti-poverty strategy Non-Housing Community Development Strategy
	How was the Agency, Group or Organization consulted, and what are the anticipated outcomes of the consultation or areas for improved coordination?	Met with 15 directors of City-funded neighborhood centers on 4/22/24 to advertise the Consolidated Plan Survey and to collect their comments on needs, trends and priorities for the City of Madison. City staff continue to meet with the center directors quarterly.

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4	**Agency/Group/Organization**	**City of Madison Department of Civil Rights**
	Agency/Group/Organization Type	Services - Employment Services - Fair Housing Other Government - Local
	What section of the Plan was addressed by Consultation?	Housing Needs Assessment Anti-Poverty Strategy Non-Housing Community Development Strategy Non-Homeless Special Needs Assessment
	How was the Agency, Group or Organization consulted, and what are the anticipated outcomes of the consultation or areas for improved coordination?	Met with the agency as part of regular meetings of the City's Housing Strategy Team to collect comments on needs, trends and priorities for the City of Madison. Met with Community Connectors to discuss Citizen Participation Plan for Chinese-, Hmong-, and Spanish-speaking communities. Lastly, met with Disability Rights Coordinator to discuss needs of residents of the City of Madison who have disabilities. Will forward Consolidated Plan to agency to continue discussion for improved performance.
5	**Agency/Group/Organization**	**MadREP – BizReady Program**
	Agency/Group/Organization Type	Civic Leaders Services – Business Development
	What section of the Plan was addressed by Consultation?	Anti-Poverty Strategy Non-Housing Community Development Assets Priority Needs
	How was the Agency, Group or Organization consulted, and what are the anticipated outcomes of the consultation or areas for improved coordination?	Met with the agency 9/23/24 to collect comments on needs, trends and priorities for City of Madison microenterprises and small businesses. Will forward Consolidated Plan to agency to continue discussion for improved performance.
6	**Agency/Group/Organization**	**Madison/Dane County Continuum of Care**
	Agency/Group/Organization Type	Housing Services - Homeless Other Government - Local Planning Organization
	What section of the Plan was addressed by Consultation?	Housing Needs Assessment Homelessness Strategy Anti-Poverty Strategy Non-Housing Community Development Strategy
	How was the Agency, Group or Organization consulted, and what are the anticipated outcomes of the consultation or areas for improved coordination?	Met with the agency as part of numerous group consultations to collect comments on needs, trends and priorities for the City of Madison. Will forward Consolidated Plan to agency to continue discussion for improved performance.

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7	**Agency/Group/Organization**	**City of Madison Economic Development Division**
	Agency/Group/Organization Type	Other Government - Local
	What section of the Plan was addressed by Consultation?	Homelessness Strategy Anti-Poverty Strategy Non-Housing Community Development Strategy Economic Development Market Analysis
	How was the Agency, Group or Organization consulted, and what are the anticipated outcomes of the consultation or areas for improved coordination?	Met with the agency as part of regular meetings of the City's Housing Strategy Team to collect comments on needs, trends and priorities for the City of Madison. Met with Office of Business Resources Manager on 8/13/2024 to discuss needs of the microenterprise community that is also part of our target low- to moderate-income demographic. Will forward Consolidated Plan to agency to continue discussion for improved performance.
8	**Agency/Group/Organization**	**City of Madison Mayor's Office**
	Agency/Group/Organization Type	Other Government - Local
	What section of the Plan was addressed by Consultation?	Housing Needs Assessment Homelessness Strategy Anti-Poverty Strategy Non-Housing Community Development Strategy
	How was the Agency, Group or Organization consulted, and what are the anticipated outcomes of the consultation or areas for improved coordination?	Met with the agency as part of regular meetings of the City's Housing Strategy Team to collect comments on needs, trends and priorities for the City of Madison. Will forward Consolidated Plan to agency to continue discussion for improved performance.
9	**Agency/Group/Organization**	**City of Madison Building Inspection Division**
	Agency/Group/Organization Type	Other Government - Local
	What section of the Plan was addressed by Consultation?	Housing Needs Assessment Non-Housing Community Development Strategy
	How was the Agency, Group or Organization consulted, and what are the anticipated outcomes of the consultation or areas for improved coordination?	Met with the agency as part of regular meetings of the City's Housing Strategy Team to collect comments on needs, trends and priorities for the City of Madison. Will forward Consolidated Plan to agency to continue discussion for improved performance.
10	**Agency/Group/Organization**	**Dane County Department of Human Services: Housing Access and Affordability**
	Agency/Group/Organization Type	Other Government - County
	What section of the Plan was addressed by Consultation?	Housing Needs Assessment Homelessness Strategy Anti-Poverty Strategy Non-Housing Community Development Strategy
	How was the Agency, Group or Organization consulted, and what are the anticipated outcomes of the consultation or areas for improved coordination?	Met with the agency as part of the development and sharing of public comment received on needs, trends and priorities for the City of Madison. Will forward Consolidated Plan to agency to continue discussion for improved performance.

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11	**Agency/Group/Organization**	**City of Madison Department of Planning and Community & Economic Development**
	Agency/Group/Organization Type	Other Government - Local
	What section of the Plan was addressed by Consultation?	Non-Housing Community Development Strategy
	How was the Agency, Group or Organization consulted, and what are the anticipated outcomes of the consultation or areas for improved coordination?	Met with the agency as part of regular meetings of the City's Housing Strategy Team to collect comments on needs, trends and priorities for the City of Madison. Will forward Consolidated Plan to agency to continue discussion for improved performance.
12	**Agency/Group/Organization**	**City of Madison Community Development Authority**
	Agency/Group/Organization Type	Housing PHA Other Government - Local
	What section of the Plan was addressed by Consultation?	Housing Needs Assessment Public Housing Needs
	How was the Agency, Group or Organization consulted, and what are the anticipated outcomes of the consultation or areas for improved coordination?	Met with the agency as part of regular meetings of the City's Housing Strategy Team to collect comments on needs, trends and priorities for the City of Madison. Will forward Consolidated Plan to agency to continue discussion for improved performance.
13	**Agency/Group/Organization**	**Tenant Resource Center**
	Agency/Group/Organization Type	Civic Leaders Housing
	What section of the Plan was addressed by Consultation?	Housing Needs Assessment Market Analysis
	How was the Agency, Group or Organization consulted, and what are the anticipated outcomes of the consultation or areas for improved coordination?	Met with the agency as one part of numerous consultation groups on 09/05/2024 to collect comments on needs, trends and priorities for the City of Madison. This agency engages with households facing housing instability – an underrepresented demographic in the survey and public hearings that disproportionately reflects other marginalized identities (i.e., race, gender, ethnicity, citizenship status). The agency also maintains an Eviction Map that combines eviction data from court records with demographic data from the U.S. Census to provide an up-to-date, historical view of where evictions are (and aren't) happening in Dane County, Wisconsin. Will forward Consolidated Plan to agency to continue discussion for improved performance.
14	**Agency/Group/Organization**	**Neighborhood Resource Team (NRT) Leaders**
	Agency/Group/Organization Type	Civic Leaders Other Government - Local
	What section of the Plan was addressed by Consultation?	Housing Needs Assessment Non-Housing Community Development Strategy Anti-poverty strategy
	How was the Agency, Group or Organization consulted, and what are the anticipated outcomes of the consultation or areas for improved coordination?	Met with group on 08/07/2024 as one part of numerous consultation groups to collect comments on needs, trends and priorities for the City of Madison. NRT leaders facilitate monthly meetings with neighborhoods that tend to have lower household incomes than the rest of Madison. Collected comments can be found in **Appendix A**. Will forward Consolidated Plan to agency to continue discussion for improved performance.

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15	**Agency/Group/Organization**	**ECCHO: Engaging Communities to Change Health Outcomes**
	Agency/Group/Organization Type	Civic Leaders
	What section of the Plan was addressed by Consultation?	Anti-poverty strategy Housing Non-Housing Community Development Strategy
	How was the Agency, Group or Organization consulted, and what are the anticipated outcomes of the consultation or areas for improved coordination?	Met with group on 05/22/2024 as one part of numerous consultation groups to collect comments on needs, trends and priorities for the City of Madison. Group-collected comments can be found in **Appendix A**. Will continue communication with group on the Consolidated Plan as it moves forward.

Table 2 – Agencies, groups, organizations who participated

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

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

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

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Continuum of Care - *Dane Forward: A Five-Year Plan to End Homelessness in Dane County (2024-2029)*	City of Madison Community Development Division	*Dane Forward: A Five-Year Plan to End Homelessness in Dane County (2024-2029)*: The goals of the Strategic Plan are closely coordinated with the goals of the CoC. CDD is an applicant and is the administering agency for CoC and Emergency Solutions Grant, in addition to the City's CDBG and HOME allocations.
City of Madison Comprehensive Plan – *Imagine Madison*	City of Madison Planning Division	The City of Madison Comprehensive Plan, *Imagine Madison*, was updated and adopted in December 2023. Imagine Madison uses data and input from the community to shape the City's long-term land use policies and investments to equitably and sustainably manage Madison's projected future growth. The Plan looks 20 years into the future but prioritizes City strategies and actions for the decade ahead. The Comprehensive Plan is required to be updated every ten years, next scheduled for 2028. Strategies identified in the Comprehensive Plan are incorporated in all of the Plan's goals.
Analysis of Impediments to Fair Housing Choice (2025-2029)	City of Madison	The AI assesses housing disparities and barriers to housing access for groups of residents based on their protected class status. This report provides useful data to guide equitable decision-making about City funding for housing and planning initiatives, helping inform ways to make Madison a more sustainable and equitable City for everyone. Actions to address impediments identified in the AI are incorporated in the Plan. (See **Appendix B**.)
5-Year Public Housing Agency Plan (DRAFT)	Community Development Authority of the City of Madison	Housing-related issues are addressed as part of the Plan's "Housing Development & Financing: Homeownership," "Housing Development & Financing: Rental" and "Homeless Services & Housing Stability" goals.

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Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
City of Madison Housing Strategy Committee's Report (Draft)	City of Madison Housing Strategy Committee	The Committee met regularly from December to July to consider and formulate recommendations based upon three main questions: (1) How can the City support the creation of more ownership housing types? (2) How can the City help scale up the development of new affordable rental units beyond the current 400 per year pipeline? (3) How can the City support the creation of affordable student housing? The Common Council requested that recommendations focus on housing choices for people with the lowest income and expanding housing options in every Madison neighborhood. Housing-related issues are addressed as part of the Plan's "Housing Development & Financing: Homeownership," "Housing Development & Financing: Rental" and "Homeless Services & Housing Stability" goals.
Economic Development Strategy – *Connect Madison* (2017)	City of Madison Economic Development Division	The *Connect Madison* Economic Development Strategic Plan combines in-depth economic data analysis with input from hundreds of community members, including youth, public officials, education leaders, and business leaders. The plan addresses economic development issues, strategies, and projects, some of which align with Madison's Consolidated Plan's "Small Business Assistance" goal.
Dane County Regional Housing Strategy Strategic Action Plan – A Road Map to Solving Dane County's Housing Crisis	Dane County Housing Strategy	This plan provides information on regional housing trends and needs, with a focus on affordable housing development and workforce development, regional growth, and individual production targets for each municipality. The 80-member Housing Advisory Committee responsible for the plan included strategies to guide and prioritize investments in housing, tenant protections/stability, and education. The strategies identified in the Dane County Regional Housing Strategy Action Plan are incorporated into the City's Plan.
Area Plans – West Area Plan, Northeast Area Plan, and South Madison Plan	City of Madison Planning Division	The City's Planning Framework divides the City into 12 geographies. Each of these geographies has an area plan put together every 10 years to help guide future growth. City Planning staff conduct multiple engagements with community members to gather their thoughts on the issues and priorities for the geography. Some themes from the West Area Plan included a need for smaller scale "Missing Middle" housing types, a desire for an increase in information on our first-time home buyer programs, property tax assistance programs for seniors, low-cost mortgage and rehabilitation loans, and programs to help grow opportunities for entrepreneurs. The Northeast Area Plan included recommendations to increase support for unhoused population, promote local business growth, increase "Missing Middle" housing types, and increase affordable housing opportunities.
South Madison Reinvestment Strategy for Equity (RiSE) Report (2023)	UW-Madison Population Health Institute and City of Madison	This report focuses on impacts and effects of TIF funding in South Madison and perception of residents of South Madison. The report is representative of the priorities and concerns of members of South Madison in relation to topics of displacement pressures, community wealth-building strategies, affordable housing strategies and civic engagement. Housing-related issues are addressed as part of the Plan's "Housing Development & Financing: Homeownership," "Housing Development & Financing: Rental" and "Homeless Services & Housing Stability" goals. Business development issues are addressed as part of the Plan's "Small Business Assistance" goal.
Older Adults Services and Programming	City of Madison Community Development Division and EQT by Design	The report describes the needs of older adults in Madison, which include bringing programming to where older adults are located and helping to build a stronger connection between agency partners that provide older adult programming and neighborhood centers that can provide space in communities where older adults reside. It additionally describes the need to better serve BIPOC and LGBTQ+ older adults. The information in the report helped inform this Plan's sections NA-45, which identifies the older adult population as one having higher rates of disabilities, and NA-50, which describes the city's public facilities which include neighborhood centers.

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Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Race to Equity 10-Year Report: Dane County	Kids Forward	The report uses a root cause approach to understand how race, class, and in some cases gender, impact Black Dane County residents and help determine why extreme and persistent Black-White racial disparities continue in Dane County. The report focuses specifically on economic well-being, health and education outcomes. The *Analysis of Impediments to Fair Housing* addresses how race and class impact access to housing. Under-resourced and disconnected neighborhoods are addressed as part of the Plan's "Neighborhood Asset Building" goal. Workforce challenges are addressed as part of the Plan's "Small Business Assistance" goal.
Dane County Early Childhood Zones 2023 Annual Summary	Dane County Department of Health and Human Services	The Dane County Early Childhood Zones (ECZs) are a collaboration of organizations that work together to support and increase the protective factors of families who are pregnant and/or have children under the age of four. Two of the three zones are either all or partially located within the City of Madison. The report describes the importance of wrap-around services to families that include housing, employment, and home visiting programs. The importance of these services to families is addressed in section SP-70 (Anti-Poverty Strategy).
Accessible Housing Plan Goals	Department of Civil Rights	Recommendations on how to best use and sustain accessible housing units. This includes limiting unnecessary waste that can occur when modifications are removed after a tenant who required the accessibility features has left. Keeping the modifications would help increase the availability of such units. Other specific recommendations include developing an incentive program for property owners to rent modified units/units with accessible features to people with mobility impairments; including accessibility features as a requirement of City subsidies for multifamily weatherization and repair programs; and, collaborating with community partners to connect renters who need modifications with property managers that have modified/accessible units available. This information was taken into account when targeting housing rehabilitation and accessibility improvements in Goal 1 of this Consolidated Plan.
Funding Priorities for 2023-24: By Youth for Youth (BYFY) Report	By Youth For Youth	Madison and Dane County youth identified several funding priorities for the BYFY funding process in which youth evaluate proposals from their peers on pre-identified priority areas (set by BYFY youth) and then award small amounts of funding for their peers to carry out the projects. Youth specifically identity climate change, poverty, food insecurity and homelessness as funding priorities. This information was taken into account in sections NA-50 (which describes the City's goal of supporting energy-efficient community facilities), NA-40 (Homeless Needs Assessment), MA-30 (Homeless Facilities and Services), SP-40 (Institutional Delivery System) and SP-60 (Homelessness Strategy).
Coordinated Community Plan	Madison/Dane CoC - Youth Homelessness Demonstration Program	The Coordinated Community Plan identifies projects and service providers that can meet the needs of youth and young adults experiencing and at-risk of homelessness in Madison/Dane County and support safe and stable housing. The needs and work of the City and Dane County around homelessness is addressed in sections NA-40 (Homeless Needs Assessment), MA-30 (Homeless Facilities and Services), SP-40 (Institutional Delivery System) and SP-60 (Homelessness Strategy).
Public Health Neighborhood Assessments and Violence Prevention Engagement	Public Health of Madison and Dane County	Public Health of Madison and Dane County has taken on numerous projects determined to support violence prevention including neighborhood assessments and engagements, which have included hearing from residents about housing quality concerns. Housing quality problems are explored in many of the Needs Assessment sections as well as in section MA-20 (Condition of Housing).

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Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Hmong Youth: Dane County Youth Assessment (DCYA)	Public Health of Madison and Dane County	This report describes data from the DCYA for Hmong students. Key themes include "establishment of community spaces to provide culturally and linguistically responsive education opportunities for Hmong parents and students" and "cultivating a sense of belonging and inclusion." The report also describes the need for additional data on the Hmong community. City staff worked specifically with the Hmong Community Connector to get feedback via the Consolidated Plan survey. Additionally, this desire for community spaces is addressed in section NA-50 (Non-Homeless Community Development Needs).
Public Health's Housing Quality Plan	Public Health of Madison and Dane County	Public Health conducted a series of interviews with individuals living in the Allied Drive neighborhood in Madison. The results indicate challenging interactions between renters and landlords, as well as health and safety concerns including pests, mold, unsafe stairs, outside doors that don't lock, etc. Housing quality is addressed in section MA-20 (Condition of Housing) as well as in the *Analysis of Impediments to Fair Housing*.
EQT by Design Older Adult Services and Program Report	EQT by Design	EQT by Design assessed the needs of older adults across the Madison community. Some of the key needs identified included access to reliable transportation and culturally relevant programming close to where they live, as well as a desire to age in place. The City's Property Tax Assistance for Seniors program seeks to help older adults age in place.
Elevate Madison Region: Comprehensive Economic Development Strategy (2024-2028)	MadREP	In Elevate Madison Region, MadREP presents a strategic blueprint for regional economic growth, aiming to increase workforce participation and tackle upcoming challenges. The plan addresses the future of technology, along with the disruptions and new opportunities that have emerged in the wake of the pandemic's impact on the workforce. This Plan incorporates the effects and interconnectedness of housing, health and safety, education onto the livability and viability of the workforce pool in the region. Some of the objectives identified in the Dane County strategies were reviewed to align with our microenterprise and economic development goals.

Table 3 – Other local / regional / federal planning efforts

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

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

The City works closely with the County of Dane to leverage our resources to support the housing and community development needs of our residents. From 2019 to 2024, there have been 10 new construction developments financed in partnership with the County, representing 730 units under 60% AMI (920 total units). The City continues to coordinate with the County for additional opportunities to support the development of similar projects over the next five years, in a manner that further integrates supportive housing units into unrestricted permanent housing developments.

Madison Mayor Satya Rhodes-Conway has committed to continue to fund the City's Affordable Housing Fund, utilizing at least $14.5 million in local dollars for 2025, to increase the potential for affordable housing projects and continuing that commitment in future years. These funds have primarily been used to secure Wisconsin Housing and Economic Development Authority (WHEDA) low-income housing tax credits (LIHTCs), as well as leverage other private sources of capital necessary to increase the supply of income- and rent-restricted housing in the city.

The City of Madison worked closely with Dane County and various service providers to administer the CORE program for emergency rental assistance, in addition to housing navigation and eviction defense programs. Through this collaboration, more than $87 million was invested to provide 11,791 households with services to assist with housing stability and eviction reduction.

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

PR-15 Citizen Participation

Summarize citizen participation process and efforts made to broaden citizen participation.

The City of Madison Community Development Division conducted two public hearings, collected information from a survey sent to residents and stakeholders, held 7 targeted focus groups to gather feedback on community development needs more broadly, as well as 7 focus groups to get feedback on homeless services specifically. In addition, CDD met with/attended numerous agency/community stakeholder meetings to promote the survey and gather input on the top community development needs in Madison.

On a regular and ongoing basis, the City's CDBG Committee serves as the main citizen participation resource for the community development process. The Committee meets monthly and regularly provides time within each meeting for public comments and presentations. The Committee holds at least two public hearings annually to assess the overall progress of its investment program and to solicit feedback about future and emerging needs within the community. On July 11, 2024, a public hearing was held to collect preliminary information on community development needs. This meeting was advertised in community newspapers and through email distribution lists. A summary of the comments/findings from attendees can be found in **Appendix A**. The draft Consolidated Plan was presented at a second public hearing on December 5, 2024. Comments from that public hearing are similarly addressed in **Appendix A**.

A survey was created to collect information on community needs from residents and stakeholders who did not participate in the focus groups. The electronic survey was sent out to over 700 email recipients and forwarded

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through community listservs, such as LaSup (Latino Support Group), Home Buyers Round Table, the City's Neighborhood Resource Teams (NRTs), and the Homeless Services Consortium. For over a month, the survey was also available on the City of Madison Community Development Division's website, promoted on the Department of Planning and Community & Economic Development's social media, through City blogs, a Spanish radio show, and was made accessible via public computers located in Madison public libraries. Copies of the survey were also distributed and mailed out on request, including through the City's Community Connectors that are focused on reaching the City's LatinX, Chinese and Hmong community members. A total of 619 surveys were completed by City of Madison residents with 485 filled out from the resident perspective and 134 from community partner perspectives. A summary of comments received can be found in **Appendix A**.

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

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

CDD's complete *Citizen Participation Plan* for the City of Madison can be found as part of **Appendix A**.

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Citizen Participation Outreach

Sort Order	Mode of Outreach	Target of Outreach	Summary of response / attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
1	Newspaper Ad	Non-targeted / broad community	Notices were placed in the *Wisconsin State Journal*, notifying citizens of the public hearings. Dates of publication include: June 28, 2024-July 11, 2024, and January 21, 2025.	See **Appendix A**.		
2	Internet Outreach	Non-targeted / broad community	Emails were sent to approximately 700 individuals soliciting their comments and inviting their participation at the public hearings.	See **Appendix A**.		
			Two public hearing announcements were posted on City of Madison website, and added to the site's Calendar of Events.			
3	Public Hearing	Non-targeted / broad community	The first of two public hearings was held on 7/11/2024.	See **Appendix A**.		https://madison.legistar.com/View.ashx?M=A&ID=1142137&GUID=BC9B3F2D-899D-458F-AF9F-974AD3543BA6
			The second of two public hearings was held on 02/06/2025.			Legistar link tbd

Table 4 – Citizen Participation Outreach

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III. Needs Assessment

NA-05 Overview

Needs Assessment Overview

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

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

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

NA-10 Housing Needs Assessment

24 CFR 91.205(a,b,c)

Summary of Housing Needs

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

There are significantly higher numbers of cost burdened and severely cost burdened households among renters than among homeowners. Homeownership is associated with higher income earners than renters, and homeowners generally have long-term fixed housing costs, resulting in more cost burdened renter households.

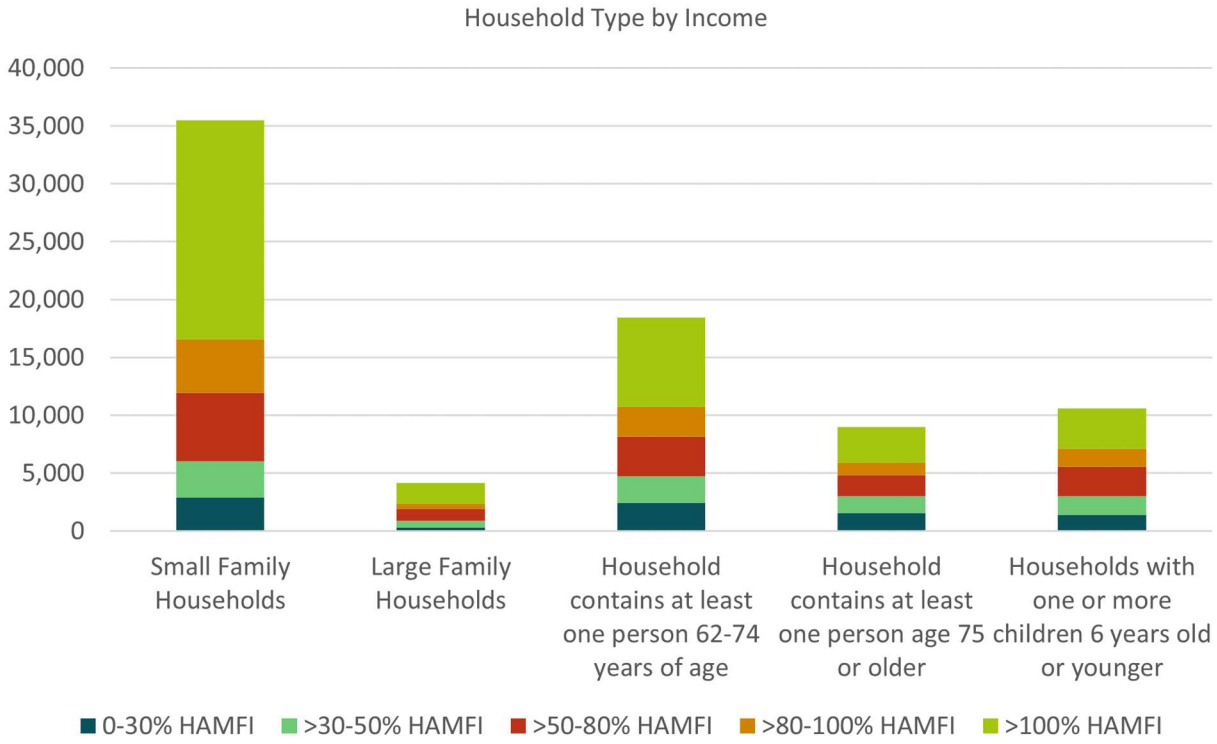
After cost burden, the next challenge the housing market is facing overcrowding. In the rental market, this is most common amongst single family renter households (not doubled up/multi-household), with an income level at or below 30% AMI. By contrast, in the ownership market, it is most common among single family households with an income level between 50% and 80% AMI.

Demographics	Base Year: 2009	Most Recent Year: 2020	% Change
Population	243,120	258,365	6%
Households	104,085	111,830	7%
Median Income	$54,896.00	$67,565.00	23%

Table 1 - Housing Needs Assessment Demographics

Data Source: 2000 Census (Base Year), 2016-2020 ACS (Most Recent Year)

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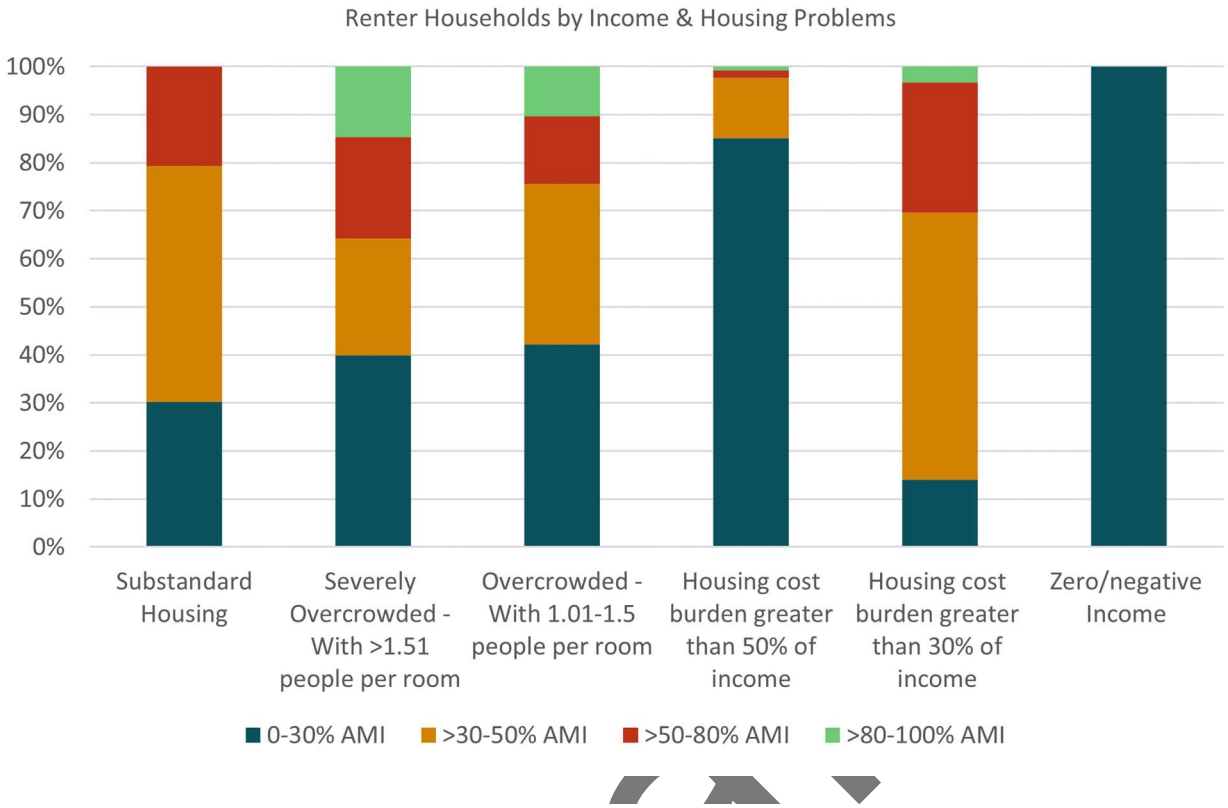
Number of Households Table

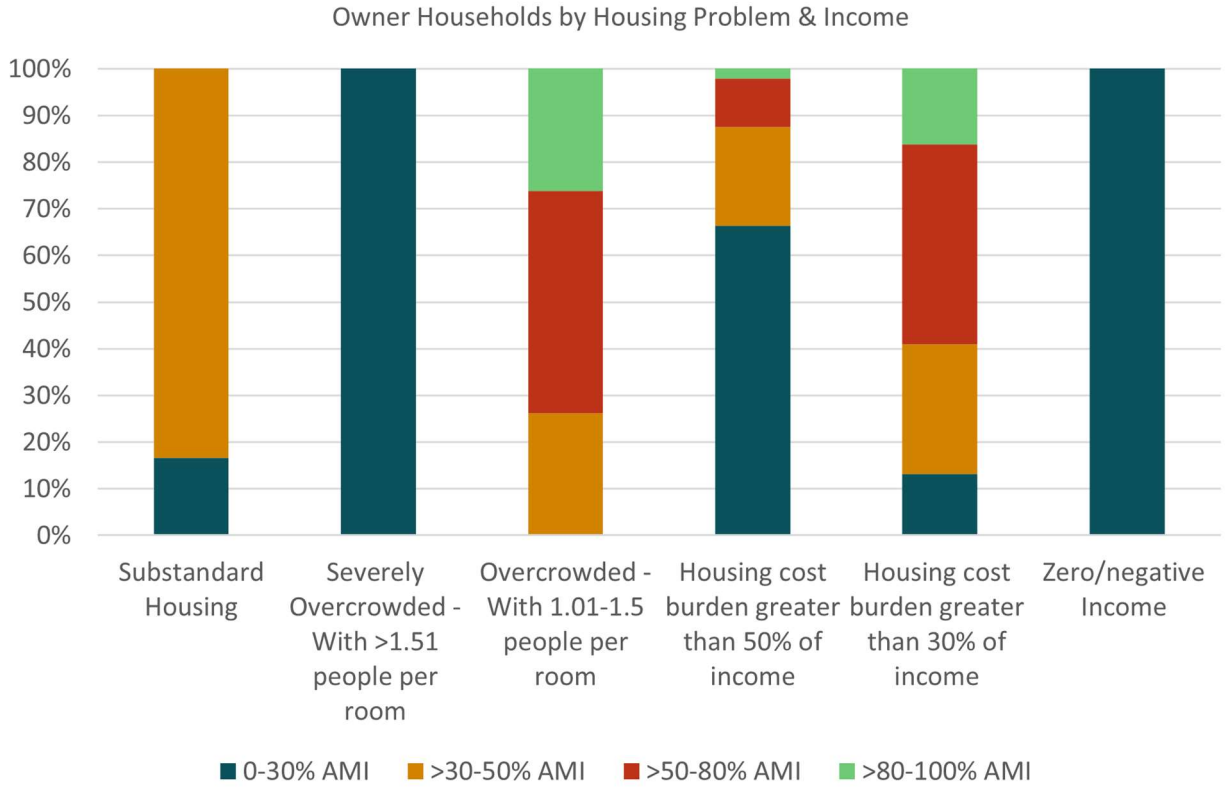
	0-30% HAMFI	>30-50% HAMFI	>50-80% HAMFI	>80-100% HAMFI	>100% HAMFI
Total Households	19,315	14,940	22,115	13,640	41,820
Small Family Households	2,920	3,110	5,915	4,645	18,925
Large Family Households	320	565	1,020	465	1,805
Household contains at least one person 62-74 years of age	2,460	2,260	3,425	2,590	7,700
Household contains at least one person age 75 or older	1,565	1,435	1,840	1,095	3,070
Households with one or more children 6 years old or younger	1,400	1,590	2,595	1,520	3,475

Table 2 - Total Households Table

Data Source: 2016-2020 CHAS

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Renter Households by Income & Housing Problems
100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
Substandard Housing
Severely Overcrowded - With >1.51 people per room
Overcrowded - With 1.01-1.5 people per room
Housing cost burden greater than 50% of income
Housing cost burden greater than 30% of income
Zero/negative Income
0-30% AMI
>30-50% AMI
>50-80% AMI
>80-100% AMI


Owner Households by Housing Problem & Income
100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
Substandard Housing
Severely Overcrowded - With >1.51 people per room
Overcrowded - With 1.01-1.5 people per room
Housing cost burden greater than 50% of income
Housing cost burden greater than 30% of income
Zero/negative Income
0-30% AMI
>30-50% AMI
>50-80% AMI
>80-100% AMI

Housing Needs Summary Tables

1. Housing Problems

(Households with one of the listed needs)

	Renter					Owner				
	0-30% AMI	>30-50% AMI	>50-80% AMI	>80-100% AMI	Total	0-30% AMI	>30-50% AMI	>50-80% AMI	>80-100% AMI	Total
NUMBER OF HOUSEHOLDS										
Substandard Housing - Lacking complete plumbing or kitchen facilities	175	285	120	0	580	4	20	0	0	24
Severely Overcrowded - With >1.51 people per room (and complete kitchen and plumbing)	245	150	130	90	615	25	0	0	0	25
Overcrowded - With 1.01-1.5 people per room (and none of the above problems)	430	340	145	105	1,020	0	55	100	55	210
Housing cost burden greater than 50% of income (and none of the above problems)	11,350	1,685	205	100	13,340	1,925	615	300	60	2,900
Housing cost burden greater than 30% of income (and none of the above problems)	1,650	6,555	3,185	385	11,775	720	1,530	2,345	890	5,485
Zero/negative Income (and none of the above problems)	1,145	0	0	0	1,145	150	0	0	0	150

Table 3 – Housing Problems Table

Data Source: 2016-2020 CHAS

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2. Housing Problems 2

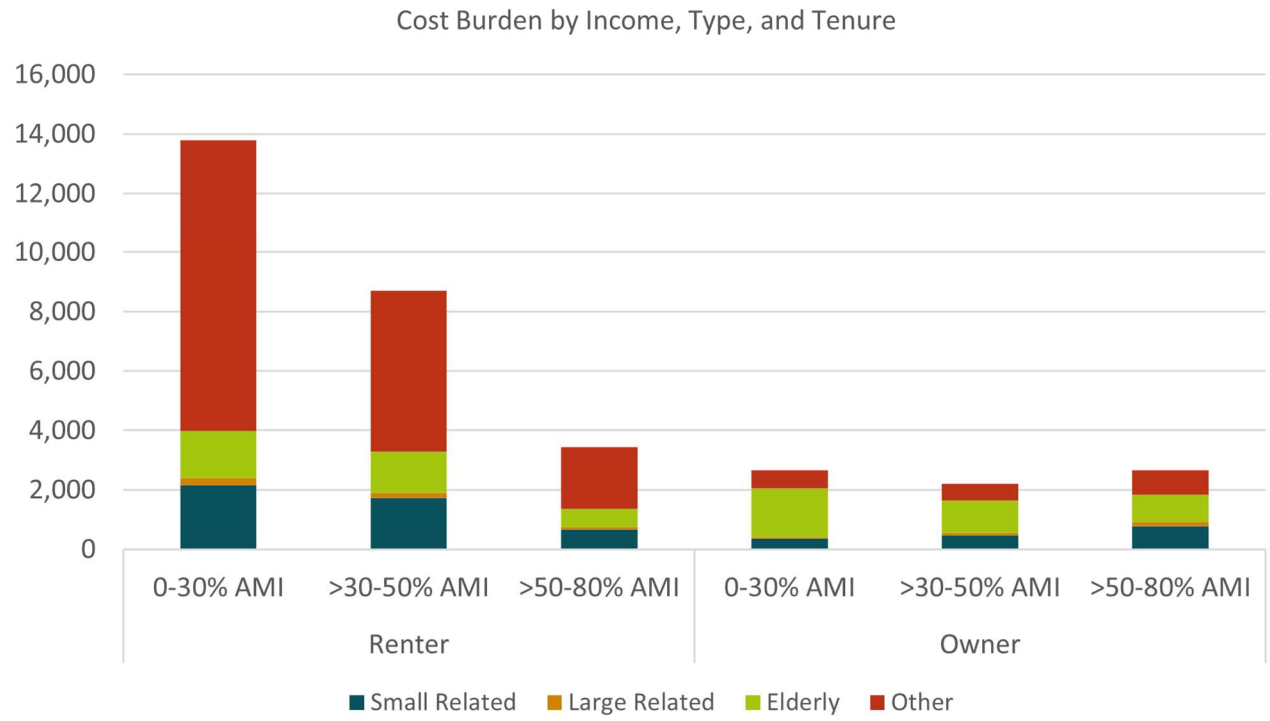
(Households with one or more Severe Housing Problems: Lacks kitchen or complete plumbing, severe overcrowding, severe cost burden)

	Renter					Owner				
	0-30% AMI	**>30-50% AMI**	**>50-80% AMI**	**>80-100% AMI**	**Total**	**0-30% AMI**	**>30-50% AMI**	**>50-80% AMI**	**>80-100% AMI**	**Total**
NUMBER OF HOUSEHOLDS										
Having 1 or more of four housing problems	12,195	2,455	600	300	15,550	1,960	690	400	115	3,165
Having none of four housing problems	4,075	9,000	12,560	6,090	31,725	1,085	2,795	8,555	7,140	19,575
Household has negative income, but none of the other housing problems	0	0	0	0	0	0	0	0	0	0

Table 4 – Housing Problems 2

Data Source: 2016-2020 CHAS

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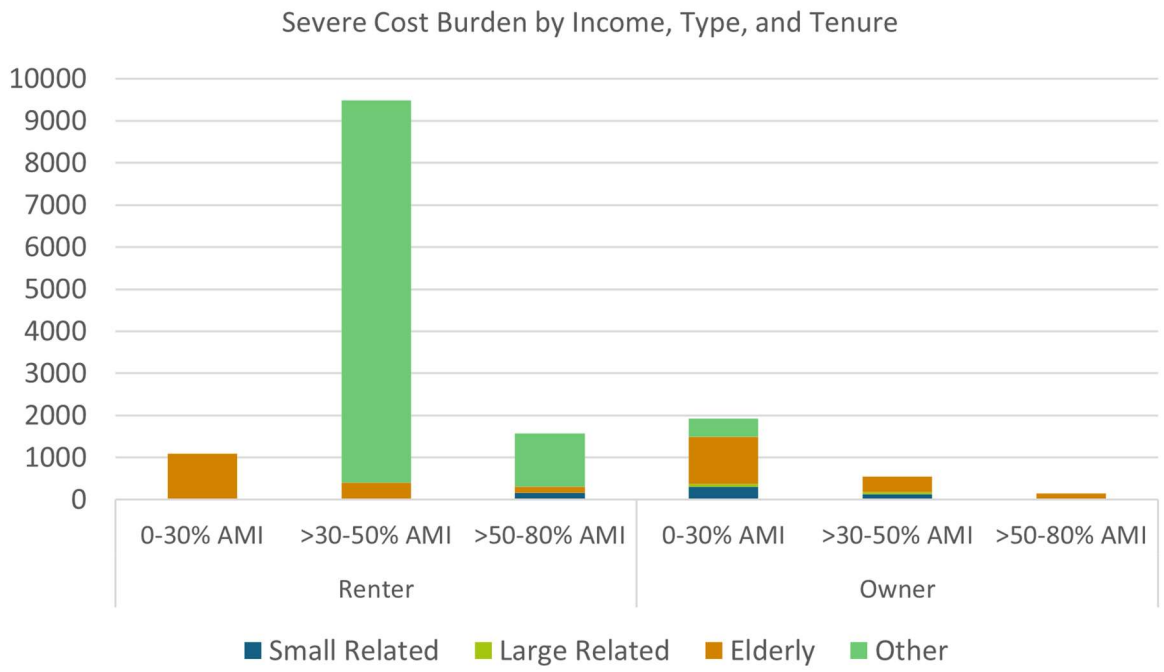
3. Cost Burden > 30%

	Renter				Owner			
	0-30% AMI	>30-50% AMI	>50-80% AMI	Total	0-30% AMI	>30-50% AMI	>50-80% AMI	Total
NUMBER OF HOUSEHOLDS								
Small Related	2,155	1,735	665	4,555	360	470	775	1,605
Large Related	245	160	75	480	50	95	154	299
Elderly	1,585	1,395	610	3,590	1,640	1,075	895	3,610
Other	9,800	5,400	2,090	17,290	600	550	825	1,975
Total need by income	13,785	8,690	3,440	25,915	2,650	2,190	2,649	7,489

Table 5 – Cost Burden > 30%

Data Source: 2016-2020 CHAS

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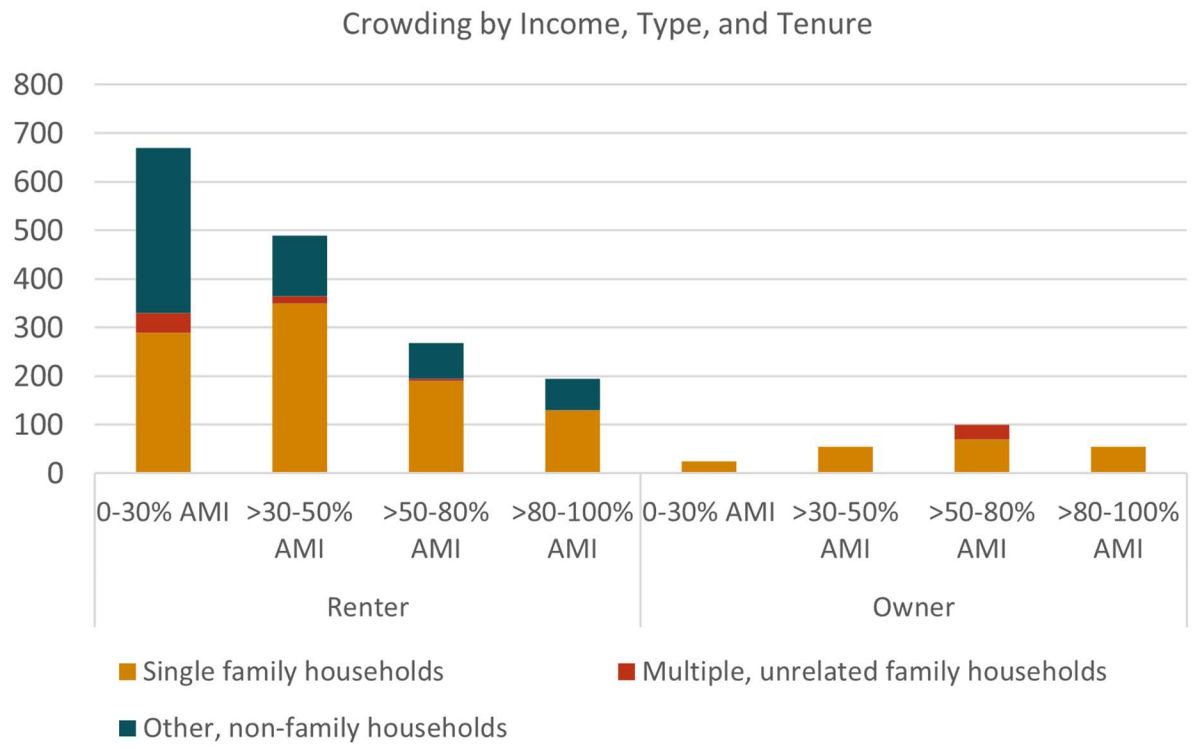
4. Cost Burden > 50%

	Renter				Owner			
	0-30% AMI	>30-50% AMI	>50-80% AMI	Total	0-30% AMI	>30-50% AMI	>50-80% AMI	Total
NUMBER OF HOUSEHOLDS								
Small Related	0	0	155	155	315	130	0	445
Large Related	0	0	0	0	50	45	4	99
Elderly	1,090	410	150	1,650	1,120	375	145	1,640
Other	0	9,070	1,260	10,330	445	0	0	445
Total need by income	1,090	9,480	1,565	12,135	1,930	550	149	2,629

Table 6 – Cost Burden > 50%

Data Source: 2016-2020 CHAS

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5. Crowding (More than one person per room)

	Renter					Owner				
	0-30% AMI	>30-50% AMI	>50-80% AMI	>80-100% AMI	Total	0-30% AMI	>30-50% AMI	>50-80% AMI	>80-100% AMI	Total
NUMBER OF HOUSEHOLDS										
Single family households	290	350	190	130	960	25	55	70	55	205
Multiple, unrelated family households	40	15	4	0	59	0	0	30	0	30
Other, non-family households	340	125	75	65	605	0	0	0	0	0
Total need by income	670	490	269	195	1,624	25	55	100	55	235

Table 7 – Crowding Information – 1/2

Data Source: 2016-2020 CHAS

	Renter				Owner			
	0-30% AMI	>30-50% AMI	>50-80% AMI	Total	0-30% AMI	>30-50% AMI	>50-80% AMI	Total
Households with Children Present	1,250	1,230	1,255	3,735	150	360	1,340	1,850

Table 8 – Crowding Information – 2/2

Data Source: 2016-2020 CHAS

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

Figures from 2018-2022 ACS data show that 36.8% of City of Madison households are single-person households. The same data shows that 28.3% of owner households are single-person households and that 47.1% of renter households are single-person households. Approximately half of all City of Madison renter households are housing

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cost burdened, paying more than 30% of monthly income toward housing expenses. Approximately 19.8% of City of Madison homeowners, and 46.5% of renters are housing cost burdened.

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

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

What are the most common housing problems?

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

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

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

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

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

Low-income households who are at risk of homelessness may be assisted through partnerships between the City and nonprofits to provide rental assistance and prevention services, such as housing counseling, housing search and placement, housing stability case management, mediation and legal services. Due to the limited amount of funds available, the City limits the use of its GPR and ESG funds for eviction-prevention rent assistance to people who have experienced homelessness in the past and are most likely to become homeless again without assistance. Eviction-prevention rent assistance offered through the U.S. Treasury's Emergency Rental Assistance Program was a large and significant stabilization tool for the City of Madison, though permanent funding to support such programs is outside of the City's capacity to provide.

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

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

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

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

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

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NA-15 Disproportionately Greater Need: Housing Problems *24 CFR 91.205(b)(2)*

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

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

0%-30% of Area Median Income

Housing Problems	Has one or more of four housing problems	Has none of the four housing problems	Household has no/negative income, but none of the other housing problems
Jurisdiction as a whole	16,305	1,220	1,430
White	11,275	885	630
Black / African American	1,675	205	185
Asian	1,780	40	505
American Indian, Alaska Native	80	8	0
Pacific Islander	0	0	0
Hispanic	1,185	25	30

Table 9 - Disproportionally Greater Need 0 - 30% AMI

Data Source: 2016-2020 CHAS

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

30%-50% of Area Median Income

Housing Problems	Has one or more of four housing problems	Has none of the four housing problems	Household has no/negative income, but none of the other housing problems
Jurisdiction as a whole	11,270	2,760	0
White	7,800	1,985	0
Black / African American	1,045	265	0
Asian	900	170	0
American Indian, Alaska Native	45	34	0
Pacific Islander	0	0	0
Hispanic	955	235	0

Table 10 - Disproportionally Greater Need 30 - 50% AMI

Data Source: 2016-2020 CHAS

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

50%-80% of Area Median Income

Housing Problems	Has one or more of four housing problems	Has none of the four housing problems	Household has no/negative income, but none of the other housing problems
Jurisdiction as a whole	6,975	11,960	0
White	5,985	9,760	0
Black / African American	235	640	0
Asian	225	585	0
American Indian, Alaska Native	0	50	0
Pacific Islander	0	14	0
Hispanic	455	695	0

Table 11 - Disproportionally Greater Need 50 - 80% AMI

Data Source: 2016-2020 CHAS

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

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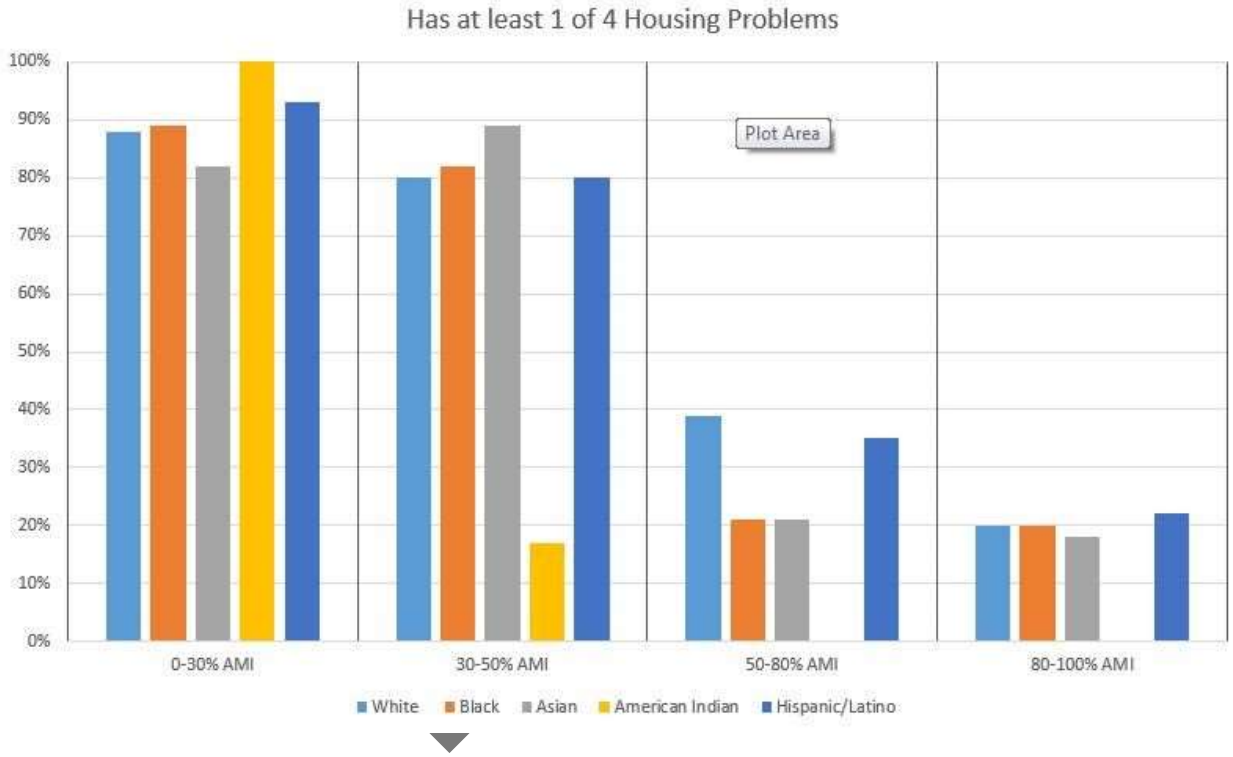
80%-100% of Area Median Income

Housing Problems	Has one or more of four housing problems	Has none of the four housing problems	Household has no/negative income, but none of the other housing problems
Jurisdiction as a whole	2,295	9,540	0
White	2,080	7,710	0
Black / African American	74	425	0
Asian	65	635	0
American Indian, Alaska Native	0	35	0
Pacific Islander	0	49	0
Hispanic	45	565	0

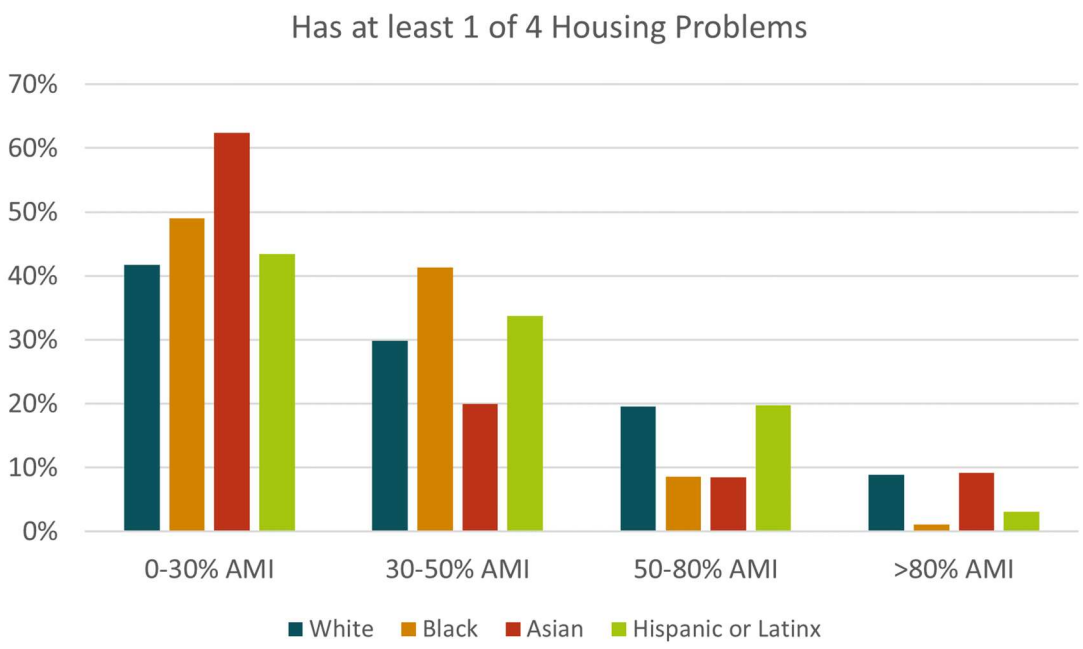
Table 12 - Disproportionally Greater Need 80 - 100% AMI

Data Source: 2016-2020 CHAS

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



Housing Problems by Race



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

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

Approximately 81% of households with an income level at or below 50% of AMI have one or more housing problems. The greatest share of housing problems occurs at the most cost burdened income levels. Housing problems largely decrease at 50% or greater AMI levels. Asian and Black households have the highest rates of housing problems among the most cost burdened households (0-30% AMI). At the 30-50% AMI level, Black and Hispanic households experience the greatest number of housing problems.

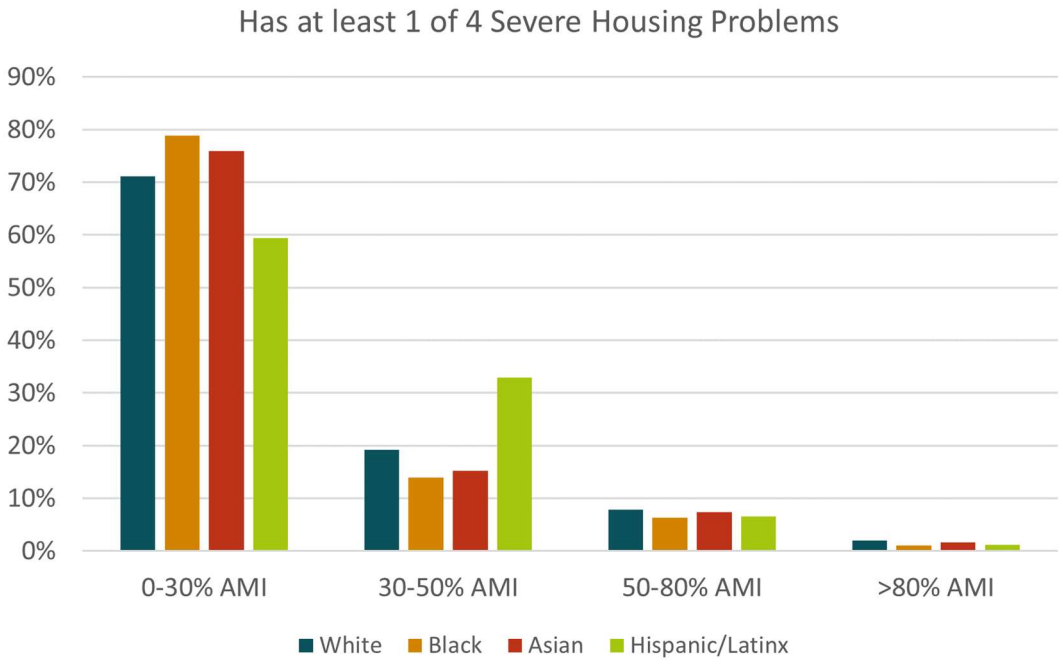
NA-20 Disproportionately Greater Need: Severe Housing Problems *24 CFR 91.205(b)(2)*

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

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

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



0%-30% of Area Median Income

Severe Housing Problems*	Has one or more of four housing problems	Has none of the four housing problems	Household has no/negative income, but none of the other housing problems
Jurisdiction as a whole	14,560	2,965	1,430
White	9,995	2,165	630
Black / African American	1,505	375	185
Asian	1,650	175	505
American Indian, Alaska Native	70	19	0
Pacific Islander	0	0	0
Hispanic	1,080	135	30

Table 13 – Severe Housing Problems 0 - 30% AMI

Data Source: 2016-2020 CHAS

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

30%-50% of Area Median Income

Severe Housing Problems*	Has one or more of four housing problems	Has none of the four housing problems	Household has no/negative income, but none of the other housing problems
Jurisdiction as a whole	4,090	9,940	0
White	2,700	7,095	0
Black / African American	265	1,040	0
Asian	330	745	0
American Indian, Alaska Native	10	69	0
Pacific Islander	0	0	0
Hispanic	600	585	0

Table 14 – Severe Housing Problems 30 - 50% AMI

Data Source: 2016-2020 CHAS

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

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50%-80% of Area Median Income

Severe Housing Problems*	Has one or more of four housing problems	Has none of the four housing problems	Household has no/negative income, but none of the other housing problems
Jurisdiction as a whole	1,515	17,415	0
White	1,095	14,650	0
Black / African American	120	755	0
Asian	160	650	0
American Indian, Alaska Native	0	50	0
Pacific Islander	0	14	0
Hispanic	120	1,035	0

Table 15 – Severe Housing Problems 50 - 80% AMI

Data Source: 2016-2020 CHAS

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

80%-100% of Area Median Income

Severe Housing Problems*	Has one or more of four housing problems	Has none of the four housing problems	Household has no/negative income, but none of the other housing problems
Jurisdiction as a whole	350	11,485	0
White	275	9,515	0
Black / African American	19	480	0
Asian	35	660	0
American Indian, Alaska Native	0	35	0
Pacific Islander	0	49	0
Hispanic	20	585	0

Table 16 – Severe Housing Problems 80 - 100% AMI

Data Source: 2016-2020 CHAS

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

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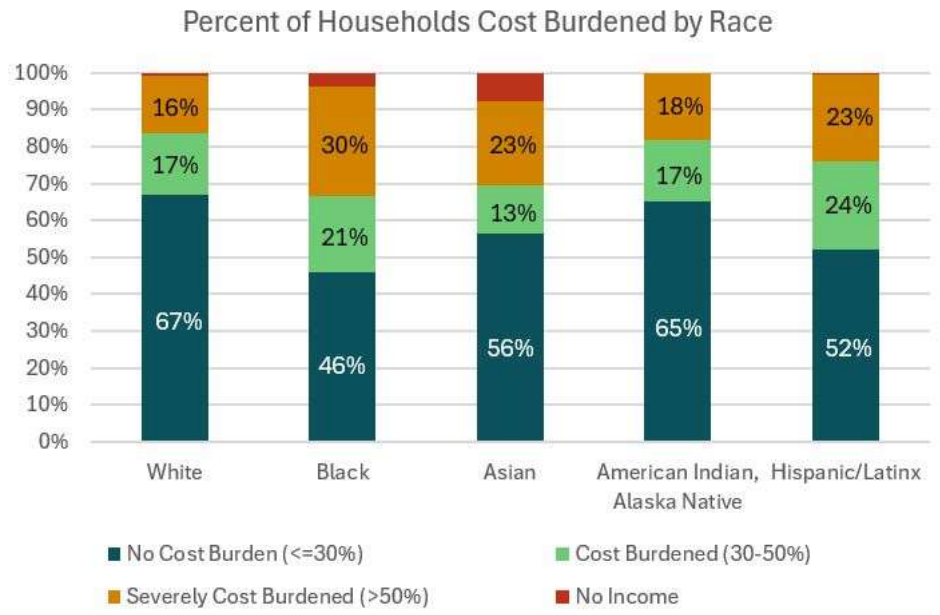
According to the CHAS data, race and ethnicity appear to influence housing opportunities, particularly as income increases.

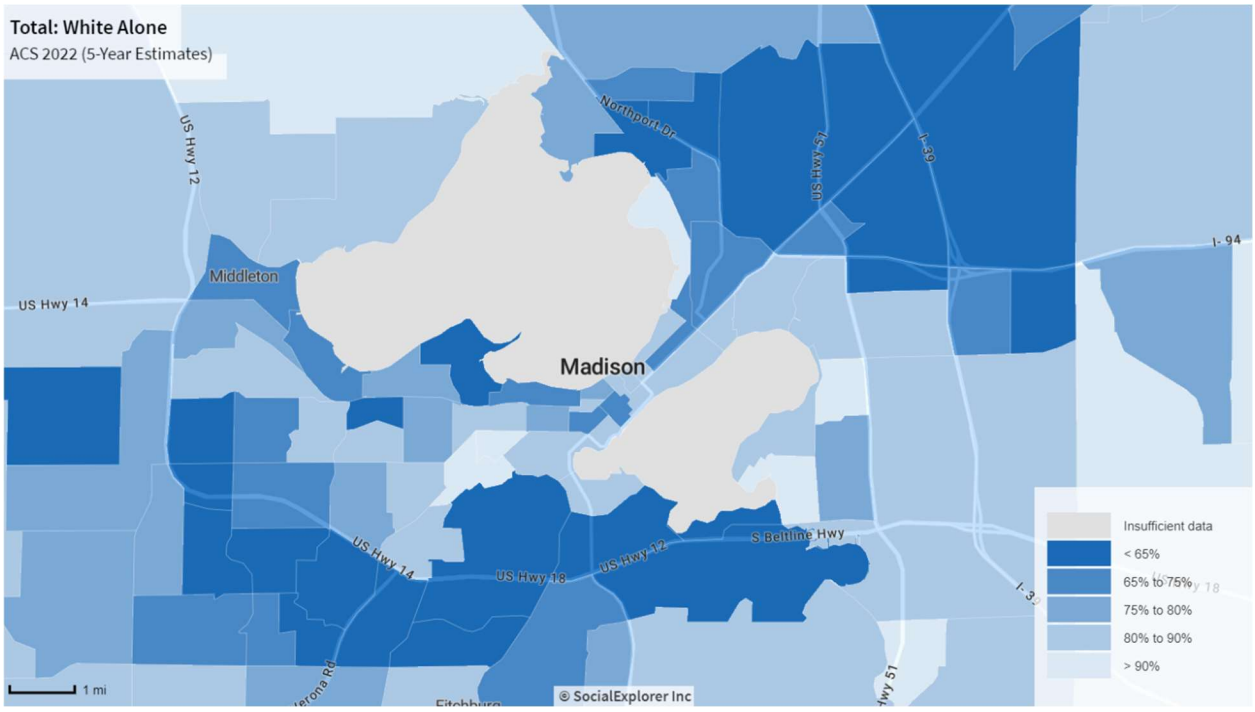
Approximately 50% of households with an income level at or below 50% of AMI have one or more severe housing problems. The greatest share of severe housing problems occurs at the most cost burdened income levels. Severe housing problems largely decrease at the 50% or greater AMI levels. Asian and Black households have the highest rates of severe housing problems among the most cost burdened households (0-30%). At the 30-50% AMI level, Hispanic/LatinX and White households experience the greatest number of severe housing problems.

NA-25 Disproportionately Greater Need: Housing Cost Burdens *24 CFR 91.205(b)(2)*

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

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

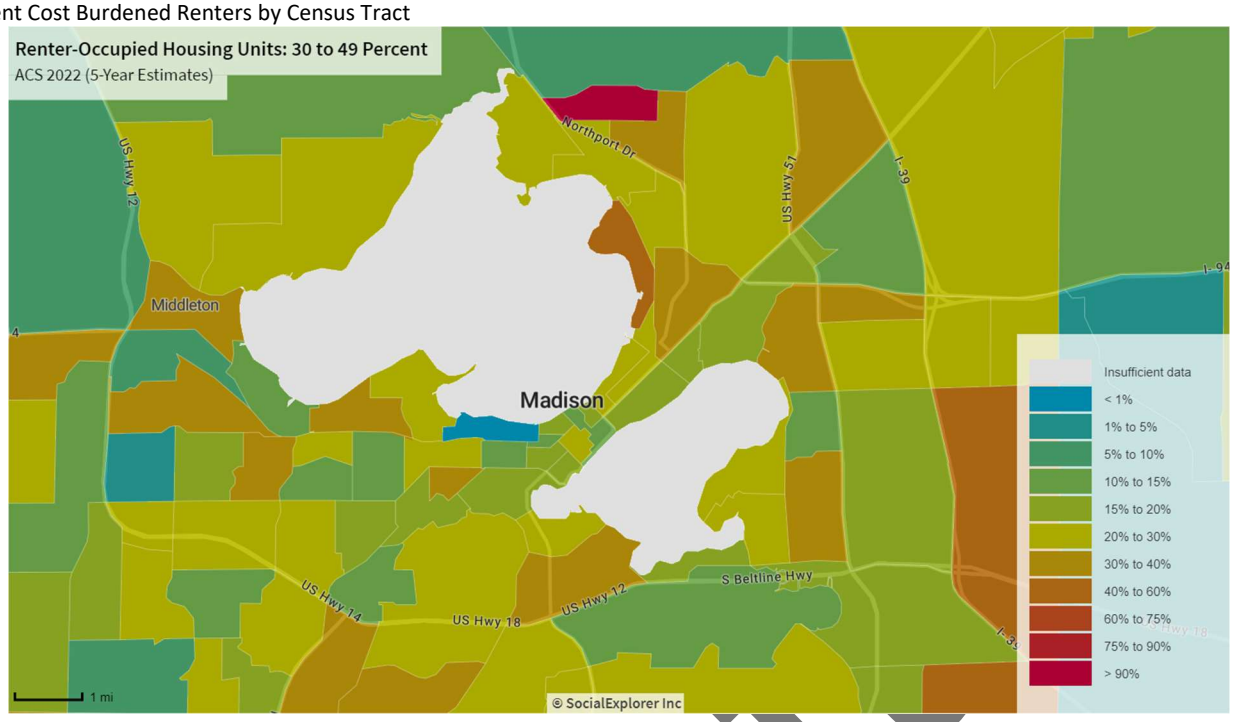




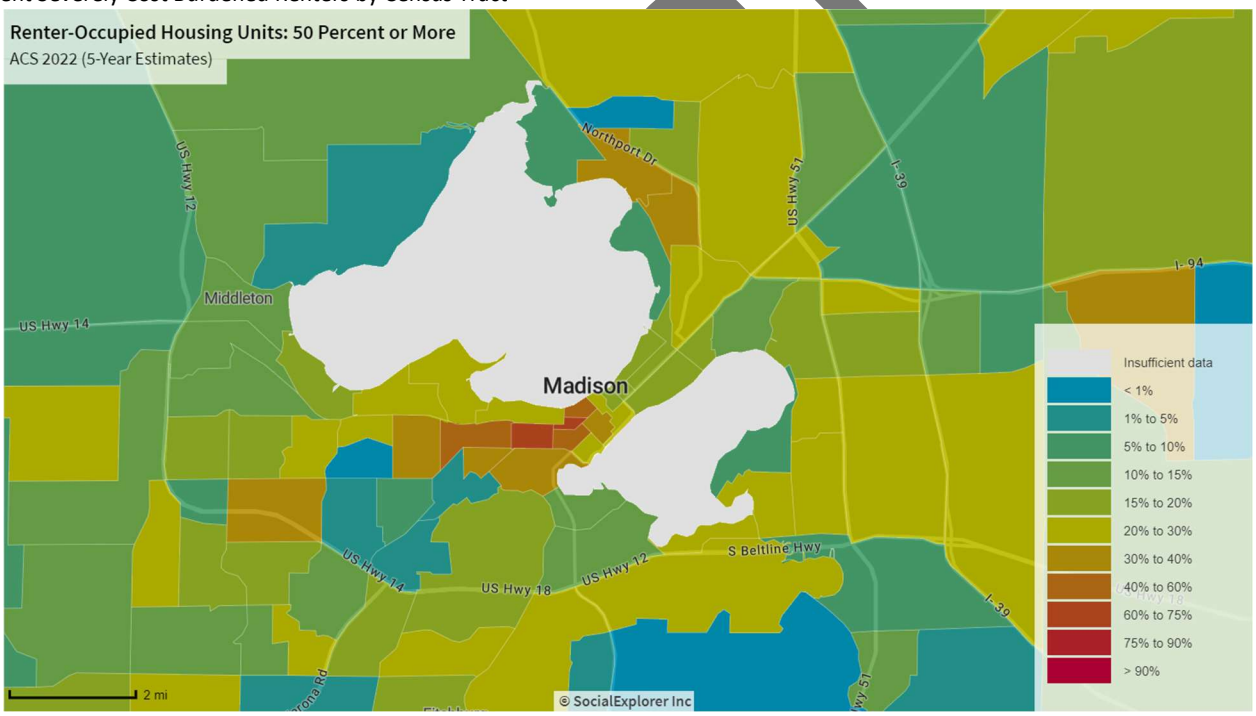
This figure displays areas of the city by density of populations of color. Darker colors show higher proportions of where BIPOC individuals live by census tract. This map is an inverse of White alone, Non-Hispanic or Latino, such that areas that the legend indicates are less than 65 percent White alone, Non-Hispanic or Latino should be read as 35 percent or more BIPOC individuals.

OMB Control No: 2506-0117 (exp. 03/31/2025)

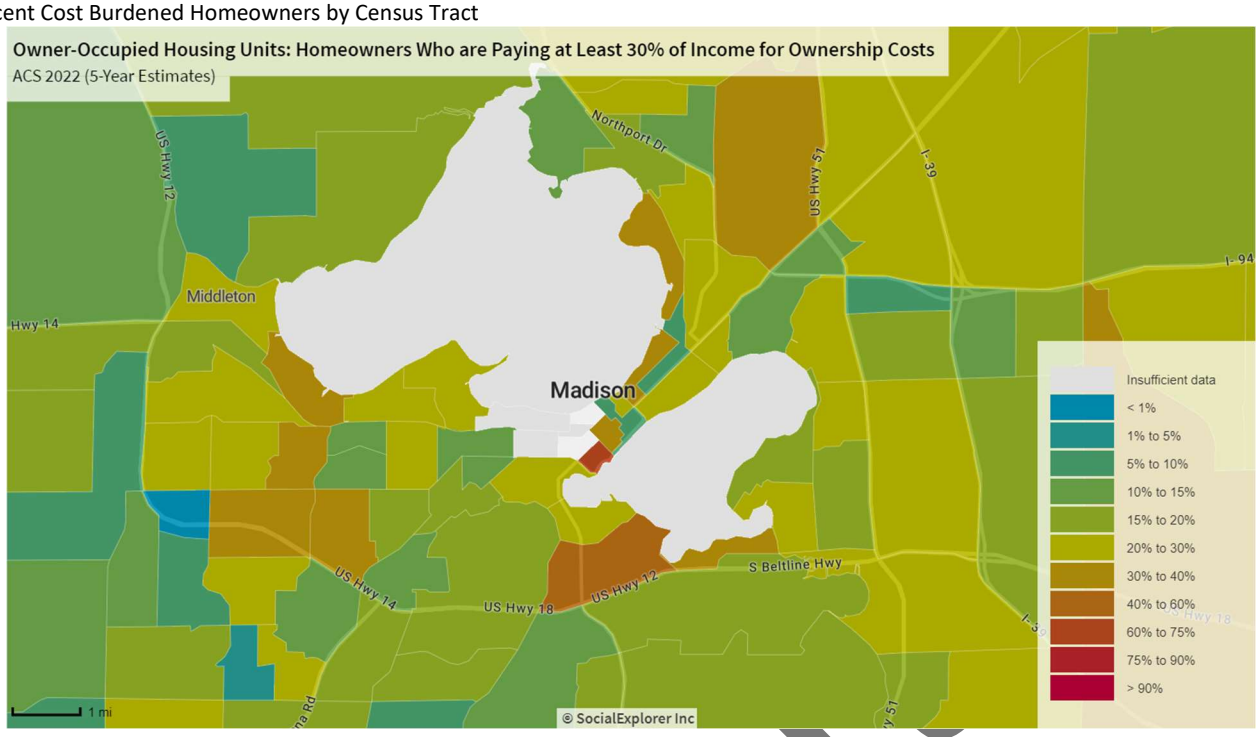
Percent Cost Burdened Renters by Census Tract



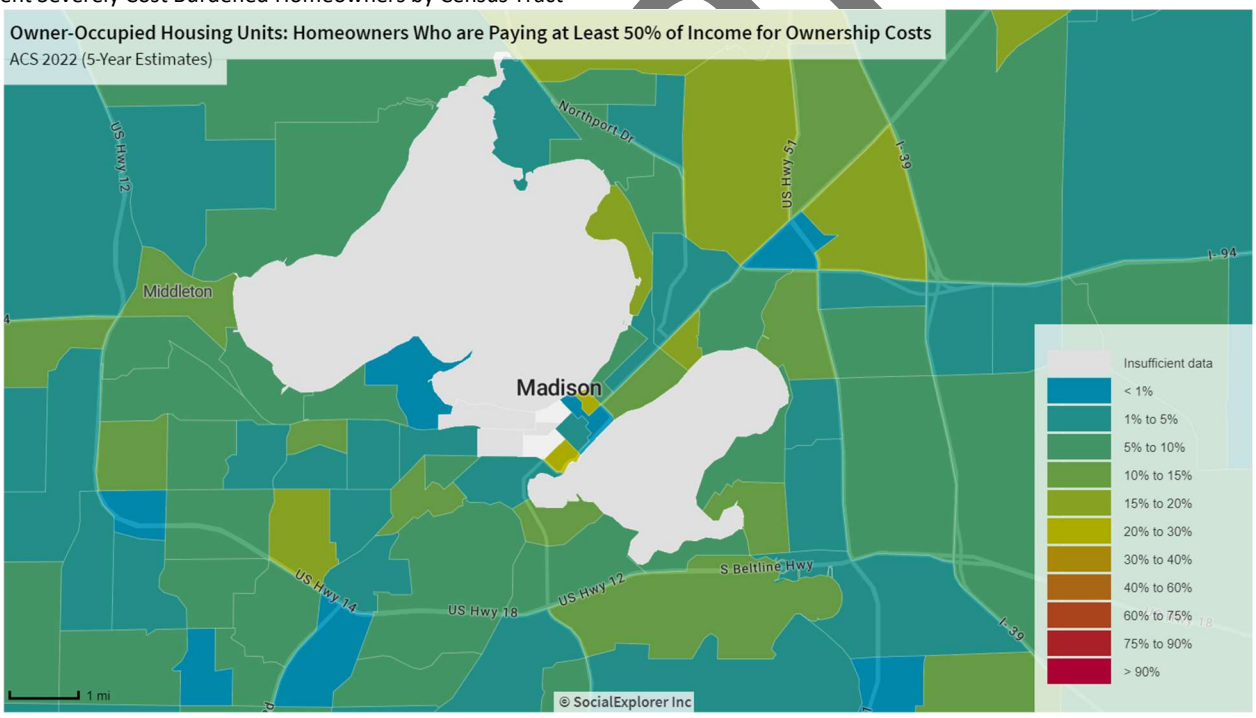
Percent Severely Cost Burdened Renters by Census Tract



Percent Cost Burdened Homeowners by Census Tract



Percent Severely Cost Burdened Homeowners by Census Tract



Housing Cost Burden

Housing Cost Burden	<=30%	30-50%	>50%	No / negative income (not computed)
Jurisdiction as a whole	69,055	18,645	18,630	1,545
White	57,930	14,670	13,445	650
Black / African American	2,670	1,195	1,735	205
Asian	4,265	995	1,730	585
American Indian, Alaska Native	215	55	60	0
Pacific Islander	65	0	0	0
Hispanic	2,750	1,250	1,235	30

Table 17 – Greater Need: Housing Cost Burdens AMI

Data Source: 2016-2020 CHAS

Discussion

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

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

American Community Survey data (as mapped by Social Explorer) shows that renters experience greater frequency of cost disparity and are more likely to be severely cost burdened.

NA-30 Disproportionately Greater Need: Discussion

24 CFR 91.205(b)(2)

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

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

Black households have the most severe housing problems in the most cost burdened income level. They have the highest level of cost burden when compared to their peers by income.

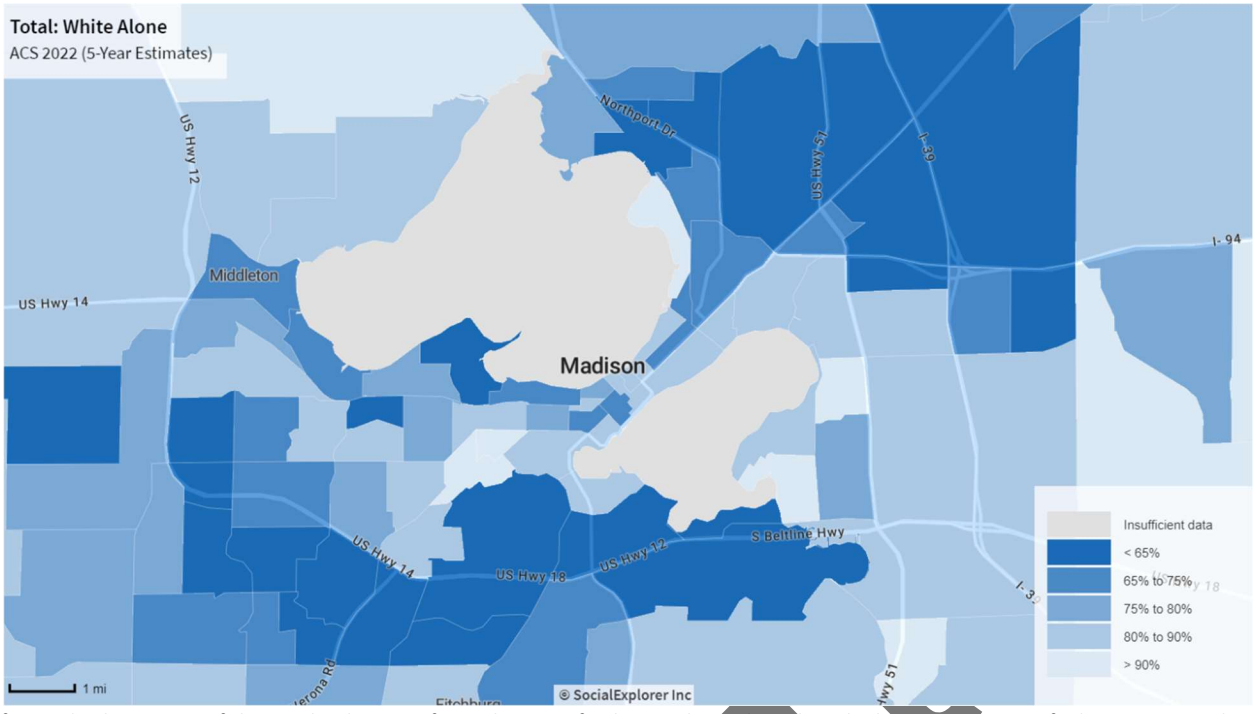
If they have needs not identified above, what are those needs?

Not applicable.

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

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

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This figure displays areas of the city by density of populations of color. Darker colors show higher proportions of where BIPOC individuals live by census tract. This map is an inverse of White alone, Non-Hispanic or Latino, such that areas that the legend indicates are less than 65 percent White alone, Non-Hispanic or Latino should be read as 35 percent or more BIPOC individuals.

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NA-35 Public Housing

24 CFR 91.205(b)(2)

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

Totals in Use

Program Type									
	Certificate	Mod-Rehab	Public Housing	Vouchers					
				Total	Project-based	Tenant-based	Special Purpose Voucher		
							Veterans Affairs Supportive Housing	Family Unification Program	Disabled *
# of units/ vouchers in use	0	0	698	1,924	153	1,771	196	68	51

Table 22 – Public Housing by Program Type

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

Data Source: PIC (PIH Information Center)

Characteristics of Residents

Program Type								
	Certificate	Mod-Rehab	Public Housing	Vouchers				
				Total	Project-based	Tenant-based	Special Purpose Voucher	
							Veterans Affairs Supportive Housing	Family Unification Program
Average Annual Income	0	0	20,098	18,665	18,609	19,121	17,611	11,005
Average length of stay	0	0	0 - 5	0 - 5	5	7	0	0
Average Household size	0	0	1.8	2.2	2.3	2.3	1	3
# Homeless at admission*	-	-		69	0	24	4	41
# of Elderly Program Participants (>62)	0	0	271	535	44	1,890	4	0
# of Disabled Families	0	0	484	1224	62	1,823	18	6
# of Families requesting accessibility features	0	0		-	-	-	-	-
# of HIV/AIDS program participants	0	0	0	0	0	0	0	0
# of DV victims	0	0	0	0	0	0	0	0

Table 23 – Characteristics of Public Housing Residents by Program Type

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

Data Source: PIC (PIH Information Center)

Draft

Race of Residents

Program Type									
Race	Certificate	Mod-Rehab	Public Housing	Vouchers					
				Total	Project-based	Tenant-based	Special Purpose Voucher		
							Veterans Affairs Supportive Housing	Family Unification Program	Disabled *
White	0	0	295	623	50	440	108	11	14
Black/African American	0	0	342	1,152	85	933	45	53	36
Asian	0	0	54	36	8	27	1	0	0
American Indian/Alaska Native	0	0	6	10	0	9	1	0	0
Pacific Islander	0	0	1	1	0	1	0	0	0
Other	0	0	0	0	1	0	0	0	0

Table 24 – Race of Public Housing Residents by Program Type

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

Data Source: PIC (PIH Information Center)

Ethnicity of Residents

Program Type									
Ethnicity	Certificate	Mod-Rehab	Public Housing	Vouchers					
				Total	Project-based	Tenant-based	Special Purpose Voucher		
							Veterans Affairs Supportive Housing	Family Unification Program	Disabled *
Hispanic	0	0	42	82	13	56	5	5	3
Not Hispanic	0	0	656	1,740	127	1,354	150	59	47

Table 25 – Ethnicity of Public Housing Residents by Program Type

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

Data Source: PIC (PIH Information Center)

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

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

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

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

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

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

NA-40 Homeless Needs Assessment *24 CFR 91.205(c)*

The Madison/Dane County Continuum of Care (CoC) takes the lead role in collecting and analyzing data on homeless persons served by CoC agencies. The CoC examines the Longitudinal System Analysis (LSA) data submitted to HUD each year. The data is limited to those agencies that input data into the Homeless Management Information System (HMIS). There are a few agencies in the community that do not use HMIS, including Domestic Abuse Intervention Services, HUD Section 8 vouchers targeted to people experiencing homelessness, and faith communities or grassroots organizations. Data is entered based on HUD's fiscal year. The most recent report covers the period October 1, 2022, through September 30, 2023. The LSA provides demographic data and information on how households move through the homeless services system. It does not attempt to analyze or otherwise explain the conditions of Dane County's homeless population, or the factors contributing to their situations; nor does it account for other persons who might confront similar housing issues, but who have not been served in emergency shelter, transitional housing, or permanent supportive housing in Dane County.

The number of homeless people served by area service providers in emergency shelter has fluctuated over the years. In the LSA, HUD reports individuals in shelter and transitional housing together. In 2022-2023, 2,710 individuals were served in transitional housing and emergency shelters. This represents a slight increase over the prior Consolidated Plan (2,645 individuals in 2017-2018) but a slight decrease from the past couple years (2,818 individuals in 2020-2021 and 2,864 individuals in 2021-2022). The number of individuals who are identified as at-risk (receiving financial aid or services to prevent homelessness) increased significantly over the past few years. This is due to the hardships of, and additional funding provided in response to, the COVID pandemic. In 2022, 6,006 households received diversion services, financial assistance, legal support, or other services to help them avoid homelessness. This number decreased to 4,020 households served in 2023. The decrease was due to less funding being available for rental assistance through the U.S. Treasury.

Of the 2,710 people served in transitional housing and emergency shelters during 2022-2023, 727 were members of households with children (with 443 children under 18 years of age); 1,959 were in households without children (21% identified as female, 77% as male, 2% transgender or gender non-conforming); and 44 were unaccompanied youth under the age of 18.

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

One attempt to compile information useful in making such estimates is the Point in Time (PIT) survey conducted in January. The PIT survey seeks to account for all homeless individuals, both sheltered and unsheltered, on the days the survey is conducted. In January 2024, there were 89 unsheltered individuals.

Over the past few years, and particularly during the COVID-19 pandemic, the CoC has strengthened its street outreach services. Coordination and collaboration have increased, resulting in a de-duplication of services. Outreach teams meet regularly to ensure they are connecting with the most vulnerable people who are sleeping outside and coordinating services. Street outreach programs act as mobile hubs for Coordinated Entry to connect people to housing opportunities as quickly as possible.

Homeless Needs Assessment

The City of Madison has no rural homeless.

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Part 1. Homeless Population	Sheltered	Unsheltered	Total
1. Number of Households with at least one adult and one child	60	0	60
1a. Number of Persons in households with at least one adult and one child	224	0	224
2. Number of Households with Only Children	2	0	2
2a. Number of Persons in these households	2	0	2
3. Number of Households Adult Only	318	75	393
3a. Number of Single Adults	319	79	398
Total Number of Persons	545	79	624

Part 2. Homeless Subpopulations	Sheltered	Unsheltered	Total
a. Chronically Homeless	188	9	197
b. Adults with a Serious Mental Illness	114	12	126
c. Adults with a Substance Use Disorder	53	7	60
d. Veterans - Male	33	2	35
e. Veterans - Female	3	0	3
f. Adults with HIV/AIDS	3	1	4
g. Adult Survivors of Domestic Violence	19	2	21
h. Total Under Age 18	148	0	148
i. Number of Persons (18-24)	31	2	33
j. Number of Persons (25-34)	94	11	105
k. Number of Persons (35-44)	94	26	120
l. Number of Persons (45-54)	68	14	82
m. Number of Persons (55-64)	65	18	83
n. Number of Persons (over age 64)	45	8	53

Table 26 – January 25, 2023 PIT Data

Part 1. Homeless Population	Sheltered	Unsheltered	Total
1. Number of Households - with at least one adult and one child	62	1	63
1a. Number of Persons in these households	215	2	217
2. Number of Households - Child Only	2	0	2
2a. Number of Persons in these households	2	0	2
3. Number of Households - Adult only	429	83	512
3a. Number of Persons in Adult Only households	430	87	517
Total Number of Persons	647	89	736

Part 2. Homeless Subpopulations	Sheltered	Unsheltered	Total
a. Chronically Homeless	171	37	208
b. Adults with a Serious Mental Illness	172	30	202
c. Adults with a Substance Use Disorder	79	36	115
d. Veterans - Male	39	4	43
e. Veterans - Female	3	0	3
f. Adults with HIV/AIDS	3	1	4
g. Adult Survivors of Domestic Violence	60	6	66
h. Number of Persons (under age 18)	124	1	125
i. Number of Persons (18-24)	32	0	32
j. Number of Persons (25-34)	107	12	119
k. Number of Persons (35-44)	112	28	140
l. Number of Persons (45-54)	105	22	127
m. Number of Persons (55-64)	109	14	123
n. Number of Persons (65 and older)	58	12	70

Table 27 – January 24, 2024 PIT Data

Draft

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

Not applicable.

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

There were 2,203 households who accessed emergency shelter and transitional housing in 2022-2023: 1,959 adult only households and 198 households with at least one adult and one child. Out of the total people served in emergency shelter and transitional housing, 7% were Veterans.

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

The homeless population is largely non-White. This is especially true for families with children experiencing homelessness, where 74% are non-White. For individuals without children experiencing homelessness, the percentage of non-White is 45%. Of the 2,710 individuals served in emergency shelter and transitional housing in 2022-2023, 46% were Black, African American or African. The Black population is overrepresented in the Dane County population experiencing homelessness.

Describe the nature and extent of unsheltered and sheltered homelessness.

The Point in Time (PIT) survey is the best source of information on unsheltered persons. When comparing the 1/2024 PIT with 1/2023 PIT for sheltered and unsheltered, the data shows:

- The total number of individuals identified in the PIT has increased (112 more individuals).
- The number of single adults increased (111 more sheltered and 8 more unsheltered).
- The number of unaccompanied youth and minor parents continues to be very low on the night of the PIT, as the tendency for youth is to "couch surf," which is not included in HUD's definition of homelessness.

In 2024, there was a total of 46 veterans identified; 42 veterans were sheltered, while 4 veterans were unsheltered.

The number of homeless persons identified as chronically homeless was slightly higher in 2024 compared to 2023. The number of adults with serious mental illness or substance use disorders also increased.

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NA-45 Non-Homeless Special Needs Assessment

24 CFR 91.205(b,d)

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

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

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

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

Describe the characteristics of special needs populations in your community:

The 2022 American Community Survey (ACS) 5-Year estimate stated that 34,241 people (or 12.75% of the Madison population) were 65 and over. Nearly twelve percent (12%) of the population over 65 years of age was 85 and older, a commonly used measure for "frail" elderly. According to the 2022 American Community Survey (ACS) 5-Year estimate, the 2022 national average for adults aged 18 to 64 with at least one disability was 12.9%. This compares to 8.6% for residents of the City of Madison.

The breakdown by type of disability for adults aged 18 and over 75 years of age in the City of Madison was:

- Hearing: 5,175
- Vision: 3,310
- Cognitive: 10,952
- Ambulatory: 8,781
- Self-Care: 4,023
- Independent Living: 8,357

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

Local service delivery systems in Wisconsin rely on State funding to County governments that lead human services for these populations. In some cases, the City of Madison has provided supplemental support for services such as the development of housing for people with special needs. It has done this in coordination with nonprofit organizations such as Movin' Out. The City of Madison also administers funding processes that target older adult services and programming, who tend to have a higher rate of members with at least one disability.

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

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

The Wisconsin Department of Health Services shared the following data with the City:

During 2019-2023, 115 people were newly diagnosed with HIV in Dane County. Of those, 5% were reported as experiencing homelessness or staying at a shelter at the time of diagnosis. By the end of 2023, a total of 897 people known to be living with HIV resided in Dane County.

If the PJ will establish a preference for a HOME TBRA activity for persons with a specific category of disabilities (e.g., persons with HIV/AIDS or chronic mental illness), describe their unmet need for housing and services needed to narrow the gap in benefits and services received by such persons. (See 24 CFR 92.209(c)(2) (ii))

Not applicable.

Draft

NA-50 Non-Homeless Community Development Needs *24 CFR 91.205(f)*

Describe the jurisdiction's need for Public Facilities:

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

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

How were these needs determined?

In the Consolidated Plan survey, approximately one-third of residents identified assisting non-profits with facility acquisition or improvements as the most needed community development activity. This interest in community spaces, particularly those that provide culturally relevant programming, came up in feedback from Hmong youth in the Dane County Youth Assessment Report and the *Older Adult Services and Programming* report by EQT by Design. The City consistently hears similar feedback in line with these reports as the community seeks additional community facilities and culturally relevant spaces. The City will continue its investment in operating dollars and programming at neighborhood centers through local City funding, and support the improvement of safe, accessible, energy-efficient and well-maintained community and neighborhood facilities through federal funding.

Madison and Dane County youth also identified climate change as a key funding priority for their By Youth For Youth funding process, further supporting the City's goals to create/improve energy-efficient community facilities.

Describe the jurisdiction's need for Public Improvements:

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

How were these needs determined?

Needs are determined through ongoing comprehensive planning and budgeting processes.

Describe the jurisdiction's need for Public Services:

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

How were these needs determined?

These needs are continually monitored during quarterly meetings with City-funded neighborhood centers, as well as through the Consolidated Plan's community feedback process and survey conducted in 2024 to evaluate and prioritize community needs.

Draft

IV. Housing Market Analysis

MA-05 Overview

Housing Market Analysis Overview:

Madison's population overall faces a housing shortage that disproportionately impacts lower-income households due to lack of availability and access within the housing market. Lower-income populations also directly face a large and persistent problem of a lack of income- and rent-restricted affordable housing that results in high levels of housing cost burden and, at the extreme, homelessness. This lack of affordable housing has been exacerbated by historically low vacancies in the rental market over the past decade, new landlord-tenant laws and a tightened lending market, all of which make it harder for low-income households to participate fully in the Madison housing market.

The challenges to affordability can be summarized as:

- Strong demand for housing as a result of low unemployment and high median wages keeps housing prices relatively high.
- Continued household growth of 1.7% since 2011, with household growth rising to 3.1% annually since the onset of the coronavirus pandemic (roughly 3,500 net new households/year)
- Recent increases in the number of Madison households have been almost exclusively due to moderate- to higher-income households (>$50,000), with the largest year-over-year growth in households making more than $100,000 annually (at a rate of growth more than 3 times higher than those making $50,000-$75,000).
- New construction of housing has recently increased to match household growth, though it was in a deficit below the rate of household growth from 2007 to 2012, and has not significantly increased above household growth to address the subsequent gap.
- This has resulted in historically low vacancy and rising rental prices, pushing low-income renters out of the market, and preventing homeless households from moving into housing options.
- New rental construction has been focused on meeting the demand from higher-income households, and federal funding to subsidize housing for homeless, low-income rental and low-income ownership has been steadily declining.
- To offset federal funding for income- and rent-restricted housing, the City of Madison has used local dollars through the Affordable Housing Fund to further leverage rising needs that are beyond what federal dollars are capable of meeting.
- Construction and land costs in our market make the creation of new units too expensive for low-income households without providing significant subsidies to developers.
- For homeless individuals with the additional challenge of mental health, addiction or disabilities, Dane County's homeless housing and service system is already at capacity, and does not have the breadth of options to serve all parts of this population.
- Tightened lending standards, high interest rates, historically high levels of student debt, limited new construction, and drastic undersupply of for-sale housing have made homeownership less accessible for low-income households.

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

Draft

MA-10 Number of Housing Units

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

The Madison housing market is defined by its ratio of single-family, owner-occupied housing to multi-family, renter-occupied housing. From 2019 to 2023, about 12,150 new housing units were permitted in the City of Madison, with about 13% being single-family homes (likely homeownership) and 87% being multifamily units (likely rental). The rental market continues to see a boom in market-rate apartment construction, specifically of 20+ unit structures; however, vacancy rates remain below the desired level of 5%-7%. This is due to the steady and increasing demand for rental units each year. A low vacancy rate and competition from higher-income renters puts additional pressure on lower-income renters.

All residential properties by number of units

Property Type	Number	%
1-unit detached structure	49,255	42%
1-unit, attached structure	5,740	5%
2-4 units	13,705	12%
5-19 units	17,530	15%
20 or more units	29,915	26%
Mobile Home, boat, RV, van, etc.	670	1%
Total	***116,815***	***100%***

Table 28 – Residential Properties by Unit Number

Data Source: 2016-2020 ACS

Unit Size by Tenure

	Owners		Renters	
	Number	%	Number	%
No bedroom	185	0%	7,230	12%
1 bedroom	1,435	3%	18,090	31%
2 bedrooms	10,555	20%	22,985	39%
3 or more bedrooms	41,160	77%	10,200	17%
Total	***53,335***	***100%***	***58,505***	***99%***

Table 29 – Unit Size by Tenure

Data Source: 2016-2020 ACS

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

- 473 year-round shelter beds
- 189 overflow beds
- 32 transitional units
- 2,208 permanent housing units
- 1,373 family (households with at least one minor child)
- 843 disability (at least one member of household having a disability)
- 2,087 elderly (at least one member of household being age 62 or older)
- **7, 205** total

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

The City does not expect a net loss in its affordable housing inventory.

Draft

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

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

Describe the need for specific types of housing:

The Madison market is in need of rental housing available to households at or below 80% of AMI, particularly households below 50% of AMI, as shown by the high levels of housing cost burden and limited income- and rent-restricted supply as compared to population growth.

MA-15 Cost of Housing

24 CFR 91.210(a)

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

The challenges to affordability can be summarized as:

- From 2011 to 2021, household growth continued at approximately 2%, though it was over 3% annually from 2021 onward (roughly 3,500 net new households/year).
- Recent increases in the number of Madison households have been almost exclusively due to moderate- to higher-income households (>$50,000), with the largest year-over-year growth in those making more than $100,000 annually (at a rate of growth more than 3 times higher than households making $50,000-$75,000).
- New construction and development of housing dropped below the rate of household growth from 2007 to 2012, and while it has increased, it has not significantly increased above household growth to address the subsequent gap.
- This has resulted in historically low vacancy and rising rental prices, pushing low-income renters out of the market and preventing homeless households from moving into housing.
- New rental construction has been focused on meeting the demand from higher-income households, and federal funding to subsidize housing for homeless, low-income rental and low-income ownership has been steadily declining.
- Construction and land costs in our market make the creation of new units too expensive for low-income households without providing subsidies to developers.
- For homeless individuals with the additional challenge of mental health, addiction or disabilities, Dane County's homeless housing and service system is already at capacity, and does not have the breadth of options to serve all parts of this population.
- Tightened lending standards, high interest rates, historically high levels of student debt, and high rental costs that reduce the amount available for saving for down payment, have made homeownership less accessible for low-income households.

MA-20 Condition of Housing

24 CFR 91.210(a)

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

Draft

Definitions

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

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

Condition of Units	Owner-Occupied		Renter-Occupied	
	Number	%	Number	%
With one selected Condition	9,445	18%	26,280	45%
With two selected Conditions	75	0%	1,300	2%
With three selected Conditions	4	0%	55	0%
With four selected Conditions	0	0%	0	0%
No selected Conditions	43,810	82%	30,865	53%
Total	***53,334***	***100%***	***58,500***	***100%***

Table 30 - Condition of Units

Data Source: 2016-2020 ACS

Year Unit Built

Year Unit Built	Owner-Occupied		Renter-Occupied	
	Number	%	Number	%
2000 or later	10,840	20%	14,405	25%
1980-1999	11,110	21%	15,025	26%
1950-1979	20,400	38%	18,870	32%
Before 1950	10,990	21%	10,195	17%
Total	***53,340***	***100%***	***58,495***	***100%***

Table 31 – Year Unit Built

Data Source: 2016-2020 CHAS

Risk of Lead-Based Paint Hazard

Risk of Lead-Based Paint Hazard	Owner-Occupied		Renter-Occupied	
	Number	%	Number	%
Total Number of Units Built Before 1980	31,390	59%	29,065	50%
Housing Units build before 1980 with children present	6,040	11%	3,200	5%

Table 32 – Risk of Lead-Based Paint

Data Source: 2016-2020 ACS (Total Units) 2016-2020 CHAS (Units with Children present)

Vacant Units

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

Table 33 - Vacant Units

Need for Owner and Rental Rehabilitation

The market data shows a need to stabilize and revitalize neighborhoods. Potential efforts include considering the geographic targeting of funds to neighborhoods with aging or blighted housing stock or specific land use issues (single-family homes used as multifamily rental, etc.), and encouraging renovation and income- and rent-restriction as part of the City's stabilization and revitalization efforts to ensure that current neighborhood residents do not become priced out of rapidly appreciating markets.

Draft

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

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

Of units occupied by low- to moderate-income households, the City estimates that there are 2,296 dwelling units that contain lead hazards.

Discussion

The City of Madison estimates that there are 60,455 dwelling units in the city that were built prior to 1980. It is estimated that 95% of these units contain at least some level of lead paint, but that not all of these likely pose a lead paint hazard. Because many of these units are relatively well-maintained, the City estimates that only 5% (or 2,871 units) contain lead hazards, and of these, approximately 80% (2,296) are occupied by low- to moderate-income households.

MA-25 Public Housing

24 CFR 91.210(b)

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

Total Number of Units

Program Type									
	Certificate	Mod-Rehab	Public Housing	Vouchers					
				Total	Project-based	Tenant-based	Special Purpose Voucher		
							Veterans Affairs Supportive Housing	Family Unification Program	Disabled *
# of units vouchers available	-	-	738	2,170	234	1,808	214	100	59
# of accessible units	-	-	27-	-	-	-	-	-	-

Table 34 – Total Number of Units by Program Type

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

Data Source: PIC (PIH Information Center)

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

The City of Madison Community Development Authority (CDA) manages 738 housing units with subsidy funding under HUD's Low Rent Public Housing Program. It manages another 115 units in multi-family structures with subsidy funding from the Wisconsin Housing and Economic Development Authority (WHEDA), as well as 24 project-based units at the CDA's East, West and Triangle developments. Units range from efficiency to five-bedroom units, and building types range from single-family homes to a ten-story high-rise. The oldest units were built in the late 1940s, while the newer units were built in the 1970s.

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

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Public Housing Condition

Public Housing Development	Average Inspection Score
Wi003000200 – East Site	24
Wi003000300 – West Site	31.6
Wi003000400 – Triangle Site	35.2
Wi003000500 – Truax Phase 1	26.8
Wi003000600 – Truax Phase 2	22.4

Table 35 – Public Housing Condition

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

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

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

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

MA-30 Homeless Facilities and Services *24 CFR 91.210(c)*

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

Facilities and Housing Targeted to Homeless Households

	Emergency Shelter Beds		Transitional Housing Beds	Permanent Housing Beds (incl. PSH, RRH, OPH)	
	Year-Round Beds (Current & New)	Voucher / Seasonal / Overflow Beds	Current & New	Current & New	Under Development
Households with Adult(s) and Child(ren)	215	0	0	907	
Households with Only Adults	283	115	8	619	
Chronically Homeless Households	0	0	0	209	
Veterans	2	0	24	247	
Unaccompanied Youth	8	0	0	0	

Table 36 – Facilities and Housing Targeted to Homeless Households

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

Health - Under 42 CFR 482.43(b)(3) and (6), hospitals must have in place a discharge planning process that applies to all patients, and the discharge planning evaluation must include an evaluation of the likelihood of a patient needing post-hospital services and the availability of those services. CoC members consult regularly with local hospital social services staff to keep them abreast of community services available to patients experiencing homelessness. Most major health providers are active members of the CoC, through which pertinent information and resources are disseminated monthly. Local Dane County hospitals have policies and practices in place to

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ensure a patient is released to adequate housing/shelter. UnityPoint Health-Meriter, UW and St. Mary's hospitals have agreed upon a policy in which they make every effort not to discharge homeless patients to the streets. The hospitals, GHC-SCW and Access Community Health routinely work with the patient and his/her natural support system to secure housing. If a support system is not in place or available, care providers may fund short-term motel stays and/or connect patients with community programming, including The Salvation Army's medical shelter program, JustDane's Healing House and Solace House (for those needing hospice care).

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

JustDane provides medical shelter for households with children who need time to recover after a medical procedure or birth of a child. Guests receive 24/7 recuperative care by medically trained staff and volunteers. Additionally, they receive case management services to secure permanent housing.

Recently, Solace House started accepting guests. They serve people experiencing homelessness who also need and are enrolled in hospice care. They provide support to the person and their family during end of life.

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

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

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

Members of the CoC are active participants in the local Employment and Training Network. The group meets quarterly and shares information about employment and training resources that are available to people experiencing homelessness. The group hosts a meet and greet session annually for housing/homeless services providers and employment and training providers to learn about each other's resources and develop relationships to enhance care coordination.

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

Chronically Homeless Individuals and Families - Local, state and federal funds are used by seven agencies (Catalyst for Change, Tellurian, Briarpatch Youth Services, UnityPoint Health-Meriter, Madison Street Medicine, Urban Triage and VAMC) to provide outreach workers that connect people experiencing unsheltered homelessness to services and housing. Local and private funds are used by Catholic Charities to operate The Beacon, a daytime drop-in program, which operates 7 days a week and serves people experiencing homelessness, primarily single adults.

All CoC-funded agencies have committed to prioritize all openings in permanent supportive housing to serve persons experiencing chronic homelessness. The CoC currently has 209 designated permanent supportive housing beds. This commitment to prioritize chronically homeless persons when considering tenants for new openings will increase the number of chronically homeless served.

Homeless Families and Children - The CoC has a variety of housing options for families with children experiencing homelessness. These include 293 beds of rapid rehousing, 159 beds of permanent supportive housing and 455 beds of other permanent housing. These housing options provide varying levels of supportive services, based on the individual needs of the family.

Through local, state and federal funding, Tenant Resource Center and Porchlight provide financial assistance and housing counseling to prevent homelessness through payment of rent in-arrears for eligible households.

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Households must have experienced a past episode of homelessness to qualify for these funds. Eligible households are prioritized based on the number of barriers they face to securing future housing.

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

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

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

Unaccompanied Youth - Briarpatch Youth Services provides an 8-bed shelter for youth ages 12-17 experiencing homelessness. The CoC was awarded funding through HUD's Youth Homelessness Demonstration Program (YHDP). With these funds, the CoC provides System Navigation services to youth to assist with their housing crisis and other needs the youth identify.

MA-35 Special Needs Facilities and Services

24 CFR 91.210(d)

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

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

Including the elderly, frail elderly, persons with disabilities (mental, physical, developmental), persons with alcohol or other drug addictions, persons with HIV/AIDS and their families, public housing residents and any other categories the jurisdiction may specify, and describe their supportive housing needs

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

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

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

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

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

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

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

See above.

For entitlement/consortia grantees: Specify the activities that the jurisdiction plans to undertake during the next year to address the housing and supportive services needs identified in accordance with 91.215(e) with respect to persons who are not homeless but have other special needs. Link to one-year goals. (91.220(2))

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

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

MA-40 Barriers to Affordable Housing

24 CFR 91.210(e)

Negative Effects of Public Policies on Affordable Housing and Residential Investment

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

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

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

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

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- Introducing zoning changes to make it easier to build missing middle housing, and proactively implementing adoption of plans through the zoning code.
- Supporting local non-profit developers with capacity building and technical assistance, prioritizing mission-driven organizations that serve lower-income households and provide longer-term or permanent affordability.
- Establishing performance and accountability measures around review processes, while exploring ways to streamline for affordable housing development proposals.
- Exploring opportunities to improve communications and alignment between City agencies involved in the review of housing development.
- Expanding efforts to support the development community in Madison by leveraging new and existing funding sources at all levels of government, and considering whether certain policies disproportionately burden some developers with predevelopment costs and provide more consistent and reliable technical assistance.
- Allowing exceptions to existing funding programs and zoning rules to allow for demonstration projects.
- Recruiting and funding developers with experience constructing alternate forms of housing (co-housing, land trust models).
- Recruiting and engaging in discussions with financial institutions to create portfolio loan products that would allow for housing types that might not conform with current lending rules.

MA-45 Non-Housing Community Development Assets *24 CFR 91.215(f)*

This section provides an overview of employment, workforce characteristics and earnings in Madison. Some of data figures presented in the following tables were pre-populated by the HUD eCon Planning tool, others are from 2016-2020 ACS (Workers), 2020 Longitudinal Employer-Household Dynamics (Jobs).

Economic Development Market Analysis

Business Activity

Business by Sector	Number of Workers	Number of Jobs	Share of Workers %	Share of Jobs %	Jobs less workers %
Agriculture, Mining, Oil & Gas Extraction	646	148	0	0	0
Arts, Entertainment, Accommodations	15,300	14,689	10	7	-3
Construction	4,475	6,597	3	3	0
Education and Health Care Services	48,784	70,063	32	33	1
Finance, Insurance and Real Estate	10,794	15,024	7	7	0
Information	5,062	6,071	3	3	0
Manufacturing	12,198	9,919	8	5	-3
Other Services	6,166	7,254	4	4	0
Professional, Scientific, Management Services	22,824	31,990	16	15	0
Public Administration	7,717	21,289	5	10	5
Retail Trade	13,650	17,267	9	8	-1
Transportation and Warehousing	3,822	4,483	3	2	-1
Wholesale Trade	2,141	4,971	1	2	1
Total	153,579	209,765	--	--	--

Table 37

Data Source: 2016-2020 ACS (Workers), 2020 Longitudinal Employer-Household Dynamics (Jobs)

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Labor Force

Total Population in the Civilian Labor Force	158,045
Civilian Employed Population 16 years and over	153,580
Unemployment Rate	2.82
Unemployment Rate for Ages 16-24	11.90
Unemployment Rate for Ages 25-65	1.69

Table 38 - Labor Force

Data Source: 2016-2020 ACS

Occupations by Sector	Number of People
Management, business and financial	54,515
Farming, fisheries and forestry occupations	4,795
Service	13,545
Sales and office	25,290
Construction, extraction, maintenance and repair	5,265
Production, transportation and material moving	5,850

Table 39 – Occupations by Sector

Data Source: 2016-2020 ACS

Travel Time

Travel Time	Number	Percentage
< 30 Minutes	109,759	79%
30-59 Minutes	25,286	18.2%
60 or More Minutes	3,751	2.7%
Total	138,796	100%

Table 40 - Travel Time

Data Source: 2016-2020 ACS

Education

Educational Attainment by Employment Status (Population 25 to 64 Years)

Educational Attainment	In Labor Force		
	Civilian Employed	Unemployed	Not in Labor Force
Less than high school graduate	3,317	104	1,672
High school graduate (includes equivalency)	12,569	465	3,285
Some college or Associate's degree	24,581	651	5,618
Bachelor's degree or higher	70,707	1,008	7,613

Table 41 - Educational Attainment by Employment Status

Data Source: 2016-2020 ACS

Educational Attainment by Age

	Age				
	18–24 yrs	25–34 yrs	35–44 yrs	45–65 yrs	65+ yrs
Less than 9th grade	350	325	580	1,345	820
9th to 12th grade, no diploma	1,395	795	650	1,390	695
High school graduate, GED, or alternative	10,650	4,510	3,500	8,350	6,345
Some college, no degree	26,555	6,755	4,490	8,695	5,620
Associate's degree	1,215	3,325	2,945	4,660	1,685
Bachelor's degree	12,470	22,095	10,180	13,135	7,170
Graduate or professional degree	1,555	12,405	9,155	12,480	8,580

Table 42 - Educational Attainment by Age

Data Source: 2016-2020 ACS

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Educational Attainment – Median Earnings in the Past 12 Months

Educational Attainment	Median Earnings in the Past 12 Months
Less than high school graduate	26,621
High school graduate (includes equivalency)	31,463
Some college or Associate's degree	37,776
Bachelor's degree	53,482
Graduate or professional degree	62,371

Table 43 – Median Earnings in the Past 12 Months

Data Source: 2016-2020 ACS

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

Madison's economy is diverse, with no single sector dominating the share of workers or jobs. Based on the tables above, the largest employment sectors in Madison today include Arts, Entertainment and Accommodations; Education and Healthcare; Professional, Scientific and Management Services; Finance, Insurance and Real Estate; Manufacturing; Public Administration; and Retail. Together, these industries comprise 86% of Madison's total workforce. However, examining these broadly defined industries in greater detail reveals additional insight into employment in Madison. For example, Madison is seeing rapid growth in frontline healthcare occupations, particularly for nurses, health technicians and practitioners. In addition, within the Professional/Scientific/ Management category, Madison is seeing particularly rapid growth in its biotechnology and information technology sectors. The only major sectors that have experienced a decline in the workforce are the Information and Wholesale Trade sectors, which comprise a relatively small share of Madison's total workforce.

Describe the workforce and infrastructure needs of the business community:

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

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

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

In addition to the EPIC phenomenon, Madison is increasingly becoming aware of its challenges related to racial inequity. Madison struggles with some of the nation's highest rates of economic disparity by race and class. The city's changing economy is providing incredible opportunity for residents at the top end of the economic

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spectrum, while increasingly leaving behind those at the bottom end. This disparity is highly correlated to race. In particular, Madison has very high (and growing) rates of childhood poverty among African American children. Madison has recently launched an equity initiative focused on addressing these complex issues of race and economic opportunity in the city. This effort has important implications for education, workforce development and business development in the city.

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

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

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

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

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

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

No.

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

In late 2016, the City of Madison adopted an Economic Development Strategy to guide economic development policies and projects and will be undergoing the development of a new 5-year strategic plan to kick off in 2025. In addition, the Madison Regional Economic Partnership (MadREP), an economic development organization that serves an eight-county area around Madison, created an updated strategic blueprint, "Elevate Madison Region" for 2024-2028. The City of Madison is also currently undertaking the two-year process of updating the Economic Development Plan, work that began in Fall of 2024.

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MA-50 Needs and Market Analysis Discussion

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

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

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

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

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

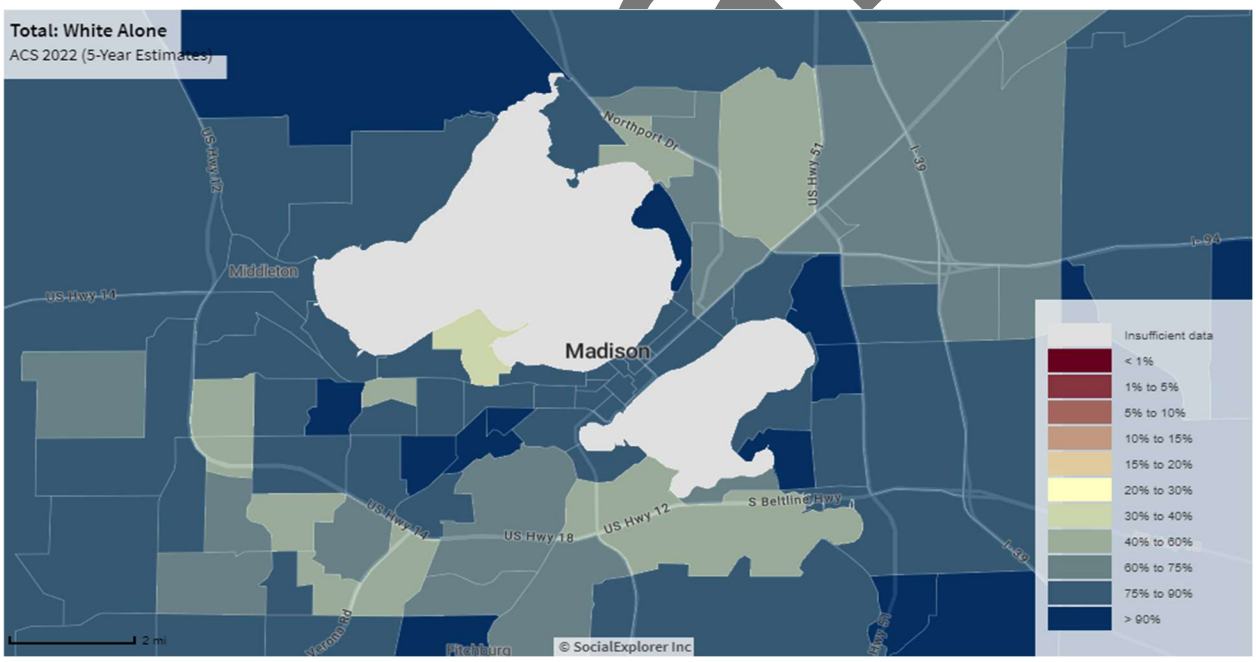
These areas generally correspond to higher rates of rental versus ownership, as well as housing cost burden.

Are there any community assets in these areas/neighborhoods?

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

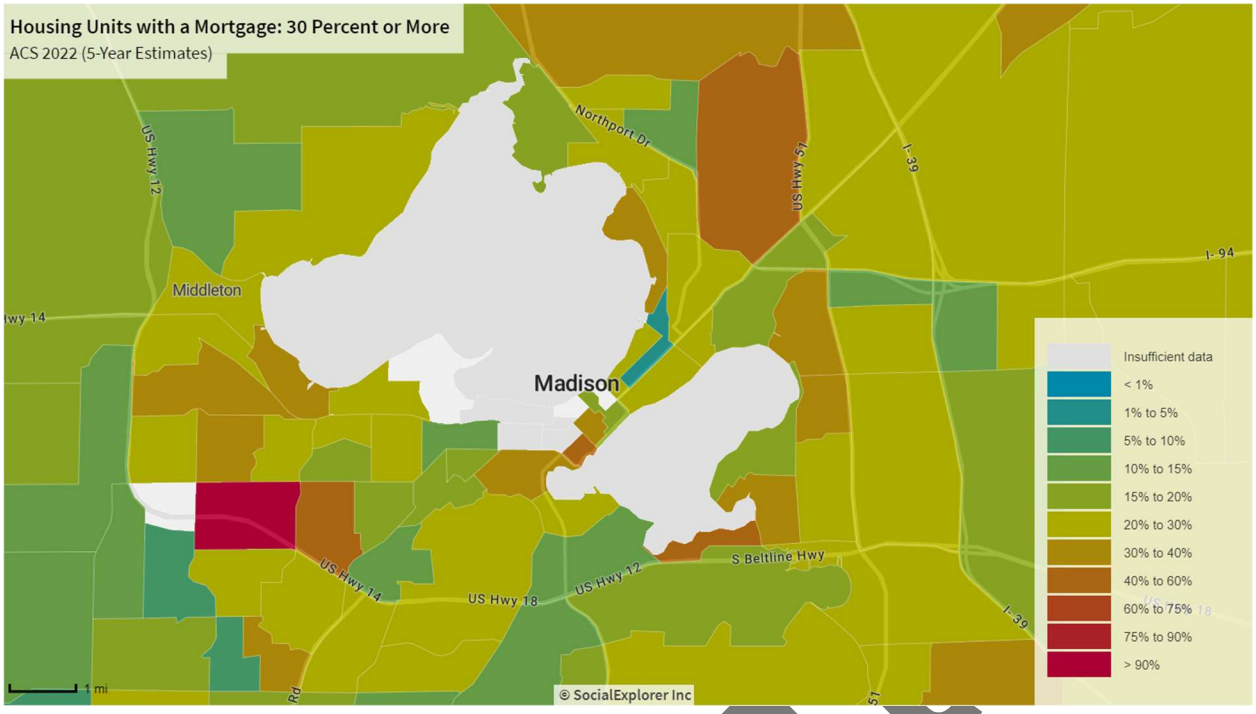
Are there other strategic opportunities in any of these areas?

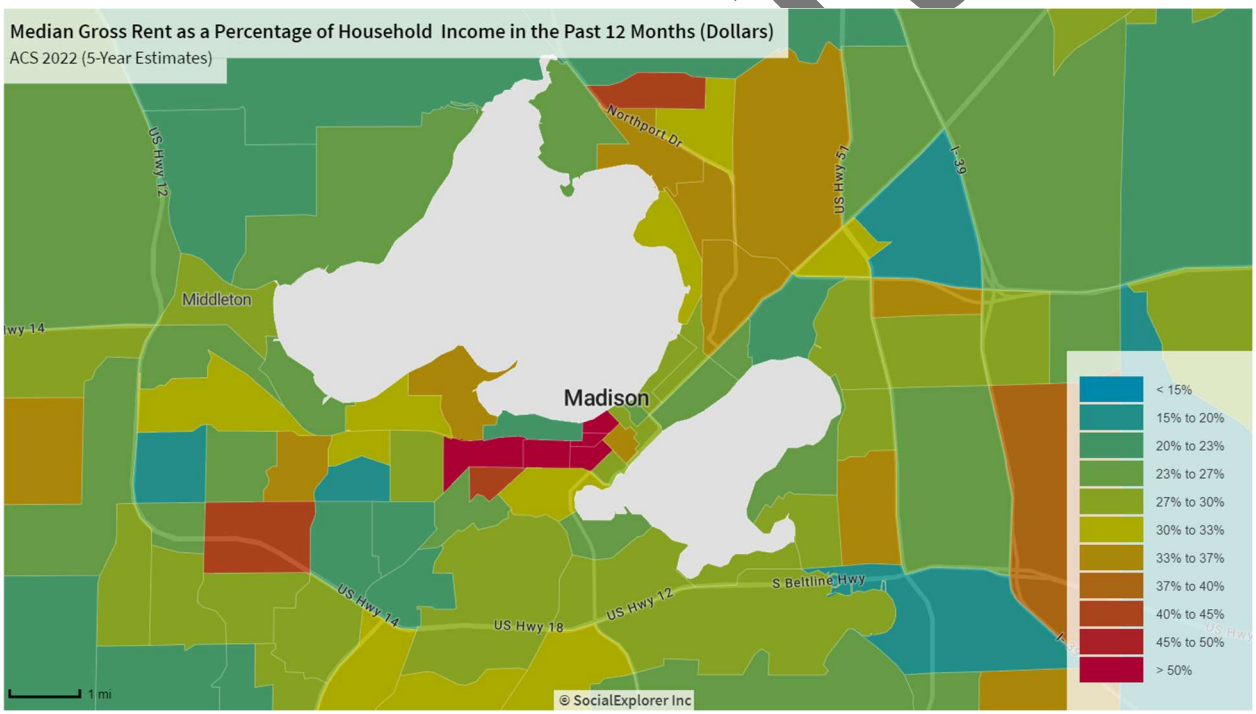
The Neighborhood Resource Teams are charged with ongoing identification of strategic opportunities and making recommendations for their implementation.



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OMB Control No: 2506-0117 (exp. 03/31/2025)


Housing Units with a Mortgage: 30 Percent or More
ACS 2022 (5-Year Estimates)
Northport Dr
US Hwy 51
I- 39
I- 94
US Hwy 12
Middleton
Madison
Insufficient data
< 1%
1% to 5%
5% to 10%
10% to 15%
15% to 20%
20% to 30%
30% to 40%
40% to 60%
60% to 75%
75% to 90%
> 90%
US Hwy 14
US Hwy 18
US Hwy 12
S Beltline Hwy
I- 39
1 mi
© SocialExplorer Inc


Median Gross Rent as a Percentage of Household Income in the Past 12 Months (Dollars)
ACS 2022 (5-Year Estimates)
Northport Dr
US Hwy 51
I-39
US Hwy 12
Middleton
Madison
< 15%
15% to 20%
20% to 23%
23% to 27%
27% to 30%
30% to 33%
33% to 37%
37% to 40%
40% to 45%
45% to 50%
> 50%
US Hwy 14
US Hwy 18
US Hwy 12
S Beltline Hwy
1 mi
© SocialExplorer Inc

MA-60 Broadband Needs of Housing Occupied by Low- and Moderate-Income Households

24 CFR 91.210(a)(4), 91.310(a)(2)

Describe the need for broadband wiring and connections for households, including low- and moderate-income households and neighborhoods.

While we do not have data to confirm the number of households who do not have access to high-speed or broadband Internet service, we are aware that restricted access to this resource is an issue in Madison. Solutions that the City of Madison has implemented, or is in the process of implementing, include:

- The City's Community Development Authority (CDA) is implementing Home Connect, a community-based information gathering initiative that will ensure that residents of the City's public housing have Internet access.
- The City has ensured that fiber optic cables have been run to City-funded neighborhood and community centers and pays for the Internet that is provided by those connections. This has allowed these centers to provide broadband Internet access to community members at no cost. The majority of neighborhood center users are low- and moderate-income individuals.
- To connect City residents, policymakers and staff with resources, the City of Madison is currently mapping its Digital Inclusion Ecosystem, which the National Digital Inclusion Alliance describes as "a combination of programs and policies that meet a geographic community's unique and diverse needs." This includes programs and policies that address all aspects of the digital divide and collaboration on digital access/adoption solutions among government, community partners and community members.

Describe the need for increased competition by having more than one broadband Internet service provider serve the jurisdiction.

Competition is usually good for the consumer as it typically lowers prices for comparable service. In Madison, there are a few different Internet Service Providers, including AT&T and TDS. However, there is very little overlap in these companies' service areas, meaning that most Madison households have limited options in terms of how they get and pay for their Internet. There are a few smaller ISPs in the area with small coverage areas that offer more competitive rates, but only a minority of Madisonians have the option of buying their Internet through these companies.

The City of Madison hired CTC Technology and Consulting Firm to research and develop a "Fiber-to-the-Premises" implementation to create a public internet utility. The final cost was projected to be approximately $173 million. Regrettably, in 2018, the City determined that implementing the Fiber-to-the-Premises plan was cost-prohibitive.

The Department of Commerce's National Telecommunications and Information Administration approved Wisconsin's initial proposals for the Broadband Equity, Access, and Deployment (BEAD) program in 2024. This allows Wisconsin to access over $1 billion to deploy or upgrade high-speed internet networks to ensure that everyone has access to reliable, affordable, high-speed internet. Based on the Public Service Commission of Wisconsin's BEAD eligibility map, some areas of Madison will be eligible.

MA-65 Hazard Mitigation

24 CFR 91.210(a)(5), 91.310(a)(3)

Describe the jurisdiction's increased natural hazard risks associated with climate change.

The City of Madison, like most municipalities in the country, will be susceptible to hazards associated with climate change. While Madison is not susceptible to rising sea levels like nearly all coastal cities, the continuous construction of impervious surfaces to accommodate suburban development, along with outdated stormwater

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management systems throughout the metropolitan area, will make Madison more prone to flooding as weather events become more severe due to climate change.

Winter weather may also get more extreme as climate change creates wide swings in temperature throughout the year. This could result in the freezing of water and sewer pipes and accelerate the "freeze-thaw" effect that requires the City and State to devote a higher proportion of their budgets to maintaining roads instead of providing services to low- and moderate-income residents.

Severe weather may also become more common due to climate change. While this weather brings an increased risk of flooding to the area, it can also cause damage from high winds and hail. This could disproportionately burden low- and moderate-income homeowners if damage is caused to their homes, and it could cause a financial strain on property owners who own rent-restricted units, as their cash flow is already constrained. As these events become more common, it is possible that owners will not be able to replenish their replacement reserve accounts quickly enough to finance necessary repairs. This could lead to a loss of affordable units in the City.

Describe the vulnerability to these risks of housing occupied by low- and moderate-income households based on an analysis of data, findings and methods.

According to the most recently available American Community Survey data, approximately 47.8% of rental housing units in the City were constructed prior to 1980, including 12.8% of units that were built before 1940. These units are more likely to have deferred maintenance and be more prone to damage caused by flooding and strong storms. Additionally, these structures were not built to the higher standard of building code by which more recently constructed buildings have had to abide. Since most of the pre-war housing units in Madison are built along the Isthmus or the City's near west side, these units are also more likely to be in a 500-year floodplain. In 2018, many residents and homeowners of these buildings suffered from extensive damage associated with flooding from the unusually high rainfall. These events are likely to become more frequent as climate change accelerates. As approximately half of renter households in Madison are housing cost burdened, any event that takes units offline—even temporarily—could further increase the percentage of income that renters are spending to house their families. Additionally, approximately 22.9% of homeowners are housing cost burdened in the City, and with events like flooding not covered by most home insurance policies, those homeowners may become further cost burdened by repairs and could risk falling behind on mortgage payments as a result.

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V. Strategic Plan

SP-05 Overview

Strategic Plan Overview

The 2025-2029 Consolidated Plan strategy is to implement the six goals outlined in the Plan, based on reasonable projections of funding sources for the Plan's five-year timeframe.

Vision and Mission

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

Community Development Strategies

For 2025-2029, the Community Development Division (CDD) and the City's CDBG Committee developed six primary goals. Over the next five years, the Division will also continue its emphasis on incorporating energy efficiency and sustainability initiatives into all eligible projects. The Division and the CDBG Committee will continue to identify and discuss emerging needs in the City of Madison. New and alternative approaches to meet these needs within the established goals and objectives will also be considered.

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

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

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SP-10 Geographic Priorities

24 CFR 91.215(a)(1)

Describe the basis for allocating investments geographically within the jurisdiction.

The City identifies, as target areas for investment, Census Tracts where 51% of the individuals meet HUD's low-/ moderate-income standards (80% or less of the area median income), as well as any Neighborhood Resource Team (NRT) area with high concentrations of poverty. (See **Appendices C** and **D**.)

Geographic Area

See narrative above and **Appendices C** and **D**.

SP-25 Priority Needs *24 CFR 91.215(a)(2)*

Priority Needs

1	Priority Need	**Affordable Housing**
	Priority Level	High
	Population	Extremely Low Low Moderate Large Families Families with Children Elderly Chronic Homelessness Individuals Families with Children Mentally Ill Chronic Substance Abuse Veterans Victims of Domestic Violence Unaccompanied Youth
	Associated Goals	Housing Development & Financing: Homeownership Housing Development & Financing: Rental Homeless Services & Housing Stability
	Description	Provide decent, safe and sanitary affordable housing opportunities for low- and moderate-income households in order to enhance household, neighborhood and community stability. Funds are targeted Citywide and/or toward LMI target areas, depending upon the Project/Activity undertaken.
	Basis for Relative Priority	The relative priorities used in this section of the Strategic Plan reflect the findings from the top housing and community development needs identified in the Needs Assessment and Housing Market Analysis, and through input contributed by stakeholders and citizens who participated in the development of this Plan.
2	Priority Need	**Economic Development and Employment**
	Priority Level	Low
	Population	Low Moderate Non-housing Community Development
	Associated Goals	Small Business Assistance
	Description	Expand employment opportunities and enhance neighborhood vitality by supporting new and existing businesses. Funds are targeted Citywide and/or toward LMI target areas, depending upon the Project/Activity undertaken.
	Basis for Relative Priority	The relative priorities used in this section of the Strategic Plan reflect the findings from the top housing and community development needs identified in the Needs Assessment and Housing Market Analysis, and through input contributed by stakeholders and citizens who participated in the development of this Plan.

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3	Priority Need	**Strong and Healthy Neighborhoods**		
	Priority Level	High		
	Population	Low Moderate	Middle Families with Children	Elderly Non-housing Community Development
	Associated Goals	Neighborhood Asset Building		
	Description	Strengthen neighborhoods through strategic investments in physical assets and amenities like neighborhood centers or other community facilities, as well as other planning and revitalization efforts. Funds are targeted Citywide and/or toward LMI target areas, depending upon the Project/Activity undertaken.		
	Basis for Relative Priority	The relative priorities used in this section of the Strategic Plan reflect the findings from the top housing and community development needs identified in the Needs Assessment and Housing Market Analysis, and through input contributed by stakeholders and citizens who participated in the development of this Plan.		
4	Priority Need	**Effective Planning and Program Administration**		
	Priority Level	High		
	Population	Low Moderate		
	Associated Goals	Program Administration		
	Description	Implement a well-managed Community Development Program with effective progress toward five-year goals.		

Table 44 – Priority Needs Summary

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Narrative

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

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

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

Influence of Market Conditions

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

Table 45 – Influence of Market Conditions

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SP-35 Anticipated Resources

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

The anticipated resources articulated in the Plan are based on conservative assumptions about future funding levels. Because funding levels are subject to annual Congressional appropriations and changes in funding distribution formulas, the Plan's accomplishment projections and planned activities may be subject to commensurate changes.

Anticipated Resources

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of Con Plan $	Narrative Description
			Annual Allocation: $	Program Income: $	Prior Year Resources: $	Total: $		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	1,968,746	1,158,000	3,998,069	7,124,815	7,939,465	Estimated five-year average annual CDBG Entitlement allocation: $1,981,642
HOME	public - federal	Acquisition Homebuyer assistance Homeowner rehab Multifamily rental new construction Multifamily rental rehab New construction for ownership Tenant Based Rental Assistance (TBRA)	1,256,395	890,000	12,513,436	14,659,831	4,952,331	Estimated five-year average annual HOME PJ allocation: $1,241,745
ESG	public - federal	Conversion and rehab for transitional housing Financial Assistance Overnight shelter Rapid re-housing (rental assistance) Rental Assistance Services Transitional housing	166,966	0	78,790	245,756	674,191	Estimated five-year average annual HESG Entitlement allocation: $168,231
EHH (ESG, HPP, HAP)	public - state	Financial Assistance Overnight shelter Rapid re-housing (rental assistance) Services Transitional housing Other	640,000	0	0	640,000	2,523,000	Estimated five-year average annual state EHH allocation: $632,600

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OMB Control No: 2506-0117 (exp. 03/31/2025)

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of Con Plan $	Narrative Description
			Annual Allocation: $	Program Income: $	Prior Year Resources: $	Total: $		
HCRI	public - state	Homebuyer assistance	143,333	250,000	198,847	592,180	573,332	Estimated average award per 2-year HCRI grant period: $286,666
City of Madison	public - local	Housing Services	20,852,000	0	8,474,686	29,326,686	85,408,000	Estimated five-year average annual City allocation: $21,252,000

Table 46 – Anticipated Resources

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

The City has developed this Plan with the expectation that the Federal government will provide approximately $16.9 million over the five-year period, through such programs as CDBG, HOME and HESG. The City expects to leverage these funds with its own housing funds, as well as State of Wisconsin funds for homeless services and homebuyer assistance.

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

Not applicable.

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SP-40 Institutional Delivery Structure *24 CFR 91.215(k)*

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

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

Table 47 – Institutional Delivery Structure

Assessment of Strengths and Gaps in the Institutional Delivery System

The most notable strength of the local Continuum of Care is the high quality of the nonprofit agencies' staff and their service delivery. These service providers have actively collaborated with each other for decades. The positive interactions and the trust that they engender are instrumental in the added value these agencies bring to preventing and ending homelessness in Madison and Dane County. In the past five years, new agencies have developed or joined the local CoC. This allows for expansion and specialization of services. The providers with more experience in homeless services have worked to share their knowledge and lessons learned with new agencies. Their willingness to work collaboratively has resulted in a number of positive outcomes, despite limited resources.

The largest gap in the continuum of programs available to serve homeless persons is the lack of beds and support services to meet the needs. Local projections based on the strategic planning process led by HomeBase indicates that the CoC needs 373 additional Permanent Supportive and Other Permanent Housing units. Additionally, there is a huge need for rapid rehousing slots for our community. To meet the need, 1,021 additional RRH units need to be funded in the community. The community has found ways to develop new housing units, but struggles to find ongoing funds to provide the intensive supportive services required of participants in PSH programs.

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

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

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

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

Tables 48a, 48b, 48c – Homeless Prevention Services Summary

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

The service providers and funders of the Homeless Services Consortium have worked in cooperation for over 30 years to provide housing and services to people experiencing and at-risk of homelessness. As a result of intentional coordination of services, there is very little duplication of services. The Homeless Services Consortium is made up of approximately 50 organizations, which makes it a manageable size for agency collaboration and overall program planning. Agencies have a history of working collaboratively, rather that competitively, on projects. One example of this is The Salvation Army, The Road Home and YWCA of Madison, three agencies that work together to provide rapid re-housing services for families experiencing homelessness. The YWCA serves as the fiscal agent, while all three agencies provide referrals and case management services to implement the program. They apply collaboratively for funding and report outcomes as one entity.

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

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

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

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

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

The gaps in the system include the shortage of resources to serve all those persons who are in need without long waiting lists. There is also a gap in services available to persons who are in the earliest phase of recognizing that

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there is a problem, even though they are currently living in uninhabitable places and unable to function due to mental illness or suffer from serious addictions to alcohol and other drugs. There is also a gap in county-funded substance use and mental health services that will not serve people who do not meet the residency requirements, excluding many people currently experiencing homelessness.

In 2023, the CoC published a thorough gaps analysis that relied on input from homeless service providers, ancillary providers and people who have accessed homeless services. The CoC received many responses through one-on-one interviews and sending a survey, in multiple languages to a variety of stakeholders. The five most frequently identified gaps follow:

- Affordable housing;
- Financial assistance, including security deposit and rental assistance;
- Housing search assistance;
- Transportation; and
- Mental health and substance use treatment services.

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

City leaders recognize the severe situation for people experiencing homelessness. Emergency shelters for families with children are at capacity, and have to routinely turn families away because of lack of physical space. Shelters serving single adults have lowered barriers to entry and revised policies and procedures in response to feedback from shelter guests. These shelters have expanded capacity to meet the need, but are near or at capacity most nights.

The Mayor's budget continues to include funding for affordable housing development that requires some level of supportive units to be available to households experiencing homelessness. These funds create new units of affordable housing that are in mixed developments in our community. Dane County has a similar model of funding for affordable housing leading to an increase in units across the CoC.

In 2023, the CoC conducted a strategic planning process led by HomeBase to create a new Community Plan to Prevent and End Homelessness. The process engaged service providers, people with lived experience of homelessness and the broader community to develop a plan to address gaps in housing and services. Having a broad range of voices and a variety of ways to provide input, helps develop buy-in for the Community Plan which translates into people working to close identified gaps.

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SP-45 Goals Summary

24 CFR 91.215(a)(4)

Goals Summary Information

Sort Order	Goal Name	Start Year	End Year	Category	Needs Addressed	Funding	Goal Outcome Indicator
1	**Housing Development & Financing: Homeownership**	2025	2029	Affordable Housing	Affordable Housing	CDBG: $3,494,488 HOME: $5,106,863 HCRI: $1,671,665 City of Madison: $10,474,400	475 units of homeowner housing rehabilitated *(includes 175 units of housing made accessible)* 75 units of homeowner housing added 200 homebuyers provided with direct financial assistance
2	**Housing Development & Financing: Rental**	2025	2029	Affordable Housing	Affordable Housing	CDBG: $705,870 HOME: $4,485,991 City of Madison: $71,417,100	400 units of rental housing constructed 200 units of rental housing rehabilitated
3	**Homeless Services & Housing Stability**	2025	2029	Affordable Housing Homeless Non-Homeless Special Needs	Homeless Services & Housing Stability	CDBG: $2,189,715 ESG: $761,247 City of Madison: $19,422,000 EHH (ESG / HPP / HAP): $3,115,360	6,000 homeless persons assisted with overnight shelter 5,000 persons assisted through homelessness prevention services 10,000 persons assisted with other homeless services (outreach, rapid re-housing) or housing resources 80 tenant households provided with TBRA
4	**Small Business Assistance**	2025	2029	Non-Housing Community Development	Small Business Assistance	CDBG: $5,419,348	80 jobs created 5,100 businesses assisted
5	**Neighborhood Asset Building**	2025	2029	Non-Housing Community Development	Neighborhood Asset Building	CDBG: $1,387,150	5,000 persons assisted through the creation or improvement of Public Facilities or Infrastructure 5,000 persons assisted through concentration neighborhood planning efforts and associated revitalization activities

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Sort Order	Goal Name	Start Year	End Year	Category	Needs Addressed	Funding	Goal Outcome Indicator
6	**Program Administration**	2025	2029	Planning / Administration	Program Administration	CDBG: $2,501,642 HOME: $1,065,873 ESG: $79,910 City of Madison: $4,946,500 EHH (ESG / HPP / HAP): $47,640 HCRI: $295,000	425 contracts managed by CDD staff

Table 49 – Goals Summary

Goal Descriptions

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

Table 50 – Goal Descriptions

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

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

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

Equation 1

SP-50 Public Housing Accessibility and Involvement *24 CFR 91.215(c)*

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

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

Activities to Increase Resident Involvements

The CDA has a Resident Representative on the CDA Board of Directors. The CDA also has a Resident Advisory Board comprised of program participants, which reviews and advises the CDA Housing Director. The CDA will also hold resident engagement meetings at various Public Housing Site locations and encourage resident participation. The CDA encourages and supports recognized Resident Associations and will attend those meetings when invited to participate.

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

No

Plan to remove the 'troubled' designation:

Not applicable.

SP-55 Barriers to Affordable Housing *24 CFR 91.215(h)*

Barriers to Affordable Housing

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

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

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

- For new multifamily developments pursuing Section 42 tax credits, aligning City funding programs to maximize the likelihood of tax credits being awarded. Coordinating these programs leverages City subsidy, making subsidy go farther or reach deeper down the income spectrum.
- Coordinating HOME, CDBG, TIF, Affordable Housing Fund and Project-based Voucher award timelines to ensure that projects have awards in place in time to apply for Section 42 tax credits in January.
- Coordinating HOME, CDBG, TIF, Affordable Housing Fund and Project-based Voucher award criteria and processes so that projects that meet a common set of criteria in line with City and WHEDA priorities (access to

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transportation, 3-bedroom units, walkability, integrated supportive services) get funded by the City and therefore score higher on their tax credit applications.

- Consistently releasing the coordinated funding priorities or RFPs to drive development that meets the criteria.
- Introducing zoning changes to make it easier to build missing middle housing, and proactively implementing adoption of plans through the zoning code.
- Supporting local non-profit developers with capacity building and technical assistance, prioritizing mission-driven organizations that serve lower-income households and provide longer-term or permanent affordability.
- Establishing performance and accountability measures around review processes, while exploring ways to streamline for affordable housing development proposals.
- Exploring opportunities to improve communications and alignment between City agencies involved in the review of housing development.
- Expanding efforts to support the development community in Madison by leveraging new and existing funding sources at all levels of government, and considering whether certain policies disproportionately burden some developers with predevelopment costs and provide more consistent and reliable technical assistance.
- Allowing exceptions to existing funding programs and zoning rules to allow for demonstration projects.
- Recruiting and funding developers with experience constructing alternate forms of housing (co-housing, land trust models).
- Recruiting and engaging in discussions with financial institutions to create portfolio loan products that would allow for housing types that might not conform with current lending rules.

Strategy to Remove or Ameliorate the Barriers to Affordable Housing

The Community Development Division completed its Analysis of Impediments to Fair Housing (AI) study in early 2025. The City continues to work with its partners to fund and implement a wide range of affordable housing development projects, down payment assistance programs, homebuyer education and financial literacy programs and fair housing education and enforcement programs.

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

Additionally, the City of Madison took several actions in 2024 to address the impediments identified in the AI:

- The Community Development Division (CDD) took the lead in establishing a Housing Strategy Staff Team comprised of representatives across several City agencies, whose roles include housing in some form. The Staff Team will provide guidance to lower-level staff members in drafting metrics to evaluate the City's housing market and provide recommendations to the Housing Strategy Committee.
- CDD continued to review its policies and practices for funding affordable housing projects, including discussions regarding priority uses for the City's Affordable Housing Fund. These funds have made it possible for developers to create, rehabilitate or preserve more affordable units than with HUD funds alone.
- CDD has continued to work with the Department of Civil Rights to review ways to optimize the fair housing complaint procedures and materials, as well as oversee labor compliance standards in CDD-funded projects.
- The Housing Strategy Committee is being reconstituted as the Housing Policy Committee, to oversee all City housing impediments and policies. The redefined role of the Committee will be to oversee and approve the City's Comprehensive Housing Strategy, with guidance from City staff.
- The City committed significant levels of local and/or federal funding in 2024 to support five rental projects applying for or in receipt of Low-Income Housing Tax Credits. In total, the projects will add over 328 income-restricted housing units to Madison's existing housing stock, if afforded tax credits.

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

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

SP-60 Homelessness Strategy *24 CFR 91.215(d)*

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

In 2023, the City of Madison, Dane County and the Homeless Services Consortium led the effort to create *Dane Forward: A Five-Year Plan to Prevent and End Homelessness*. The planning group for the process to develop the plan included members of the CoC's Lived Experience Council and Youth Action Board. To provide an opportunity for people with lived experience (including people currently accessing services) to share their concerns about the homeless services system, the CoC hosted a variety of focus groups that resulted in 134 people providing feedback. Additionally, a survey was sent out community-wide and received 266 responses, 83% of which from those who had experienced homelessness or knew someone who had. The feedback of people with lived experience of homelessness was instrumental in the creation of the plan. This work resulted in a plan with five goals:

1. Educate and empower the community while evaluating and addressing racial disparities in our homeless system of care.
2. Increase housing programs and solutions for residents experiencing homelessness.
3. Coordinate and strengthen the homeless response system.
4. Increase and diversify funding to expand available resources.
5. Expand regional coordination.

Goals #2 and #3 of *Dane Forward* speak specifically to strategies that support people who are experiencing homelessness and provide connections to permanent housing, and include the following activities:

- Add units of supportive housing for people experiencing homelessness.
- Diversify and implement innovative solutions to housing and service delivery to address various housing needs and pathways.
- Increase the number and percentage of PHA vouchers and housing units allocated to people experiencing homelessness.
- Increase equitable access to shelter, housing and other services.
- Continue improvements and redesign of the shelter system to be more housing focused.
- Create culturally appropriate housing and service programs.

Addressing the emergency shelter and transitional housing needs of homeless persons

Dane Forward has several strategies related to addressing the emergency shelter/transitional housing needs of people experiencing homelessness. The strategies address needs while people are experiencing homelessness and increasing their permanent housing options. Some of these strategies include:

- Build purpose-built shelters for men, and women and families, and ensure that the facilities serve as access hubs to a variety of services and supports.
- Create a continued service and process improvement plan which includes at least quarterly focus groups with shelter guests.

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- Create new interim housing solutions such as motels, respite, behavioral health housing and other interim housing options.
- Finalize and implement a new, equitable Coordinated Entry System (CES) assessment.
- Add 1,394 units of supportive housing for people experiencing homelessness.

The City of Madison, Dane County and the CoC created a one-year implementation plan that include adding supportive housing units and planning for services at the new purpose-built men's shelter. Housing options expected to come available in the next year include:

- 30 opportunities for doubled-up households;
- 30 opportunities for doubled-up youth;
- 10 opportunities for people discharging from jail/prison;
- 22 Youth Joint Transitional Housing & Rapid Rehousing (3 TH and 19 RRH);
- 12 opportunities for survivors of domestic violence; and
- 7 Joint Transitional Housing & Rapid Rehousing for youth survivors of domestic violence (2 TH and 5 RRH).
- Additionally, a new development recently opened with 73 units targeted to households experiencing homelessness.

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

The CoC consistently works to improve the Coordinated Entry System (CES) based on feedback from providers and those accessing services. Currently, households can access CES through Hubs which include The Beacon (Day Resource Center), The Salvation Army (shelter for families and women), Porchlight (shelter for men), street outreach providers and Tenant Resource Center (prevention services). The CoC has adopted and implemented Written Standards for the operation of CES. At this time, the CoC is working on a project to "Re-imagine CE" with a goal of creating a more equitable trauma-informed process. The meetings for this project include homeless service providers, providers of ancillary services, members of the Lived Experience Council and Youth Action Board and funders. The group is very intentional about creating space for conversation and decision-making where all voices are heard. Changes are implemented incrementally to allow for evaluation at each step of the change process.

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

Housing Navigation services are available at several locations throughout Dane County. In 2024, the target population for these services changed to people experiencing Category 1 homelessness who are not connected to other supports. Along with assistance in locating housing, funds are available to assist with security deposit and first month's rent. Housing Navigation staff work to eliminate barriers to housing entry.

The Eviction Diversion and Defense Partnership aims to improve housing stability for tenants across Dane County by providing housing support, housing counseling, court navigation, mediation services, and rental assistance. Tenants who are eligible, and whose housing stability is at-risk, are referred to partner attorneys for no-cost legal representation. Since January 2023, this partnership has resulted in 2,463 eviction cases dismissed, 681 ending in stipulated agreements, and 743 eviction redaction motions were filed.

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Dane Forward: A Five-Year Plan to Prevent and End Homelessness has the following strategies and actions related to connecting households to housing and preventing future episodes of homelessness:

- Create a county-wide centralized landlord engagement and unit acquisition program.
- Increase funding for security deposit assistance.
- Ensure ongoing funding for programming serving doubled up populations.
- Continue and expand funding for the Eviction Diversion and Defense Partnership.
- Coordinate plans with jails, treatment programs, foster care programs and group homes, and hospitals to reduce discharges to homelessness.

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

Dane Forward has several action steps related to prevention of people being discharged from institutions into homelessness:

- Create coordinated plans with jails, treatment programs, foster care programs and group homes, and hospitals to reduce discharges into homelessness.
- Create cross-sector education and training with health care, criminal legal, education, workforce development, etc. to improve cross-sector access, identify better opportunities for collaboration, and understand the homeless and cross-sector systems better.
- Form cross-sector groups for homeless system of care providers to meet regularly with representatives from healthcare, education, and criminal legal systems to streamline goals, workflows and communication.
- Create at least three new partnerships with health care to fund housing and services for people experiencing homelessness.
- Create at least two new partnerships to provide housing and services for the criminal legal system-involved population.

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

The CoC has a draft discharge policy in place that requires CoC members to work with institutions to prevent discharge into homelessness. The CoC is committed to developing and strengthening relationships with other systems of care.

The CoC was awarded funds through YHDP in 2023. As a result, relationships with child welfare providers have strengthened. Providers are seeking ways to formally work together to prevent homelessness for youth involved in the child welfare system.

The State of Wisconsin Interagency Council on Homelessness brings together state leadership from a variety of sectors and leadership from the CoCs. The goal of this group is to prevent and end homelessness in Wisconsin. Work is being done to identify and address areas of opportunity for collaboration between homeless services and other systems of care. The State has applied to be part of a cohort to bring together criminal justice, housing

homeless and behavioral health systems to prevent and end homelessness for people returning from incarceration. If selected a representative from the CoC will participate in the group.

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

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

SP-65 Lead-Based Paint Hazards

24 CFR 91.215(j)

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

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

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

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

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

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

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

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

The City estimates that there are 60,455 dwelling units within the community that were built prior to 1980, and that 95% of these contain at least some level of lead paint. It should be noted that not all units containing lead paint pose a lead paint hazard. Since many of these dwelling units are relatively well-maintained, the City estimates that only approximately 5% (or 2,871) contain lead hazards, and of these, approximately 80% (2,296) are occupied by low- to moderate-income households. Madison has enjoyed a rapid regeneration of older neighborhoods by moderate- to high-income residents, who have rehabilitated older homes. As a result, Madison's LBP mitigation and education focus is on neighborhoods with higher levels of poverty and older homes.

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

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

SP-70 Anti-Poverty Strategy

24 CFR 91.215(j)

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

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

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

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

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

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

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

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

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

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

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

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

SP-80 Monitoring

24 CFR 91.230

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

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

Each agency funded through the City of Madison's Community Development Program will enter into a contract that outlines all requirements, regulations, procedures and accomplishments associated with the funded activity. Funded agencies will submit progress reports at least quarterly, and reporting periods will be specified in agency contracts. City staff will review reports for contract compliance, including regulatory, administrative, financial and programmatic requirements. Timely expenditure of funds will be reviewed on an ongoing basis to ensure compliance with program regulations. Individual meetings with agency staff will occur as necessary to respond to questions and assess an activity's progress. Depending upon the complexity of the activity and the funding requirements, the City may also provide orientation training and technical assistance designed to facilitate successful completion of the activity.

In addition to the monitoring requirements for each funding source, Community Development Division staff will annually complete at least one on-site visit for selected high-risk projects, to monitor compliance with fiscal, programmatic and regulatory controls and other requirements. High-risk recipients are identified as those new to the Community Development Program, those with past difficulties in implementing a project and those with a

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significant funding allocation. The Community Development Division will also review agency audits and determine whether any related action needs to be taken.

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

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VI. Year One (2025) Annual Action Plan

AP-15 Expected Resources

24 CFR 91.220(c)(1,2)

The anticipated resources articulated in this Action Plan are based on assumptions about 2025[1] funding levels. Because funding levels are subject to annual Congressional appropriations and changes in funding distribution formulas, the Plan's accomplishment projections and planned activities may be subject to commensurate changes.

Anticipated Resources

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of Con Plan $	Narrative Description
			Annual Allocation $	Program Income $	Prior Year Resources $	Total $		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	1,968,746	1,158,000	3,998,069	7,124,815	7,939,465	Estimated five-year average annual CDBG Entitlement allocation: $1,981,642
HOME	public - federal	Acquisition Homebuyer assistance Homeowner rehab Multifamily rental new construction Multifamily rental rehab New construction for ownership Tenant Based Rental Assistance (TBRA)	1,256,395	890,000	12,513,436	14,659,831	4,952,331	Estimated five-year average annual HOME PJ allocation: $1,241,745
ESG	public - federal	Conversion and rehab for transitional housing Financial Assistance Overnight shelter Rapid re-housing (rental assistance) Rental Assistance Services Transitional housing	166,966	0	78,790	245,756	674,191	Estimated five-year average annual HESG Entitlement allocation: $168,231

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[1] In accordance with guidance from HUD, this draft of the City's 2025 Action Plan (AAP) uses *estimated* funding levels for Madison's annual formula grants from HUD (CDBG, HOME, and ESG Entitlement funds). Once actual FY25 allocation amounts become known, the City will adjust the estimated figures in this proposed 2025 AAP to reflect both the City's actual allocation figures and the correspondingly adjusted project/activity funding amounts, prior to submitting the final Plan to HUD.

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of Con Plan $	Narrative Description
			Annual Allocation $	Program Income $	Prior Year Resources $	Total $		
EHH (ESG, HPP, HAP)	public - state	Financial Assistance Overnight shelter Rapid re-housing (rental assistance) Services Transitional housing Other	640,000	0	0	640,000	2,523,000	Estimated five-year average annual state EHH allocation: $632,600
HCRI	public - state	Homebuyer assistance	143,333	250,000	198,847	592,180	573,332	Estimated average award per 2-year HCRI grant period: $286,666
City of Madison	public - local	Housing Services	20,852,000	0	8,474,686	29,326,686	85,408,000	Estimated five-year average annual City allocation: $21,252,000

Table 51 – Expected Resources – Priority Table

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

The City developed the Action Plan section of this Consolidated Plan with the expectation that the Federal government will provide approximately $3.4 million for the 2025 program year, through such grant programs as CDBG, HOME and HESG. The City expects to leverage these funds with its own housing funds, as well as State of Wisconsin funds for homeless services and homebuyer assistance.

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

Not applicable.

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AP-20 Annual Goals and Objectives

24 CFR 91.420, 91.220(c)(3)&(e)

Goals Summary Information

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Outcome Indicator
1	**Housing Development & Financing: Homeownership**	2025	2025	Affordable Housing	Citywide	Affordable Housing	CDBG: $1,581,013 HOME: $7,185,415 HCRI: $503,353 City of Madison: $2,872,000	95 units of homeowner housing rehabilitated *(includes 35 units of housing made accessible)* 15 units of homeowner housing added 40 homebuyers provided with direct financial assistance
2	**Housing Development & Financing: Rental**	2025	2025	Affordable Housing	Citywide	Affordable Housing	CDBG: $641,174 HOME: $7,261,241 City of Madison: $25,890,879	80 units of rental housing constructed 40 units of rental housing rehabilitated
3	**Homeless Services & Housing Stability**	2025	2025	Affordable Housing Homeless Non-Homeless Special Needs	Citywide	Affordable Housing	HOME: $200,000 ESG: $229,060 City of Madison: $3,884,400 EHH (ESG / HPP / HAP): $630,550	1,200 homeless persons assisted with overnight shelter 1,000 persons assisted through homelessness prevention services 2,000 persons assisted with other homeless services or housing resources 16 tenant households provided with TBRA
4	**Small Business Assistance**	2025	2025	Non-Housing Community Development	Citywide	Economic Development and Employment	CDBG: $1,083,870	16 jobs created 1,020 businesses assisted
5	**Neighborhood Asset Building**	2025	2025	Non-Housing Community Development	Citywide	Strong and Healthy Neighborhoods	CDBG: $2,277,430 City of Madison: $1,000,000	2,000 persons assisted through the creation or improvement of Public Facilities or Infrastructure 1,000 persons assisted through concentration neighborhood planning efforts and associated revitalization activities

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OMB Control No: 2506-0117 (exp. 03/31/2025)

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Outcome Indicator
6	**Program Administration**	2025	2025	Planning / Administration	Citywide	Effective Planning and Program Administration	CDBG: $541,328 HOME: $213,175 ESG: $16,696 (incl. HMIS) City of Madison: $989,300 EHH (ESG / HPP / HAP): $9,450 HCRI: $88,827	85 contracts managed by CDD staff

Table 52 – Goals & Objectives Summary

Objective Descriptions

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

Table 53 – Objective Descriptions

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

Approximately 23 low- and moderate-income families will be provided affordable housing, as defined by HOME 24 CFR 91.215(b). These activities include Habitat for Humanity's and Movin' Out's Homeownership Programs.

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AP-35 Projects *24 CFR 91.220(d)*

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

As required by HUD regulations at 24 CFR 92, the City plans to use at least 15% of its annual HOME allocation for eligible housing development activities to be undertaken by locally certified Community Housing Development Organizations (CHDOs), a roster which presently includes Madison-Area Community Land Trust (MACLT) and Movin' Out.

As required by HUD regulations at 24 CFR 576, the City plans to use no more than 60% of its annual ESG allocation for homeless outreach and emergency shelter activities. It will also comply with applicable ESG Match requirements, as well as the 7.5% cap on administration.

Projects

#	Project Name
1	Housing Rehab and Accessibility
2	Owner-Occupied Housing Development
3	Homebuyer Assistance
4	Rental Housing
5	Homeless and Special Needs Populations
6	Tenant-Based Rental Assistance (TBRA)
7	Housing Resources
8	Micro-Enterprise Development
9	Job Creation and Business Expansion
10	Capital Improvements for Community Organizations
11	Neighborhood Revitalization Plans and Projects
12	Overall Program Administration
13	ESG25 Madison

Table 54 – Project Information

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

The allocation of funds for the activities listed in this Action Plan are closely aligned with the top housing and community development needs identified in the needs assessment and housing market analysis articulated in the City's 2025-2029 Strategic Plan, and through input contributed by stakeholders and citizens who participated in its development.

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

AP-38 Project Summary

Project Summary Information

1	Project Name	**Housing Rehab and Accessibility**
	Target Area	(See SP-10 narrative and Appendices C and D.)
	Objectives Supported	Housing Rehabilitation and Accessibility Improvements
	Goals Supported/Needs Addressed	Housing Development & Financing: Homeownership / Affordable Housing
	Funding	CDBG: $400,000 City of Madison: $1,326,000
	Description	Preserve and improve the supply of affordable housing for homeowners
	Target Date	12/30/2025
	Expected Beneficiaries	Approximately 95 LMI households will benefit from the activities proposed within this Project.
	Location Description	Citywide
	Planned Activities	PH Minor Home Repair Program PH South Madison Home Repair Grants PH Major Home Rehab Loan Program Habitat Home Repair Program MACLT Housing Maintenance Fund
2	Project Name	**Owner-Occupied Housing Development**
	Target Area	(See SP-10 narrative and Appendices C and D.)
	Objectives Supported	Owner-Occupied Housing Development (New Units)
	Goals Supported/Needs Addressed	Housing Development & Financing: Homeownership / Affordable Housing
	Funding	CDBG: $596,013 HOME: $5,885,665 City: $1,200,000
	Description	Expand the supply of affordable housing for homeowners
	Target Date	12/30/2025
	Expected Beneficiaries	Approximately 52 LMI households will benefit from the activities proposed within this Project.
	Location Description	Citywide
	Planned Activities	CWD Fremont Avenue New Construction Habitat Owl Creek Homeownership Development Kaba Ball Owl Creek Homeownership Development MACLT Northside Housing Acquisition & Rehab WPHD Mosaic Ridge Homeownership Development WPHD Scattered Site Acquisition & Rehab Housing Development Reserve Fund activities TBD
3	Project Name	**Homebuyer Assistance**
	Target Area	(See SP-10 narrative and Appendices C and D.)
	Objectives Supported	Homebuyer Assistance (Down Payment)
	Goals Supported/Needs Addressed	Housing Development & Financing: Homeownership / Affordable Housing
	Funding	CDBG: $585,000 HOME: $1,299,750 HCRI: $503,353 City of Madison: $346,000
	Description	Improve housing stability for homebuyers
	Target Date	12/30/2025
	Expected Beneficiaries	Approximately 80 LMI households will benefit from the activities proposed within this Project.
	Location Description	Citywide
	Planned Activities	Habitat Affordable Homeownership for Families Home-Buy The American Dream (HBAD) Program MO Homeownership Program

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4	Project Name	**Rental Housing**
	Target Area	(See SP-10 narrative and Appendices C and D.)
	Objectives Supported	Rental Housing Acquisition and/or Rehabilitation Rental Housing Development (New Units)
	Goals Supported/Needs Addressed	Housing Development & Financing: Rental / Affordable Housing
	Funding	CDBG: $641,174 HOME: $7,261,241 City of Madison: $25,890,879
	Description	Preserve, improve and expand the supply of affordable housing for renters
	Target Date	12/30/2025
	Expected Beneficiaries	Approximately 268 LMI households will benefit from the activities proposed within this Project.
	Location Description	Citywide
	Planned Activities	Small-Scale Rental Rehab Loan Program Bayview Townhomes Rental Housing Renovation CDA/MRCDC Theresa Terrace Redevelopment Fourteen02 Park Rental Housing MCC Hancock Cooperative Rental Rehab Merchant Place Apts. Rental Housing Development MSP Yellowstone Apts. Rental Housing Development Neighborhood House Apts. Rental Housing Development Odessa Avenue Square Apts. Rental Housing Development ReJenerate Rental Housing Cooperative Development SSD/MACHA Zapata Housing Cooperative St. John's East Washington Ave Redevelopment University Park Commons II Rental Housing Development WHPC Rise Madison Apts. (Gardner Bakery Redevelopment) Affordable Housing Initiative activities TBD Housing Development Reserve Fund activities TBD
5	Project Name	**Homeless and Special Needs Populations** ***[also see Project #13]***
	Target Area	(See SP-10 narrative and Appendices C and D.)
	Objectives Supported	Services for Homeless and Special Needs Populations
	Goals Supported/Needs Addressed	Homeless Services & Housing Stability / Affordable Housing
	Funding	City of Madison: $3,307,180 EHH (ESG / HPP / HAP): $630,550
	Description	Improve housing stability for renters, homeless and special needs populations
	Target Date	12/30/2025
	Expected Beneficiaries	Approximately 2,200 homeless persons or persons at-risk of homelessness will benefit from the shelter, street outreach and homelessness prevention activities proposed within this Project. *(Figure includes anticipated beneficiaries from certain ESG-funded activities under Project #13, ESG25 Madison.)*
	Location Description	Citywide
	Planned Activities	CFC State Street Outreach & Mediation DCHS The Beacon Support FSSF Emergency Hotel Rooms & Supportive Services HI Permanent Housing Supportive Services ICA Dane CoC Coordinated Entry MACH OneHealth Housing-Focused Street Outreach Porchlight Permanent Housing Case Management Porchlight Transportation Assistance Grant TRH Voucher Supportive Services TSA Diversion Case Manager TSA Emergency Shelter Operations & Case Management YWCA Family Shelter Rent subsidy, shelter and homelessness prevention activities TBD through 2025-2026 state RFP process (EHH)
6	Project Name	**Tenant-Based Rental Assistance (TBRA)**
	Target Area	(See SP-10 narrative and Appendices C and D.)
	Objectives Supported	Tenant-Based Rental Assistance (TBRA)
	Goals Supported/Needs Addressed	Homeless Services & Housing Stability / Affordable Housing
	Funding	HOME: $200,000
	Description	Rental assistance payments to eligible households
	Target Date	12/30/2025
	Expected Beneficiaries	Approximately 16 LMI tenant households will be assisted by the activity proposed within this Project.
	Location Description	Citywide
	Planned Activities	City of Madison Tenant-Based Rental Assistance (TBRA) Program

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7	Project Name	**Housing Resources**
	Target Area	(See SP-10 narrative and Appendices C and D.)
	Objectives Supported	Housing Resources
	Goals Supported/Needs Addressed	Homeless Services & Housing Stability / Affordable Housing
	Funding	City of Madison: $577,220
	Description	Provide information or other non-monetary resources to LMI persons, and support access to affordable housing opportunities
	Target Date	12/30/2025
	Expected Beneficiaries	Approximately 2,000 LMI households will benefit from the public services or fair housing activities proposed within this Project.
	Location Description	Citywide, with some activities targeted to Madison's Southside and Owl Creek neighborhoods
	Planned Activities	TRC Tenant Services ULGM Homebuyer Education / UEE Center Permanent Supportive Housing Case Management / Capacity Building activities TBD
8	Project Name	**Micro-Enterprise Development**
	Target Area	(See SP-10 narrative and Appendices C and D.)
	Objectives Supported	Technical Assistance to Micro-Enterprises
	Goals Supported/Needs Addressed	Small Business Assistance / Economic Development and Employment
	Funding	CDBG: $683,870
	Description	Assist entrepreneurs, particularly those from populations that are under-represented, seeking to start or grow small businesses and micro-enterprises (as defined by HUD) that create jobs
	Target Date	12/30/2025
	Expected Beneficiaries	Approximately 1,015 entrepreneurs/micro-enterprises will be assisted via the activities proposed within this Project.
	Location Description	Citywide
	Planned Activities	LCC Small Business Technical Assistance MBCC Smarter Black Businesses WWBIC Business Development Loans EDD Microenterprise Assistance RFP Economic Development Reserve Fund activities TBD
9	Project Name	**Job Creation and Business Expansion**
	Target Area	(See SP-10 narrative and Appendices C and D.)
	Objectives Supported	Support to Businesses Expanding to Create Jobs
	Goals Supported/Needs Addressed	Small Business Assistance / Economic Development and Employment
	Funding	CDBG: $400,000
	Description	Create jobs, especially for under-represented individuals, by supporting new or expanding businesses
	Target Date	12/30/2025
	Expected Beneficiaries	Approximately 16 jobs for LMI persons will be created or retained across an estimated 5 assisted small businesses as a result of the activities proposed within this Project.
	Location Description	Citywide
	Planned Activities	MDC Business Loan Program Economic Development Reserve Fund activities TBD

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10	Project Name	**Capital Improvements for Community Organizations**
	Target Area	(See SP-10 narrative and Appendices C and D.)
	Objectives Supported	Development and Maintenance of Community Facilities
	Goals Supported/Needs Addressed	Neighborhood Asset Building / Strong and Healthy Neighborhoods
	Funding	CDBG: $1,985,930 City of Madison: $1,000,000
	Description	Create or improve safe, accessible, energy-efficient and well-maintained community and neighborhood facilities
	Target Date	12/30/2025
	Expected Beneficiaries	Approximately 2,000 LMI persons will benefit from the activities proposed within this Project.
	Location Description	Citywide
	Planned Activities	Allied Wellness Center Verona Rd Facility Rehab Literacy Network Dane St Facility Expansion, Phase 2 River Food Pantry Darwin Road Acquisition Capital Improvements for Non-profit Housing (CINH) Program Community Facilities Loan (CFL) Program Acquisition/Rehab Reserve Fund activities TBD
11	Project Name	**Neighborhood Revitalization Plans and Projects**
	Target Area	(See SP-10 narrative and Appendices C and D.)
	Objectives Supported	Neighborhood Revitalization Plans & Projects
	Goals Supported/Needs Addressed	Neighborhood Asset Building / Strong and Healthy Neighborhoods Program Administration / Effective Planning and Program Administration
	Funding	CDBG: $291,500
	Description	Help residents within designated neighborhoods identify, plan for and implement projects and activities that promise to enhance the quality of life for neighborhood residents
	Target Date	12/30/2025
	Expected Beneficiaries	Approximately 3,000 LMI persons will benefit from neighborhood revitalization activities proposed within this Project.
	Location Description	Concentration neighborhood planning efforts for 2025 are focused on the Southeast and Southwest neighborhood areas. Ongoing revitalization projects/activities arising from prior Plans include those focused on the Hawthorne-Truax and Northeast neighborhood areas.
	Planned Activities	Concentration Neighborhood Planning Hawthorne-Truax Neighborhood Revitalization Projects TBD Northeast Neighborhood Revitalization Projects TBD
12	Project Name	**Overall Program Administration**
	Target Area	(See SP-10 narrative and Appendices C and D.)
	Objectives Supported	Program Administration
	Goals Supported/Needs Addressed	Program Administration / Effective Planning and Program Administration
	Funding	CDBG: $500,328 HOME: $213,175 City of Madison: $989,300 EHH (ESG / HPP / HAP): $9,450 HCRI: $88,827
	Description	Provides staffing for the City's Community Development Program development, staffing of CDD Committees, contract development and monitoring and general program management; also provides support services including affirmative action, public information, historic preservation, administrative and bid services
	Target Date	12/30/2025
	Expected Beneficiaries	Not applicable; these are planning/administrative and fair housing activities. CDD anticipates that its CDBG Unit staff will administer or manage approximately 85 contracts during 2025.
	Location Description	Citywide
	Planned Activities	Direct Administration and Support Services FHC Fair Housing Services

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13	Project Name	**ESG25 Madison** ***[also see Project #5]***
	Target Area	(See SP-10 narrative and Appendices C and D.)
	Objectives Supported	Services for Homeless and Special Needs Populations
	Goals Supported/Needs Addressed	Homeless Services & Housing Stability / Affordable Housing
	Funding	ESG: $245,756 *(includes $26,193 from ESG23 and $52,597 from ESG24)*
	Description	Improve housing stability for homeless
	Target Date	12/30/2025
	Expected Beneficiaries	Anticipated beneficiaries of activities funded within this Project are included in the figures reported under *Project 5 (Homeless and Special Needs Populations)* and are not listed here to prevent double counting. Actual numbers served by ESG-funded activities will be reported via HMIS (not via IDIS/eConPlan).
	Location Description	Citywide
	Planned Activities	ESG25 Homelessness Prevention, including: - CAC Prioritize Madison ESG25 Shelter, including: - TSA Emergency Family Shelter Operations & Case Management - YWCA Family Shelter ESG25 Street Outreach, including: - CFC State Street Outreach & Mediation ESG25 HMIS Services ESG25 Administration

Table 56 – Project Summary

AP-50 Geographic Distribution

24 CFR 91.220(f)

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

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

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

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

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

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through earlier planning processes in the South Madison and Hawthorne-Truax neighborhoods are scheduled for implementation in 2025.

Target Area	Percentage of Funds
*(See this section's narrative. Also see SP-10 narrative and **Appendices C** and **D**.)*	

Table 57 – Geographic Distribution

Rationale for the priorities for allocating investments geographically

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

*(Refer to www.cityofmadison.com/dpced/community-development/documents/targets_map.pdf for a map of census tracts identified by the City as target areas for the five-year period covered by the current Strategic Plan; see **Appendix C**.)*

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

*(Refer to www.cityofmadison.com/civil-rights/programs/neighborhood-resource-teams for a map of NRT areas identified by the City as high priority, as well as related information; see **Appendix D**.)*

AP-55 Affordable Housing

24 CFR 91.220(g)

One-Year Goals for the Number of Households to be Supported	
Homeless	12
Non-Homeless	297
Special-Needs	0
Total	309

Table 58 - One-Year Goals for Affordable Housing by Support Requirement

One-Year Goals for the Number of Households Supported Through	
Rental Assistance	12
The Production of New Units	85
Rehab of Existing Units	167
Acquisition of Existing Units	45
Total	309

Table 59 - One-Year Goals for Affordable Housing by Support Type

AP-60 Public Housing

24 CFR 91.220(h)

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

The City's Community Development Authority (CDA) is in the process of a major redevelopment plan for an area of the City commonly known as the Triangle. This neighborhood is the City's largest public housing and Project-Based Section 8 housing site, currently containing over 300 combined units of public and Section 8 housing. Now that the community engagement and master plan are complete, the City will use it as a guide for the redevelopment of existing units, as well as the development of additional units under HUD guidance, potentially bringing hundreds of new mixed-income housing units to the site. The City is collectively leveraging its Affordable Housing Funds to support at least two CDA-sponsored housing developments annually, one focused on preservation of units and another on new construction.

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

CDD and the CDA continue to work through implementation steps to engage with public housing residents interested in homeownership. Through the CDA's Self-Sufficiency program, and through the use of down payment

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assistance programs, some Section 8 Voucher holders have been able to transition to homeownership. In 2025, CDD and the CDA plan to create more educational opportunities for residents to learn about homeownership opportunities. The CDA is in the early stages of exploring additional homeownership options for residents of public housing, which may include other federal programs that can leverage ownership opportunities for residents.

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

Not applicable.

AP-65 Homeless and Other Special Needs Activities *24 CFR 91.220(i)*

The City of Madison is dedicated to preventing and ending homelessness in our community. As the City sets goals and prioritizes activities within our homeless services, it is committed to addressing systemic racism, ensuring equitable access, and amplifying the voices of people of color and people with lived experience within the homelessness system.

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

- ***Reducing and ending homelessness, including reaching out to homeless persons (especially unsheltered persons) and assessing their individual needs.***

  To effectively support individuals experiencing homelessness—especially those who are unsheltered—it's crucial to reach out and assess their unique needs. Resources for those facing homelessness, particularly housing assistance, are often scarce. However, a well-designed Coordinated Entry (CE) system can significantly enhance access to and navigation of these resources. Implementing a trauma-informed assessment process at the right time will help individuals connect with appropriate services. The Dane County Continuum of Care (CoC) is currently revamping the CE system, with active involvement from the City of Madison, service providers, advocates, and, most importantly, individuals with lived experiences of homelessness. This new system is expected to be implemented by the end of 2024, and will undergo regular evaluations to ensure it meets community needs, focusing on ease of access and minimizing unnecessary assessments.

  Additionally, multiple street outreach programs work to connect with individuals experiencing unsheltered homelessness living on the streets, in cars, or in other unsuitable conditions. To streamline these efforts, the Dane CoC has established a centralized Street Outreach Services (SOS) line with the HUD Unsheltered NOFO grant, which includes both a dedicated phone number and a webform. This allows unsheltered individuals to refer themselves for services, or for concerned community members to share information about someone in need. Upon receiving a referral, the CoC Outreach Coordinator will assign it to the appropriate outreach program based on its target population and availability, utilizing the Homeless Management Information System (HMIS) for efficient coordination.

- ***Addressing the emergency shelter and rapid rehousing needs of homeless persons.***

  Since the onset of the COVID-19 pandemic, the City has significantly enhanced its support for emergency shelter needs within the community. Before the pandemic, nonprofit agencies operated shelters in church basements and outdated school buildings, which lacked the capacity to accommodate necessary social distancing. In response, the City adapted by converting newly acquired properties and existing municipal facilities into temporary emergency shelters, creating safer environments for those in need.

  In partnership with Dane County, the City is developing Madison's first purpose-built shelter for individuals identifying as male, with an expected opening in 2025. This initiative reflects our commitment to providing dedicated, supportive spaces for vulnerable populations.

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The City will continue to support family shelters and shelters for single women, collaborating with all shelter providers to enhance safety, reduce barriers to access, and improve housing outcomes. Performance measures for these shelters include tracking the number of households served, the average length of stay, and the rate of exits to permanent housing solutions.

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

  The City believes that housing is the solution to homelessness, and is committed to assisting people experiencing homelessness—especially chronically homeless individuals, families with children, veterans and their families, and unaccompanied youth—in transitioning to permanent housing and independent living. The goal is to shorten the duration of homelessness, facilitate access to affordable housing, and prevent recent transitions from homelessness back into it.

  To achieve this, the City will continue investing in effective housing solutions, including Rapid Rehousing (RRH), Permanent Supportive Housing (PSH), and other permanent housing programs. These initiatives are designed to quickly move households who are not likely to be able to find housing on their own out of homelessness and into stable, permanent housing.

  The revamped Coordinated Entry system will streamline the process by reducing unnecessary assessments and reallocating staff resources toward housing search and placement, ensuring quicker access to housing.

  The City will actively monitor key performance indicators, including the length of time from Coordinated Entry referral to housing move-in dates and the rate of return to homelessness at 6, 12, and 24 months.

- ***Helping low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families and those who are: being discharged from publicly funded institutions and systems of care (such as health care facilities, mental health facilities, foster care and other youth facilities, and corrections programs and institutions); or, receiving assistance from public or private agencies that address housing, health, social services, employment, education, or youth needs.***

  To help low-income individuals and families—particularly those with extremely low incomes—avoid homelessness, the City is focused on addressing the needs of those being discharged from publicly funded institutions and systems of care, such as healthcare facilities, mental health facilities, foster care, and correctional programs. We also aim to support individuals receiving assistance from public or private agencies that address housing, health, social services, employment, education, or youth needs.

  To reduce the inflow into the homeless services system, the City collaborates with various care systems, including health, mental health, foster care, and the criminal justice system. It actively participates in the Dane County Continuum of Care (CoC) Core Committee to foster ongoing relationships with these systems and create meaningful collaboration opportunities and participate in the State's Interagency Council.

  The CoC is currently reviewing discharge planning processes with these entities to ensure that they are equipped with up-to-date information about available homeless services.

  Additionally, the City and CoC partners maintain close ties with employment, education, and other social service agencies to create a comprehensive support network for those at risk of homelessness. Through these coordinated efforts, we aim to build a stronger safety net that prevents individuals and families from falling into homelessness.

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AP-75 Barriers to Affordable Housing *24 CFR 91.220(j)*

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

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

The City has a policy that exempts developers of affordable housing from the normally required park impact fees. This policy has already begun to produce significant cost savings for affordable housing projects, thus helping to facilitate their development. In 2025, City Community Development Division staff will continue to work closely with other key City departments to ensure successful implementation of the park fee waiver policy.

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

Due to concerns that the code was sometimes confusing and especially challenging for developers to navigate, the City undertook, and completed in 2013, a major rewrite of its zoning code (Chapter 28, Madison General Ordinances). The result was a much-improved code that is easier for affordable housing developers to use and understand. The previous code was originally adopted in 1966. Until the new code was adopted, nearly every housing project—whether market-rate or affordable—required a rezoning to a unique Planned Development District in order to accommodate it.

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

- The updated comprehensive plan and newly adopted areas plans recommend greater or expanded density across most residential and mixed-use zoning districts throughout the City.
- Accessory dwelling units (ADUs, sometimes called "granny flats") are now allowable as a permitted use on up to 8-unit lots, which can provide new small-scale affordable housing opportunities.
- Cooperative housing is more broadly allowed.
- In some zoning districts, housing projects with up to eight units are allowable as a permitted use. Under the previous code, any building with over two units required conditional use review. This was often onerous for small-scale projects or conversions.
- In many zoning districts, the code allows for (and encourages) residential units in mixed-use buildings. Previously, this was allowable only with unique Planned Development zoning.

Since 2021, the Plan Commission has been entertaining discussions about another revision to the zoning code that would expand the definition of what is considered a "permitted use" in certain residential and mixed-use zones, the goal of which is to further lower barriers to developers of low-income housing by reducing costs associated with applying for conditional use permits, while also decreasing the amount of time spent pursuing additional land use approvals.

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Discussion

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

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

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

In addition to the efforts listed above, **Appendix B** lists specific additional work that will be taken to alleviate impediments to fair housing in 2025.

AP-85 Other Actions

24 CFR 91.220(k)

Proposed actions associated with the City's 2025 Action Plan are described primarily in the specific related sections of the Plan. In addition to descriptions found in those sections, the following actions are planned for 2025.

Any other actions planned to:

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

  In 2025, the City of Madison will continue to focus on the following three primary areas as it addresses obstacles to meeting underserved needs: (1) affordable housing; (2) economic development and employment; and (3) strong and healthy neighborhoods.

  The obstacles to meeting **housing needs** in the City of Madison revolve primarily around the high cost of housing and need for additional affordable housing. While housing quality, race and non-housing factors play a role in the city's housing needs, housing cost burden is by far the leading challenge in the market. Moreover, the limited supply and rising cost of housing makes challenges like homelessness and racial inequity in housing even more difficult to address. Beginning in 2025, and continuing through the remainder of the 2025-2029 Consolidated Plan, the City intends to prioritize homeless services and housing stability as the primary focus of its annual CDBG funds for Public Services.

  The obstacles related to **economic development and employment needs** specifically targeted by the City of Madison relate most often to the need to enhance neighborhood vitality. In 2025, this need will continue to be addressed through support for employment opportunities for low- and moderate-income people, as well

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as support for new and existing micro-enterprises and small businesses. Most of the City's support in this goal area will go to community-based nonprofit organizations that support job creation and community business development, as well as those that support small business development through assistance to entrepreneurs.

Neighborhood needs associated with the City's 2025 Action Plan relate primarily to strengthening and enhancing the health of neighborhoods with a focus on support for low- and moderate-income persons. Needs will continue to be addressed through support for strategic investments in community assets and amenities, as well as other planning and revitalization efforts. Neighborhood plans in low- to moderate-income neighborhoods, and improvements to community facilities and other assets in those neighborhoods, will be the City's highest priority in this area for 2025.

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

Among the strategies the City of Madison will continue to use in 2025 to foster and maintain affordable housing are the following:

- For new multifamily developments pursuing Section 42 tax credits, align City funding programs to maximize the likelihood of tax credits being awarded. Coordinating these programs leverages City subsidy, making subsidy go farther or reach deeper down the income spectrum.
- Coordinate funding timelines to maximize opportunities for projects to have City awards in place in time for the December Section 42 tax credits deadline.
- Coordinate funding award criteria and processes so that projects that meet a common set of criteria that is in-line with City and WHEDA priorities (access to transportation, number of 3-bedroom units, walkability, etc.) get funded by the City and therefore score higher on their tax credit applications.
- Actively recruit developers to apply for Section 42 tax credits in the City of Madison.
- Provide financing to demonstration projects to test the viability of alternative housing forms (Accessory Dwelling Units, Micro Housing, Cottage Housing, Condominiums, Cohousing, etc.).
- Consider exceptions to existing funding programs and zoning rules to allow for demonstration projects.

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

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

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

Community Development Division (CDD) staff will also continue to educate realtors and lenders that utilize mortgage reduction assistance about the dangers of lead paint in City of Madison housing stock. Lead-based

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

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

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

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

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

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

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

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- ***Develop institutional structure***

  In its efforts to develop institutional structure during 2025, the City of Madison will continue to undertake the following activities:

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

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

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

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

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AP-90 Program-Specific Requirements *24 CFR 91.220(l)(1,2,4)*

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

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

Community Development Block Grant Program (CDBG)

Reference 24 CFR 91.220(l)(1)

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

1.	*The total amount of program income that will have been received before the start of the next program year and that has not yet been reprogrammed*	$ 760,921
2.	*The amount of proceeds from Section 108 loan guarantees that will be used during the year to address the priority needs and specific objectives identified in the grantee's strategic plan.*	$ 0
3.	*The amount of surplus funds from urban renewal settlements*	$ 0
4.	*The amount of any grant funds returned to the line of credit for which the planned use has not been included in a prior statement or plan*	$ 0
5.	*The amount of income from float-funded activities*	$ 0
	Total Program Income:	$ 760,921

Other CDBG Requirements

1.	*The amount of urgent need activities*	$ 0

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HOME Investment Partnership Program (HOME)

Reference 24 CFR 91.220(l)(2)

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

   Not applicable.

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

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

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

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

   The City's full Recapture Policy is attached as **Appendix F**.

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

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

5. ***If applicable to a planned HOME TBRA activity, a description of the preference for persons with special needs or disabilities. (See 24 CFR 92.209(c)(2)(i) and CFR 91.220(l)(2)(vii)).***

   Not applicable.

6. ***If applicable to a planned HOME TBRA activity, a description of how the preference for a specific category of individuals with disabilities (e.g. persons with HIV/AIDS or chronic mental illness) will narrow the gap in benefits and***

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the preference is needed to narrow the gap in benefits and services received by such persons. (See 24 CFR 92.209(c)(2)(ii) and 91.220(l)(2)(vii)).

Not applicable.

7. If applicable, a description of any preference or limitation for rental housing projects. (See 24 CFR 92.253(d)(3) and CFR 91.220(l)(2)(vii)). Note: Preferences cannot be administered in a manner that limits the opportunities of persons on any basis prohibited by the laws listed under 24 CFR 5.105(a).

Not applicable.

Emergency Solutions Grant (ESG)

Reference 24 CFR 91.220(l)(4)

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

See **Appendix E1**, *City of Madison ESG Policies and Procedures Manual* and **Appendix E2**, *Dane County Written Standards*.

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

The Dane CoC is responsible for operating and overseeing a Coordinated Entry (CE) system, which is supported by the City of Madison through matching funds and participation in system design and evaluation processes. In addition, a City staff member has been co-chairing the Reimagine CE workgroup since 2022, which plans to launch new assessment and prioritization systems in the fourth quarter of 2024. The current CE system descriptions follow.

Access:

The Institute for Community Alliances (ICA) is the lead agency for the Dane CoC Coordinated Entry (CE) system. ICA receives the CoC's CE grant and establishes subcontracts or Memorandum of Understandings with other agencies that serve as access points for the CE system. Individuals seeking assistance through the Dane CoC CE can access services through several access points, including:

- The Tenant Resource Center for prevention resources.
- Emergency shelters such as The Salvation Army Women Shelter and Family shelter, Porchlight Men's shelter, The Beacon Day Resource Center, and Domestic Abuse Intervention Services.
- Street outreach programs that serve as mobile CE hubs.
- The Coordinated Entry office located at The Beacon Day Resource Center.
- The Coordinated Entry phone line.
- The CE contact form available on the Dane CoC website.

Assessment:

- Individuals seeking assistance through the coordinated entry system must have experienced literal homelessness for at least 7 days.
- The Vulnerability Index - Service Prioritization Decision Assistance Tool (VI-SPDAT) is used as the assessment tool for single adults, households with children, and transition age youth (ages 18-24).
- Formal diversion is provided by TSA (The Salvation Army) for single women and families.

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- Assessors follow up with individuals every 30-45 days to assess their current need and update information.

Prioritization:

- Individuals must be experiencing Category 1 (Literally Homeless) or Category 4 (Fleeing Domestic Violence) as defined by HUD to be prioritized for assistance.
- There is a priority list for single adults and for households with minor children.
- Individuals are prioritized based on their chronic homeless status, length of time homeless (capped at 36 months), and VI-SPDAT score.
- Permanent Supportive Housing (PSH) serves individuals whose situation meets the chronic definition, have been homeless the longest, and have the highest VI-SPDAT score.
- Rapid Re-housing (RRH) serves individuals whose situation has not yet met the chronic definition.

Individuals may receive a lesser intervention than their score suggests based on available resources and other factors.

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

Emergency Solutions Grant (ESG) funds are combined with other federal (HOME and CDBG) and City funds as part of the homeless service-focused funding Request for Proposals (RFP) processes. After reviewing proposals and receiving feedback from the public, funding recommendations are made at the CDBG Committee and submitted to the Common Council for approval, as part of the annual operating budget process. Funded agencies then enter into contracts with the City and start providing housing/services at the beginning of the following calendar year. During 2021, a homeless services funding RFP process was held to determine the use of 2022-2025 homeless service resources. The next homeless services funding RFP process will take place during 2025 to determine the use of those resources for 2026-2029.

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

To ensure homeless individuals' voices are heard, Madison's Dane CoC has established a Lived Experience Council (LEC), which consists of people with personal experience of homelessness. The LEC advises the CoC Board on significant policy matters and participates in the funding process, such as serving as review team members for the State ESG. Additionally, Madison's CoC Youth Action Board (YAB) has participation from youth with lived experience and advises the board on youth-related policy matters and participates in funding review processes. Furthermore, the CoC has designated seats for appointed members of the LEC and YAB on the board. The City of Madison actively engages LEC and YAB to inform the City's policies and program designs funded with ESG.

The City of Madison also invites currently and formerly homeless individuals and families to provide feedback and participate in city planning and evaluation activities. We do this by organizing specific listening sessions or focus groups to hear their feedback for planning and evaluation purposes. In addition, the City-County Homeless Issues Committee (CCHIC) provides feedback to the City of Madison. Committee structure requires that two members are homeless or formerly homeless individuals. Overall, the City of Madison's approach ensures that people with lived experience of homelessness have meaningful input in decision-making processes that affect them, as required by 24 CFR 576.405(a).

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5. *Describe performance standards for evaluating ESG.*

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

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

- Agency is on-course to spend 100% of its awarded funds by the end of the contract;
- Agency meets the HMIS data quality standards;
- Agency submits requested reports to the City in a timely manner;
- Agency meets percentage goal for participants who remain or leave for stable housing;
- Agency meets percentage goal for participants who did not enter shelter within 12 months;
- Agency meets percentage goal for participants who maintain housing at six months; and
- Agency meets percentage goal for unsheltered participants who move into housing.

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VII. APPENDICES

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2025-2029 City of Madison Consultation and Citizen Participation

This section summarizes the key findings from the consultation and citizen participation efforts of the City of Madison's 2025-2029 Five-Year Consolidated Plan, and provides the documentation used to collect the information.

CITIZEN PARTICIPATION SUMMARY OF FINDINGS..... 1

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Citizen Participation Summary of Findings

Process Overview

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

- A stakeholder survey (165 participants) and a community survey (894 participants) from May 2024 to June 2024 fielded by the City of Madison Community Development Division (CDD) for the development of the Consolidated Plan in collaboration with the County of Dane. The survey was available online in English, Chinese, Spanish, and Hmong; paper copies were made available upon request.
- Consultation groups led by CDD staff to reach voices of underrepresented groups from our survey efforts. Eight consultation groups were held over the course of July 2024 to September 2024, with a total of 20 participants, covering topics around housing, business development, childcare, and community resources.
- A public input process from January 2023 to March 2024 that included 7 focus groups, a survey (266 participants), and interviews with 15 different entities that resulted in the Dane Forward: A Five-Year Plan to Prevent and End Homelessness (2024-2029) which can be found in **Appendix H**.
- Comments received by email or in person during Public Hearings held on July 11, 2024 and December 05, 2024.

The public input gathered through the Consolidated Plan development are supplemented by other relevant recent resident and stakeholder research. This includes:

- Qualitative and quantitative feedback received through recent engagement efforts, Plans, and Reports; and
- Qualitative feedback received through direct email responses from stakeholders on related matters where their expertise and experience were necessary.

Participant Profile

Over 1300 Madison residents and stakeholders from across the City and Dane County participated in public input and stakeholder consultation opportunities to inform the development of the Consolidated Plan.

Consultation Groups

The CDD consultation groups were conducted virtually and in person to reach groups not represented or heard from the survey and other engagement efforts. The eight focus groups covered topics relating to housing, childcare, business development, and other community resources. The conversations took the form of informal dialogue among diverse groups members, centering around existing and emerging community development needs of the residents served through the stakeholders or the Residents themselves. The eight consultation groups connected with members of: Engaging Communities to Change Health Outcomes (ECCHO), Neighborhood Resource Team (NRT) Leaders, BizReady MadREP, the Tenant Resource Center, the City of Madison Community Connectors, the Interagency Housing Strategy Team, City of Madison Disability Rights, and the African Center for Community Development.

Survey Profile

The consolidated plan survey received 1059 qualified responses from residents and stakeholders from across the City and Dane County. Of the 1059 respondents, filtering for City of Madison respondents, the City survey respondent profile includes 134 partners who serve the City of Madison and 485 residents of the City of Madison. The survey captured the input of a range of demographics. Where the survey was found to have underrepresentation by certain groups, CDD pursued targeted efforts through consultation group meetings.

Partner Survey

The 134 stakeholders who responded to the Partner Survey represent professionals working across the housing, human services, and community development spectrum in the public, private, and nonprofit sectors. The respondents provide services throughout Madison and Dane County, serving the needs of diverse low income and vulnerable populations:

- Over 60 percent serve families;
- Over 60 percent provide housing or services to persons with disabilities;
- Nearly 40 percent serve veterans;
- 75 percent serve households of color;
- Over 60 percent serve persons experiencing homelessness;
- Over 45 percent serve people who identify as LGBTQ+.

Other populations served by respondents' organizations include elderly (68%), youth (56%), and other special needs populations such as survivors of domestic violence or families in crisis (68%); immigrants (50%); formerly incarcerated individuals (40%).

Community Survey

The majority of respondents to the Community Survey own their home (64%) with the remainder identifying as renters (33%) or not having a permanent place to live (2%); and with 1% not responding to the question. All household sizes are represented: 20% live alone and 6% have households of five or more members. Approximately 6% of respondents have a household income of less than $25,000 and an additional 31% have incomes of between $25,001 up to $75,000. Of the respondents who lived outside of Madison (but still within Dane County), 21% of them wished they lived in the City of Madison. Responses from a range of genders were received, representing majority women (61%); man (27%); non-binary (7%); one percent chosing to self-identify; and 5% preferring not to say.

Dane Forward: A Five-Year Plan to Prevent and End Homelessness (2024-2029)

Through its membership in the Homeless Services Consortium, the City played an active role, including providing funding, for development of Dane Forward: A Five-Year Plan to Prevent and End Homelessness (see **Appendix H**). This plan was developed in collaboration with the City, County, HSC and HomeBase, and serves as a blueprint for ending homelessness in Madison and

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Dane County. The plan was informed by a public input process from January 2023 to March 2024 that included 7 focus groups, a survey (266 participants), and interviews with 15 different entities.

Utilizing Recent and Ongoing City of Madison Engagement Efforts

To ensure equitable and inclusive input, the City of Madison adopted a strategic approach to gathering resident feedback for the current Consolidated Plan. This approach involved Community Development Division (CDD) staff reviewing recent and ongoing engagement efforts across various City planning initiatives to capture the community development needs and priorities of Madison residents. Emphasis was placed on intentionally gathering feedback from historically underrepresented groups. Feedback from these efforts, including insights from numerous plans, reports, and surveys, shaped the overarching goals of the Consolidated Plan, particularly in addressing key themes of housing, economic resilience, and community equity.

Among the plans reviewed, the **Continuum of Care (Dane Forward Five-Year Plan)** and the ***Housing Strategy Committee Report*** prioritize efforts around homelessness, fair housing, and equitable resource allocation. These align closely with the City's goal of promoting sustainable, inclusive growth and housing accessibility for underrepresented communities.

Housing-focused assessments, such as the **Analysis of Impediments to Fair Housing** and the **Public Housing Agency Plan**, provide actionable strategies for overcoming barriers to housing access for low-income and protected class households. The City's approach to housing equity incorporates these recommendations, emphasizing expanded affordable rental options, increased homeownership support, and overall housing quality improvement.

Long-term visioning, as outlined in **Imagine Madison**, further guides Madison's land use and community development policies, ensuring alignment with the community's priorities for equitable growth. Specific area plans for **West, Northeast, and South Madison** highlight the importance of "Missing Middle" housing, local business support, and neighborhood enhancements that meet the diverse needs of residents.

Economic and workforce development appear as shared priorities across several plans, including *the Economic Development Strategic Plan "***Connect Madison"** and *MadREP's "***Elevate Madison Region**,*"* both emphasizing small business assistance, workforce participation, and adaptation to post-pandemic economic challenges. These plans inform the Consolidated Plan's goals of supporting local entrepreneurship and fostering a resilient economy.

Community wealth-building and displacement prevention, especially in South Madison, are addressed in the **South Madison Reinvestment Strategy for Equity (RiSE)** Report. Alongside reports like **Race to Equity** and the **Accessible Housing Plan *Goals***, the Consolidated Plan integrates targeted efforts to close racial disparities in housing and increase accessible units for people with disabilities, promoting stability and opportunity for all residents.

The **By Youth for Youth** Funding Priorities and EQT by Design's **Older Adult Services and Programming** plans capture feedback from youth and older adults, supporting the Consolidated Plan's focus on neighborhood and community development. Public health assessments such as Public Health's **Housing Quality Plan** further reinforce the connection between housing quality and public health, underscoring the City's commitment to safe, stable housing as a foundational community need.

Each plan and engagement effort collectively strengthens the City's vision for an equitable, healthy, and economically vibrant Madison, informing our Consolidated Plan priorities.

Housing Context

Nearly all stakeholders and residents describe an urgent need for more affordable housing. The specific nature of the affordable housing need ranges from a lack of units affordable to a specific low-income population to units that are unsafe or

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need repair. Other barriers to housing relate to a household's background, and in particular, housing discrimination, past evictions, and poor credit histories.

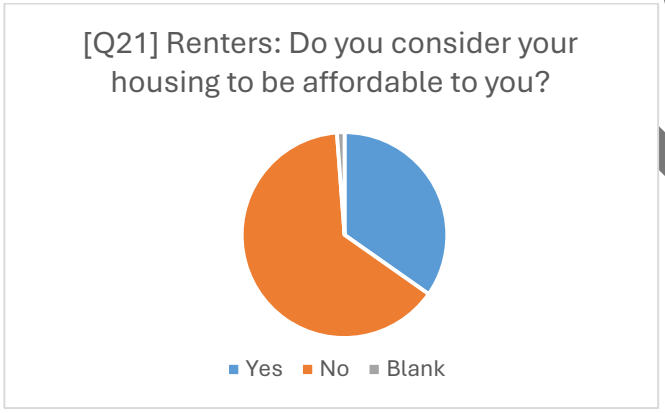
Stakeholders from all backgrounds agreed in the survey that additional affordable housing is the most needed program for residents in Madison and Dane County, with nearly 90% of stakeholders putting this as their first choice of federal funding priorities followed by Community & Social Services (79%), Neighborhood Centers & Community Facilities (49%), Public Infrastructure (19%), and lastly Business & Economic Development (17%). Following the need for additional rental housing, stakeholders noted that emergency rental assistance and case management services (both important components of successful rapid rehousing programs for formerly homeless households) were listed highly as respondents' second choices.

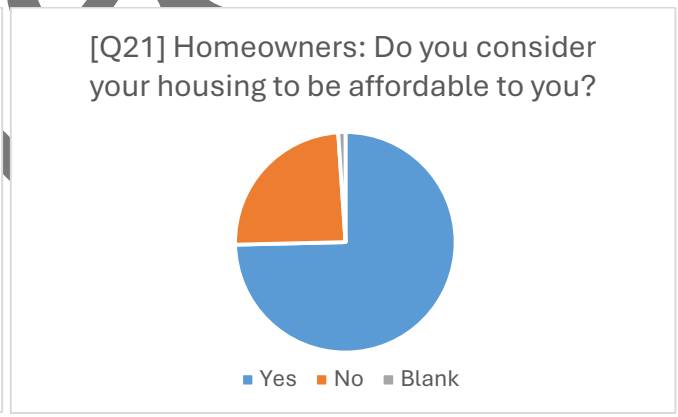
In surveys and focus groups, stakeholders and residents described the housing market and conditions. Many described that supply has not kept up with demand for owner-occupied housing, which is driving the aggressive increase in housing sales prices in the City. Almost all respondents agreed that the City needs to do more to address the affordability challenges in the housing market that is driven by the City's continued low rental vacancy rate – a finding consistent with data from the 2024 Analysis of Impediments to Fair Housing Choice (AI).

Increased demand for affordable rental and owner-occupied housing

By far, the majority of stakeholders' characterizations of the most significant issue in the local housing market related to an increased demand for housing, and affordable rental housing in particular. Stakeholders associated the increased demand with several factors, including housing prices keeping households out of the for-sale market; lack of product for first-time homebuyers; flat or falling household income; and population growth paired with an existing low vacancy rate. Affordability concerns were most pressing for renters in our community with 64% of renters stating they do not find their housing affordable compared to 24% of homeowners.

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Summary of Results of Partner Survey

The survey was developed and released in partnership with the County of Dane who is also undergoing their Consolidated Plan efforts. Collectively there were 1059 responses that includes City of Madison and Dane County residents. There were 486 responses from City of Madison residents and 79 responses from Community Partners who serve City of Madison residents.

A presentation overview of the survey results can be found on page 22.

Housing Developers

Of the 134 respondents to the partner survey, 14 were developers of affordable housing in Madison. Eighty-six percent (86%) of that group believed that the most significant barrier to renters in finding quality housing is **finding an affordable unit to rent**, while the remainder believed there were a range of other barriers that ranked high including:

- Limited supportive services to help households find and maintain housing; and/or
- Difficulty securing money for security deposit and first month's rent; and/or
- History of eviction; and/or
- Needing a physically accessible unit.

As such, of the priorities provided in the survey for supporting renters, housing developers believed that their top three are:

- Programs that help maintain or increase access to rental housing (i.e. housing navigation assistance, eviction prevention, legal representation, fair housing, tenant-landlord mediation services, etc.)
- Direct financial assistance to help renters keep or access housing (i.e. emergency or long-term financial assistance, money for security deposit, debt payment assistance, etc.)
- Rehabilitation of existing apartments for: building code, health, and safety compliance; weatherization; energy efficiency; accessibility modifications.

Half of housing developers (50%) believe that the City of Madison needs more affordable housing units for every demographic, but some believe we are specially needing to meet housing needs of:

- Professionals such as teachers, childcare providers, health care technicians, social workers, etc. (29%)
- Persons with disabilities (21%)

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Figure PS1: Question 16 - What are the top 3 most significant barriers to renters in finding quality housing? [HOUSING DEVELOPERS ONLY]

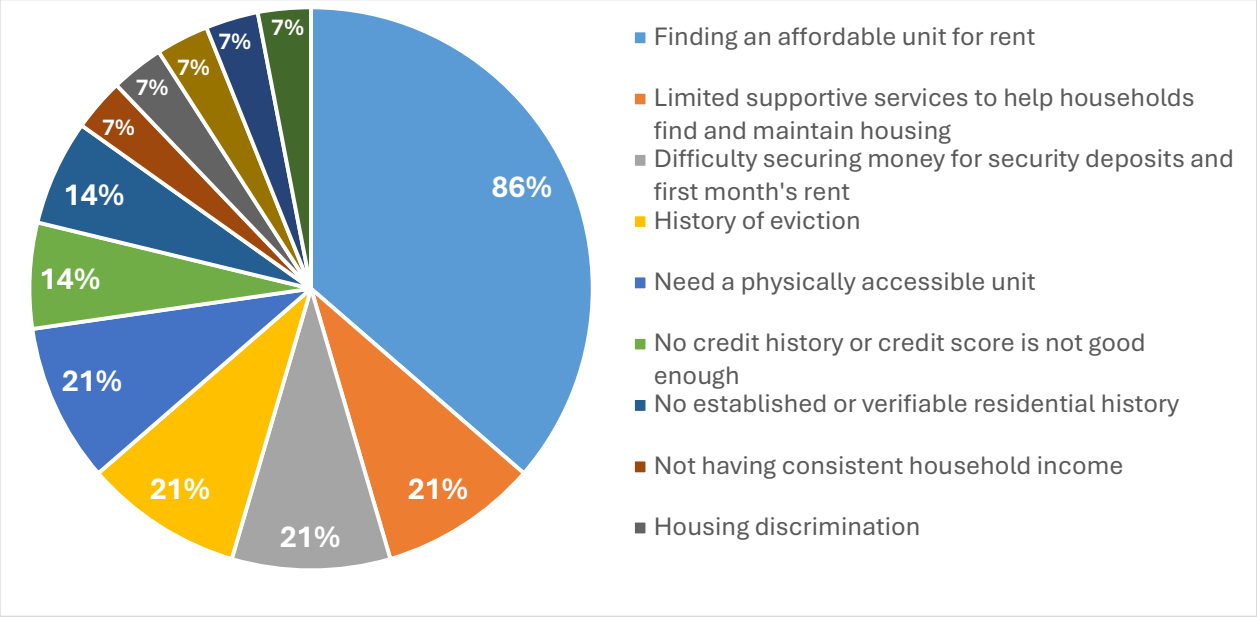


Figure PS2: Q19 – In your opinion, the City of Madison and Dane County do not have enough affordable housing for… (select all that apply) [HOUSING DEVELOPERS ONLY]

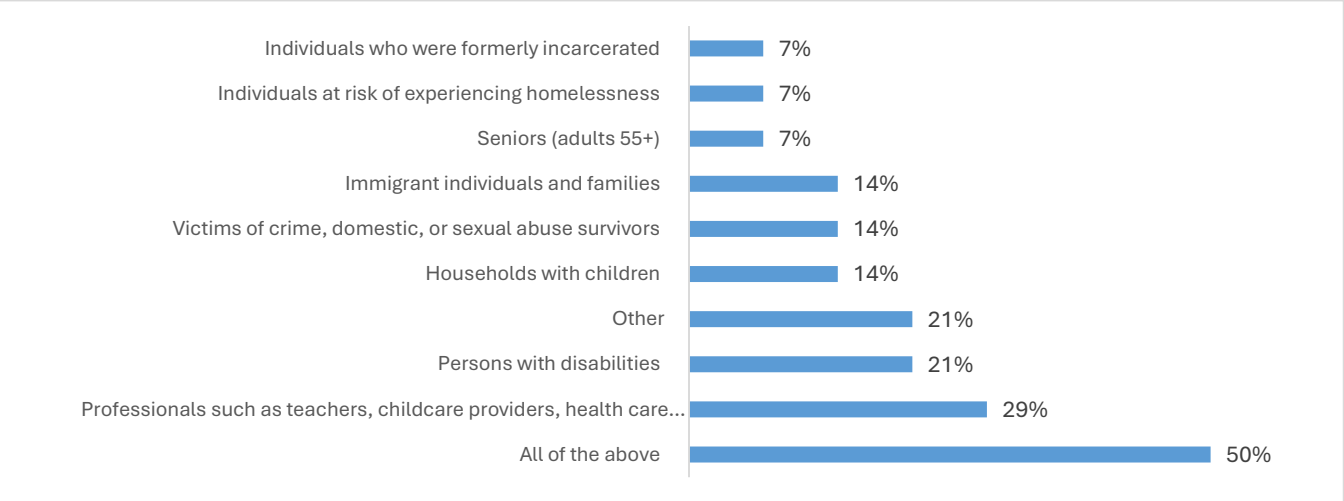
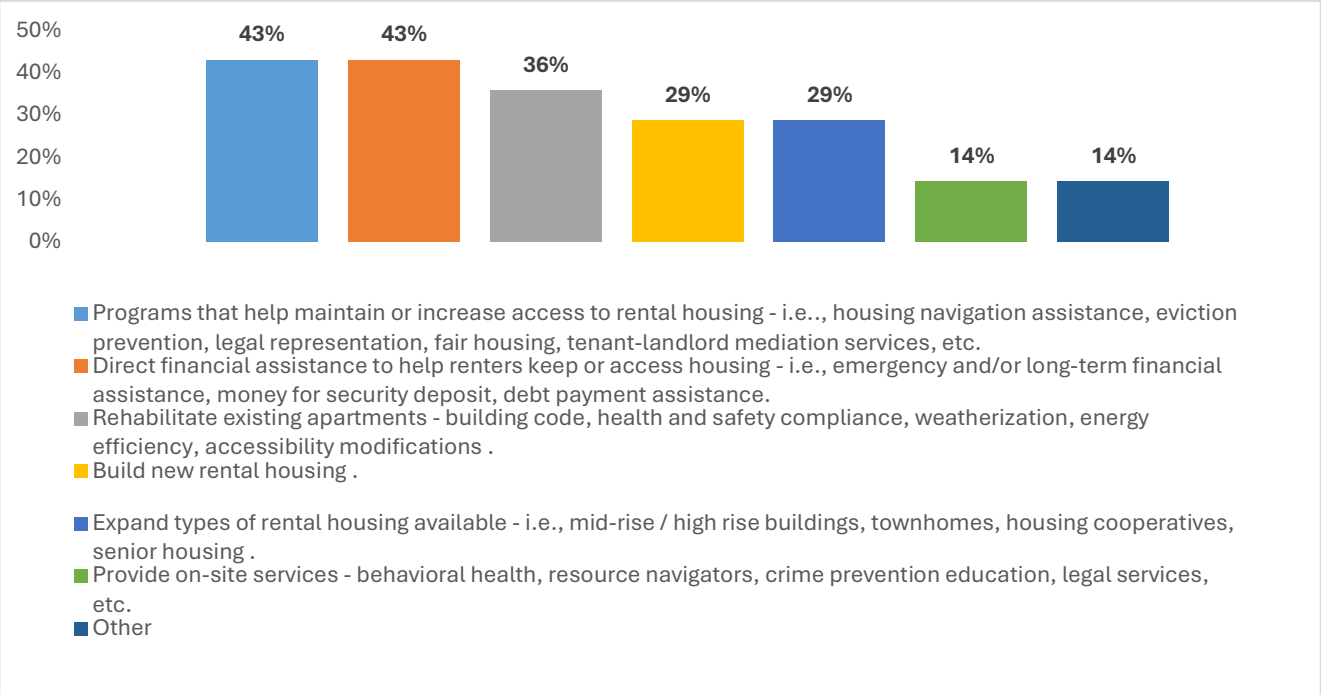


Figure PS3: Q27 - What are the top three priorities to support renters in your community? [HOUSING DEVELOPERS ONLY]



Non-Profit and Service Providers

Of the 134 stakeholder respondents, 89 identified as non-profit/community service providers. The top three priorities for federal spending were: Housing (79%), Community & Social Services (69%), and Neighborhood Centers & Community Facilities (42%).

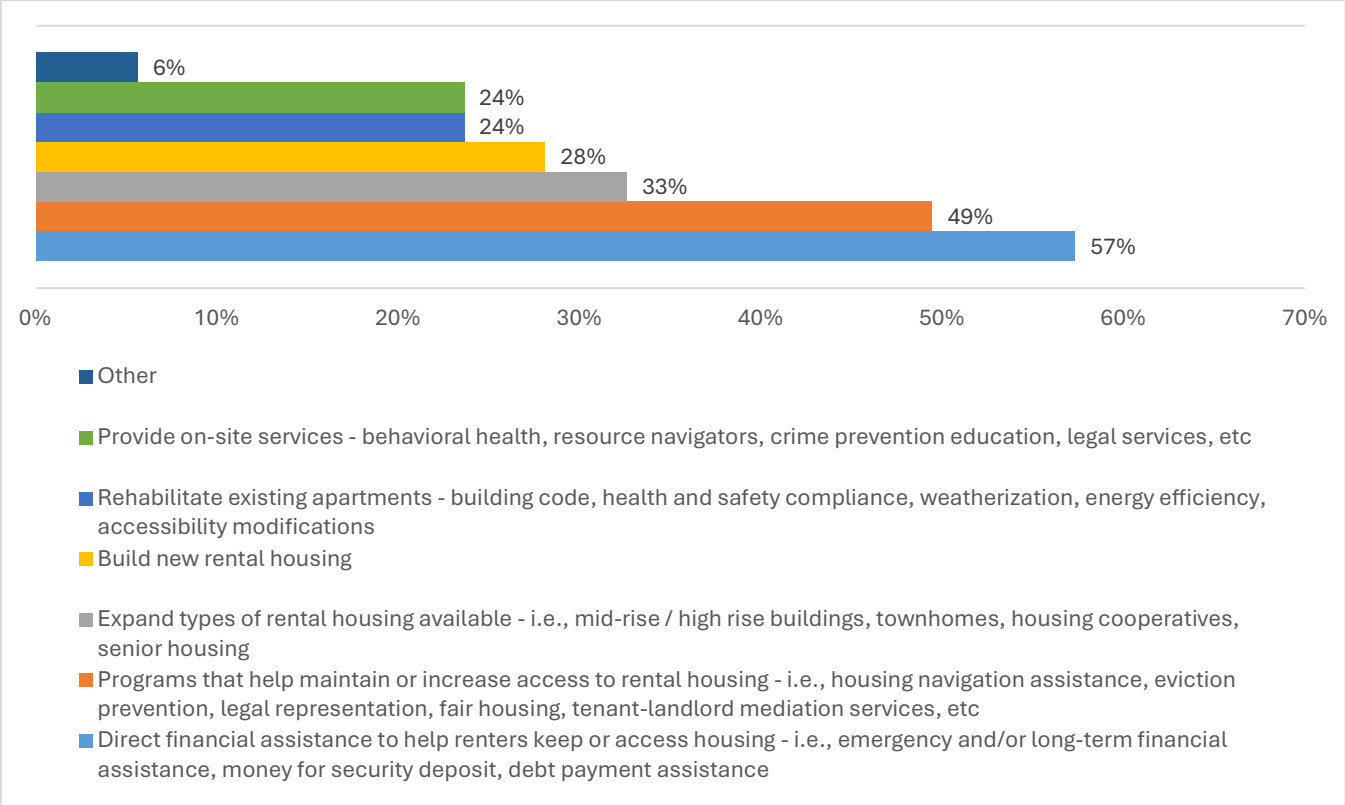
Non-Profit providers agree with housing developers that the top barrier in finding quality housing is **finding an affordable unit for rent (64%)**, followed by:

- Difficulty securing money for security deposits and first month's rent (39%)
- No credit history or credit score is not good enough (26%)
- Limited supportive services to help households find and maintain housing (22%)

As such, non-profit providers believed that the **top three priorities for supporting renters**, should be:

- Direct financial assistance to help renters keep or access housing (i.e. emergency and/or long-term financial assistance, money for security deposit, debt payment assistance, etc.) (57%)
- Programs to help maintain or increase access to rental housing (i.e. housing navigation assistance, eviction prevention, legal representation, fair housing, tenant-landlord mediation services, etc.) (49%)
- Expand types of rental housing available (i.e. mid-rise/high rise buildings, town homes, housing cooperatives, senior housing, etc.) (33%)

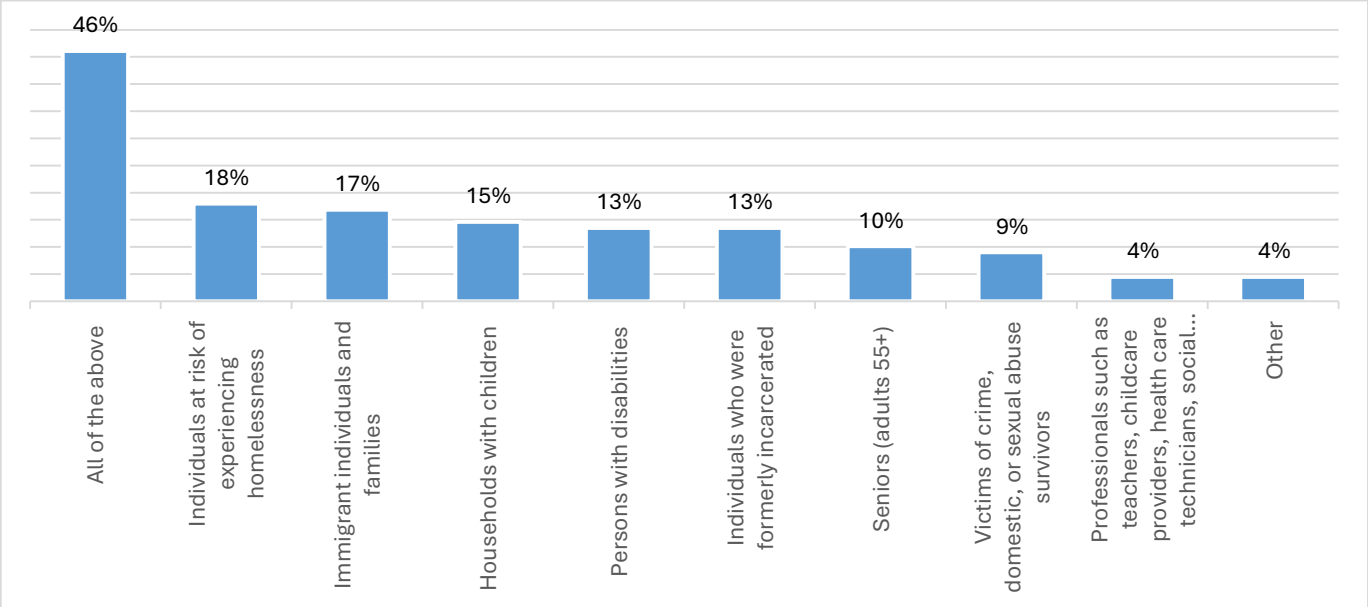
Figure PS4: Q27 - What are the top three priorities to support renters in your community? [COMMUNITY SERVICES PROVIDERS ONLY]



Although non-profit providers also believe that there is not enough affordable housing for all demographic groups (46%), compared to housing developers, the **groups whose affordable housing needs may need prioritization** are:

- Individuals at risk of experiencing homelessness (18%)
- Immigrant individuals and families (17%)
- Households with children (15%)

Figure PS5: Q19 In your opinion, the City of Madison and Dane County do not have enough affordable housing for... [COMMUNITY SERVICES PROVIDERS ONLY]

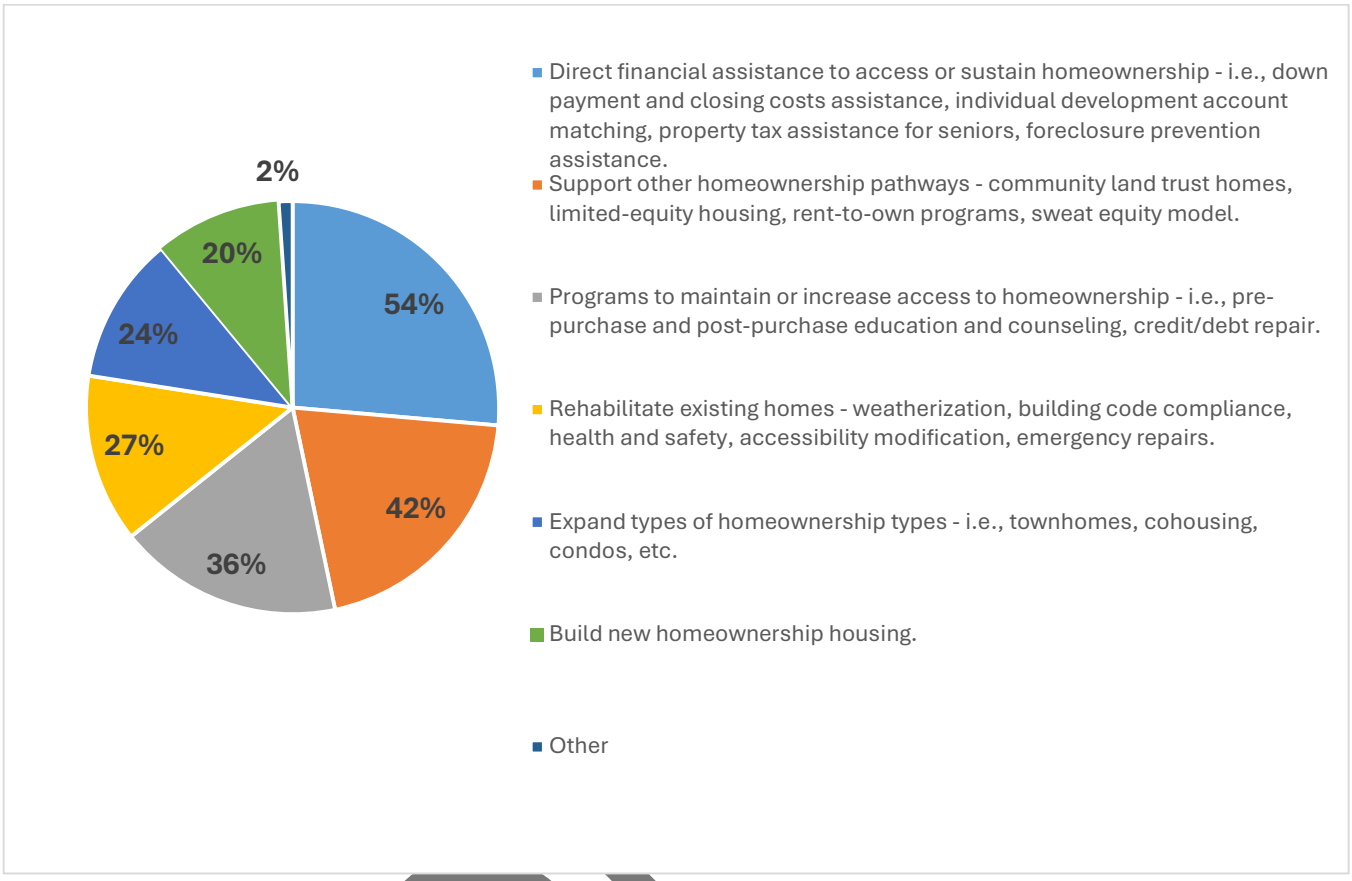


When responding to the top **three priorities to support homebuyers and homeowners**, non-profit providers ranked the following:

- Direct financial assistance to access or sustain homeownership (i.e. down payment and closing costs assistance, individual development account matching, property tax assistance for seniors, foreclosure prevention assistance, etc.) (54%)
- Support for other homeownership pathways (i.e. community land trusts homes, limited equity housing, rent-to-own programs, sweat equity model, etc.) (42%)
- Programs to maintain or increase access to homeownership (i.e. pre-purchase and post-purchase education and counseling, credit/debt repair, etc.) (36%)

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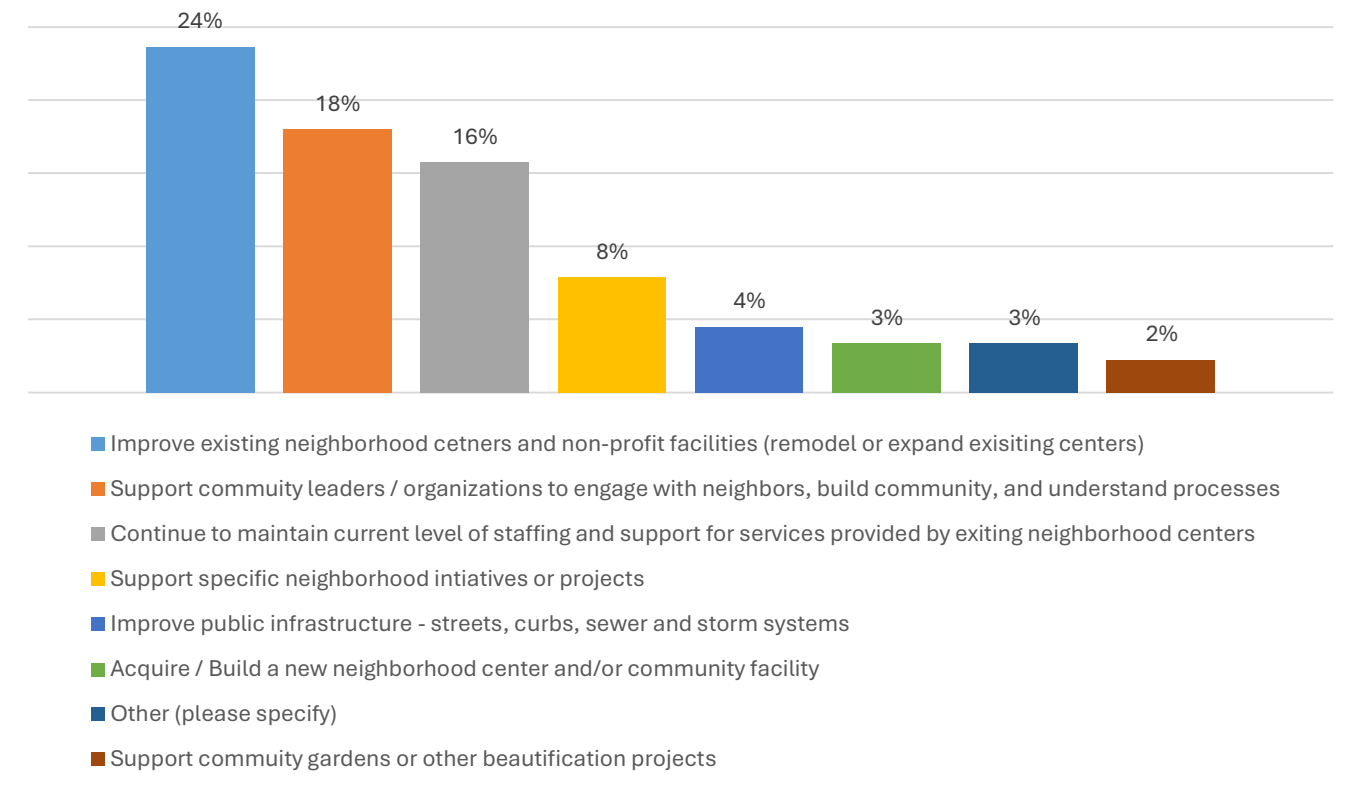
Figure PS6: Q28 - What are the top three priorities to support homebuyers/homeowners in your community? [COMMUNITY SERVICE PROVIDERS ONLY]



With regards to **community development through community activities and facilities**, non-profit providers felt the following were priorities:

1. Improving existing neighborhood centers and non-profit facilities was primary (24%)
2. Supporting our community leaders and organizations to engage with and build community (18%)
3. Continuing to maintain the current level of staffing and support services (16%)

Figure PS7: Q30 - Which of the following community development, leadership, and engagement activities is most needed in your community? Funding to… [COMMUNITY SERVICE PROVIDERS ONLY]

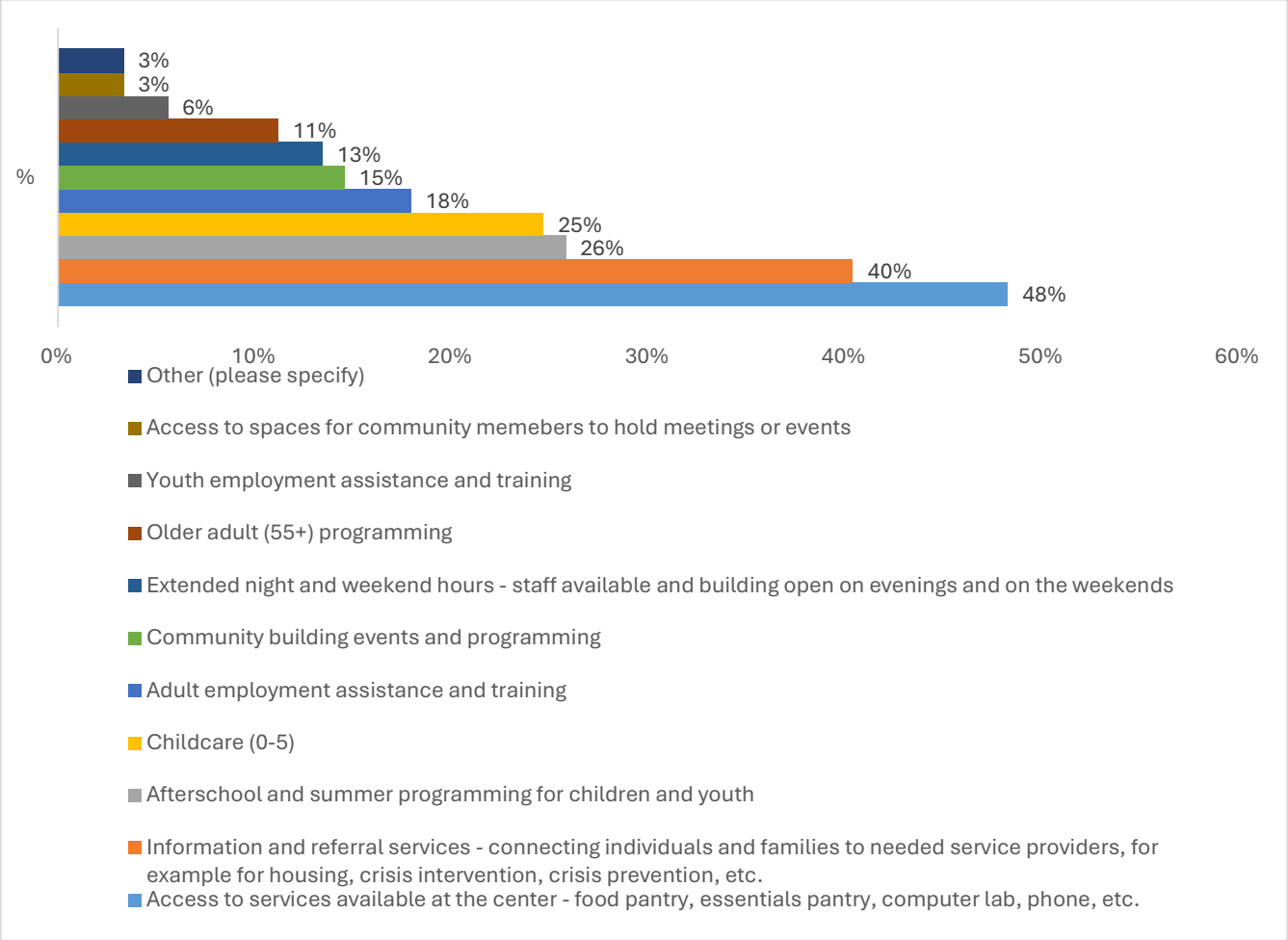


Service providers noted that the **most important services and programs provided at community centers** were:

1. Access to services available at the center – food pantry, essentials pantry, computer lab, phone, etc. (48%)
2. Information and referral services – connecting individuals and families to needed service providers, for example for housing, crisis intervention and prevention, etc. (40%)
3. Afterschool and summer programming for children and youth (26%)

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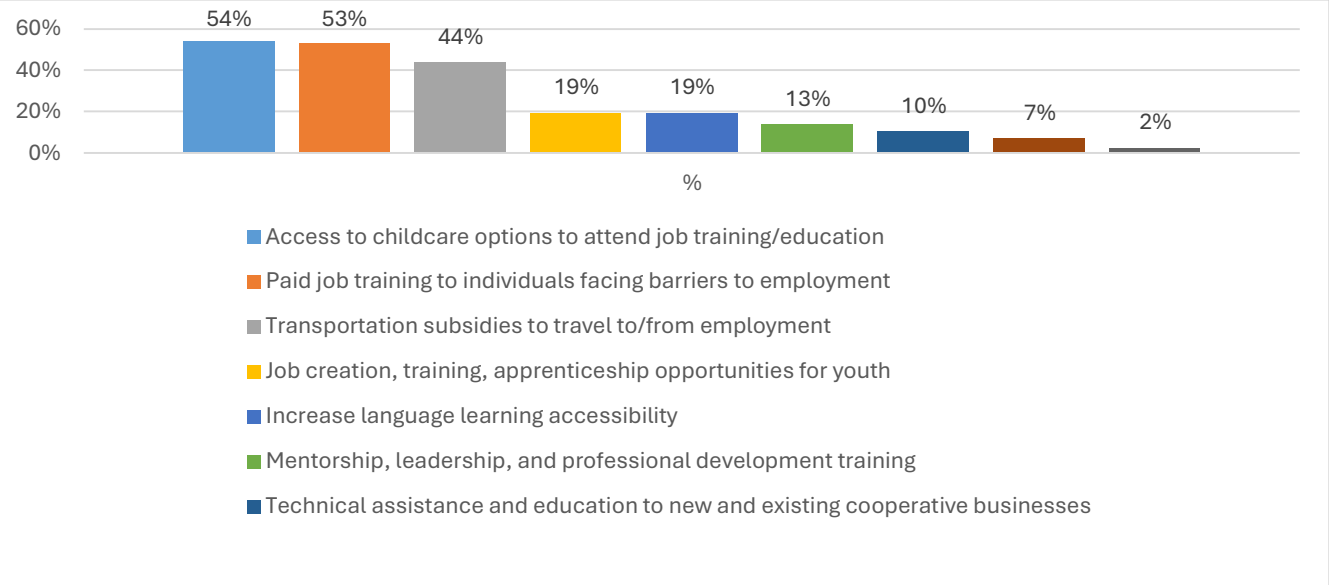
Figure PS8: Q31 - What three (3) programs and services matter most at neighborhood and community centers? [COMMUNITY SERVICE PROVIDERS ONLY]



When it came to discussing what three **workforce development programming and services is most needed** to support low-moderate income households, service providers ranked the following as their top three:

1. Access to child care options to attend job training/education (54%)
2. Paid job training to individuals facing barriers to employment (53%)
3. Transportation subsidies to travel to/from employment (44%)

Figure PS9: Q36- What three (3) workforce development (job creation and employment training) for lower-income persons is most needed in your community? Funding for programs that provide… [COMMUNITY SERVICE PROVIDERS ONLY]



Business Owners

Thirty business owners responded to the survey. The majority of respondents identified as White or European Descent (53%), followed by Black or African Descent (17%), Asian, other than Southeast Asian (13%), and Other Indigenous People (1%). When it came to representation among incomes, we had 27% earning less than $75,000 ; 17% earning between $75-100,000; 27% earning between $100-200,000; and 17% earning over $200,000.

When discussing **priorities to support small businesses**, business owners identified the following as the top three as seen in Figure PS10:

1. Provide technical assistance - i.e., legal, financial, marketing, accounting, etc. - to small business owners
2. Increase access to capital/funding for small businesses and business creation
3. Increase financial support to small business led by historically marginalized communities - persons with low-income, persons of color, women, immigrants, veterans, persons with a disability, or LGBTQIA+

Figure PS10: Q33 - Which of the following opportunities are most needed to support small businesses? [BUSINESS OWNERS ONLY]

[Q33] Business Owners: Which of the following opportunities are most needed to support small businesses?	**% Ranked as Top 3 priorities**
Provide technical assistance - i.e., legal, financial, marketing, accounting, etc. - to small business owners	50%
Increase access to capital/funding for small businesses and business creation	47%

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Increase financial support to small business led by historically marginalized communities - persons with low-income, persons of color, women, immigrants, veterans, persons with a disability, or LGBTQIA+	37%
Provide mentorship and peer support programming	33%
Other (please specify anything else you feel that small businesses need)	10%

Business owner respondents believe that the three most important funding priorities (see Figure PS11) for **supporting business development activities** where:

1. Financial assistance and technical assistance around the creation of business cooperatives
2. Assist established business owners from historically marginalized communities in purchasing a commercial property for their business
3. Finance improvements to the interior and exterior of commercial buildings

Figure PS11: Q35 – Rank the following to indicate your level of importance in funding the following business development activites: [BUSINESS OWNERS ONLY]

[Q35] Business Owners: Rank the following to indicate your level of importance in funding the following business development activities.	**% Ranked as Top 3 priorities**
Financial assistance and technical assistance around the creation of business cooperatives	37%
Assist established business owners from historically marginalized communities in purchasing a commercial property for their business	37%
Finance improvements to the interior and exterior of commercial buildings	27%
Purchase capital machinery and equipment - i.e., vehicle, production equipment, kitchen equipment, computers, etc.	23%
Support business incubator organizations	20%
Other (please specify anything else you feel that small businesses need)	10%

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When asked about specific technical assistance that would be helpful to small businesses, commentary included the following:

- *Guides though government systems. Quicker responses and timeline for business trying to grow.*
- *Mentorship, advise, training, legal support/guidance/advise.*
- *Legal and accounting.*
- *Guiding small business to set up their accounting correctly is so crucial.*

- *Providing information regarding permits, licenses, taxes, employment laws.*
- *Marketing, website development, legal and bookkeeping.*
- *I'm not a startup. Most mentors know less than me. Need legal assistance with depth of experience. Need financing for large projects that could make a real difference.*

Summary of Results of Community Survey

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

As mentioned above, there were stark differences in the ways that different subgroups responded on their situations and priorities.

Renters and Homeowners:

Renters and homeowners were subgroups that were identified as having different set of priorities. Affordability concerns were most pressing for renters in our community with 64% of renters stating they do not find their housing affordable compared to 24% of homeowners. While reviewing the reasons and barriers to housing stability for renters and homeowners the following where highlighted:

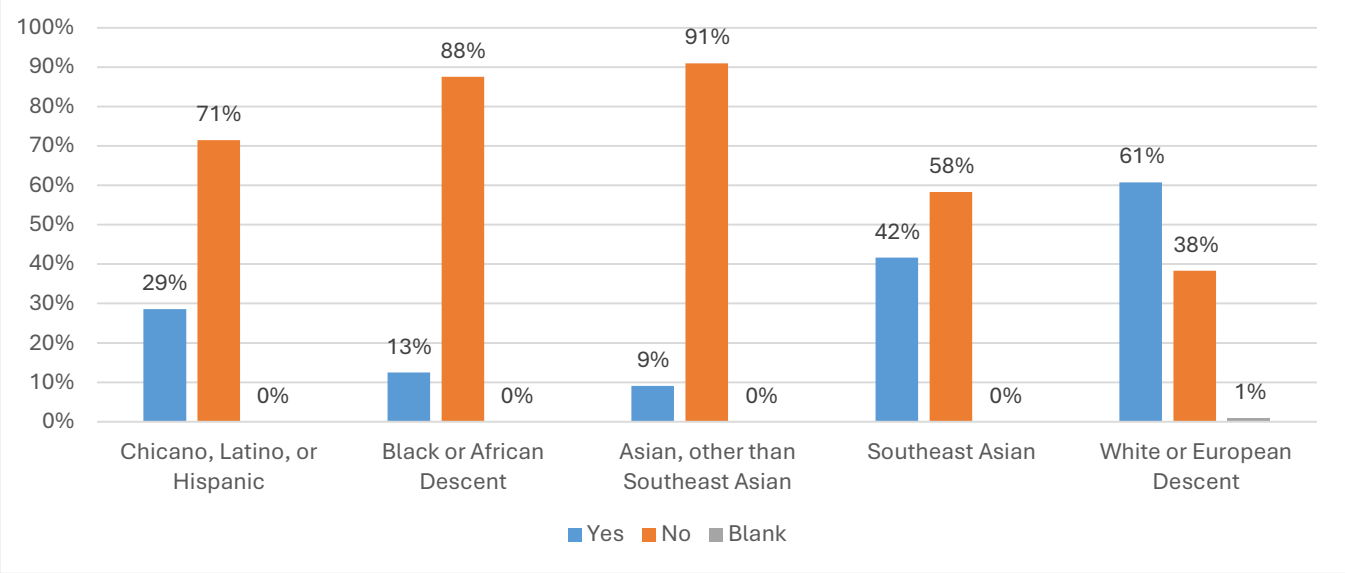
Figure CS1: Q22 - What are the main reasons that are causing your housing situation to be unaffordable? [RENTERS AND HOMEOWNERS ONLY]

[Q22]: What are the main reasons that are causing your housing situation to be unaffordable?	Renters	Homeowners
I was unable to find an affordable place to live	26%	2%
My property taxes have increased and are no longer affordable	2%	23%
My rent was previously affordable, but has increased and is no longer affordable	38%	1%
My income has changed and my housing costs are no longer affordable	9%	6%
My utility costs have increased and are no longer affordable	8%	9%
My condo or homeowner association fees have increased and are no longer affordable	2%	2%
My home has major health or safety issues that are expensive to fix	3%	5%
I no longer have dual income / I am the sole provider for my household	10%	5%
My housing has remained affordable but the cost of everything else (i.e., food, childcare, transportation, insurance) have decreased my income significantly	25%	13%
Does not apply - I consider my housing to be affordable	22%	58%
Other	11%	8%

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When comparing responses across racial-ethnic demographics, cost-burden was most seen across BIPOC rental households:

Figure CS2: Q21 – Do you consider your housing to be affordable to you? [RENTERS ONLY BY RACE/ETHNICITY]



Residents were also asked about neighborhood development activities and supported programming. When looking at overall respondents the top three programs and services that mattered the most at neighborhood and community centers are:

1. Information and referral services - connecting individuals and families to needed service providers, for example for housing, crisis intervention, crisis prevention, etc. (90%)
2. Community building events and programming (62%)
3. Access to spaces for community members to hold meetings or events (58%)

However, when looking at subgroups based on income breakdowns, the top priorities that emerged are:

1. Access to services available at the center - food pantry, essentials pantry, computer lab, phone, etc.
2. Information and referral services - connecting individuals and families to needed service providers, for example for housing, crisis intervention, crisis prevention, etc.
3. Community building events and programming

Figure CS3: Q31 – What three (3) programs and services matter most at neighborhood and community centers? [RESIDENTS ONLY BY INCOME BREAKDOWN]

< $25,000	$25,001 - $75,000	$75,001 +	All Community Respondents
Access to services available at the center - food pantry, essentials	Community building events and programming (96%)	Access to services available at the center - food pantry, essentials	Information and referral services - connecting individuals and families to

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pantry, computer lab, phone, etc. (55%)		pantry, computer lab, phone, etc. (88%)	needed service providers, for example for housing, crisis intervention, crisis prevention, etc. (90%)
Information and referral services - connecting individuals and families to needed service providers, for example for housing, crisis intervention, crisis prevention, etc. (45%)	Information and referral services - connecting individuals and families to needed service providers, for example for housing, crisis intervention, crisis prevention, etc. (54%)	Community building events and programming (59%)	Community building events and programming (62%)
Afterschool and summer programming for children and youth (34%)	Youth employment assistance and training (43%)	Youth employment assistance and training (37%)	Access to spaces for community members to hold meetings or events (58%)

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Workforce development priorities identified as most needed in the community focused on a holistic approach to reducing barriers to stable employment across all stages of workforce development, from youth to adults. These priorities include:

1. Access to childcare options to attend job training/education (64%)
2. Paid job training to individuals facing barriers to employment (60%)
3. Transportation subsidies to travel to/from employment (41%)
4. Job creation, training, apprenticeship opportunities for youth (41%)

Figure CS4: Q35 – What three (3) workforce development (job creation and employment training) for lower-income persons is most needed in your community? [ALL RESIDENTS ONLY]

	Percentage selected as a top 3
Paid job training to individuals facing barriers to employment	60%
Unpaid job/skills training and placement	15%
Job creation, training, apprenticeship opportunities for youth	41%
Transportation subsidies to travel to/from employment	41%
Access to childcare options to attend job training/education	64%

Mentorship, leadership, and professional development training	23%
Increase language learning accessibility	20%
Technical assistance and education to new and existing cooperative businesses	11%
Other (please specify)	5%

Summary of Focus Group Feedback

Summary of Consultation Group Feedback:

From April to October 2024, CDD staff held a series of consultation groups with key stakeholders. With each group, CDD staff described the goals and objectives of the Consolidated Plan and ways in which federal funds could support the community. CDD staff then asked attendees what the top issues were for the community members they served. A variety of topics came up during these discussions related to housing, homelessness, and economic development. CDD Staff were intentional about consulting agencies that are closely connected to communities that were underrepresented in survey results. This included women and BIPOC business owners, LatinX community members, immigrant community members, and communities with lower incomes. Responses gave staff insight into trends seen by experts in the field that were not necessarily reflected in the data. The following summary of consultation group input will inform our Division's planning efforts and funding prioritization over the next five years. Consultation meetings were held with the following groups:

- African Center for Community Development
- Engaging Communities to Change Health Outcomes (ECCHO)
- MadREP's BizReady
- The Tenant Resource Center
- Neighborhood Resource Team Leaders
- City of Madison Community Connectors
- City of Madison Disability Rights
- Interagency Housing Strategy

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Gathering Feedback from Community:

Early in the consolidated planning process City staff met with the City of Madison's Community Connectors who assist staff in connecting with Latinx, Hmong, and Chinese community members. During this discussion community connectors described how many community members feel that the City is constantly asking for their feedback but that they rarely see the end result which leads them to feel that the time they gave in providing feedback didn't amount to change. With this in mind we decided to largely build on community feedback processes that had recently concluded or were already happening, see PR-10 table 3 for a full description of all of these sources. CDD also collected email addresses for those who took the Consolidated Plan survey to share out drafts of the plan as they were available.

Affordable Rental Housing:

The most consistent theme was one for more affordable housing. With Madison's low rental vacancy of around three percent, many participants noted that any new housing supply would be a welcome and much-needed addition to the market. In particular, consultation group attendees noted that housing which supported non-traditional household makeups, such as those with additional bedrooms to accommodate larger families, is needed. One group explained that the African immigrant households they serve often support large, extended families, and so the more readily available 1-2 bedroom options do not provide a good match for these households. Participants also described the need for current housing to be safe and free of public health concerns that have plagued some neighborhoods. Public Health of Madison and Dane County is working to specifically learn more about these challenges and address them. Public Health staff heard about concerns around bed bugs and needed maintenance and repairs to keep housing safe and sanitary. The City of Madison currently uses federal funding to support repairs and maintenance to keep housing units up to date and safe for residents.

Participants also discussed high rental costs in the City that prohibit many community members from being housed. Participants described the additional challenge that exists for community members who do not feel comfortable using homeless shelters and may instead double up. Because these households opt to double up, they are not able to access rapid re-housing funds that can be available to those who stay in the homeless shelters. This requires households to double up for months at a time while they wait for options to become available.

Landlord and Tenant Relationships:

Increasing opportunities for both landlord and tenant education came up in several consultation groups. Tenants need to be able to access to information and education on their rights and responsibilities in multiple languages and beyond this, they need information from trusted community resources to better understand their options when faced with possible eviction. Many tenants fear any potential ramifications of going to eviction court. This is especially true for immigrants who are going through the process of becoming citizens and fear anything on their legal record that could jeopardize this status. Beyond this, tenants may also need education on how to be a good renter, especially if they have limited rental experience (for example tips on how to talk to your landlord, your responsibilities, how to keep your rental housing well cared for, etc.).

Increasing trust between the tenants and landlords is a core concern. Some tenants are hesitant to reach out to their landlords for any maintenance or repair issues. Without this communication, situations escalate sometimes leaving households without access to critical amenities such as hot water. Trusted agencies may be able to help bridge this gap between tenants and landlords through training and education. When both parties know their rights and responsibilities, they know how best to advocate for what they need. The City currently funds the Tenant Resource Center, a trusted community partner, to help increase access to trainings.

Homeownership:

Many stakeholders have witnessed an exodus of middle class and affluent, predominantly white, households moving outside of the City to purchase homes. This can be attributed to the lack of available land on which to build new housing for homeownership and that much of the available land (including infill) is being developed as either affordable or luxury high density rental apartments. Further, common feedback received was that housing

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cost for a typical single-family home in Madison is too high (and inventory so rarely turns over) for someone earning even a moderate income to afford, so many first-time homebuyers must look to suburban communities such as Sun Prairie to purchase a home under $300,000. The high sale prices of single-family homes and available land in the City have continued to prevented low- and moderate-income homebuyers from accessing the market, as non-profit owner-occupied housing developers are looking elsewhere in Dane County for reasonably priced homes to acquire and rehabilitate to sell to income-qualified households. The City funds first time homebuyer programs in an effort to help make home purchase more affordable.

Culturally specific homebuyer education that can prepare community members to purchase a home was also mentioned in several of the consultation groups. Attendees indicated that in addition to resources being offered in multiple languages, home buyer education also needed to be tailored to the needs of different communities. Stakeholders shared that for some households, they may have savings available to purchase a home but they do not trust banks and thus have no credit history. Others described how any savings may be sent back to their country of origin as remittances making it difficult to accrue savings. Education available from a trusted agency that incorporates common occurrences in different communities and in multiple languages can support these needs. Not only should this include pre-purchase information, but it was suggested that incorporating post-purchase information would be useful.

Financial Education:

In addition to homebuyer and post-purchase education, attendees described the need for broader culturally responsive financial education opportunities. This could cover everything from taxes, to how to read paychecks, to how to save and build credit, and how to deal with debt. A suggestion of a multigenerational approach to the financial education was made, with attendees that serve many LatinX households noting that multigenerational households are common.

Disability Rights:

The topic of disability rights and access came up during our consultations. An attendee described how we need to move beyond a complaint driven approach to one of accessibility and inclusion. The American Disabilities Act was described as just a floor for what we should be doing and it was noted that the City has an opportunity to think bigger than just compliance. Attendees suggested ways to accomplish this were to support local employers with training, resources, and technical assistance to increase the accessibility and inclusion of people with disabilities. Another suggestion was to provide an incentive to ensure accessible housing units are rented to people who need the accessibility features. Finally, there was also a discussion of including universal design in amenities and not just units. For example, pools, gardens, parking lots etc. are often not designed to be accessible and inclusive. The City currently funds Movin' Out which provides accessible housing for people with disabilities through supporting their rental developments or their down payment assistance program.

Small Business Assistance and Job Training:

Attendees described how they knew other community members that have benefitted from technical and financial assistance provided by the Latino Chamber of Commerce (currently funded through CDBG dollars). They explained that it was difficult to start-up a small business because of all the requirements and expenses. They suggested that it would be ideal to have start-up capital available with fewer barriers. There was also a suggestion to make sure all required documents are available in different languages. Along with start-up funds

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there was an interest in technical assistance to help support individuals, particularly immigrants and the LatinX community, to start-up businesses and build credit.

Attendees described how training around technology, for example how information on how to build a website, would be useful. Others described the need for small business assistance and training to be more holistic, so that in addition to access to capital a training could also explore the importance of building social capital by providing networking opportunities. Another idea was to support small businesses to pool their resources around health insurance and retirement to help lower costs. This information helped inform the decision to allocate an increase in federal funds to support small businesses. Funds will be made available through a competitive funding process and agencies awarded funds will work directly with small businesses.

Attendees also described how many recent immigrants come with skills/careers from their time in their own country. These skills could be assets to our economy if immigrants can more easily access job training and apprenticeship opportunities. Immigration and work permit rules can provide barriers to immigrants who are new to the country as they must wait to begin working. The City of Madison funds employment training programs through City Levy.

Summary:

Through the consultation groups the City heard concerns and hopes for the ways we could invest federal funding in our community. The overarching theme we heard was that we should keep doing what we are doing, but that more funding was needed in all areas. Given funding constraints this is challenging to address, but it was good to hear the community agreed that the work the City is doing with funding from the Department of Housing and Urban Development is important. The need that came up the most centered around one for more affordable housing. This feedback helped shape the City's decision to continue its investments into increasing availability of affordable housing while supporting rehabilitation and down payment assistance. This increased pressure on households to find and access affordable housing is also leading to both doubled-up households and households experiencing homelessness. The City will continue to provide support to the homeless services network through federal (and City) funds. Finally, other feedback described the need to support small businesses and as a result, the City has decided to increase its funding towards small business assistance.

Although this plan primarily guides the way the City invests our federal funding, this insight also helps us consider how to incorporate other funding sources and other complementary programs. Through this process we have determined that our federal funding will be most heavily invested into affordable housing, economic development and employment, and strengthening neighborhoods and we will continue to weave in City, State, and other funding sources to best serve our community.

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CITY OF MADISON AND DANE COUNTY HOUSING AND COMMUNITY DEVELOPMENT CONSOLIDATED PLAN SURVEY [RESIDENT]

The City of Madison and County of Dane receive federal funding from the Department of Housing and Urban Development (HUD). These funds help the City and County provide programs that strengthen neighborhoods, create and preserve affordable housing, and promote fair housing choice for lower-income households.

To receive these funds, the City and County are required to prepare a Consolidated Plan (Con Plan) that outlines the City's and County's housing and community development goals for the next five years. To learn more about the Consolidated Plan, visit https://www.cityofmadison.com/dpced/community-development/reports/city-of-madison-and-dane-county-consolidated-plan. Thank you for taking the time to complete this survey.

This survey has been adapted from one that is directed to both residents and agencies, so question numbering may look odd. Please answer questions in the order they appear.

Q1. Are you a resident of the City of Madison or Dane County?

☐01 Yes
☐02 No → **STOP AND RETURN THE SURVEY:** We are only collecting responses from our residents at this time.

SECTION: ABOUT YOU

Q6. What is your role in the community?
Please select all that apply.

☐01 Resident
☐02 Business owner
☐03 Community leader
☐04 Non-profit or other Community Service Provider
☐05 Local government staff, committee member, or public official
☐95 Other (please specify) _____

Q7. What is your age?

☐01 18 or less
☐02 19-26
☐03 27-54
☐04 55 or older

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Q8. What racial or ethnic group most closely aligns with your identity?
Please select all that apply.

- ☐01 Chicano, Latino, or Hispanic
- ☐02 White or European Descent
- ☐08 Black or African Descent
- ☐03 Middle Eastern or North African
- ☐04 Asian, other than Southeast Asian
- ☐05 Southeast Asian
- ☐06 Native American / American Indian / Other North American Indigenous
- ☐07 Other Indigenous People

- ☐95 Prefer to self-identify (please specify) _____
- ☐99 Prefer not to say

Q9. What is your gender?
Please select all that apply.

- ☐01 Woman
- ☐02 Man
- ☐03 Non-binary / Genderqueer

- ☐95 Prefer to self-describe (please specify) _____
- ☐99 Prefer not to say

Q10. What is the approximate combined income for everyone in your household, including yourself?

- ☐01 Less than $25,000
- ☐02 About $25,001 - $50,000
- ☐03 About $50,001 - $75,000
- ☐04 About $75,001 - $100,000
- ☐05 About $100,001 - $150,000
- ☐06 About $150,001 - $200,000
- ☐07 More than $200,000
- ☐998 Not sure
- ☐999 Prefer not to say

Q11. How many people live in your household, including yourself?

- ☐01 I live alone
- ☐02 2
- ☐03 3
- ☐04 4
- ☐05 5

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☐06 6
☐07 7
☐08 More than 7

Q12. Do you have children under the age of 5 living with you?

☐01 Yes
☐02 No

Q13. Including yourself, do you have any young adults living with you (age 19-26)?

☐01 Yes
☐02 No

Q14. Including yourself, do you have someone age of 55 or older living with you?

☐01 Yes
☐02 No

Q15. The federal funding the City of Madison and County of Dane receives has specific regulations on what it can and cannot be used on. The categories below are what the funding can be used for.

Rank the following funding priorities for community development needs in the community.

*Use "1" for the most important priority. **Do not skip numbers and do not repeat numbers.** Only provide a ranking if you consider the category a priority. You do not need to assign a number to every option but you can.*

_____ Housing – i.e., build more affordable housing, provide services to access housing

_____ Neighborhood Center and Community Facilities – i.e., improvements to neighborhood centers, community building, services offered at neighborhood centers

_____ Community and Social Services – i.e., child care, violence and crisis prevention programs, basic needs services

_____ Business and Economic Development – i.e., access to capital for small business owners, technical assistance to support businesses, business mentorship programming

_____ Public Infrastructure – i.e., improvements of: streets, water and sewer systems; neighborhood parks; accessibility to public spaces

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SECTION: HOUSING

Q20. What is your current living situation?

- ☐01 I rent
- ☐02 I live in student housing
- ☐03 I am temporarily living with someone else but am not on the lease
- ☐04 I do not have a permanent place to live
- ☐05 I own my home
- ☐95 Other (please specify) _____

Q21. Do you consider your current housing to be affordable to you?

- ☐01 Yes
- ☐02 No

Q22. What are the main reasons that are causing your housing situation to be unaffordable.
Please select all that apply.

- ☐01 Does not apply – I consider my housing to be affordable
- ☐02 I was unable to find an affordable place to live
- ☐03 My rent was previously affordable, but has increased and is no longer affordable
- ☐04 My income has changed and my housing costs are no longer affordable
- ☐05 My property taxes have increased and are no longer affordable
- ☐06 My utility costs have increased and are no longer affordable
- ☐07 My condo or homeowner association fees have increased and are no longer affordable
- ☐08 My home has major health or safety issues that are expensive to fix
- ☐09 I no longer have dual income / I am the sole provider for my household
- ☐10 My housing has remained affordable but the cost of everything else (i.e., food, childcare, transportation, insurance) have decreased my income significantly
- ☐95 Other (please specify) _____

Q23. Where in Dane County do you live?

- ☐01 City of Edgerton
- ☐02 City of Fitchburg
- ☐03 City of Madison
- ☐04 City of Middleton
- ☐05 City of Monona
- ☐06 City of Stoughton

Draft

☐07 City of Sun Prairie
☐08 City of Verona

☐09 Village of (please specify): _____

☐10 Town of (please specify): _____

Q24. Where would you **like** to live?

In Dane County

☐01 City of Edgerton
☐02 City of Fitchburg
☐03 City of Madison
☐04 City of Middleton
☐05 City of Monona
☐06 City of Stoughton
☐07 City of Sun Prairie
☐08 City of Verona

☐09 Village of (please specify): _____

☐10 Town of (please specify): _____

☐11 Outside of Dane County

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Q25. What are the primary barriers preventing you from living in your preferred location?
Please select all that apply.

☐01 The housing type I want to live in does not exist where I want to live
☐02 Housing available is not affordable
☐03 Limited or lack of public transportation options to get to other areas
☐04 It is too competitive to find a place to live
☐05 I do not feel safe or welcomed where I want to live
☐06 There are no childcare options nearby
☐07 All the housing I can afford is not in good condition

☐96 None, I am in my preferred location

☐95 Other (please specify) _____

SECTION: NEIGHBORHOOD CENTERS AND COMMUNITY FACILITIES

Q29. What neighborhood center(s) do you most frequently visit in-person, this could be to participate in programming / events, to receive services, or to volunteer, etc.?
Please select up to 3.

- ☐15 Badger Prairie Needs Network (Verona)
- ☐01 Bayview Foundation (601 Bayview)
- ☐02 Boys & Girls Club of Dane County, Inc. – Allied Center (4619 Jenewein Rd)
- ☐03 Boys & Girls Club of Dane County, Inc. – Taft Street Center (2001 Taft Street)
- ☐04 Bridge/Lake Point/Waunona Neighborhood Center (1917 Lake Point Dr)
- ☐16 Cornerstone Community Center (DeForest)
- ☐05 East Madison Community Center (8 Straubel Ct)
- ☐06 Elver Park Neighborhood Center (1201 McKenna Blvd)
- ☐17 Fitchburg Community Center (Fitchburg)
- ☐07 Goodman Community Center (149 Waubesa St)
- ☐08 Kennedy Heights Neighborhood Association, Inc. (199 Kennedy Hts)
- ☐09 Lussier Community Education Center (55 S Gammon Rd)
- ☐10 Meadowood Neighborhood Center (5740 Raymond Rd)
- ☐18 Middleton Senior Citizen Center (Middleton)
- ☐19 Monona Community Center (Monona)
- ☐11 Neighborhood House Community Center (29 S Mills)
- ☐20 River Food Pantry (Madison)
- ☐12 Rooted – Badger Rock (501 E Badger Rd)
- ☐21 Sunshine Place (Sun Prairie)
- ☐13 Theresa Terrace Neighborhood Center (1409 Theresa Terrace)
- ☐14 Vera Court Neighborhood Center (614 Vera Court)
- ☐22 Waunakee Village Center (Waunakee)
- ☐98 I do not visit neighborhood centers

- ☐95 Other (please specify)_____

Draft

Q30. Which of the following community development, leadership, and engagement activities is most needed in your community?

Select only one.

Funding to…

- ☐01 Improve existing neighborhood centers and non-profit facilities (remodel or expand existing centers)
- ☐02 Acquire/Build a new neighborhood center and/or community facility
- ☐03 Support specific neighborhood initiatives or projects
- ☐04 Improve public infrastructure – streets, curbs, sewer and storm systems
- ☐05 Continue to maintain current level of staffing and support for services provided by existing neighborhood centers
- ☐06 Support community leaders/organizations to engage with neighbors, build community, and understand processes
- ☐07 Support community gardens or other beautification projects

☐95 Other (please specify)_____

Q31. What <u>three (3)</u> programs and services matter most at neighborhood and community centers?
Please select up to 3.

☐01 Childcare (age 0-5)
☐02 Afterschool and summer programming for children and youth
☐03 Adult employment assistance and training
☐04 Youth employment assistance and training
☐05 Older adult (55+) programming
☐06 Information and referral services – connecting individuals and families to needed service providers, for example for housing, crisis intervention, crisis prevention, etc.
☐07 Extended night and weekend hours – staff available and building open on evenings and on the weekends
☐08 Access to services available at center – food pantry, essentials pantry, computer lab, phone, etc.
☐09 Access to spaces for community members to hold meetings or events
☐10 Community building events and programming

☐95 Other (please specify)_____

SECTION: BUSINESS AND ECONOMIC DEVELOPMENT

Q33. Which of the following opportunities are most needed to support small businesses?
Please rank the options. *Use "1" for the most important priority. .* ***Do not skip numbers and do not repeat numbers.*** *<u>Only provide a ranking if you consider the category a priority.</u> You do <u>not</u> need to assign a number to every option but you can.*

Funding to…

_____ Increase access to capital/funding for small businesses and business creation

_____ Provide technical assistance – i.e., legal, financial, marketing, accounting, etc. – to small business owners

_____ Increase financial support to small business led by historically marginalized communities – persons with low-income, persons of color, women, immigrants, veterans, persons with a disability, or LGBTQIA+

_____ Provide mentorship and peer support programming

_____ Other (please specify anything else you feel that small businesses need)_____

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Q34. If you assigned a number to "Provide technical assistance," please provide more details on what kind of **technical assistance** that is most needed for small businesses – i.e., legal, finance, marketing, accounting, etc.

Q35. Rank the following to indicate your level of importance in funding the following business development activities.

Please rank the options. *Use "1" for the most important priority.* ***Do not skip numbers and do not repeat numbers.*** *Only provide a ranking if you consider the category a priority. You do not need to assign a number to every option but you can.*

Funding to…

_____ Support business incubator organizations

_____ Financial assistance and technical assistance around the creation of business cooperatives

_____ Finance improvements to the interior and exterior of commercial buildings

_____ Assist established business owners from historically marginalized communities in purchasing a commercial property for their business

_____ Purchase capital machinery and equipment – i.e., vehicle, production equipment, kitchen equipment, computers, etc.

_____ Other (please specify anything else you feel that small businesses need) _____

Q36. What three (3) workforce development (job creation and employment training) for lower-income persons is most needed in your community?

Please select up to 3.

Funding for programs that provide…

☐01 Paid job training to individuals facing barriers to employment
☐02 Unpaid job/skills training and placement
☐03 Job creation, training, apprenticeship opportunities for youth
☐04 Transportation subsidies to travel to/from employment
☐05 Access to childcare options to attend job training/education
☐06 Mentorship, leadership, and professional development training
☐07 Increase language learning accessibility
☐08 Technical assistance and education to new and existing cooperative businesses

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☐95 Other (please specify) _____

SECTION: CLOSING

Q37. Is there anything else you would like us to consider in our Consolidated Plan for the next five years?

☐02 No
☐01 Yes (please let us know in the space below)

Q38. If you would like to receive updates regarding the results of this survey and other opportunities for engagement in the Consolidated Plan process, provide your email address below.
Leave this space blank if you do not want to receive updates.

We thank you for your time spent taking this survey.

Please return the completed survey:

- **To the agency that provided you the survey**
- **Or mail to:**

Attention: Maria Davila
P.O. Box 2627, Madison, WI 53701-2627

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CITY OF MADISON AND DANE COUNTY HOUSING AND COMMUNITY DEVELOPMENT CONSOLIDATED PLAN SURVEY **[PARTNER]**

The City of Madison and County of Dane receive federal funding from the Department of Housing and Urban Development (HUD). These funds help the City and County provide programs that strengthen neighborhoods, create and preserve affordable housing, and promote fair housing choice for lower-income households.

To receive these funds, the City and County are required to prepare a Consolidated Plan (Con Plan) that outlines the City's and County's housing and community development goals for the next five years. To learn more about the Consolidated Plan, visit https://www.cityofmadison.com/dpced/community-development/reports/city-of-madison-and-dane-county-consolidated-plan. Thank you for taking the time to complete this survey.

This survey has been adapted from one that is directed to both residents and agencies, so question numbering may look odd. Please answer questions in the order they appear.

Q1. Are you an agency / partner / municipality?

☐01 Yes
☐02 No → **STOP AND RETURN THE SURVEY:** We are only collecting responses from our residents at this time.

SECTION: ABOUT YOU

Q2. What type of agency?
Please select all that apply.

☐01 Non-profit Agency or Community Service Provider
☐02 Housing Developer, Provider, or Manager
☐03 Employer, Company, or Business Owner
☐04 Municipality (City, Town, or Village) in Dane County

Q3. What geographic area does your agency serve?
Please select all that apply.

☐01 City of Madison
☐02 Outside City of Madison but still in Dane County
☐03 Outside of Dane County

☐04 Municipality (please specify) _____

Q4. **If you said you were a municipality in Q2,** what projects will your municipality be engaging in/developing in the next 5 years?
Please select all that apply.

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☐01 Affordable Housing (single family homes/duplex/apartments, etc.)
☐02 Senior Center
☐03 Community Center (all ages)
☐04 Economic Development (downtown businesses, business parks, etc.)
☐05 Public Facilities or Infrastructure (neighborhood parks, recreational or special needs facilities, water or sewer line improvements, etc.)

☐95 Other (please specify)_____

Q5. What target population(s) does your agency primarily serve?
Please select all that apply.

By age

☐01 Children under the age of 5
☐02 School age children and youth
☐03 Young adults (19-26)
☐04 Older adults (age 55+)

Household/personal identities

☐05 Households with children
☐06 Households of color
☐07 People experiencing homelessness
☐08 Persons with disabilities
☐09 People who identify as LGBTQIA+
☐10 Persons or families in crisis
☐11 Formerly incarcerated individuals
☐12 Immigrant households
☐13 Veterans
☐14 Small business owners

☐95 Other (please specify) _____

Draft

Q15. The federal funding the City of Madison and County of Dane receives has specific regulations on what it can and cannot be used on. The categories below are what the funding can be used for.

Rank the following funding priorities for community development needs in the community.

Use "1" for the most important priority. ***Do not skip numbers and do not repeat numbers.*** *Only provide a ranking if you consider the category a priority. You do not need to assign a number to every option but you can.*

_____ Housing – i.e., build more affordable housing, provide services to access housing

_____ Neighborhood Center and Community Facilities – i.e., improvements to neighborhood centers, community building, services offered at neighborhood centers

_____ Community and Social Services – i.e., child care, violence and crisis prevention programs, basic needs services

_____ Business and Economic Development – i.e., access to capital for small business owners, technical assistance to support businesses, business mentorship programming

_____ Public Infrastructure – i.e., improvements of: streets, water and sewer systems; neighborhood parks; accessibility to public spaces

SECTION: HOUSING

Q16. What are the top 3 most significant barriers to renters in finding quality housing?
Please select up to 3.

☐01 Finding an affordable unit for rent
☐02 Not having consistent household income
☐03 Limited supportive services to help households find and maintain housing
☐04 Difficulty securing money for security deposits and first month's rent
☐05 No credit history or credit score is not good enough
☐06 No established or verifiable residential history
☐07 History of eviction
☐08 Housing discrimination
☐09 Legal record barriers
☐10 Need a physically accessible unit
☐11 Need a larger unit size
☐12 Need to downsize

☐95 Other (please specify) _____

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Q17. What are the top 3 most significant barriers to people wanting to become homeowners?
Please select up to 3.

☐01 Finding an affordable house for sale
☐02 Bad credit score
☐03 Not understanding the homebuying process
☐04 Difficulty securing money for down payment and closing costs
☐05 Citizenship status decreases options available for getting a mortgage
☐06 No credit history or credit score is not good enough to get a mortgage
☐07 Too much debt
☐08 Housing discrimination
☐09 Homes that are affordable require a lot of repairs

☐10 Not enough or no steady income or employment
☐11 Condo or Homeowner's Association fees make the home purchase unaffordable

☐95 Other (please specify) _____

Q18. What is the most significant barrier to homeowners and renters maintaining their housing?
Select only one.

☐01 Limited amount of supportive services to help maintain housing (i.e., education, counseling, referrals to providers, case management, housing navigation assistance)
☐02 Increasing housing costs (i.e., rent, utilities, property taxes, condo/homeowner association fees increasing)
☐03 Unstable employment / change in employment / fixed income that make housing cost unaffordable
☐04 Lack of access to emergency financial support to pay rent/mortgage, utilities, property taxes, home repair, etc.
☐05 Involvement in criminal justice system / legal barriers

☐95 Other (please specify) _____

Q19. In your opinion, the City of Madison and Dane County do not have enough affordable housing for:
Please select all that apply.

☐01 Seniors (adults 55+)
☐02 Persons with disabilities
☐03 Individuals at risk of experiencing homelessness
☐04 Households with children
☐05 Professionals such as teachers, childcare providers, health care technicians, social workers, etc.
☐06 Victims of crime, domestic, or sexual abuse survivors
☐07 Immigrant individuals and families
☐08 Individuals who were formerly incarcerated
☐09 All of the above

☐95 Other (please specify) _____

Q27. What are the top 3 priorities to support renters in your community?
Please select up to 3.

Funding to…

☐01 Build new rental housing
☐02 Expand types of rental housing available – i.e., mid-rise / high rise buildings, townhomes, housing cooperatives, senior housing

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☐03 Programs that help maintain or increase access to rental housing – i.e., housing navigation assistance, eviction prevention, legal representation, fair housing, tenant-landlord mediation services, etc.

☐04 Direct financial assistance to help renters keep or access housing – i.e., emergency and/or long-term financial assistance, money for security deposit, debt payment assistance

☐05 Rehabilitate existing apartments – building code, health and safety compliance, weatherization, energy efficiency, accessibility modifications

☐06 Provide on-site services – behavioral health, resource navigators, crime prevention education, legal services, etc.

☐95 Other (please specify) _____

Q28. What are the top 3 priorities for homebuyers / homeowners in your community?
Please select up to 3.

Funding to…

☐01 Build new homeownership housing

☐02 Expand types of homeownership types – i.e., townhomes, cohousing, condos, etc.

☐03 Programs to maintain or increase access to homeownership – pre-purchase and post-purchase education and counseling, credit/debt repair

☐04 Direct financial assistance to assess or sustain homeownership – down payment and closing costs assistance, individual development account matching, property tax assistance for seniors, foreclosure prevention assistance

☐05 Rehabilitate existing homes – weatherization, building code compliance, health and safety, accessibility modification, emergency repairs

☐06 Support other homeownership pathways – community land trust homes, limited-equity housing, rent-to-own programs, sweat equity model

☐95 Other (please specify) _____

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SECTION: NEIGHBORHOOD CENTERS AND COMMUNITY FACILITIES

Q30. In the neighborhoods you serve, which of the following community development, leadership, and engagement activities is most needed in your community?
Select only one.

Funding to…

☐01 Improve existing neighborhood centers and non-profit facilities (remodel or expand existing centers)

☐02 Acquire/Build a new neighborhood center and/or community facility

☐03 Support specific neighborhood initiatives or projects

☐04 Improve public infrastructure – streets, curbs, sewer and storm systems

☐05 Continue to maintain current level of staffing and support for services provided by existing neighborhood centers
☐06 Support community leaders/organizations to engage with neighbors, build community, and understand processes
☐07 Support community gardens or other beautification projects

☐95 Other (please specify)_____

Q31. To the people you serve, what three (3) programs and services matter most at neighborhood and community centers?
Please select up to 3.

☐01 Childcare (age 0-5)
☐02 Afterschool and summer programming for children and youth
☐03 Adult employment assistance and training
☐04 Youth employment assistance and training
☐05 Older adult (55+) programming
☐06 Information and referral services – connecting individuals and families to needed service providers, for example for housing, crisis intervention, crisis prevention, etc.
☐07 Extended night and weekend hours – staff available and building open on evenings and on the weekends
☐08 Access to services available at center – food pantry, essentials pantry, computer lab, phone, etc.
☐09 Access to spaces for community members to hold meetings or events
☐10 Community building events and programming

☐95 Other (please specify)_____

SECTION: BUSINESS AND ECONOMIC DEVELOPMENT

Q33. Which of the following opportunities are most needed to support small businesses?
Please rank the options. *Use "1" for the most important priority.* ***Do not skip numbers and do not repeat numbers.*** *Only provide a ranking if you consider the category a priority. You do not need to assign a number to every option but you can.*

Funding to…

_____ Increase access to capital/funding for small businesses and business creation

_____ Provide technical assistance – i.e., legal, financial, marketing, accounting, etc. – to small business owners

_____ Increase financial support to small business led by historically marginalized communities – persons with low-income, persons of color, women, immigrants, veterans, persons with a disability, or LGBTQIA+

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_____ Provide mentorship and peer support programming

_____ Other (please specify anything else you feel that small businesses need)_____

_____

Q34. If you assigned a number to "Provide technical assistance," please provide more details on what kind of **technical assistance** that is most needed for small businesses – i.e., legal, finance, marketing, accounting, etc.

Q35. Rank the following to indicate your level of importance in funding the following business development activities.
Please rank the options. *Use "1" for the most important priority. **Do not skip numbers and do not repeat numbers.** Only provide a ranking if you consider the category a priority. You do not need to assign a number to every option but you can.*

Funding to…

_____ Support business incubator organizations

_____ Financial assistance and technical assistance around the creation of business cooperatives

_____ Finance improvements to the interior and exterior of commercial buildings

_____ Assist established business owners from historically marginalized communities in purchasing a commercial property for their business

_____ Purchase capital machinery and equipment – i.e., vehicle, production equipment, kitchen equipment, computers, etc.

_____ Other (please specify anything else you feel that small businesses need) _____

Q36. What three (3) workforce development (job creation and employment training) for lower-income persons is most needed in your community?
Please select up to 3.

Funding for programs that provide…

☐01 Paid job training to individuals facing barriers to employment
☐02 Unpaid job/skills training and placement

Draft

☐03 Job creation, training, apprenticeship opportunities for youth
☐04 Transportation subsidies to travel to/from employment
☐05 Access to childcare options to attend job training/education
☐06 Mentorship, leadership, and professional development training
☐07 Increase language learning accessibility
☐08 Technical assistance and education to new and existing cooperative businesses

☐95 Other (please specify) _____

SECTION: CLOSING

Q37. Is there anything else you would like us to consider in our Consolidated Plan for the next five years?

☐02 No
☐01 Yes (please let us know in the space below)

Q38. If you would like to receive updates regarding the results of this survey and other opportunities for engagement in the Consolidated Plan process, provide your email address below.
Leave this space blank if you do not want to receive updates.

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We thank you for your time spent taking this survey.

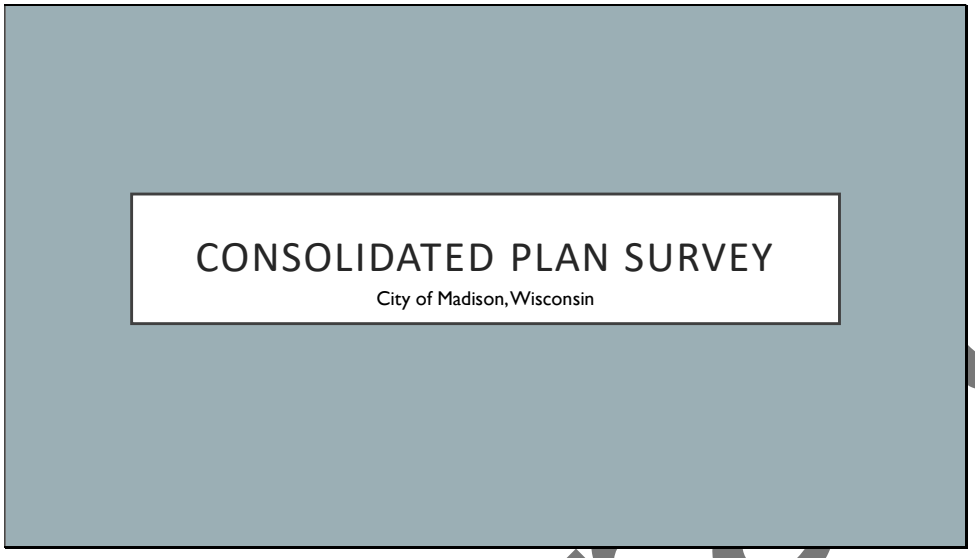
Please return the completed survey:

- **To the agency that provided you the survey**
- **Or mail to:**

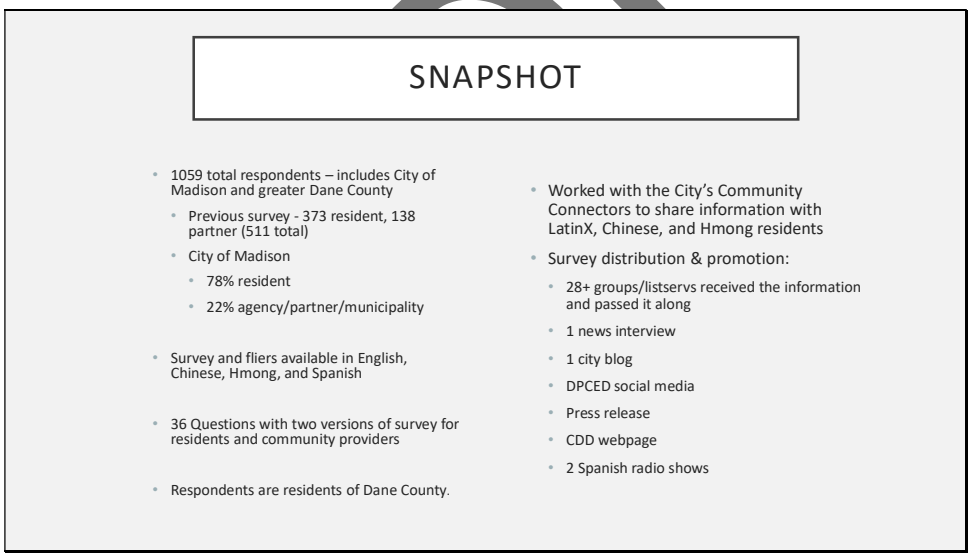
  Attention: Maria Davila
  P.O. Box 2627, Madison, WI 53701-2627

CITIZEN PARTICIPATION SURVEY OVERVIEW PRESENTATION

Slide 1



Slide 2

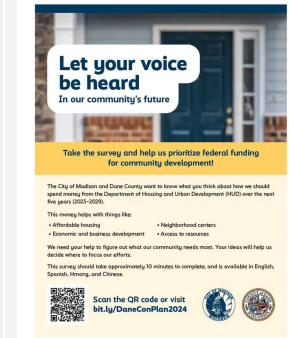


Slide 3

AGENDA

- Demographics
- Three Sections of Survey
  - Housing
  - Neighborhood Centers and Community Facilities
  - Business and Economic Development
- Closing Comments

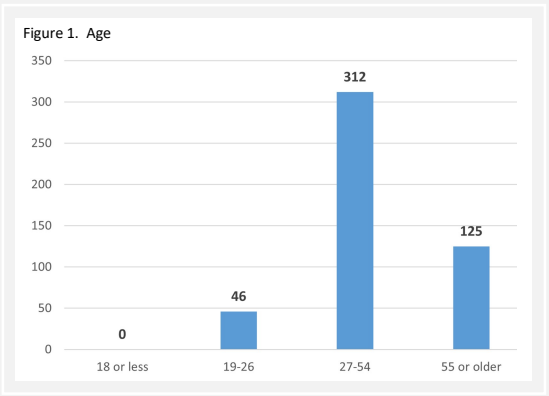
This presentation reflects data for City of Madison only.



Slide 4

DEMOGRAPHICS

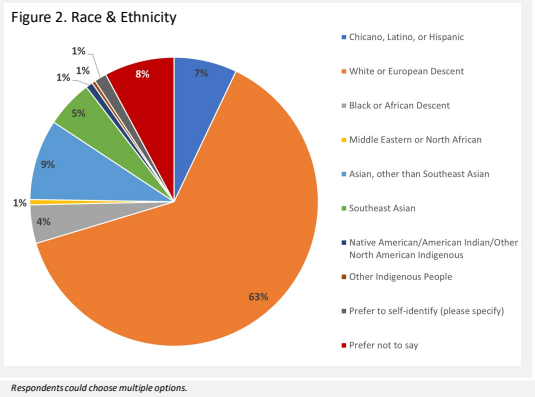
Slide 5



- No youth input (zero reported 18 or less in the City of Madison).
- Ages 27 to 54 had the greatest participation

Slide 6

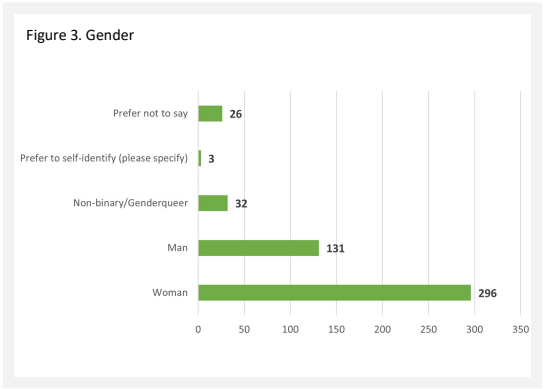
- White or European Descent made up over half the share of respondents
- Next 3 Largest Populations:
  - Chicano, Latino, or Hispanic
  - Southeast Asian
  - Black or African Descent



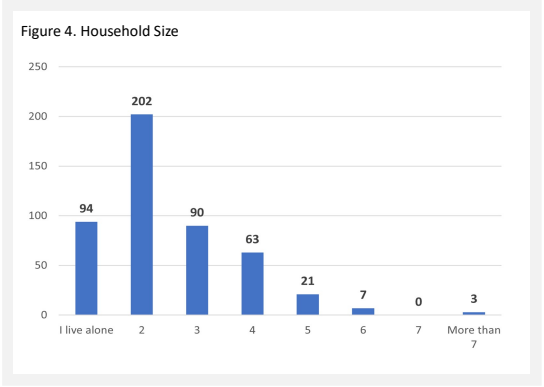
Respondents could choose multiple options.

Slide 7

- Majority of respondents are women.
- Males were the second largest population, followed by non-binary/genderqueer.



Slide 8

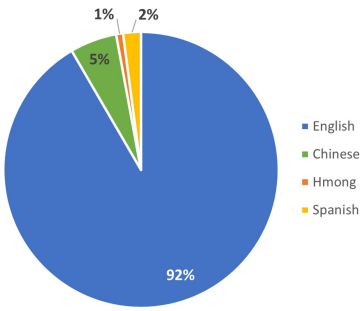


- 2 person households are the most common living situation. Followed by 1 and 3 person.
- Households of 5 or greater are not as commonly reported.

Slide 9

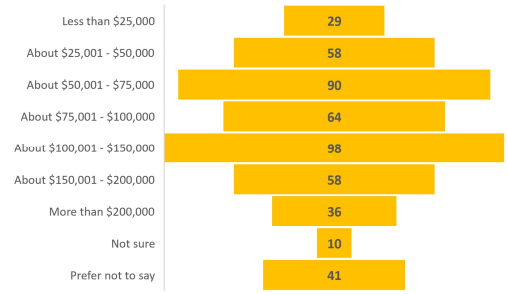
- Majority of respondents took the survey in English.
- Chinese is second most reported.

Figure 5. Language



Slide 10

Figure 6. Annual Household Income

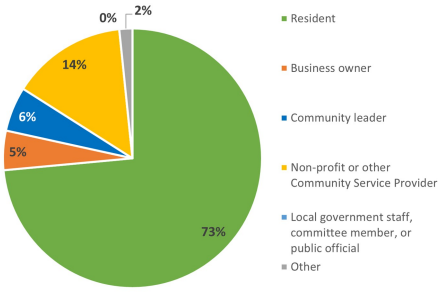


- Annual household income of $100,001 to $150,000 is most reported.
- $50,001 to $75,000 is second most common.
- Representation from a range of incomes.

Slide 11

- Most respondents indicated their role in the community as resident.
- 14% reported as a Non-profit of other Community Service Provider.
- No local government staff, committee member, or public official were reported.

Figure 7. Roles in the Community



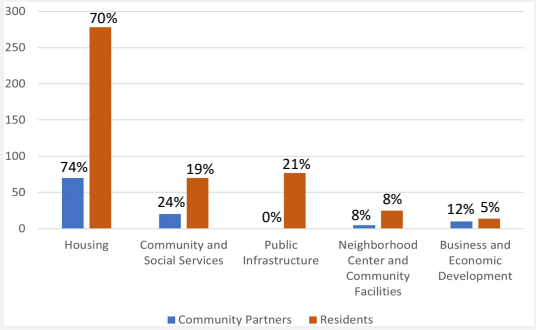
Although no government staff, committee member, or public official were selected, it is likely they are included in survey, but chose a different role.

Slide 12

FUNDING PRIORITIES

- Housing is ranked as number 1 priority among community partners and residents.
- Residents next most frequent priorities:
  - Public Infrastructure
  - Community and Social Services
- Community Partners next most frequent priorities:
  - Community and Social Services
  - Business and Economic Development

Figure 8. Funding Priorities Community Partners vs. Residents



Respondents were asked to rank each category 1 through 5 in order of funding importance. This chart reflects the categories that were ranked most commonly as number 1 of importance.

Public infrastructure – 2nd priority for residents, but not selected by community partners at all.

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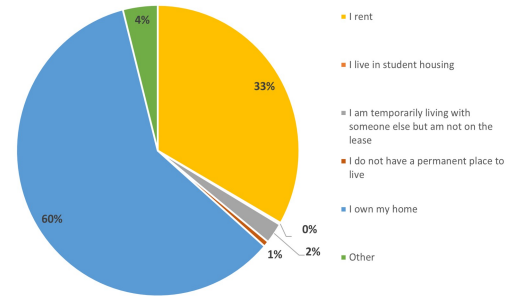
Slide 13

HOUSING

Slide 14

- Homeowners make up over half the respondents, with renters as the second most reported living situation.
- Responses of those who selected Other:
  - Housing Cooperative
  - Living with a family member
  - Senior Housing

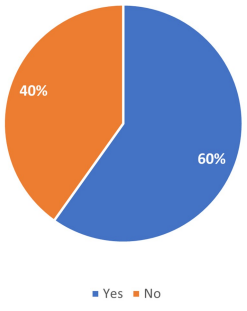
Figure 9. Resident Living Situation



Slide 15

Do you consider your current housing to be affordable to you?

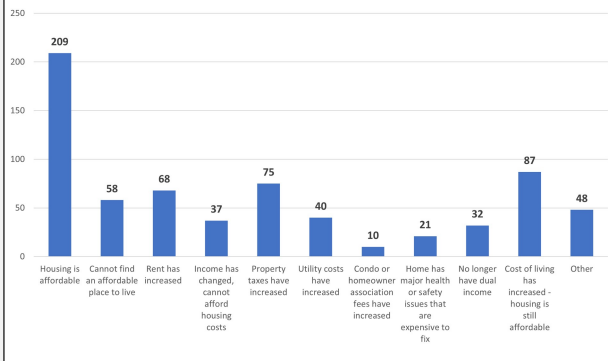
Figure 10. Housing Affordability



Keep in mind – majority are homeowners with fixed mortgages/costs. Further breaking down data into subgroups of renters and homeowners, we find that renters believe their housing is not affordable, compared to homeowners who overwhelmingly believe their housing is affordable.

Slide 16

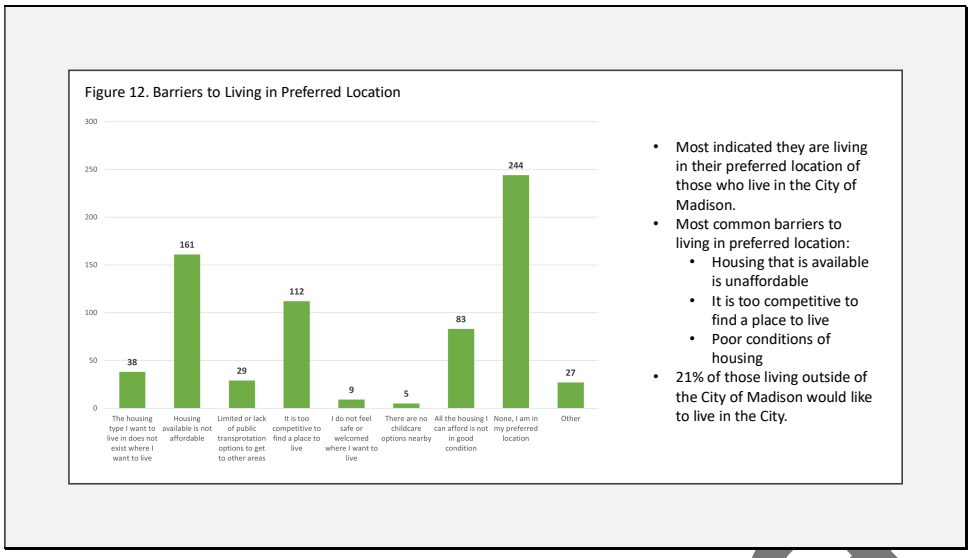
Figure 11. Reported Reasons for Housing Unaffordability



- Most reported their housing to be affordable, however 202 respondents make an annual household income of $100,001 or greater (Figure 6).
- Among reasons for unaffordable housing, increases in cost of living, property taxes, and rent were most frequently selected.

Draft

Slide 17



Note connection to homeowners and income – many of those who find their housing affordable, and in their preferred location likely fall within the higher income brackets

Slide 18



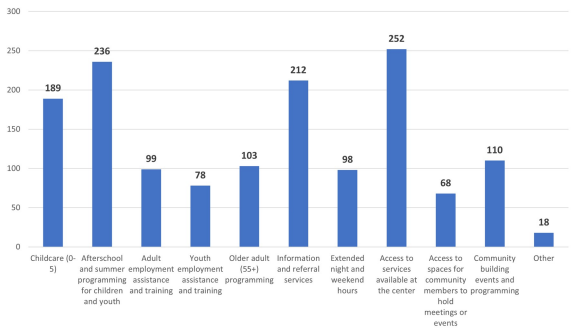
Draft

Slide 19

Figure 14. Programs & Services Top Priorities

Top 3 Neighborhood & Community Center Programs & Services:

1. Access to services available at the center – food pantry, essentials pantry, computer lab, phone, etc.
2. Afterschool and summer programming for children and youth
3. Information and referral services – connecting individuals and families to service providers (i.e. housing, crisis intervention & prevention, etc.)



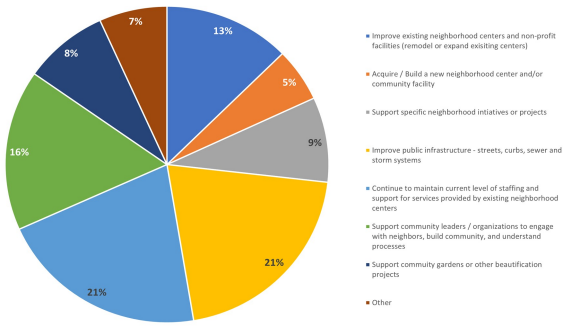
Respondents were asked to select three programs/services that were most important to invest in. This chart reflects the categories that were selected most often.

Slide 20

Figure 15. Community Development Priorities

Top 3 Community Development Priorities:

1. Maintain staffing and support of services in neighborhood centers & Improve public infrastructure
2. Support community leaders & organizations to engage with neighbors, build community, and understand processes
3. Improve existing neighborhood centers and non-profit facilities



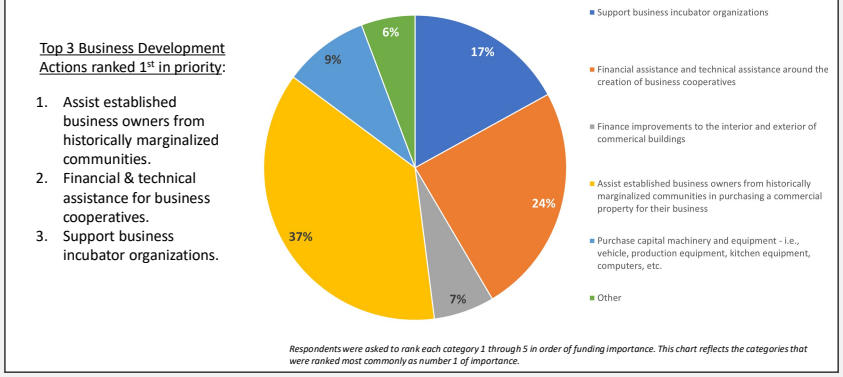
Respondents were asked to select one activity related to community development, leadership, and engagement that is most needed.

Slide 21

BUSINESS AND ECONOMIC DEVELOPMENT

Slide 22

Figure 16. Business Development Activities Ranked Number 1



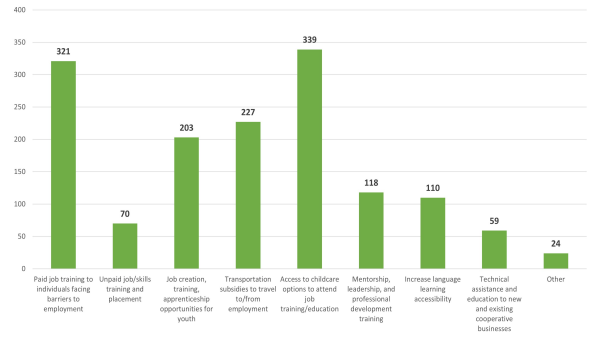
Respondents were asked to rank each category 1 through 5 in order of funding importance. This chart reflects the categories that were ranked most commonly as number 1 of importance.

Slide 23

Figure 17. Workforce Development Funding Needs

Top 3 Workforce Development Actions for Lower-Income Persons:

1. Access to childcare options to attend job training & education.
2. Paid job training to individuals facing barriers to employment.
3. Transportation subsidies to travel to/from employment



Respondents were asked to select three programs/services that were most important to invest in. This chart reflects the categories that were selected most often.

Slide 24

CLOSING COMMENTS

"Housing and childcare are the two greatest issues that need to be addressed."

"Please continue to fund services for individuals & families struggling with the effects of trauma."

"Continue programs for low-income families to receive grants or loans as first-time home buyers."

"Housing costs are very high. Rent has increased while wages stay stagnant."

"Equitable services for older adults."

Summary of Citizen Participation Comments

City of Madison, Wisconsin

2025-2029 Consolidated Plan

A Variety of opportunities were offered for citizen participation regarding the City of Madison's 2025-2029 Consolidated Plan. All related meeting locations were accessible to persons with disabilities, and all meeting notices included information about how to request accommodation, such as a translator or signing assistance.

Public Hearings

A Public Hearing on the City's 2020-2024 Consolidated Plan was held as part of the regularly scheduled **07/11/2024 CDBG Committee** meeting, which was publicly noticed in a variety of forums. Public comment was invited in the form of mail, email or in-person testimony.

Linette Rhodes, CD Grants Supervisor, discussed the Plan, describing what it is, its purpose, and the outreach performed by CDD staff to solicit feedback from the community on the goals and objectives articulated in the Plan and the specific uses of federal funds. She noted that the biggest change from prior Consolidated Plans is the discontinued use of CDBG funds under Neighborhood Center support and increase in use of CDBG funds for Small Business Assistance.

No one appeared to speak at the Public Hearing, and no written comments were received as of the hearing date.

A second Public Hearing on the City's 2020-2024 Consolidated Plan was held as part of the regularly scheduled **12/05/2024 CDBG Committee** meeting, which was likewise publicly noticed in a variety of forums. Public comment was again invited in the form of mail, email or in-person testimony.

INSERT #SPEAKERS to speak at the Public Hearing, and INSERT #WRITTEN COMMENTS were received as of the hearing date. However, it was noted that CDD would continue accepting public comments through November 30, 2024.

INSERT #COMMENTS RECEIVED by CDD as of the close of the public comment period on 11/30/2024.

Additional Opportunities for Public Comment

The 2020-2024 Consolidated Plan was also listed on the agenda for publicly noticed meetings of the City's **Finance Committee on XX/XX/2025** and **Common Council on XX/XX/2025**. INSERT #MEMBERS members of the public registered in support or with criticism, or offered comments at either meeting.

The Common Council passed a Resolution officially adopting the 2025-2029 Consolidated Plan at its meeting of 02/25/2020 *(RES-20-00140, Legistar #57619)*.

Draft

City of Madison Citizen Participation Plan

PURPOSE

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

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

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

Draft

While the structure of CDD allows for ongoing participation of residents and groups, the Citizen Participation Plan applies to six areas that CDD's CDBG Unit oversees:

(1) CDBG Committee meetings and regular public hearings;
(2) the Five-Year Consolidated (Strategic) Plan;
(3) the One-Year Annual Action Plan;
(4) substantial amendments to the Consolidated and/or Action Plans;
(5) the Consolidated Annual Performance and Evaluation Report (CAPER); and
(6) amendments to the Citizen Participation Plan itself.

HUD requires that citizens have an opportunity to review and comment on the development and drafts of the aforementioned documents to allocate funding to the jurisdiction. This document outlines how Madison residents may participate in these six key areas.

CITIZEN PARTICIPATION PLAN

CDBG Committee Meetings and Public Hearings

The City has a nine-member CDBG Committee that is comprised of citizens and elected officials. The Committee discusses ongoing issues of the Program's operations, recommends funding for projects and oversees the development of all HUD projects funded through the City of Madison. Additionally, the Committee provides an opportunity for continuous citizen and organizational participation through regular meetings and public hearings.

The Committee holds at least one meeting each month, as long as there is at least one item on the agenda and quorum is met. All Committee meetings are publicly-noticed open meetings, and are operated in a manner that permits citizen comments. These meetings follow the public meeting notice requirements outlined under the "Notifications" section of this document. The Committee maintains written and public minutes of its meetings, including associated documents such as reports or proposals, which are publicly accessible via the City's Legislative Information System (Legistar).

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

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

Draft

Development of the Five-Year Consolidated (Strategic) Plan

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

Individual Consultations

Before drafting the Five-Year Plan, the City receives input from various community institutions. Many of these agencies have continuous and frequent contact with CDD, the Program and Committee. However, during the spring and summer, CDD staff meets with public and private, non-profit and for-profit agencies and community organizations to specifically discuss the Five-Year Plan. These consultations may be through individual

meetings, task force or neighborhood meetings, or other means. The purpose is to gain input and data that will guide the development of the goals and objectives articulated in the Five-Year Plan.

Citizen Input: Public Hearings and 30-Day Comment Period

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

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

Comment Period: Citizens are given a 30-day period to submit comments on the draft Plan. The comment period starts when the draft is published, two weeks before the public hearing. It is available to citizens at various locations, including public libraries, specified neighborhood centers, the CDD website and office, along with other public gathering spots. Notification of the draft Plan and the designated locations will be published in the main newspaper and circulated electronically to numerous stakeholders and agencies that specifically seek to support Persons of Color, special needs, or targeted neighborhood populations. Additionally, CDD will provide, upon request, a reasonable number of free copies of the Plan to citizens and interested stakeholders.

Final Consolidated Plan

The Plan includes a summary of all written and oral testimony that will be considered in the final Consolidated Plan. Additionally, the Plan will provide reasons for any comments or views not accepted. The final Plan is reviewed and approved by the City's CDBG Committee, Finance Committee and Common Council. The Plan is submitted to HUD no later than 45 days after HUD announces formula grant allocation figures for Year 1 of the period covered by the Plan.

Draft

One-Year Annual Action Plan

Each year, an Annual Action Plan (AAP) and a Consolidated Annual Performance & Evaluation Report (CAPER) are submitted to HUD. The AAP outlines the funding allocations that will be used to achieve the objectives outlined in the Consolidated Plan. During the development of the AAP for the City of Madison, there is a public hearing held in conjunction with a CDBG Committee meeting. The public hearing follows the publication requirements outlined in the "Notifications" section of this document. In addition to the public hearing, the AAP is published for at least 30 days for written public comment. The final AAP is approved by the City's CDBG Committee, Finance Committee and Common Council, and is subsequently submitted to HUD no later than 45 days after HUD announces formula grant allocation figures for the program year covered by the AAP.

Substantial Amendments

The Citizen Participation Plan allows for substantial amendments to the AAP and/or Five-Year Consolidated Plan. Per federal regulations, the triggering criteria for a substantial amendment is determined by the local grantee. For

the City of Madison, unless one is explicitly required or requested by HUD for another purpose, a substantial amendment only applies to the changes in the City's use of CDBG funds, from one eligible activity to another. More specifically, a substantial amendment is locally triggered by:

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

If there is a proposed substantial amendment to the Consolidated Plan or Action Plan, CDD staff will draft the amendment. A brief summary of the change will be published and identify where the full document can be reviewed. Once noticed, the public may review the document for at least 30 days and provide written comment to the CDD office. During the 30-day comment period, a public hearing will be held at a CDBG Committee meeting to allow for oral citizen input. The hearing will follow the requirements outlined in the "Notifications" section of this document. The 30-day comment period requirement may be waived or modified by HUD in certain cases when warranted, such as for special allocations of supplemental emergency grant funds.

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

Consolidated Annual Performance and Evaluation Report (CAPER)

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

The draft CAPER is published for at least 15 days to receive comments on the performance report before it is submitted to HUD. The final report includes a summary of and response to all citizen comments received orally or in writing. Notification of the draft CAPER will be circulated electronically to numerous stakeholders and agencies that specifically seek to support Persons of Color, special needs, or targeted neighborhood populations. The draft is available to citizens at the CDD website and disseminated through various channels including our email lists.

The final CAPER is approved by the City's CDBG Committee, Finance Committee and Common Council before it is submitted to HUD.

Substantial Amendments to the Citizen Participation Plan

If changes to the Citizen Participation Plan are necessary, the changes will be drafted by CDD staff and reviewed by the CDBG Committee. The CDBG Committee meeting held to review the changes will incorporate a public hearing to afford citizens the opportunity for oral comment. This meeting will follow the procedure outlined in the "Notifications" section of this document. After reasonable notice, the draft will also be available to the public for a minimum of 30 days for written comment. The updated Citizen Participation Plan considers all the written or oral comments received before it is adopted.

Draft

GENERAL REQUIREMENTS

Public Hearings

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

Public Meetings

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

Notifications

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

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

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

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

Draft

Accommodation

All public meetings and hearings are held in locations that are accessible to persons with disabilities. Upon request, translation for non-English speaking residents and/or those who are hearing impaired will be provided. These or other provisions necessary to accommodate residents may be available if requested at least five business days prior to a public hearing or meeting.

Document Access

Upon request, copies of all Plan documents are available to the public. The Consolidated Plan, Action Plan, CAPER, Citizen Participation Plan and other documents are posted on the CDD website. The public has the opportunity to review these documents while in draft form to incorporate citizen comments and contribute feedback to the final document. Citizens may also contact the CDD office to obtain a paper copy of any document made electronically

available through the website. Upon request, the documents may be obtained in a form accessible to persons with disabilities.

Access to Records

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

Technical Assistance

Technical assistance may be provided to neighborhoods targeted by CDBG funds or other low-income areas that need assistance preparing funding proposals or participating in the consolidated planning process. Assistance may be limited to the extent that staff or other resources are available, or if prohibited by federal, State, County or City rules or regulations. This provision does not involve the use of City equipment, reassignment of City staff to the proposed group or project, or guarantee an award of funds.

Complaints

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

Complaints should be addressed to:

City of Madison Community Development Division Suite
300, Madison Municipal Building
215 Martin Luther King, Jr. Boulevard / PO Box 2627
Madison, Wisconsin 53701-2627

cdbg@cityofmadison.com

Draft

Appendix B: Strategies & Actions to Alleviate Impediments to Fair Housing Choice

Meeting our local need for affordable housing is only possible if many stakeholders work together towards common goals. While these recommendations focus on ways the City of Madison can continue to support housing initiatives, it acknowledges reliance on investment from and collaboration with private and non-profit partners. While recommendations were discussed with the specific goal to increase student housing, affordable multi-family rental and homeownership supply, some recommendations could be applicable to all three.

Sustain, and build on, the City's Affordable Housing Initiative which focuses primarily on the production and preservation of affordable rental housing by leveraging federal low-income housing tax credits.	**Status**	**Focus**
Within the structure of WHEDA's tax credit program, prioritize City Affordable Housing Fund (AHF) support to developments most responsive to areas of acute need in the Madison market – housing for households with very low incomes (30% CMI), larger (3- and 4-bedroom) units, or those that face higher barriers to housing (permanent supportive housing).	Ongoing	Rental
Steer developments to amenity-rich areas of the city – close to public transit corridors, parks, employment and retail centers, etc.	Ongoing	Rental
Strengthen efforts to acquire desirable properties and make them available for affordable housing development.	Ongoing	Rental
Use City financial support to leverage longer periods of affordability.	Ongoing	Rental

Continue efforts to support a variety of affordable housing development types and scales, acknowledging that the amount of City subsidy per home may be far greater than when leveraging federal low-income tax credits.	**Status**	**Focus**
Continue to dedicate a portion of City AHF funds for smaller scale developments.	Ongoing	Rental/ Homeowner
Prioritize efforts of mission-driven, non-profit housing developers, particularly those that serve lower-income households and/or offer longer-term, or permanent, affordability.	Ongoing	Rental
Conduct a systematic review of all City-owned properties to identify sites that might be suitable for affordable housing development, and where appropriate, make those sites available for development.	Ongoing	Rental

Draft

Use land banking funds to acquire properties suitable for a variety of development types and sizes including duplexes, fourplexes and similar small-scale projects.	Ongoing	Rental/ Homeowner
Maximize the redevelopment potential of CDA-owned public housing sites for a variety of new affordable housing options.	Ongoing	Rental

Pursue a regulatory framework that ensures high quality development outcomes without imposing unnecessary burdens on developers.	**Status**	**Focus**
Establish performance and accountability measures around review processes.	New	Rental/ Homeowner
Explore ways for the City to streamline the scheduling and review of affordable housing development proposals.	New	Rental/ Homeowner
Create pre-approved building plans for very small-scale developments that could be used by developers/property owners to help expedite the permitting process.	New	Rental/ Homeowner
Explore opportunities to improve communications and alignment between City agencies involved in the review of housing development.	Ongoing	Rental/ Homeowner

Explore and leverage partnerships with community technical colleges and trade programs to promote and encourage careers in construction trades.	**Status**	**Focus**
Advocate for State/Federal funding for technical school recruitment and training for careers in the trades.	New	Rental/ Homeowner

Expand efforts to support development community in Madison and regionally.	**Status**	**Focus**
Leverage federal infrastructure funding, such as the Inflation Reduction Act (IRA), for the production, preservation, and improvement of local housing supply by aligning housing, infrastructure and climate resilience planning.	Ongoing	Rental
Technical Assistance: Beyond one-on-one technical assistance provided now, establish an annual or biennial workshop to inform new developers about opportunities to finance projects and details of the development review and permitting processes. Record all or portions of this workshop so that it can be viewed on-demand.	New	Rental/ Homeowner

Draft

Review Tax Incremental Financing (TIF) policy to more aggressively support affordable housing development.	Starting	Rental
Explore policies that could relieve a portion of public infrastructure improvement costs from affordable housing developers.	Starting	Rental
Consider policies to reduce the risk of pre-development costs for non-profit and BIPOC developers.	New	Rental

Engage local developers, real estate professionals, residential homebuilders and community members to refine local housing supply goals.	**Status**	**Focus**
Annual Public Hearing by Housing Policy Committee, invite developers to discuss City process that relates to approval processes for plans, funding and operations to gather feedback on challenges to increasing, preserving and improving housing.	New	Rental/ Homeowner
Capacity building for new ownership models, such as co-housing.	New	Homeowner
Play an active role in regional efforts to promote affordable housing development outside of Madison.	Ongoing	Rental/ Homeowner
Explore what can be done to encourage "overhoused" homeowners to downsize and, in turn, free up existing housing stock in the Madison market.	New	Homeowner
Explore infill opportunities for low density residential, that results in net gain of units. Including lot sub-division, single lot re-development and allowing 2 family dwelling units or Accessible Dwelling Units.	New	Homeowner
Explore partnerships for manufactured and modular housing to be created in Madison.	New	Homeowner
Explore tools to curb the net loss of units as a result of new single-family home construction/replacements.	New	Homeowner

Make a concerted effort to address current market barriers to residential condominiums	**Status**	**Focus**
Work with Wisconsin Realtors Association to revise State law affecting condominium conversions.	New	Homeowner
Advocate to WHEDA to provide financial support for condominium developments.	New	Homeowner

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Encourage local lenders to ease financing restrictions (pre-sale requirements) for condominium developments Explore development of a local pipeline of interested condominium buyers.	New	Homeowner
Consider Affordable Housing Fund initiative for expansion of affordable owner-occupied opportunities.	Ongoing	Homeowner

PRELIMINARY STUDENT HOUSING RECOMMENDATIONS Entitlement process changes	**Status**	**Focus**
Speed up pre and post entitlement processes.	Starting	Student
Comprehensive Plan and zoning changes by eliminating any height limits more restrictive than the State Capitol view preservation.	New	Student
Comprehensive Plan and zoning changes by eliminating subjective approvals.	New	Student
Prioritize new area plans; while adding more density to plans.	Ongoing	Student
Prioritize new area plans; encourage City of Madison grant/small-cap TIF funding for smaller housing projects.	Ongoing	Student
Allow a developer to pay for an outside consultant to lead an amendment to an existing neighborhood plan so that higher-density housing can be approved before a new area plan is adopted.	New	Student
Encourage flexibility of use in new housing developments – workforce housing (City). High priority and high feasibility. • Product that serves the entire market. • Focus on all populations not just one subpopulation.	New	Student
Encourage additional comprehensive market analysis in greater downtown area, in particular rigorously identify the actual inventory of student housing.	New	Student
Identify development fees and regulations, which if altered would contribute to housing affordability.	New	Student
Encourage a comprehensive market analysis for Madison College students.	New	Student
Encourage the City of Madison to work with UW on housing education programs with students.	New	Student

Draft

CONSTRAINTS

There are many other factors that impact the local housing market, some of which impede the ability to expand the supply of affordable housing. These include, for example, limitations on primary sources of funding, labor shortages, rising costs of construction and access to first mortgage financing.

FUNDING

The City's commitment of local tax dollars to affordable housing development since 2014 has done much to increase the level of development activity. The Committee recognizes that impact and encourages the City to sustain its commitment. However, these funds have been used primarily to attract and leverage other financing. Most notably, for multifamily projects, that other financing has included low-income housing tax credits (LIHTC). While a powerful resource, the availability of these credits in any year is limited as they are allocated to projects across the state of Wisconsin. Moreover, the tax credits heavily influence the profiles of the developments including, for example, the rent levels and household incomes that are served.

LABOR

The construction and preservation of housing requires a specialized workforce. As with many parts of the country, the supply of skilled workers in the trades is declining, making it more difficult for developers to secure needed labor, and raising wage rates. The local market needs more individuals working in the construction trades. Training that workforce should be a priority.

COST OF CONSTRUCTION

One of the enduring effects of the pandemic has been the disruption in the nation's supply chains and resultant volatility in materials' costs, which have led to project delays or cancellations. While it is difficult to predict cost of materials with much precision, it is reasonable to expect that cost pressures and volatility in supply chains will persist during the next ten years. In addition, land costs in Madison have steadily increased, further exacerbating development costs and increasing financing gaps that developers turn to local, state, or federal funding sources to close.

PRIVATE MORTGAGE FINANCING FOR HOUSEHOLDS EARNING LESS THAN 80% AMI:

Anyone who has purchased a home knows that the process itself can be challenging. Buyers must first determine how much mortgage financing they can secure and then find a home to suit their budget. For lower-income households that process is even more difficult. While programs like Madison's Home Buy-the American Dream can offer assistance for households with incomes below 80% AMI, it is still difficult for them to qualify for a first mortgage or to find a home that they can afford.

Draft

CDBG-Eligible Identified-Area Plan Community Action Strategy Areas

Uses ACS 2020 LMISD Data available via HUD website at < https://www.hudexchange.info/programs/acs-low-mod-summary-data/acs-low-mod-summary-data-summarized-block-groups/ >

Southwest Area Plan (Adopted 2023)

CDBGUOGID	GEOID	CDBGNAME	STUSAB	STATE	CDBGTYPE	Geoname	COUNTY	TRACT	BLKGRP	LOW	LOWMOD	LMMI	LOWMODUNIV	LOWMOD_PCT	MOE_LOWMODPCT
553944	550250004071	Madison	WI	55	51	Block Group 1, Census Tract 4.07, Dane County, Wisconsin	025	000407	1	780	1,200	1,370	1,480	81.10%	+/-12.10%
553944	550250004072	Madison	WI	55	51	Block Group 2, Census Tract 4.07, Dane County, Wisconsin	025	000407	2	1,465	1,730	1,880	2,135	81.00%	+/-13.20%
553944	550250004081	Madison	WI	55	51	Block Group 1, Census Tract 4.08, Dane County, Wisconsin	025	000408	1	185	270	400	535	50.50%	+/-13.30%
553944	550250004082	Madison	WI	55	51	Block Group 2, Census Tract 4.08, Dane County, Wisconsin	025	000408	2	745	1,095	1,215	1,220	89.80%	+/-7.00%
553944	550250005013	Madison	WI	55	51	Block Group 3, Census Tract 5.01, Dane County, Wisconsin	025	000501	3	325	505	645	730	69.20%	+/-17.80%
553944	550250005014	Madison	WI	55	51	Block Group 4, Census Tract 5.01, Dane County, Wisconsin	025	000501	4	330	525	725	1,000	52.50%	+/-18.20%
553944	550250006002	Madison	WI	55	51	Block Group 2, Census Tract 6, Dane County, Wisconsin	025	000600	2	320	320	320	380	84.20%	+/-25.20%
LOWMOD		**5645**													
LOWMODUNIV		**7480**													
% LOWMOD AREA		**75.47%**													

South Madison Area Plan (Adopted 2022)

CDBGUOGID	GEOID	CDBGNAME	STUSAB	STATE	CDBGTYPE	Geoname	COUNTY	TRACT	BLKGRP	LOW	LOWMOD	LMMI	LOWMODUNIV	LOWMOD_PCT	MOE_LOWMODPCT
553944	550250014011	Madison	WI	55	51	Block Group 1, Census Tract 14.01, Dane County, Wisconsin	025	001401	1	870	1,315	1,595	1,595	82.40%	+/-18.40%
553944	550250014012	Madison	WI	55	51	Block Group 2, Census Tract 14.01, Dane County, Wisconsin	025	001401	2	900	1,345	1,815	1,885	71.40%	+/-26.20%
553944	550250014013	Madison	WI	55	51	Block Group 3, Census Tract 14.01, Dane County, Wisconsin	025	001401	3	1,150	1,595	1,860	1,890	84.40%	+/-14.30%
553944	550250014014	Madison	WI	55	51	Block Group 4, Census Tract 14.01, Dane County, Wisconsin	025	001401	4	1,140	1,160	1,500	1,845	62.90%	+/-24.20%
LOWMOD		5415													
LOWMODUNIV		7215													
% LOWMOD AREA		75.05%													

Southeast Area Plan (To be Adopted 2026)

CDBGUOGID	GEOID	CDBGNAME	STUSAB	STATE	CDBGTYPE	Geoname	COUNTY	TRACT	BLKGRP	LOW	LOWMOD	LMMI	LOWMODUNIV	LOWMOD_PCT	MOE_LOWMODPCT
553944	550250030021	Madison	WI	55	51	Block Group 1, Census Tract 30.02, Dane County, Wisconsin	025	003002	1	815	1,100	1,425	1,480	74.30%	+/-11.80%
553944	550250030022	Madison	WI	55	51	Block Group 2, Census Tract 30.02, Dane County, Wisconsin	025	003002	2	990	1,565	1,870	2,005	78.10%	+/-10.40%
LOWMOD		2665													
LOWMODUNIV		3485													
% LOWMOD AREA		76.47%													

Northeast Area Plan (Adopted 2024)

CDBGUOGID	GEOID	CDBGNAME	STUSAB	STATE	CDBGTYPE	Geoname	COUNTY	TRACT	BLKGRP	LOW	LOWMOD	LMMI	LOWMODUNIV	LOWMOD_PCT	MOE_LOWMODPCT
553944	550250025001	Madison	WI	55	51	Block Group 1, Census Tract 25, Dane County, Wisconsin	025	002500	1	745	865	910	925	93.50%	+/-7.20%
553944	550250026021	Madison	WI	55	51	Block Group 1, Census Tract 26.02, Dane County, Wisconsin	025	002602	1	600	750	1,200	1,435	52.30%	+/-17.20%
553944	550250026031	Madison	WI	55	51	Block Group 1, Census Tract 26.03, Dane County, Wisconsin	025	002603	1	530	1,190	1,390	1,390	85.60%	+/-9.10%
553944	550250025002	Madison	WI	55	51	Block Group 2, Census Tract 25, Dane County, Wisconsin	025	002500	2	400	740	835	920	80.40%	+/-9.00%
553944	550250026022	Madison	WI	55	51	Block Group 2, Census Tract 26.02, Dane County, Wisconsin	025	002602	2	845	1,210	1,425	1,610	75.20%	+/-10.30%
553944	550250026032	Madison	WI	55	51	Block Group 2, Census Tract 26.03, Dane County, Wisconsin	025	002603	2	465	615	720	815	75.50%	+/-16.60%
553944	550250026024	Madison	WI	55	51	Block Group 4, Census Tract 26.02, Dane County, Wisconsin	025	002602	4	445	915	1,210	1,285	71.20%	+/-17.40%
559025	550250025001	Dane County	WI	55	61	Block Group 1, Census Tract 25, Dane County, Wisconsin	025	002500	1	745	865	910	925	93.50%	+/-7.20%
559025	550250026021	Dane County	WI	55	61	Block Group 1, Census Tract 26.02, Dane County, Wisconsin	025	002602	1	600	750	1,200	1,435	52.30%	+/-17.20%
559025	550250026024	Dane County	WI	55	61	Block Group 4, Census Tract 26.02, Dane County, Wisconsin	025	002602	4	445	915	1,210	1,285	71.20%	+/-17.40%
LOWMOD		8815													
LOWMODUNIV		12025													
% LOWMOD AREA		73.31%													

Draft

CDBG Target Areas - Census Tracts (2023)

Non-Qualifying City of Madison Areas

Qualifying Areas Not Within Municipal Boundary

CDBG Target Areas

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

Appendix C1

North

Northeast

Far Northeast

Near East

Downtown

West

Near West

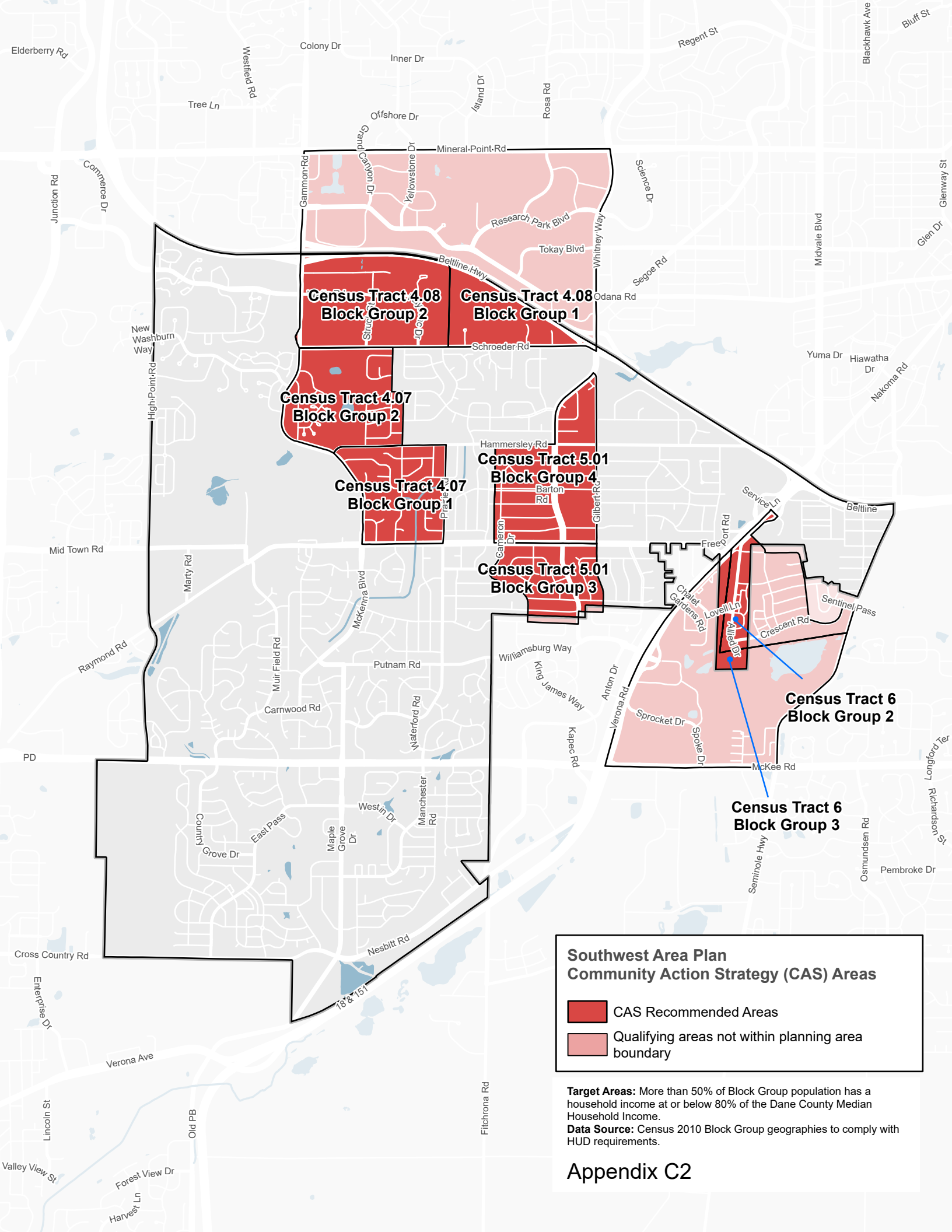
Southeast

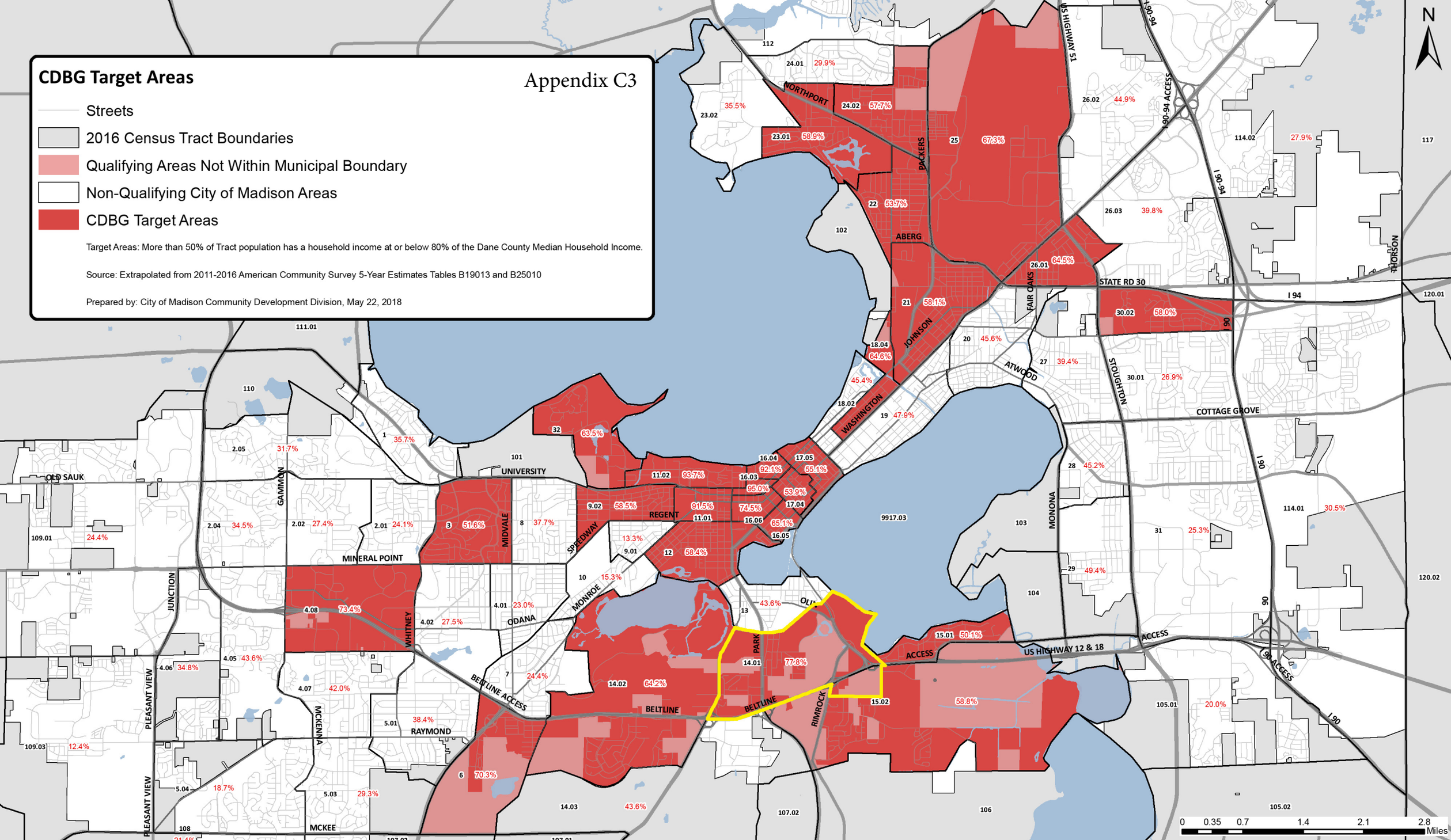
Far Southeast

Far West

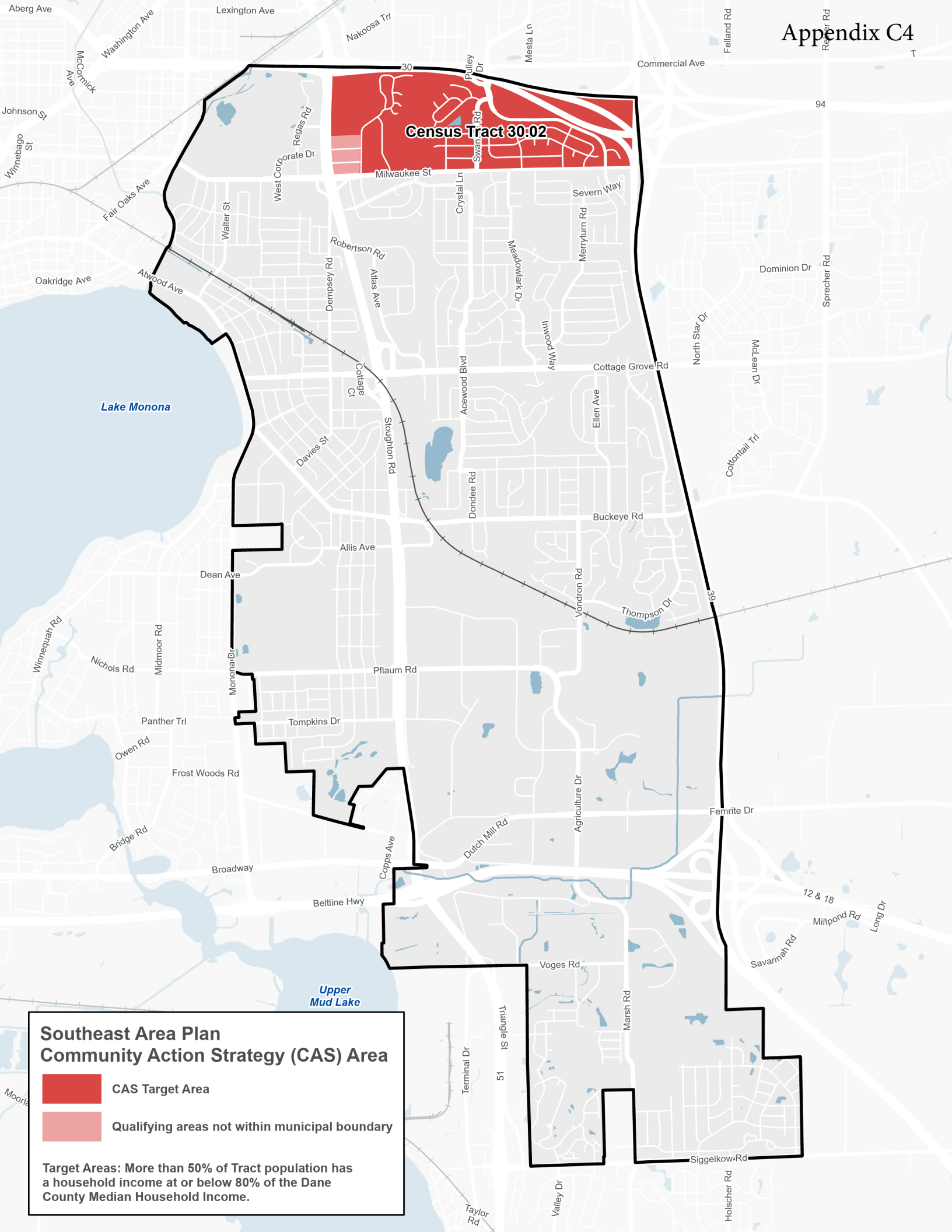
South

Southwest


Census Tract 4.08
Block Group 2
Census Tract 4.08
Block Group 1
Census Tract 4.07
Block Group 2
Census Tract 4.07
Block Group 1
Census Tract 5.01
Block Group 4
Census Tract 5.01
Block Group 3
Census Tract 6
Block Group 2
Census Tract 6
Block Group 3
Mineral Point Rd
Research Park Blvd
Tokay Blvd
Beltline Hwy
Schroeder Rd
Odana Rd
Hammersley Rd
Barton Rd
Mid Town Rd
Raymond Rd
Putnam Rd
Carnwood Rd
Williamsburg Way
McKee Rd
Nesbitt Rd
Cross Country Rd
Verona Ave
Pembroke Dr
Sentinel Pass
Crescent Rd
Sprocket Dr
Spoke Dr
Chalet Gardens Rd
Lovell Ln
Allied Dr
Freeport Rd
Service Ln
Beltline
Yuma Dr
Hiawatha Dr
Nakoma Rd
Segoe Rd
Midvale Blvd
Glen Dr
Glenway St
Science Dr
Whitney Way
Yellowstone Dr
Gammon Rd
Grandview Dr
Commerce Dr
Junction Rd
New Washburn Way
High Point Rd
Marty Rd
Muir Field Rd
McKenna Blvd
Waterford Rd
Manchester Rd
Maple Grove Dr
East Pass
West Pass
County Grove Dr
Prairie Rd
Gilbert Rd
Cameron Dr
Kapec Rd
King James Way
Anton Dr
Verona Rd
Seminole Hwy
Osmundsen Rd
Richardson St
Longford Ter
Fitchrona Rd
Old PB
Lincoln St
Valley View St
Forest View Dr
Harvest Ln
Enterprise Dr
Elderberry Rd
Colony Dr
Inner Dr
Tree Ln
Offshore Dr
Island Dr
Rosa Rd
Regent St
Blackhawk Ave
Bluff St
Westfield Rd
PD
Southwest Area Plan
Community Action Strategy (CAS) Areas
CAS Recommended Areas
Qualifying areas not within planning area boundary
Target Areas: More than 50% of Block Group population has a household income at or below 80% of the Dane County Median Household Income.
Data Source: Census 2010 Block Group geographies to comply with HUD requirements.
Appendix C2


CDBG Target Areas
Appendix C3
Streets
2016 Census Tract Boundaries
Qualifying Areas Not Within Municipal Boundary
Non-Qualifying City of Madison Areas
CDBG Target Areas
Target Areas: More than 50% of Tract population has a household income at or below 80% of the Dane County Median Household Income.
Source: Extrapolated from 2011-2016 American Community Survey 5-Year Estimates Tables B19013 and B25010
Prepared by: City of Madison Community Development Division, May 22, 2018
N
0 0.35 0.7 1.4 2.1 2.8 Miles
US HIGHWAY 51
I 90-94
I 90-94 ACCESS
I 94
I 90
STATE RD 30
COTTAGE GROVE
STOUGHTON
THORSON
FAIR OAKS
ATWOOD
JOHNSON
PACKERS
ABERG
NORTHPORT
WASHINGTON
UNIVERSITY
REGENT
SPEEDWAY
MIDVALE
GAMMON
OLD SAUK
MINERAL POINT
JUNCTION
WHITNEY
MONROE
ODANA
MONONA
BELTLINE
BELTLINE ACCESS
PARK
RIMROCK
ACCESS
US HIGHWAY 12 & 18
PLEASANT VIEW
MCKENNA
RAYMOND
MCKEE
112
24.01 29.9%
23.02 35.5%
24.02 57.7%
23.01 58.9%
25 67.3%
26.02 44.9%
114.02 27.9%
117
22 53.7%
102
26.03 39.8%
26.01 64.5%
21 58.1%
30.02 58.0%
120.01
18.04 64.6%
20 45.6%
27 39.4%
45.4%
18.02
19 47.9%
30.01 26.9%
111.01
110
32 63.5%
1 35.7%
2.05 31.7%
101
16.04 92.1%
17.05 65.1%
11.02 93.7%
16.03 95.0%
53.9%
17.04
9.02 58.5%
91.5%
74.5%
11.01
16.06 65.1%
16.05
13.3%
9.01
12 58.4%
10 15.3%
9917.03
28 45.2%
103
114.01 30.5%
2.04 34.5%
2.02 27.4%
2.01 24.1%
3 51.6%
8 37.7%
109.01 24.4%
31 25.3%
29 49.4%
104
120.02
4.08 73.4%
4.01 23.0%
4.02 27.5%
13 43.6%
15.01 50.1%
4.05 43.6%
4.06 34.8%
7 24.4%
14.01 77.8%
14.02 64.2%
15.02 58.8%
4.07 42.0%
5.01 38.4%
105.01 20.0%
109.03 12.4%
6 70.3%
5.04 18.7%
5.03 29.3%
14.03 43.6%
107.02
106
105.02
108

Appendix C4



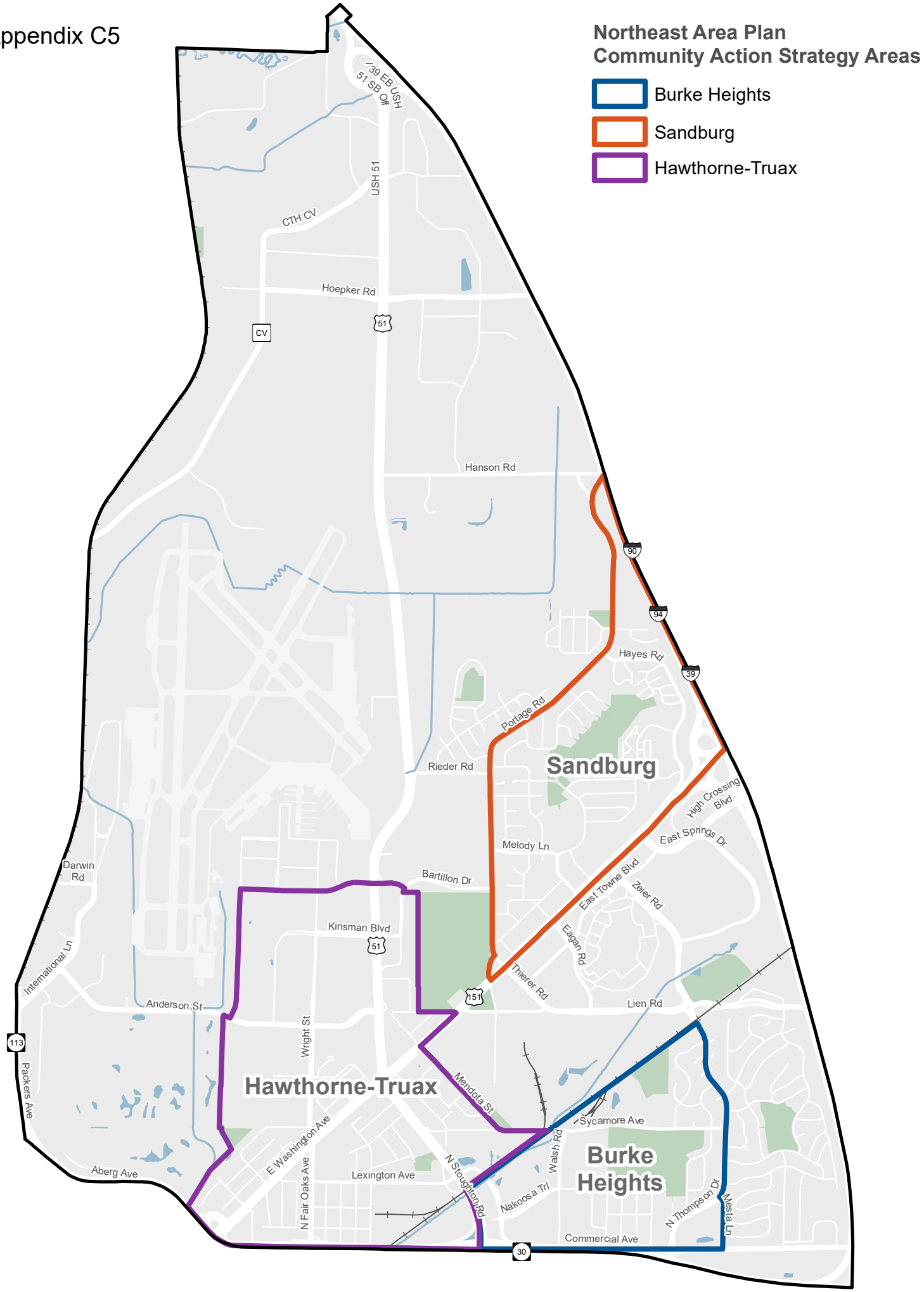
Southeast Area Plan
Community Action Strategy (CAS) Area

CAS Target Area

Qualifying areas not within municipal boundary

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

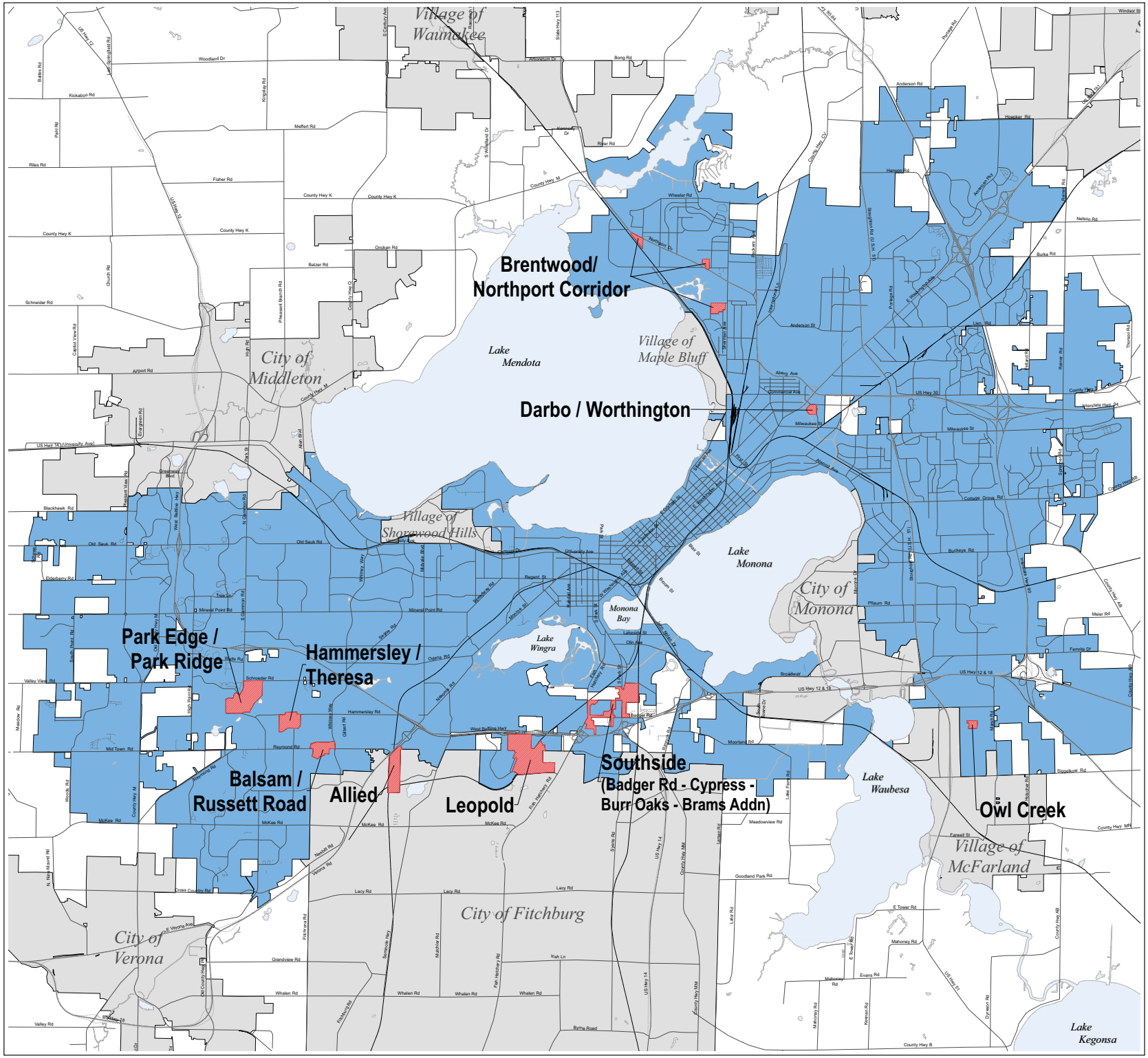
Appendix C5


Northeast Area Plan
Community Action Strategy Areas
Burke Heights
Sandburg
Hawthorne-Truax
I 39 EB USH 51 SB Off
USH 51
CTH CV
Hoepker Rd
CV
51
Hanson Rd
90
94
39
Hayes Rd
Portage Rd
Rieder Rd
Sandburg
High Crossing Blvd
East Springs Dr
Melody Ln
Darwin Rd
Bartillon Dr
East Towne Blvd
Zeier Rd
Eagan Rd
Kinsman Blvd
51
International Ln
Thierer Rd
151
Lien Rd
Anderson St
113
Packers Ave
Wright St
Hawthorne-Truax
Mendota St
Sycamore Ave
Walsh Rd
Burke Heights
E Washington Ave
Aberg Ave
Lexington Ave
N Fair Oaks Ave
N Stoughton Rd
Nakoosa Trl
N Thompson Dr
Mesta Ln
Commercial Ave
30

Northeast Area Plan Community Action Strategy Areas	
Hawthorne Truax	BG_1_CT_25_Dane_County_W
	BG_2_CT_25_Dane_County_W
	BG_1_CT_26.01_Dane_County_W
	BG_2_CT_26.01_Dane_County_W
Sandburg	BG_1_CT_26.02_Dane_County_W
	BG_2_CT_26.02_Dane_County_W
	BG_3_CT_26.02_Dane_County_W
	BG_4_CT_26.02_Dane_County_W
Burke Heights	BG_1_CT_26.03_Dane_County_W

Draft

Appendix D



Neighborhood Resource Team Focus Areas

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

Neighborhood Resource Teams

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

0 1 2 Miles

N

Planning Division: City of Madison Department of Planning & Community & Economic Development, November 14, 2013, slm

City of Madison

Community Development Division



Emergency Solutions Grant (ESG)

Policies and Procedures Manual

Draft

Last updated March 2022

Chapter 1: General Information

The City of Madison is a Recipient of federal Emergency Solutions Grant (ESG). The City's Community Development Division (CDD) contracts with local homeless services agencies (sub-recipients) to deliver services in the City of Madison. ESG sub-recipients are required to follow all federal requirements, policies, and procedures. Sub-recipients may only operate the types of programs that have been included in their written contract agreement with the city. In the event of a conflict between the language specified in the contract and this manual or other supporting documents, the provisions in the contract shall take precedence.

Applicable Regulations

HUD ESG Interim Rule (for ESG funds)
https://www.govinfo.gov/content/pkg/CFR-2018-title24-vol3/xml/CFR-2018-title24-vol3-part576.xml#seqnum576.100

Dane County CoC Written Standards
All EHH funded projects must comply with applicable sections of the local Written Standards. Submission of the applicable Written Standards Checklists will be required for this RFP. Dane County CoC Written Standards can be found on the Homeless Services Consortium of Dane County website: https://www.danecountyhomeless.org/governance.

Consultation with Continuum of Care

The HEARTH Act amendments to the McKinney-Vento Act contain provisions requiring coordination, collaboration, and consultation between Continuums of Care and ESG state and local government recipients. The McKinney-Vento Act requires ''collaborative applicants'' under the Continuum of Care program to participate in the Consolidated Plan for the geographic areas they serve and analyze patterns of use and evaluate outcomes for ESG projects in those areas. ESG recipients in turn must consult with these collaborative applicants on the allocation of ESG funds and participate in HMIS, which the collaborative applicants are required to establish.

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Program Overview

ESG is federally administered by the United States Department of Housing and Urban Development (HUD). HUD awards ESG funding to the City of Madison to distribute to eligible applicants.

Program	Authorized By	Project Types
Emergency Solutions Grant (ESG)	1991 McKinney-Vento Homeless Assistance Act. Amended in 2009 by Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act of 200924 CFR 576	Rapid Re-Housing
		Homelessness Prevention
		Emergency Shelter
		Street Outreach
		Data Collection (HMIS)
		Administrative Costs – City of Madison Only

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Chapter 2: Application Process

Eligible Applicants

Eligible applicant agencies must have current, direct experience in delivering services to people experiencing homelessness and meet the following eligibility criteria:

- Applicant agencies must be incorporated as private non-profit organizations in the State of Wisconsin and have been granted 501(c)(3) tax-exempt status by the United States Internal Revenue Service; and
- The applicant's 501(c)(3) status must be in good standing and not have been revoked in the previous calendar year; and
- The applicant, its officers, and employees are not currently debarred or suspended from doing business with the Federal Government, State of Wisconsin or a local government; and
- The applicant does not have unresolved current or past contract non-compliance, nonperformance, suspension, termination, or other adverse audit finding with one or more funders in the past five (5) years.

Request for Proposal (RFP)

CDD will issue a Request for Proposal for homeless services, including ESG funds, every four to five years. The RFP will be developed in consultation of CoC.

Environmental Review

All sub-recipients must complete either an Environmental Review Determination Exemption form or Environmental Review Questions as appropriate. Agencies are not required to complete either form if they are exclusively receiving Administration and/orHMIS funding.

- **Environmental Review Determination of Exemption Form**: Typically, sub-recipients for non-rehab emergency shelter, rapid re-housing, homelessness prevention, and streetoutreach projects will use this form to satisfy their environmental review requirements.
- **Environmental Review Questions**: Typically, sub-recipients receiving funding for emergencyshelter rehabilitation must use this form. Agencies wishing to apply for extensive emergency shelter rehabilitation costs that will change the use, size, capacity, or character of a structure must contact the ESG Program Manager for guidance prior to submitting an application.

Sub-recipient or any contractor thereof may not acquire, rehabilitate, convert,lease, repair, dispose of, demolish, or construct property for an ESG funded project until HUD and/or CDD have performed an environmental review under 24 CFR part 50 and approvedthe property. This is necessary even if ESG funds are not used to fund the work done to the property.

Minimum Standards for Emergency Shelters

All sub-recipients receiving emergency shelter funds (not including motel voucher programs) must submit a completed Minimum Standards for Emergency Shelters form.

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Match

ESG requires a one hundred percent match commitment. Matching funds are provided based on the total grant amount and do not have to be provided on a component-by-component basis. For example, if a recipient is spending $10,000 on HMIS, they do not need to find $10,000 in data collection funds from another source to use as match.

Match Categories

Match categories include:

- Other Non-ESG HUD Funds
- Other Federal Funds
- State Government
- Local Government
- Private Funds
- Other
- Fees
- Program Income (Returned Utility or Security Deposits)

Eligible Match Sources

- Cash contributions which are expended for ESG-allowable costs
- Noncash contributions – the value of any real property, equipment, goods, or services contributed to the ESG program, provided that, if they were to have been procured using grant funds, they would have been an allowable expense
- The value of any donated material or building received during the grant cycle. The agency may count either depreciation of the building and fair rental charges for the land for each year the building is used for the recipient's ESG program or, if the building is donated for long-term use in the recipients ESG program, the fair market value of the capital assets, as specified in 2 CFR 200.306(h)(2), (i), and (j). To qualify as a donation for long-term use, the donation must be evidenced by a recorded deed or use restrictionthat is effective for at least 10 years after the donation date.
- The value of any lease on a building
- Any salary paid to staff to carry out the program of the sub-recipient
- The value of the time and services contributed by volunteers to carry out the program
    - The value of volunteer time may be determined by each agency; the value must be reasonable and appropriate for the services provided
    - For services provided by a professional, the value can be the hourly rate charged by that professional
- Program income in the form of returned utility or security deposits
- Donations and/or grants

Match Requirements

- Match must be used in accordance with all requirements that apply to ESG grant funds except the expenditure limits in 24 CFR 576.100.
- If the matching funds are from another state or federal program, they must also be used in accordance with that program's requirements.

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- If an agency uses City of Madison General Purpose Revenue (GPR) funds as match to its ESG allocation, all ESG rules andrequirements apply to clients served with the matching funds.
- Match must be spent by the expenditure deadline which applies to the ESG funds being matched.
- HUD federal funds may not be used to match State ESG.
- Match spent on ESG may not be used to match any other federal program's funds.
- Matching funds may not be used to match more than one ESG grant.

Match Documentation

All proposed match must be documented at the time of application, and all documentation must be submitted with the application. Documentation requirements for different kinds of match are as follows:

- For funds provided by units of local or state government, churches, foundations, or the United Way which will be used to match ESG funds: copies of the funding award and/or commitment letter from these sources on their official letterhead and signed by an authorized signatory of the funding organization.
- For donated volunteer hours, donations from businesses or individuals, client rent/boarding fees, or client program service fees which will be used to match ESG funds: a letter on applicant's letterhead signed by an authorized signatory describing how the applicant will maintain records of these match sources, the total amount of the match expected to be received, and, in the case of volunteer hours, the number of hours expected to be donated.
- For the value of a donated building or any lease: documentation of the fair market value of the building or lease.
- For staff salaries: a letter on applicant's official letterhead signed by an authorized signatory describing the funding source of the salaries and the exact amount of match to be provided.

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Chapter 3: Program Requirements

Written Standards

Sub-recipients of ESG funding must adhere to Dane County Continuum of Care (CoC)'s written standards for each program type (rapid re-housing, homelessness prevention, emergency shelter, and street outreach).

At a minimum, written standards must include the following:

i. Standard policies and procedures for evaluating eligibility for assistance;
ii. Standards for targeting and providing essential services related to street outreach;
iii. Policies and procedures for admission, diversion, referral, and discharge by emergency shelters, including standards regarding length of stay, if any, and safeguards to meet the safety and shelter needs of special populations, e.g., victims of domestic violence; and individuals and families who have the highest barriers to housing and are likely to be homeless the longest;
iv. Policies and procedures for assessing, prioritizing, and reassessing individuals' and families' needs for essential services related to emergency shelter;
v. Policies and procedures for coordination among emergency shelter providers, essential services providers, homelessness prevention, and rapid re-housing assistance providers; other homeless assistance providers; and mainstream service and housing providers;
vi. Policies and procedures for determining and prioritizing which eligible households will receive homelessness prevention assistance and which eligible households will receive rapid re-housing assistance *(must include an emergency transfer priority)*;
vii. Standards for determining what percentage or amount of rent and utilities costs each program participant must pay while receiving homelessness prevention or rapid re-housing assistance;
viii. Standards for determining how long a particular program participant will be provided with rental assistance and whether and how the amount of that assistance will be adjusted over time; and
ix. Standards for determining the type, amount, and duration of housing stabilization and/or relocation services to provide to a program participant, including the limits, if any, on the homelessness prevention or rapid re-housing assistance that each program participant may receive, such as the maximum amount of assistance, maximum number of months the program participant receive assistance; or the maximum number of times the program participant may receive assistance.

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Participation of People with Lived Experience

To the maximum extent possible, sub-recipients must involve homeless individuals and families in constructing, renovating, maintaining, and operating facilities, in providing services assisted under the ESG program, and in providing services for occupants offacilities assisted with ESG.

To the maximum extent practicable, sub-recipients must have representationof a person who is homeless or was formerly homeless on either:

- The Board of Directors; or

- An equivalent policymaking entity directly responsible for making policy for the project(s) for which funding is being requested.

Involuntary Family Separation & Nondiscrimination

All individuals or groups of individuals regardless of age, gender identification, sexual orientation, and marriage status identifying as a family at must be served as a family by any project which serves families. There can be no involuntary separation.

(1) Any emergency shelter that serves families must serve all eligible families regardless of their gender composition – e.g. emergency shelters which serve families may not serve exclusively women and children.

There can be no documentation requirement or need for "proof" of family, gender identification, and/or sexual orientation. Examples of prohibited inquiry and documentation include but are not limited to parentage, birth certificates, and marriage certificates.

Families with children under age 18 must not be denied admission to any family shelter based on the age of any child under age 18. An example of a prohibited admission policy would be denying a family admission because there is a 16-year-old in the family.

Conflict of Interest

ESG regulations require compliance with organizational, individual, and procurement conflict of interest provisions. Sub-recipients will be required to repay any ESG funds disbursed for persons with whom there is an identified conflict of interest unless an exception is granted from HUD.

Organizational Conflicts of Interest

1. Sub-recipients must not condition ESG assistance on a participant's acceptance of housing or emergency shelter owned by the sub-recipient or a parent or subsidiary of the sub-recipient.
2. Sub-recipients must not conduct an initial evaluation or provide homelessness prevention assistance to persons living in property owned by the sub-recipient or a parent or subsidiaryof the sub-recipient.

Individual Conflicts of Interest

The individual conflict of interest regulations prohibit financial gain for self, family, or those with business ties.

1. No person who exercises responsibility over ESG funded projects or who is in a position to participate in a decision-making process or gain inside information with regard to ESG funded projects may:
    a. Obtain a financial interest or benefit from an assisted activity
    b. Have a financial interest in any contract, subcontract, or agreement with respect to an assisted activity
    c. Benefit from an assisted activity, either for themselves or for those with whom they have family or business ties, during their tenure or during the one-year period following their tenure

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Individual Conflict of Interest Exception Process

Upon written request of the sub-recipient, HUD may grant an exception to the provisions above on a case-by-case basis. The most common situation where an exception is requested is when a family member of an employee needs ESG assistance (e.g., the family member of an employee experiences homelessness and applies for rapid re-housing assistance). Follow the steps belowif a conflict of interest is identified when providing ESG funded assistance.

1. Submit a request for an exception in writing to CDD. The request must contain the following items:
    a. A narrative of the situation, which must contain the name and title of the person for whom the exception is requested, and a brief description of the person's position as it relates to the HUD-assisted project or contract award. The narrative must also address all applicable factors below.
        i. Whether the person is a member of a group or class of persons intended to be the beneficiaries of the HUD-assisted activity, and if so, whether the exception would permit the person to receive generally the same interests or benefits being made available or provided to the group or class.
        ii. Whether the affected person has withdrawn from his or her functions or responsibilities or the decision-making process with respect to the specific assisted activity in question.
        iii. If the agency requesting an exemption is a government, they must also provide an assurance that there has been public disclosure of the conflict and a description of how the public disclosure was made.
        iv. Any other relevant considerations.
2. CDD will review the request for exception based on the above factors and any other applicable information. In determining whether to grant the requested exception, CDD shall consider whether an exception will serve to further the purposes of the ESG program and the effective and efficient administration of the organization's project. If the request is deemed appropriate, CDD will seek a legal opinion from the City of Madison Attorney's Office stating whether there would be a violation of local, state, or federal law if the exception were granted.
    a. If the legal opinion obtained from City of Madison Attorney's Office is not favorable to the request, no exception will be granted.
    b. If the legal opinion obtained from City of Madison Attorney's Office is favorable to the request,CDD will send a recommendation, along with the original request, seeking HUD's determination.
3. When HUD responds to the request for an exception, CDD will notify the sub-recipient ofthe decision. At any point, CDD reserves the right to refuse a request for an exception. If this occurs, a written response will be provided.

Procurement Conflicts of Interest

In the procurement of property and services, the conflict-of-interest provisions at 24 CFR 85.36 and 24 CFR 84.42 apply. These regulations require sub-recipients to maintain written standards governing the performance of their employees engaged in administering contracts.

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Confidentiality

Sub-recipients must develop and implement written confidentiality procedures to ensure:

1. All records containing personally identifying information of any person or family who applies for and/or receives ESG assistance will be kept secure and confidential.
2. The address or location of any domestic violence, dating violence, sexual assault, or stalking shelter project assisted under the ESG will not be made public except with written authorization of the person responsible for the operation of the shelter.
3. The address or location of any housing of a program participant will not be made public except as provided under a preexisting privacy policy of sub-recipient and consistent with all applicable state and local laws regarding privacy and obligations of confidentiality.
4. Sub-recipients must develop and implement procedures to ensure the confidentiality of records pertaining to any person provided family violence prevention or treatment services under any project assisted under the ESG program, including protection against the release of the address or location of any family violenceshelter project, except with the written authorization of the person responsible for the operation of that shelter.

Violence Against Women Act (VAWA)

VAWA prohibits denial or termination of assistance or eviction solely because a person is a victim of domestic violence, dating violence, sexual assault, or stalking. This protection applies to all eligibility and termination decisions that are made with respect to ESG rental assistance.

Sub-recipients that determine eligibility for or administers ESG rental assistance are responsible for ensuring that a notice of VAWA protections (HUD forms 5380 and 5382) are provided to each applicant for ESG rental assistance and each program participant receiving ESG rental assistance at each of the following times:

(1) When an individual or family is denied ESG rental assistance
(2) When a program participant begins receiving ESG rental assistance
(3) When a program participant is notified of termination of ESG rental assistance
(4) When a program participant receives notification of eviction

The VAWA Lease Addendum (HUD form 91067) must also be included with every lease.

Emergency Transfer Plan

Sub-recipients must develop and implement an emergency transfer plancompliant with 24 CFR 5.2005(e).

Coordinated Entry

Each HUD COC is required to develop and operate a coordinated entry system. ESG sub-recipients must participate in coordinated entry for Dane County CoC. Program participation in coordinated entry will be reviewed during annual monitoring. Victim service providers may choose not to use the CoC's coordinated assessment system.

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Coordinated entry refers to a single place or process for people to access homelessness prevention, housing, and related services within a given CoC. It includes the following core components:

- Information so people will know where or how to access coordinated entry.
- A place or way to request assistance, such as a walk-in center or a 2-1-1 call center.
- A screening and assessment process and tools to gather information about the person, their housing and service needs, and program eligibility and priority.
- Information about programs and agencies which provide housing or services.
- A process and tools for referral to appropriate programs or agencies.

Faith-Based Activities

All ESG-funded activities must be administered in a manner that is free from religious influences and in accordance with the following principles.

- Sub-recipients must not discriminate against any employee or applicant for employment and must not limit employment or give preference in employment to persons on the basis ofreligion.
- Sub-recipients must not discriminate against any person applying for shelter or services and must not limit shelter or services or give preference to persons on the basis of religion.
- Sub-recipients must provide no religious instruction or counseling, conduct no religious worship or services, engage in no religious proselytizing and exert no other religious influence in the provision of programs or services funded under ESG.
    - If a sub-recipient conducts these activities, the activities must be offered separately intime or location from the programs or services funded under ESG, and participation must be voluntary for ESG program participants.

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Recordkeeping and Retention

Sub-recipients must have written policies and procedures in place to ensureall recordkeeping requirements are met. CDD must also maintain a copy of any executed contract with any sub-recipient which relates to project activities funded under their ESG contract.

Program and financial records for sub-recipients must be maintained for a minimum of five years after the final expenditure under their ESG contract. Emergency shelterconversion records must be maintained for a minimum of ten years from initial obligation if thecosts are greater than 75% of the post-conversion value.

Participation in HMIS, HIC, PIT

Homeless Management Information System (HMIS)

All sub-recipients must participate in HMIS and comply with participationrequirements.

Victim service providers cannot participate in HMIS and Legal Services Organizations may choose to not participate in HMIS. Providers which do not participate in HMIS must use a comparable database that produces unduplicated, aggregate reports. The comparable database

must be capable of producing all ESG-required reports.

Housing Inventory Chart

Each COC must complete a census for the fourth Wednesday of the month for all emergency shelters (including motel voucher programs), rapid re-housing programs, permanent housing, safe haven, and transitional housing programs. This information is reported on the Housing Inventory Chart (HIC) maintained by the HUD CoCs. The data is required of all agencies with the above-referenced program types regardless of whether they participate in HMIS or a comparable system.

Point-in-Time

All sub-recipients receiving ESG funds must actively participate in the overnight Point-in-Time (PIT) unsheltered count conducted CoC wide during the last ten days ofJanuary.

Participation in Continuum of Care

Sup-recipients must participate in Dane County CoC. Participation can take many forms, including:

- Attend CoC membership meetings
- Participate in a CoC committee
- Participate in advocacy efforts organized by the CoC
- Use CoC data when talking about homelessness in your community
- Attend CoC sponsored training
- Participate in coordinated entry

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Monitoring and Enforcement

Purpose for Monitoring

HUD requires that ESG recipients should establish policies and procedures for monitoring sub-recipients and ensuring that ESG requirements are being implemented appropriately. Monitoring provides information to assure that recipients are using ESG funds efficiently and effectively in accordance with federal law, HUD federal guidelines and standards established by the CoC. Monitoring is also used to provide assistance on performance and technical areas in the delivery of services to the homeless population in their communities.

Definitions

Concern - A deficiency in program performance not based on a statutory, regulatory or other program requirement. Sanctions or corrective actions are not authorized for concerns. However, CDD will bring the concern to the agency's attention and, if appropriate, may *recommend* (but cannot require) actions to address concerns and/or provide technical assistance.

Finding - A deficiency in program performance based on a statutory, regulatory or program requirementfor which sanctions or other corrective actions are authorized.

On-site monitoring - Monitoring that is conducted at the agency location. This monitoring includes review of forms and supporting documentation along with staff interviews. Unit inspections and participant interviews are also conducted during an on-site monitoring.

Desk monitoring – Monitoring that is conducted remotely, typically at the office of the Monitoring and Compliance Coordinator. All forms and supporting documentation will be submitted via electronic mail, or postal service if requested.

Approach to Monitoring

The monitoring process is intended to provide guidance and assistance along with observing progress and quality of services. The monitoring process should have open communication and on-going evaluation to make the process successful.

The overriding goal of monitoring is to determine compliance, prevent/identify deficiencies and design corrective actions to improve or reinforce project performance. We also want to acknowledge the efforts and good practices that agencies have and share with other agencies in the City to increase success for all agencies and communities in the continuum.

Monitoring Timeline

It is the intent of CDD to conduct monitoring for every agency that has an ESG funded project at least every other year.

This does not preclude a monitoring to be triggered to occur more frequently. In the event CDD has reason to believe a monitoring should occur sooner than the two year cycle, monitoring staff will give notice to that agency. Events that would lead to a monitoring include: complaints or grievances filed with CDD or CoC regarding ESG funded project, poor system performance measures, annual funds being relinquished to HUD or any reason to believe there is misuse of federal funds. CDD will communicate with the agency the concerns leading up to the monitoring and the monitoring could be focused on those activities and/or area(s) of concern or could lead to a full monitoring.

When a monitoring will occur, the WI BOSCOC will issue a notice to the agency at least 30 days prior. The notice will be addressed to the Executive Director and will also include the Program Manager and sent via electronic mail. The notice and monitoring packet are sent to the agency in order to prepare for the monitoring. The agency is responsible to submit all required documents based on the following timeline:

- On-site Monitoring - The WI BOS Monitoring Form must be submitted to the Monitoring and Compliance Coordinator no later than seven (7) days prior to an on-site visit. All supporting documents need to be prepared and ready at the start of the on-site monitoring. Unless requested, supporting documents should not be submitted via electronic mail. In the event that an agency has multiple COC projects being monitored, a monitoring form MUST be filled out for each project as each project is monitored separately. Any documents submitted after the deadline will result in a finding.
- Desk Monitoring – All documents, including supporting documentation must be submitted by the timeline indicated in the monitoring notice. Submission can occur through electronic mail or by postal mail. Please note that postal mail must be post-marked by the due date in the monitoring notice.

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On the day of the on-site monitoring, all paperwork must be prepared and presented to the Monitoringand Compliance Coordinator upon their arrival. If all paperwork is not presented, this will result in a finding. All documents should be labeled and presented in the order asked on the monitoring form.
During the monitoring program staff should be available to answer questions. Program staff includes: program directors, case managers and any direct line staff. Staff from the finance department should also be available to answer additional questions that may arise during review of the financial portion ofthe monitoring. On-site monitoring will also include unit visits as well as meeting with project participants.

Notification of Monitoring

CDD will monitor the performance of ESG sub-recipients at least every other year. In conducting performance reviews, information will be obtained from the records and reports from onsite or desk monitoring, audit reports, and information from HMIS. Monitoring reviews to determine compliance with specific program requirements will be conducted as necessary.

Components of a Monitoring

During CDD's sub-recipient monitoring, several different components may bereviewed, including:

- Personnel policies and procedures, such as conflict of interest and confidentiality policies
- Fiscal policies and procedures, including those related to the value of volunteer time
- Funding-specific requirements, such as homeless participation
- Client files
- Backup documentation (e.g. invoices, timesheet, payroll reports) supporting reimbursement requests
- Performance
- Participation in HMIS or HMIS-comparable database
- Compliance with coordinated entry and CoC written standards
- Participation in the January Point-in-Time (PIT) count
- Completion of monthly Housing Inventory Chart (HIC) report
- Compliance with the ESG CAPER

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Expectations for CDD

CDD is expected of the following in addition to those listed above:

- Issue agreements or contracts with each sub-recipient laying out expectations regarding matters such as the use of grant funds, monitoring expectations, payment requests, and eligible activities
- Collect and review invoices from sub-recipients to ensure proper payment requests
    - Backup documentation should be collected at least once per grant cycle to ensure proper usage of funds

- Ensure timely payment disbursement to sub-recipients
    - Sub-recipients must be reimbursed within 21 days of submitting an invoice with no issues
- Ensure that each sub-recipient meets HMIS compliance standards, if applicable
- Ensure that information such as new rules or income/rent limits is promptly passed along to sub-recipients
- Facilitate communication for sub-recipients
- Ensure that the process for allocating ESG funds locally is fair and transparent

Expectations for Sub-Recipients

Sub-recipients of ESG are expected of the following:

- Comply with all funding requirements
- Submit invoices and reports on a timely basis
- Undergo and complete a monitoring review as requested
- Notify CDD of any concerns related to the performance
- Ensure all funds are spent in an appropriate manner within the agreed-upon budget
- Request budget adjustments to CDD as needed to fully spend out all funds
- Meet all HMIS compliance standards, if applicable

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Chapter 4: Project Types

Rapid Re-housing

Rapid re-housing assistance aims to help homeless households move as quickly as possible into permanent housing and achieve stability in that housing through a combination of rental assistance and supportive services. Funds used to provide rapid re-housing assistance must be used to provide assistance in permanent housing. Living in a motel or hotel is not considered to be permanent housing and therefore is not an eligible expense under this program.

Overview of Eligible Activities

a) **Housing Payments** (short-term and medium-term rental assistance, *24 CFR §576.106*):
   a. Rental *application fees* which are charged by the owner to all applicants
   b. *Security deposits* which are equal to no more than two months' rent
   c. *Rent payments*: Short- (up to 3 months) and medium-term (4-24 months) rental assistance. The total length of assistance may not exceed 24 months during any 3-year period, including any payment of arrearages
   d. *Utility deposits and payments* (gas, electric, water, sewer)
      i. Utility deposits are only eligible if they are required by the utility company for all customers
      ii. Utility payment assistance can be provided for up to 24 months, including up to 6 months for payments in arrears
   e. *Moving costs* (e.g. truck rental, moving company, up to 3 months of storage)
      i. The payment of temporary storage fees in arrears is an ineligible expense
   f. *Arrearages*: A one-time payment of up to 6 months of rent in arrears, including any late fees on those arrears, provided this assistance will allow the client to retain their current permanent housing or to obtain new permanent housing

b) **Housing Services** (housing relocation and stabilization services, *24 CFR §576.105*):
   a. *Housing search and placement* necessary to assist program participants in locating, obtaining, and retaining suitable permanent housing.
   b. *Housing stability case management* to pay the cost of assessing, arranging, coordinating, and monitoring the delivery of individualized services to facilitate housing stability for a program participant who resides in permanent housing or to assist a program participant in overcoming immediate barriers to obtaining housing.
      i. *Note for ESG funds:* Housing stability case management assistance may not exceed 30 days during the period in which the program participant is seeking permanent housing and may not exceed 24 months during the period in which the client is living in permanent housing. If it takes longer than 30 days to locate permanent housing, continued case management must be charged to street outreach or emergency shelter case management, depending upon where the client is residing
   c. *Mediation* between the program participant and the owner or persons(s) with whom the participant is living, providing that the mediation is necessary to prevent the participant from losing permanent housing in which they currently reside.

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d. *Legal services* as set forth in subsection 576.102 (a) (1) (vi), except that the eligible subject matters also include landlord/tenant matters, and the services must be necessary to resolve a legal problem which prohibits the program participant from obtaining or maintaining permanent housing.
    i. Note: Retainer fee arrangements and contingency fee arrangements, as well as legal services for immigration and citizenship matters and issues relating to mortgages, are ineligible costs.

Note: the combination of rent payments and arrearages assistance may not exceed 24 months in a three-year period. No financial assistance may be provided to a household for a purpose and time period supported by another public source.

Agencies may tailor their rapid re-housing rental assistance by specifying in their written standards:

- The maximum amount or percentage of rental assistance that a program participant may receive.
- The maximum number of months that a program participant may receive rental assistance (not to exceed 24 months in a three-year period).
- The maximum number of times that a program participant may receive rental assistance.
- The extent to which a program participant must share the cost of rent.

Homelessness Prevention

Homelessness prevention programs include housing relocation and stabilization services and rental assistance as necessary to prevent households from moving to an emergency shelter, a place not meant for human habitation, or another place described in paragraph (1) of the homeless definition.

The costs of homelessness prevention are only eligible to the extent that the assistance is necessary to help the program participant regain stability in their current housing or move into other permanent housing and achieve stability in that housing.

Funds used to provide homelessness prevention assistance must be used to provide assistance in permanent housing. Living in a motel or hotel is not considered to be permanent housing and therefore is not an eligible expense under this program.

Overview of Eligible Activities

a) **Housing Payments** (short-term and medium-term rental assistance, *24 CFR §576.106*):
    a. Rental *application fees* which are charged by the owner to all applicants
    b. *Security deposits* which are equal to no more than two months' rent
    c. *Rent payments*: Short- (up to 3 months) and medium-term (4-24 months) rental assistance. The total length of assistance may not exceed 24 months during any 3-year period, including any payment of arrearages.
    d. *Utility deposits and payments* (gas, electric, water, sewer)
        i. Utility deposits are only eligible if they are required by the utility company for all customers.
        ii. Utility payment assistance can be provided for up to 24 months, including up to 6 months for payments in arrears
    e. *Moving costs* (e.g. truck rental, moving company, up to 3 months of storage)

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i. The payment of temporary storage fees in arrears is ineligible.

f. *Arrearages*: A one-time payment of up to 6 months of rent in arrears, including any late fees on those arrears, provided this assistance will allow the client to retain their current permanent housing or to obtain new permanent housing.

b) **Housing Services** (housing relocation and stabilization services, *24 CFR §576.105*):

a. *Housing search and placement* necessary to assist program participants in locating, obtaining, and retaining suitable permanent housing.

b. *Housing stability case management* to pay the cost of assessing, arranging, coordinating, and monitoring the delivery of individualized services to facilitate housing stability for a program participant who resides in permanent housing or to assist a program participant in overcoming immediate barriers to obtaining housing.

c. *Mediation* between the program participant and the owner or persons(s) with whom the participant is living, providing that the mediation is necessary to prevent the participant from losing permanent housing in which they currently reside.

e. *Legal services* as set forth in subsection 576.102 (a) (1) (vi), except that the eligible subject matters also include landlord/tenant matters, and the services must be necessary to resolve a legal problem which prohibits the program participant from obtaining or maintaining permanent housing.

i. Note: Retainer fee arrangements and contingency fee arrangements, as well as legal services for immigration and citizenship matters and issues relating to mortgages, are ineligible costs.

Note: the combination of rent payments and arrearages assistance may not exceed 24 months in a three-year period. No ESG financial assistance may be provided to a household for a purpose and time period supported by another public source.

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Street Outreach

ESG funds may be used for costs of providing essential services necessary to reach out to unsheltered homeless households; connecting them with emergency shelter, housing, or critical services; and providing urgent non-facility-based care to unsheltered homeless households who are unwilling or unable to access emergency shelter, housing, or an appropriate health facility.

Overview of Eligible Activities

a) *Engagement*: The costs to locate, identify, and build relationships with unsheltered homeless people and engage them for the purposes of providing immediate support, intervention, and connections with homeless assistance programs and/or mainstream social services and housing programs.

b) *Case Management*: Includes the costs of assessing housing and service needs; arranging, coordinating, and monitoring the delivery of individualized services to meet the needs of the program participants.

c) *Emergency Health Services*: Includes costs for direct outpatient treatment of medical conditions provided by licensed medical professionals operating in community-based settings. Funds may be used only for these services to the extent that other appropriate health services are inaccessible or unavailable within the area.

d) *Emergency Mental Health Services*: Includes costs for direct outpatient treatment by licensed professionals of mental health conditions operating in community-based settings. Funds may be used only for these services to the extent that other appropriate mental health services are inaccessible or unavailable within the community.

e) *Transportation*: Includes transportation costs of outreach workers, social workers, medical professionals, or other service providers provided that this travel takes place during the provision of services eligible under this section. The costs of transporting unsheltered people to emergency shelters or other service facilities are also eligible.

Emergency Shelter

Emergency shelter is defined as any appropriate facility that has the primary use of providing temporary or transitional shelter for the homeless in general or for specific populations of the homeless and the use of which does not require occupants to sign leases or occupancy agreements. ESG funds may be used to provide essential services to persons in emergency shelters, renovating buildings to be used as emergency shelters, and operating emergency shelters. Staff costs related to carrying out emergency shelter activities are also eligible.

Overview of Eligible Activities

a) **Essential Services**:

a. *Case Management*: The cost of assessing, arranging, coordinating and monitoring the delivery of individualized services to meet the needs of the program participant.
b. *Child Care*: The cost of childcare for program participants is eligible. Children must be under the age of 13 unless they have a disability. Children with a disability must be under the age of 18. The child-care center must be licensed by the jurisdiction in which it operates.
c. *Education Services*: When necessary for program participants to obtain and maintain housing, the costs of improving knowledge and basic educational skills are eligible.
d. *Employment Assistance and Job Training*: The costs of employment assistance and job training programs are eligible.
e. *Outpatient Health Services*: Costs for direct outpatient treatment of medical conditions provided by licensed medical professionals. Funds may be used for these services only to the extent that other appropriate health services are unavailable within a community.
f. *Legal services* as set forth in subsection 576.102 (a) (1) (vi), except that the eligible subject matters also include landlord/tenant matters, and the services must be necessary to resolve a legal problem which prohibits the program participant from obtaining or maintaining permanent housing.
g. *Life Skills Training*: Costs of teaching critical life management skills that may never have been learned or have been lost during the course of physical or mental illness, domestic violence, substance abuse, and homelessness are eligible costs. These services must be necessary to assist the program participant to function independently in the community.
h. *Mental Health Services*: Costs include direct outpatient treatment provided by licensed professionals of mental health conditions. Funds may only be used for

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these services to the extent that other appropriate mental health services are unavailable or inaccessible within the community.

i. *Substance Abuse Treatment Service*: Eligible substance abuse treatment services are designed to prevent, reduce, eliminate, or deter relapse of substance abuse or addictive behaviors and are provided by licensed or certified professionals. Funds may only be used for these services to the extent that other appropriate substance abuse treatment services are unavailable or inaccessible within a community. Note: Inpatient detoxification and other inpatient drug or alcohol treatments are ineligible.

j. *Transportation*: Costs consist of the transportation costs of a program participant's travel to and from medical care, employment, childcare, or other eligible essential services facilities.

b) Shelter Operations

a. *Rent*
b. *Security*
c. *Insurance*
d. *Utilities*
e. *Food*
f. *Furnishings & Supplies*
g. *Maintenance*, including minor or routine repairs

Motel Vouchers

Where no appropriate emergency shelter is available for a homeless individual or family, eligible costs may include a hotel or motel voucher.

Renovation

For costs of rehabilitation, conversion or renovation to be eligible for payment with ESG funds, the building must be used for an emergency shelter for homeless families/individuals. A government entity or private non-profit organization must own the emergency shelter building before and after the renovation or rehabilitation. Buildings renovated with ESG funds as a shelter for homeless people are required to function as a shelter for a minimum period of time, depending on the type of renovation and the value of the building. See the table below. An agency may not rehabilitate, convert, or renovate a shelter or prospective shelter until HUD has performed an environmental review under 24 CFR part 50 and the agency has received HUD approval to continue. Please contact the ESG Program Manager if your program is considering this option.

Eligible costs include labor; materials; tools; and other costs for renovation, including major rehabilitation of an emergency shelter or conversion of a building into an emergency shelter.

Minimum Period of Use (*Regulatory Citation*: 24 CFR § 576.102(i) Major rehabilitation)

Rehabilitation and Renovation Minimum Period of Use		
	Use Requirement	**Determining Criteria**
Major Rehabilitation	10 years*	Rehab costs exceed 75% of the value of the building before rehabilitation.

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Conversion	10 years*	Conversion costs exceed 75% of the value of the building after conversion.
Renovation, including rehab and conversion costs that do not meet 10 Year criteria.	3 years	Renovation costs are 75% or less of the value of the building before renovation.
***Recorded deed or use restriction required.**		

Homelessness Management Information Systems (HMIS)

The HEARTH Act makes HMIS participation a statutory requirement for ESG-funded service providers. If the agency is a Victim Services Provider or Legal Services Provider, ESG funds may be used to establish and operate a comparable database that collects client-level data over time and generates unduplicated aggregate reports based on the data. Information entered into a comparable database must not be entered directly into or provided to an HMIS.

Eligible Costs:

a) Equipment & software
b) Training & overhead
c) HMIS participation fees
d) Staffing

Activities funded under this section must comply with HUD's standards on participation, data collection, and reporting under HMIS.

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Chapter 5: Client File Requirements

The requirements in this section must be followed and documented in client files.

Client Eligibility

Each client file must contain documentation that the household provided with assistance meets the eligibility requirements for the project type for which they are applying. For Rapid Re-Housing and Homelessness Prevention programs, verifications of homelessness and income verifications should be accompanied by third-party documentation. Self-certification of homelessness is sufficient for Street Outreach and Emergency Shelter services.

Component	Eligible Categories
Street Outreach	• Category 1 homeless – Literally Homeless • Must be living on the streets (or other places not meant for human habitation) and be unwilling or unable to access services in emergency shelter
Emergency Shelter	• Category 1 homeless – Literally Homeless • Category 2 homeless – Imminent Risk of Homeless • Category 3 homeless – Homeless Under Other Federal Statues • Category 4 homeless – Fleeing/Attempting to Flee Domestic Violence
Homelessness Prevention	• Category 2 homeless – Imminent Risk of Homeless • Category 3 homeless – Homeless Under Other Federal Statues • Category 4 homeless – Fleeing/Attempting to Flee Domestic Violence • At-Risk of Homelessness • Must have an annual income below 30% (ESG) or 60% (HPP) of county median income for the area at program entry
Rapid Re-Housing	• Category 1 homeless – Literally Homeless

Additional Requirements

- Funds cannot be targeted to clients from a specific agency.
- Assistance is limited to clients who meet the appropriate part of the homeless definition at program entry and where there is documentation of their homelessness.
- In the absence of source documentation or third-party documentation for rapid re-housing and homelessness prevention programs, the agency must certify that efforts were made to obtain the documentation.

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Homeless Definitions	
Category 1: Literally Homeless	Individual or family who lacks a fixed, regular, and adequate nighttime residence, meaning: (1) Has a primary nighttime residence that is a public or private place not meant for human habitation; OR (2) Is living in a shelter designated to provide temporary living arrangements (including transitional housing and hotels/motels paid for by charitable or government organizations); OR (3) Is exiting an institution where (s)he has resided for 90 days or less and who resided in an emergency shelter or place not meant for human habitation immediately before entering that institution.
Category 2: Imminent Risk of Homelessness	Individual or family who will imminently lose their primary nighttime residence, provided that: (1) Primary residence will be lost within 14 days of the date of application for assistance; (2) No subsequent residence has been identified; AND (3) Household lacks the resources or support networks needed to obtain other permanent housing.

Category 3: Homeless under other Federal Statutes	Unaccompanied youth under 25 years of age, or families with children and youth, who do not otherwise qualify as homeless under this definition, but who:
	(1) Are defined as homeless under one of the following:
	i. Section 387 of the Runaway and Homeless Youth Act;
	ii. Section 637 of the Head Start Act;
	iii. Section 41403 of the Violence Against Women Act of 1994;
	iv. Section 330(h) of the Public Health Service Act;
	v. Section 3 of the Food and Nutrition Act of 2008;
	vi. Section 17(b) of the Child Nutrition Act of 1966;
	vii. Section 725 of the McKinney-Vento Homeless Assistance Act;
	(2) Have not had a lease, ownership interest, or occupancy agreement in permanent housing during the 60 days prior to the assistance application;
	(3) Have experienced persistent instability as measured by two moves or more during in the preceding 60 days; AND
	(4) Can be expected to continue in such status for an extended period of time due to special needs or barriers

Category 4: Fleeing/Attempting to Flee Domestic Violence	Any individual or family who: (1) Is fleeing, or is attempting to flee, domestic violence; (2) Has no other residence; AND (3) Lacks the resources or support networks to obtain other permanent housing

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At-Risk of Homelessness Definition

(1) An individual or family who:

i. Has an annual income below 30% of median family income for the area; and

ii. Does not have sufficient resources or support networks immediately available to prevent them from becoming homeless; AND

iii. Meets one of the following conditions:

i) Has moved due to economic reasons 2 or more times during the 60 days immediately; preceding the application for assistance

ii) Is living in the home of another because of economic hardship;

iii) Has been notified in writing that their current living situation will be terminated within 21 days;

iv) Lives in a hotel/motel and is self-paying;

v) Lives in a housing unit in which more than 1.5 persons reside per room;

vi) Is exiting a publicly funded institution or system of care (such as a health-care facility, foster care, or correction institution); OR

vii) Otherwise lives in housing that has characteristics associated with instability and an increased risk of homelessness.

(2) A child or youth who qualifies as "homeless" under one of the following:

i. Section 387(3) of the Runaway and Homeless Youth Act

ii. Section 637(11) of the Head Start Act

iii. Section 41403(6) of the Violence Against Women Act of 1994

iv. Section 330(h)(5)(A) of the Public Health Service Act

v. Section 3(m) of the Food and Nutrition Act of 2008

vi. Section 17(b)(15) of the Child Nutrition Act of 1966

(3) A child youth who qualifies as "homeless" under section 725(2) of the McKinney-Vento Homeless Assistance Act, and the parent(s) or guardian(s) of that child or youth living with her or him.

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Homelessness Documentation Requirements	

Category 1: Literally Homeless	• Written observation by outreach worker or written referral by another service provider; OR
	• Self-certification by individual or head of household seeking assistance; OR
	• For individuals exiting an institution – one of the above AND:
	  ○ Discharge paperwork or written/oral referral OR
	  ○ Written record of intake worker's due diligence to obtain above evidence and certification by individual that they exited institution.

Category 2: Imminent Risk of Homelessness	• A court order resulting from an eviction notice notifying the individual or family that they must leave; OR • For individuals and families leaving a hotel/motel – evidence they lack the financial resources to stay; OR • A documented and verified oral statement. AND • Certification that no subsequent residence has been identified and self-certification that the individual lacks the financial resources and support necessary to obtain permanent housing
Category 3: Homeless under other Federal Statutes	• Certification by a nonprofit or state/local government that the individual or head of household seeking assistance met the criteria of homelessness under another federal statute AND • Certification of no permanent housing in last 60 days AND • Certification by the individual or head of household and any available supporting documentation that (s)he has moved two or more times in the past 60 days AND • Documentation of special needs or 2+ barriers

Category 4: Fleeing/Attempting to Flee Domestic Violence	• Statement by the individual or head of household seeking assistance stating:
	  ○ They are fleeing;
	  ○ No subsequent residence has been identified; AND
	  ○ They lack the financial resources and support networks to obtain other permanent housing.
	• Statement must be documented by a self-certification or a certification by an intake worker.

At-Risk of Homelessness	• Self-certification or other written documentation that the individual lacks the financial resources and support necessary to obtain permanent housing AND • Documentation of one of the eligibility conditions OR • Certification by a nonprofit or state/local government that the individual or head of household seeking assistance met the criteria of homelessness under another federal statute

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Evaluation of Need and Case Management

Any household provided with assistance must have at least an initial consultation with a case manager or other authorized representative who can determine the appropriate type of assistance to meet their needs. Any household provided with assistance for Homelessness Prevention or Rapid Re-Housing must comply with re-evaluation and case management requirements.

Initial Evaluation

- There must be an initial evaluation of all applicants to determine:
  - Eligibility for ESG assistance
  - Amount and type of assistance necessary for the household to regain stability in permanent housing

Homelessness Prevention and Rapid Re-housing

Re-Evaluations

- Re-evaluations are required for program participants receiving:
  - Homeless Prevention assistance (not less than once every 3 months)
  - Rapid Re-Housing assistance (not less than once per year)
- Re-evaluations are required to determine:
  - Program participants' continued eligibility for assistance
  - The amount and type of assistance needed by a household to retain stability in permanent housing
- To continue to be eligible for Rapid Re-Housing or Homelessness Prevention assistance, a household must:
  - Have an annual income at or below 30% of CMI
  - Lack sufficient resources and support networks to retain housing without ESG assistance

Case Management

- ESG-funded case management must comply with the applicable written standards and coordinated entry system.
- Program participants receiving ESG-funded case management must have contact with a case manager at least once a month.
- For program participants receiving ESG-funded case management, there must be a plan to assist the program participant in retaining permanent housing after the assistance ends.

Coordination with Homeless Services and Mainstream Resources

Sub-recipients must assist homeless individuals in obtaining permanent housing, appropriate supportive services, and other Federal, state, local, and private assistanceavailable for such persons.

Sub-recipients should coordinate ESG-funded activities with other programs targeted to serving homeless households.

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Habitability

The ESG Program establishes different habitability standards for emergency shelters and for permanent housing (rapid re-housing and homelessness prevention components). Sub-recipients must document compliance with the applicable standards.

1. Emergency Shelter Standards
    a. Emergency shelters which receive ESG funds for renovation or shelter operations must meet the minimum standards for safety, sanitation, and privacy provided in §576.403(b)
    b. In addition, emergency shelters which receive ESG funds for renovation (conversion, major rehabilitation, or other renovation) also must meet state or local government safety and sanitation standards, as applicable
2. Permanent Housing Standards.
    a. Sub-recipient cannot use ESG funds to help a program participant remain in or move into housing which does not meet the minimum habitability standards under §576.403(c); this restriction applies to all activitiesunder the Homelessness Prevention and Rapid Re-housing components

Rent Reasonableness and Fair Market Rent

Sub-recipients providing rental assistance must create policies and procedures in compliance with HUD regulations to ensure that all units meet fair market rentand rent reasonableness standards.

To calculate rent under this section, the unit's rent shall equal the sum of the total monthly rent for the unit, any fees required for occupancy under the lease (other than late fees and pet fees), and, if the tenant pays separately for utilities, the monthly allowance for utilities established by the public housing authority for the area in which the housing is located.

Fair Market Rent

To establish whether a client's unit meets fair market rent standards, its rent must be compared to the fair market rent value for the unit's size and location. A unit's rent and utility allowance must together be at or below the fair market rent value for the area.

Fair market rent values are published annually by HUD. They may be found here: https://www.huduser.gov/portal/datasets/fmr.html

Rent Reasonableness

Agencies must determine whether a unit's rent is reasonable in comparison to rent for other comparable unassisted units. To make this determination, the agency must consider:

(1) The location, quality, size, unit type, and age of the contract unit; and
(2) Any amenities, housing services, maintenance, and utilities to be provided by the owner per the lease.

To establish whether a unit meets rent reasonableness standards, it must be compared to at least two comparable units. Documentation of comparable units for a city or region must be updated at least annually. A sample "Rent Reasonableness Checklist and Certification" form is available at: https://www.hudexchange.info/resource/2098/home-rent-reasonableness-checklist-and-certification/.

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Agencies must establish their own written policies and procedures for documenting comparable rents and ensure that they are followed when documenting rent reasonableness in case files. Policies must include a process for exceptional circumstances in the event the rent reasonableness standard cannot be met (accessibility, unit size, etc.).

See https://www.hudexchange.info/resource/3070/esg-rent-reasonableness-and-fmr/ for additional guidance.

Lead Safety

Renovation: Any renovation carried out with ESG assistance shall be sufficient to ensure the building involved is lead-safe and sanitary. The requirements of rehabilitation differ according to the level of federal support**.**

Shelter: The facility must be free from lead-based paint contamination wherein clients may potentially stay for more than 100 days unless the facility is such that it is statutorily exempted.

Homelessness Prevention and Rapid Re-Housing: Every assisted unit must be free from lead-based paint contamination wherein that assistance lasts 100 days or more AND a child less than 6 years of age and/or a pregnant woman is expected to reside there. If these conditions are met and the unit was built before 1978, a visual inspection is necessary before assisting the unit in question.

Rent Assistance and Lease Standards

Standard Operating Procedure

1. Compliance with **Rent Reasonableness** and HUD **Fair Market Rent** as described above.
2. **Habitability Standards** apply for all units assisted with ESG monies.
3. **Lead-Based Paint** standards apply to all ESG funds in that a visual assessment is required for all units receiving assistance if the unit was constructed before 1978 and a child under 6 or a pregnant woman will live there.
4. There must be a **legally binding written lease** between tenant and landlord to receive ESG rental assistance.
    a. Note that “master-leasing” is not allowed in ESG-funded programs, meaning that sub-recipients may not sign a lease and sublet the unit to a program participant.
5. There must be a **rental assistance agreement** between sub-recipient agencies and landlords. This can be between a property manager or owner and a sub-recipient. In ESG-funded programs, the agreement must contain VAWA protection requirements as provided under 24 CFR part 5, subpart L.
6. No ESG financial assistance can be provided to households receiving the same type of financial assistance from another *public* source for the same time period besides arrears. *Example: Persons living in public housing units, using housing choice vouchers,*

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or residing in project-based assisted units cannot receive monthly rental assistance under ESG.

7. Late Payments
   - The rental assistance agreement must contain the same payment due date, grace period, and late payment penalty requirements as the program participant's lease
   - Sub-recipient must make timely payments to owners per therental assistance agreement
   - Sub-recipient is solely responsible for paying with non-ESG fundsany late payment penalties that it incurs
8. The total period for which any program participant may receive ESG services cannot exceed 24 months during any 3-year period. This includes arrearages.
9. Sub-recipients may set a maximum dollar amount and maximum period for which a program participant may receive any of the types of assistance or services based on program design and funding capacity, not to exceed 24 months.

Lease Requirements

The following rules apply whenever a client receives rental assistance under any project type.

1. Clients must have a legally binding, written lease for the rental unit unless the assistance is solely for rental arrears. The lease must be between the unit owner and the client.
2. Where the assistance is solely for rental arrears, an oral agreement may be accepted in place of a written lease, if the agreement gives the client an enforceable leasehold interest under state law and the agreement and rent owed are sufficiently documented by the owner's financial records, rent ledgers, or canceled checks.
3. Leases must include a provision or incorporate a lease addendum that includes all requirements that apply to tenants, landlords, and leases under 24 CFR Part 5, subpart L (Protection for Victims of Domestic Violence, Dating Violence, Sexual Assault, or Stalking) and 24 CFR § 576.409.
4. Leases are encouraged to have an initial term of one year. Leases may be renewed or extended as needed for as long as a client remains eligible. However, leases may never commit ESG funds beyond the current ESG contract's expenditure deadline or for ESG funds under a contract that has not yet been awarded.

Terminating Assistance

To terminate assistance to a program participant, t sub-recipient mustestablish and follow their formal process which meets all statutory requirements.

1. Sub-recipients may terminate ESG assistance if a participant violatesthe rules of the program.
   a. Sub-recipients must establish and follow a formal process that recognizes individual rights.
2. This rule allows termination in only the most severe cases.
3. The termination process for rental assistance or housing relocation and stabilization services must include:

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   a. Written notice to the program participant with a clear statement of the reasons for termination.
   b. Review of the decision to terminate with an opportunity for the program participant to present written or oral objections to a third-party.
   c. Prompt written notice to the program participant of the final decision.
4. Assistance to a program participant who has been terminated from a program may resume at a later date.
5. Only HUD may grant exceptions for ESG funds.
6. CDD may grant exceptions for HPP funds.

Housing Stability Plan

Sub-recipients which provide rapid re-housing, prevention, and emergency shelter services with a case management component must provide each household with a planto either help them find and secure or maintain safe and stable housing. Program participants must be assisted in creating a plan which will help them obtain and retain permanent housing after the ESG assistance ends, taking into account all relevant considerations.

Housing Stability Case Management

ESG funds may be used to pay costs of assessing, arranging, coordinating, and monitoring the delivery of individualized services to facilitate housing stability for a program participant who resides in permanent housing or to assist a program participant in overcoming immediate barriers to obtaining housing. This assistance cannot exceed 30 days during the period the program participant is seeking permanent housing and cannot exceed 24 months during the period the program participant is living in permanent housing. Component services and activities consist of:

- Using the centralized or coordinated assessment system to evaluate individuals and families applying for or receiving homelessness prevention or rapid rehousing assistance
- Conducting an initial evaluation, including verifying and documenting eligibility, for individuals and families applying for homelessness prevention or rapid rehousing assistance
- Counseling
- Developing, securing, and coordinating services and obtaining Federal, State, and local benefits
- Monitoring and evaluating program participant progress
- Providing information and referrals to other providers
- Developing an individualized housing and service plan, including planning a path to permanent housing stability
- Conducting re-evaluations

ESG Documentation Requirements

Sub-recipients will be responsible for demonstrating how each requirement for documentation is met, maintained, and monitored. Regardless of how the documentation is maintained, it must be consistent for each client within the project.

1. **Demonstration of intake** and basic assessment of needs and program eligibility.

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2. **Homeless status or at-risk-of-homelessness status** which documents which part of the definition of homelessness a participant meets, and which has all the corresponding pieces of documentation.
3. **Annual income for homelessness prevention or rapid re-housing assistance** wherein there must be an income evaluation form and source documentation. In the absence of source documentation, there may be third-party verification and in the absence of third-party verification, there must be at least certification from the client.
    a. Participants' income must be calculated according to HUD's Part 5 income definition
    b. Income Limits and Verification Requirements
        i. Income limits are established by household size and revised annually by HUD. Sub-recipients may charge households up to but not more than the maximum allowable rent.
        ii. Income Limit at Admission (for Homelessness Prevention programs): Household Gross Annual Income must be at or below 30% (ESG) or 60% (HPP) of the median family income for the area, as determined by HUD.
4. **Re-evaluation** of income, other resources and support networks for homelessness prevention or rapid re-housing assistance which is documentation which occurs not less than once every three months for prevention and once annually for rapid re-housing. This is a re-evaluation showing whether annual income is still at an eligible level and whether the participant still lacks other resources or support networks to sustain housing without assistance.
    a. Income Limit at Recertification (for Rapid Re-housing and Homelessness Prevention programs): Assistance must be terminated if a household's gross annual income exceeds 30% (ESG) or 60% (HPP) of the median family income for the area *at income recertification*. The beneficiary and property owner must receive thirty (30) days' written notice of termination.
5. **Type of service** refers to the amount and type of assistance provided to that program participant, including, as applicable, the security deposit, rental assistance, and utility payments made on behalf of the program participant.
6. **Termination procedure** documentation that demonstrates clients have been informed of their rights and of the procedure, and any correspondence related to a termination proceeding, if applicable.
7. Demonstration of **referral and connection** to homeless and mainstream services.
8. **Case-management** for prevention and re-housing participants which includes both demonstration of a monthly meeting and a housing stability plan.
9. **Rental assistance agreements and payments** which must include copies of all leases and rental assistance agreements for the provision of rental assistance, documentation of payments made to owners for the provision of rental assistance, and supporting documentation for these payments, including dates of occupancy by program participants and/or lease.
10. Documentation of compliance with **Fair Market Rent** and **Rent Reasonableness.**
11. **Housing standards** for homelessness prevention or rapid re-housing assistance must include documentation of compliance with housing standards in §576.403, including inspection reports. This requirement is met by the completed and signed Habitability Standards Checklist.

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Chapter 6: Method of Payment

ESG Payment Request Forms

Sub-recipients may draw on ESG funds as reimbursement of actual reported expenditures. To initiate each payment, sub-recipients must complete and submit an invoice in the City's Contract URL invoicing system with completed Exhibit 2 (expenditure report) and Exhibit 3 (performance report). Payment requests must be made at least quarterly.

If corrections need to be made to the expenses reported in past months, do not edit the expenses which have already been submitted and reimbursed. Past omissions in reimbursable expenses or match can be added to the current month's column on the payment request. If previously reported expenses or match funds were reported incorrectly and need to be removed from the request, this correction can be made in the current month's column on the payment request. Those funds should be subtracted from any requested funds in the current month so all totals update accordingly. If a budget category would turn negative if the correction were to be entered in a single month's column, spread the negative funds across multiple payment requests.

Reporting Match

When entering match expenses on the payment request form, ensure all expenses fall into the proper category.

Budget Adjustments

If a sub-recipient's needs are different than anticipated and more funds need to be allocated to a different budget category, sub-recipients will need to complete a budget adjustment. Changes to the approved cost categories must be requested in writing to the contract manager. Adjustments cannot put an agency over its cap for administrative, outreach, or emergency shelter spending or below its minimum for rapid re-housing spending. Budget adjustments must be approved by the CDD Supervisor and must be approved prior to reimbursement of expenditures. Once an adjustment is approved, CDD will send a revised payment request form to sub-recipient.

ESG Program Income

Program income includes any amount of a security or utility deposit returned to a sub-recipient. No other program income is allowed to be derived from ESG. Sub-recipients are prohibited from requiring or suggesting repayment of any service or financial assistance except for security and utility deposits.

Program income must be used as ESG match and must be documented on the ESG Payment Request form. This means that the program income must be used for ESG-eligible expenses (e.g. expenses the agency may request reimbursement for on the ESG Payment Request Form). There must be an auditable trail that details how the program income was spent. Documentationof program income expenditures may be requested during monitoring visits.

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DANE COUNTY WRITTEN STANDARDS 2024

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INTRODUCTION

The Continuum of Care (CoC) plans and coordinates a system of homeless housing and services in order to meet the needs of the population and subpopulations experiencing homelessness within the geographic area of the Continuum. The local CoC encompasses Madison and Dane County and is called the Homeless Services Consortium (HSC). These standards are intended to guide all operations that align with the HSC Community Plan to Prevent and End Homelessness

The Continuum of Care (CoC) and Emergency Solutions Grant (ESG) Program Interim Rules require recipients of ESG funds and CoCs to develop, in coordination with each other, written standards for administering assistance. All programs that receive CoC, ESG, and State of Wisconsin Emergency Solutions Grant/Housing Assistance Program/Homeless Prevention Program (EHH) must abide by the applicable sections of the standards in full. Programs funded through other sources are highly encouraged to follow these standards and may be required by the funders to comply with the standards. These standards do not replace policies and procedures created by homeless services providers, but rather they provide an overall context for programs funded with federal, state and local funding. The HSC acknowledges that the Written Standards are a HUD requirement and may be unintentionally exclusionary and welcomes feedback to explore how to standardize and improve the process of implementing the Community Plan to Prevent and End Homelessness. Feedback may be sent to hsc@cityofmadison.com.

The written standards will:

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

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

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

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

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

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

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

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

If someone believes a project is in violation of the Written Standards, they are encouraged to first talk to the provider directly about the violation. If the situation is not resolved, they may reach out to the CoC Coordinator or the CoC Board of Directors to report the violation. The below process will be followed in response to a complaint:

1. The CoC Coordinator will document the complaint and conduct an initial investigation. The CoC Coordinator will communicate with both the person submitting the complaint and the agency to determine next steps.
2. The CoC Coordinator will notify the CoC Board and other funders of the program about the complaint and next steps. The Board will go into a closed session to discuss the complaint.
3. If warranted, the CoC Coordinator will further investigate the concern. At least one CoC Board Member will participate in the investigation. Additional stakeholders may be brought into the investigation as necessary and may include the HMIS lead, funders, etc. The CoC Coordinator and Board Member will determine whether or not the program is in violation of the Written Standards. If a violation has occurred, they will work with the agency to develop a plan and timeline for correction. The plan may include technical assistance, updates to policies and procedures, additional staff training, etc. The Board of Directors will be notified of the plan within 90 days.

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4. Unresolved violations of the Written Standards will become a matter of record and may have bearing on funding decisions in future competitions as determined by the Board of Directors. The Board will go into closed session for discussions affecting funding.
5. Any further appeals will be made to the project funder.
6. The CoC Coordinator will keep records of concerns of Written Standards compliance, investigations, findings and correction plans to be shared with the CoC Board of Directors and relevant funding Review Committees.

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

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

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SECTION I: GENERAL REQUIREMENTS

1. PROGRAM STANDARDS

1. In providing or arranging for housing, shelter or services, the program considers the needs of the household experiencing or at-risk of homelessness taking into account client choice.
2. The program provides assistance in accessing suitable housing.
3. The program is aligned with the community goals to prevent and end homelessness.
4. The Vulnerability Index & Service Prioritization Decision Assistance Tool (VI-SPDAT), Vulnerability Index & Family Service Prioritization Decision Assistance Tool (VI-F-SPDAT), or Transition Age Youth-Vulnerability Index & Service Prioritization Decision Assistance Tool (TAY-VI-SPDAT) will be used when screening households for Permanent Supportive Housing and Rapid Re-housing programs. The latest version will be posted on the Homeless Services Consortium website.
5. Each shelter and housing case management program serving households with children must be aware of and inform households of the educational rights of children and unaccompanied youth in their programs, under the McKinney Vento Act. Program staff will facilitate the connection of households with their school's homeless liaisons, such as the MMSD Transition Education Program, to ensure seamless school enrollment and transportation arrangements. Program staff will highly encourage school attendance and will work with households and school staff to address any barriers to achieving academic success.
6. Each program in the CoC will provide accurate and up-to-date information on eligibility criteria for the program; e.g. – gender specific, individuals/families. Each agency will provide information to Coordinated Entry.
7. Each housing and housing case management program in the CoC will use the Mainstream Benefits Checklist. This checklist should be kept in the file for each household and updated annually.
8. Each program will make language translation service available for clients when needed by utilizing available services, such as a language line.
9. All ES, TH, PSH, RRH, and other PH providers must provide information for Housing Inventory Chart (HIC) and Point in Time (PIT) as requested by the CoC or its designee.

2. CASE MANAGEMENT SERVICES

MINIMUM STANDARDS

1. The frequency of case management services will vary based on program participant need. Initial contacts with the participant will typically be at least weekly and continued contacts will be at least monthly. In-person contact is preferred whenever possible.
2. Case management services include, but are not limited to: developing an individualized housing/service plan, assistance with obtaining and maintaining housing, counseling, employment referrals, education, referral and coordination of services, accessing mainstream benefits, and coordinating with schools.

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3. Case management service plans will incorporate the participants' expectations and choices for short and long-term goals.
4. Together, the program and program participants will develop a schedule for reassessing the individualized service plan. The reassessments will occur at least annually, and as often as required by the funder.

3. PERSONNEL

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

MINIMUM STANDARDS

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

4. HOUSING FIRST

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

SYSTEM-WIDE HOUSING FIRST ORIENTATION FOR THE HOMELESS SERVICES CONSORTIUM

- Emergency shelter, street outreach providers, and other parts of crisis response system are aligned with Housing First and recognize their roles to encompass housing advocacy and rapid connection to permanent housing. Staff in crisis response system services operate under the philosophy that all people experiencing homelessness are housing ready.
- Strong and direct referral linkages and relationships exist between crisis response system (emergency shelters, street outreach, etc.) and rapid re-housing and permanent supportive housing. Crisis response providers are aware and trained in how to assist people experiencing homelessness to apply for and obtain permanent housing.
- The HSC has a streamlined and user-friendly community-wide process for applying for rapid re-housing, permanent supportive housing and/or other housing interventions. The process includes the use of standardized eligibility forms.
- The HSC has a coordinated entry system for matching people experiencing homelessness to the most appropriate housing and services based on participant choices.
- The HSC has a data-driven approach to prioritizing highest need cases for housing assistance whether through analysis of lengths of stay in Homeless Management Information Systems, vulnerability indices, or data on utilization of crisis services.
- Policymakers, funders, and providers collaboratively conduct planning and raise and align resources to increase the availability of affordable and supportive housing and to ensure that a range of affordable and supportive housing options and models are available to maximize housing choice among people experiencing homelessness.
- Policies and regulations related to permanent supportive housing, social and health services, benefit and entitlement programs, and other essential services, support and do not inhibit the implementation of the Housing First approach. For instance, eligibility and screening policies for benefit and entitlement programs or housing do not require the completion of treatment or achievement of sobriety as a prerequisite.

MINIMUM STANDARDS

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

RECOMMENDED PROGRAM PRACTICES

1. Tenants are not required to have income for program eligibility.
2. Case managers/service coordinators are trained in and actively employ evidence-based and best practices for client/tenant engagement such as Motivational Interviewing (MI), Critical Time Intervention (CTI), client-centered care, and trauma-informed care. Agencies are recommended to participate in any trainings provided by the HSC.
3. Building and apartment units may include special physical features that accommodate disabilities, reduce harm, and promote health among tenants. These may include elevators, stovetops with automatic shut-offs, wall-mounted emergency pull-cords, ADA wheelchair compliant showers, soundproofing cushions, etc.
4. In the event a provider seeks to terminate services and/or evict a program participant, a notice of termination shall include information of local legal services providers.

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PROGRAM EVALUATION FOR HOUSING FIRST[1]

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

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

1. Does the project provide and explain the written eligibility criteria, which are in line with the Housing First philosophy, to participants?
2. Does the project have admission/tenant screening and selection practices that promote the acceptance of applicants regardless of their sobriety, use of substances, completion of treatment, or participation in services?
3. Does the project accept participants who are diagnosed with or show symptoms of a mental illness?
4. Does the project have and follow a written policy for the following:
    a. Stating that taking psychiatric medication and/or treatment compliance for mental illness is not a requirement for entry into or continued participation in the project?
    b. Not rejecting participants based on previous criminal history that is not relevant to participation in the program, and accepting participants regardless of minor criminal convictions to the project?
    c. Not rejecting participants based on prior rental history or past evictions to the project?
    d. Accepting participants regardless of lack of financial resources to the project, unless program operation is dependent upon participant income?
    e. Accepting participants regardless of past non-violent rule infractions within the agency's own program and/or in other previous housing programs to the project?
5. Upon entry to the project, the project agrees to allow participants to remain in the project even if they *require* an absence of 90 days or less due to the reasons outlined below, unless otherwise prohibited by law or funder policy:
    a. Substance use treatment intervention
    b. Mental health treatment intervention
    c. Hospitalization and short-term rehabilitation
    d. Incarceration
    e. Or other reason approved by the program supervisor

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[1] Program Evaluation taken from:
http://www.allchicago.org/sites/allchicago.org/files/2015%20Project%20Component%20-%20FINAL.pdf

5. EMERGENCY TRANSFER PLAN

The Continuum of Care is required to have an Emergency Transfer Plan in place in cases of domestic violence, dating violence, sexual assault, or stalking where a household deems their current unit an unsafe living situation. A victim may request an emergency transfer from their current unit to another unit. The ability to request a transfer is available regardless of sex, gender identity, or sexual orientation. Providers shall make their plan available upon request and publicly post the Emergency Transfer Plan on its website and in a conspicuous location on its premises 24 CFR 5.2005 (e)(11).

ELIGIBILITY CRITERIA

- A victim of domestic violence, dating violence, sexual assault, or stalking qualifies for an emergency transfer if: 24 CFR 5.2005(e)(2)
  - The tenant requests the transfer; and
  - The tenant believes there is a threat of imminent harm from further violence if the tenant remains within the same dwelling unit that the tenant is currently occupying; or
  - In cases of sexual assault when:
    - the tenant reasonably believes there is a threat of imminent harm from further violence if the tenant remains in their current unit, or
    - the sexual assault occurred on the premises during the 90-calendar-day period preceding the date of the request for transfer.
- Requests for an emergency transfer can be either written or verbal. If a verbal request is made, staff shall document the request in writing.
- In cases of two-adult households where the participant asked to leave was the eligible participant for the housing program, the remaining participant(s) who were not already eligible will have a period of 90 calendar days from the date of the eligible participant leaving to:
  - Establish eligibility for the housing program
  - Establish eligibility for another housing program
  - If not eligible for a housing program, a provider or agency will assist with finding alternative housing.
    Agencies may extend this period up to an additional 60 calendar days if needed. Case management staff will help to obtain documentation. The provider shall give written notice to the remaining participant of the remaining participant's rights under this section, including the right to an extension. Denials of extensions shall be subject to the provider's grievance process. 24 CFR 5.2009
  - For permanent supportive housing projects, members of any household who were living in an assisted unit at the time of a qualifying member's eviction from the unit because the qualifying member was found to have engaged in criminal activity directly relating to domestic violence, dating violence, sexual assault or stalking, have the right to rental assistance until the expiration of the lease in effect at the time of the qualifying member's eviction. 24 CFR 578.75(j)
- Although every effort will be made to keep the person requesting the emergency transfer in the program, there is no guarantee that continued assistance will be available in the current program or in other program housing.

MINIMUM STANDARDS

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1. Persons may not be denied assistance, terminated from assistance or evicted as a result directly related to experiencing domestic violence, dating violence, sexual assault, or stalking, regardless of sex, gender identity, gender expression or actual or perceived sexual orientation, if the person otherwise qualifies for the project. 24 CFR 5.2005(b)(1)
2. Program participants may not be denied tenancy or occupancy rights solely on the basis of criminal activity directly relating to domestic violence, dating violence, sexual assault or stalking if:
    a. The criminal activity is engaged in by a member of the household of the tenant or any guest or other person under the control of the tenant, and
    b. The tenant or an affiliated individual of the tenant is the victim or threatened victim of such domestic violence, dating violence, sexual assault or stalking. (24 CFR 5.2005(b)(2)
3. The Notice of Occupancy Rights under the Violence Against Women Act (HUD Form 5380) and Certification of Domestic Violence, Dating Violence, Sexual Assault, or Stalking, and Alternate Documentation (HUD Form 5382) must be provided to program applicants/participants (in the language they request) when they are accepted or denied transitional or permanent housing, served an eviction notice or terminated from assistance. CoC and ESG program grantees must document that participants were informed of their rights and provided copies of the notices. A signed copy of acknowledgement must be maintained in client files. If person refuses or is unable to sign, provider will document provision of forms and attempt to get signature. For applicants who do not become participants, providers must keep files of signed documents for three years. 24 CFR 5.2005 (a)(1)(2)(3)
4. When a housing provider is entering into a lease agreement with a participant, they must include the VAWA Lease Addendum (HUD Form 91067) which is to be signed by both the tenant and the housing provider.
5. CoC and ESG-funded programs using funds for rental assistance are required to include VAWA notification and confidentiality requirements in a contract with the owner or manager of the housing unit(s). The program must ensure that the owner or manager of the housing provides HUD forms 5380 and 5382 to the program participant with any notification of eviction. (24 CFR 578.99(j) (4)(5)
6. All information regarding domestic violence, dating violence, sexual assault or stalking, including the fact that an individual is or has experienced such violence or staking, must be kept confidential. This includes keeping confidential the new location of the unit of the program participant. Confidentiality also means that providers and/or property owners or managers may not:
    a. Enter the information into any shared database except the authorized DV comparable database;
    b. Allow employees or others to access the information unless they are explicitly authorized to do so and have a need to know the information for purposes of their work; or
    c. Provide the information to any other entity or individual, except to the extent that the disclosure is:
        i. Requested or consented by the individual, in writing stating permission to release the information on a time-limited basis;
        ii. Required for use in an eviction proceeding or hearing regarding termination of assistance from the covered program; or
        iii. Otherwise required by applicable law

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   d. If program disclosure is required for use in an eviction proceeding or is otherwise required by applicable law, the program will inform the victim before disclosure occurs so that safety risks can be identified and addressed. 24 CFR 5.2005 (e)(4)

7. Upon request for an emergency transfer, the housing provider must establish an individualized plan with the tenant and provide a copy of the plan to the tenant in writing. The housing provider will offer to assist participants in contacting local organizations offering assistance to victims of domestic violence, dating violence, sexual assault, or stalking.
8. Program staff must complete an immediate initial emergency transfer if a safe unit can be identified. The participant will move to the new unit without having to undergo an application process. Program staff will assist participants in planning for the move and establishing residency in new location. 24 CFR 5.2005(e)(5)(6)
9. If a participant must move outside of the current project to locate a safe unit, the program staff must communicate with the Coordinated Entry Manager to complete an external emergency transfer. The participant will move to another unit as soon as a unit is identified as available, and on its face, it appears that the tenant is eligible. The applicant will subsequently undergo an application process in order to establish permanent residency in the new unit. 24 CFR 5.2005 (e)(7)
10. Program participants requesting an emergency transfer will be prioritized above any other households for open units. 24 CFR 5.2005 (e)(3)
11. The program participant will make a decision on whether or not a unit qualifies as a safe unit.
12. Program participants may request an external emergency transfer. Participants may also request both an internal and external transfer at the same time in order to speed up the process of identifying a new unit. 24 CFR 5.2005(e)(7)(8)
13. Agencies participating in Coordinated Entry must accept emergency transfers as they have available units that are deemed safe. 24 CFR 5.2005(e)(7)
14. Program staff will work together to ensure a timely transfer to a new safe unit, ideally within 60 days. If needed, the participant may seek shelter while a permanent safe unit is being secured.
15. For families receiving tenant-based rental assistance, if the family separates in order to affect an emergency transfer, the housing provider must work with the members requesting a transfer to locate new housing *and* with the family members exiting from the program on housing stability. This may include working with the landlord so the family can stay in the unit or work towards a mutual lease termination. The housing provider will conduct a housing search with the family members for 90 days and if not housed, connect to another provider for ongoing assistance. 24 CFR 5.2005(e)(9)
16. **Housing providers are not required to request documentation.** However, the housing provider, at its discretion, may make a written request for documentation from the tenant of the occurrence of domestic violence, dating violence, sexual assault, or stalking for which the emergency transfer is requested. Housing provider's policies must include their policy for requesting documentation, if they choose to request documentation. The policy must be consistent with these standards and equally applied to all participants. Should the housing provider exercise its discretion to request documentation, it shall do so in writing. The written request shall inform the tenant of the types of additional documentation that may be provided, any one of which would be acceptable, and the period of time by which the documentation is to be provided. The period of time shall be no less than 14 days and may be extended by the provider. This documentation may include:

    a. Certification Form (see Appendix)

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b. A document:
    i. Signed by an employee, agent, or volunteer of a victim service provider, an attorney, or medical professional, or a mental health professional from whom the victim has sought assistance relating to domestic violence, dating violence, sexual assault, or stalking or the effects of abuse;
    ii. Signed by the applicant or tenant; and
    iii. That specifies, under penalty of perjury, that the professional believes in the occurrence of the incident of domestic violence, dating violence, sexual assault, or stalking that is the ground for protection and that the incident meets the applicable definition of domestic violence, dating violence, sexual assault, or stalking (see glossary); or
c. A record of a Federal, State, tribal or territorial or local law enforcement agency, court or administrative agency; or
d. A statement or other evidence provided by the applicant or tenant.

If the housing provider receives documentation that contains conflicting information, the housing provider may require third-party documentation be obtained within thirty days of the request for third-party documentation. Conflicting information cannot be the result of the housing provider's own personal biases or stereotypes about survivors. The housing provider may deny the emergency transfer request if documentation has not been provided. Participants are entitled to written notice of denials of emergency transfer requests that include specific grounds for denial, information on their right to grieve the denial, and a copy of the grievance process. 24 CFR 5.2007

17. Housing providers cannot place a limit on the number of emergency transfer requests made by a participant.
18. Housing providers must keep a record of all emergency transfers requested under this plan and the outcomes of such requests, and retain these records for a period of three years, or for a period of time specified in program regulations. Requests and outcomes of such requests must be reported to HUD and the CoC Board of Directors annually. 24 CFR 5.2005(e)(12)

6. TERMINATION AND GRIEVANCE PROCEDURES

MINIMUM STANDARDS

1. Programs should terminate assistance only in the most severe cases, utilizing the housing first philosophy.
2. All agencies providing services with CoC and ESG funds shall be required to have a termination and grievance policy. Policies must allow an applicant to formally dispute an agency decision on eligibility to receive assistance. The policy must include the method an applicant would be made aware of the agency's grievance procedure and the formal process for review and resolution of the grievance.
3. All agencies must have policies that allow a program participant to formally dispute an agency decision to *terminate assistance.* The policy must include the method that a written notice would be provided containing clear statement of reason(s) for termination, which shall include a detailed statement of facts, the source of the information upon which it was based, and the participant's right to advance review of the agency's file and all evidence upon which the decision was based; a review of the decision in which the program participant is given the opportunity to present evidence

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(written or orally) before a person other than the person who made or approved the termination decision; and a prompt written notice of the final decision to the program participant. The agency has the burden to prove the basis for their decision by a preponderance of the evidence. The decision shall not be based solely on hearsay.

4. If an agency has a website, they must publicly post their termination and grievance procedures.
5. See the Emergency Shelter section for details on how these programs should handle termination and grievances.
6. Nothing in this section shall prevent an agency from reinstating services pursuant to applicable law.

7. PROGRAM TRANSFER

MINIMUM STANDARDS

1. Permanent Supportive Housing and Rapid Rehousing programs may consider transferring a program participant to another program for the reasons listed below. Approved transfer requests will be prioritized for program openings using the following order of prioritization:
    i. Emergency transfer requests (VAWA)
    ii. ADA requests for an accessible unit
    iii. Changes in household composition
    iv. Within 60 days of program termination (participant closest to program termination will be prioritized within this category)
2. Transfers are not guaranteed. Transfers may be limited by the availability of permanent housing placement options and the funding and program eligibility requirements of the program accepting the transfer request. For example, evidence of chronic homelessness prior to enrollment in the transferring housing program may be required for eligibility into the accepting housing program. Additionally, not all RRH programs are allowed to accept transfer requests per the limitations of the program funding requirements.
3. To initiate a program transfer, housing program staff must complete a Transfer Request Form (Appendix E) and submit it to the Coordinated Entry Manager. If applicable, chronic homeless documentation must also be submitted. Requests will be reviewed to determine if they fall under one of the allowable reasons listed above.
4. Approved transfer requests will be added to a list maintained by the Coordinated Entry Manager. Requests will remain active on the transfer request list for a period of 90 days, at which time the transferring housing program must submit a new Transfer Request Form to the Coordinated Entry Manager. If a new form is not received, the participant will be removed from the transfer request list and will no longer be considered for a program transfer.
5. Approved transfer requests may be discussed at an appropriate housing placement or case conferencing meeting. Discussion of housing options will be participant-centered.

8. RECORD KEEPING REQUIREMENTS

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

MINIMUM STANDARDS

1. Each participant file should contain, at a minimum, information required by funders, participation agreements and/or signed lease agreements, service plans, case notes, information on services provided both directly and through referral and any follow-up and evaluation data that are compiled.

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2. When required by funders, client information must be entered into HMIS in accordance with the data quality, timeliness and additional requirements found in the HMIS Policies and Procedures manual. At a minimum, programs must record the date the client enters and exits the program, and update the client's information as changes occur.
3. Financial recordkeeping requirements include documentation of: all costs charged to the grant, funds being spent on allowable costs, the receipt and use of program income, compliance with expenditure limits and deadlines and match contributions.
4. The program will maintain each participant file in a secure place and shall not disclose information from the file without the written permission of the participant as appropriate except to project staff and other agencies as required by law. Participants must give informed consent to release any client identifying data to be utilized for research, teaching and public interpretation.
5. Files must be saved for a minimum of six years after program discharge. It should be noted that different funders may have different record keeping requirements.

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SECTION II: PROGRAM REQUIREMENTS

1. PREVENTION

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

ELIGIBILITY CRITERIA

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

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

  OR

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

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

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

PARTICIPANT PRIORITIZATION REQUIREMENTS FOR FINANCIAL ASSISTANCE

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

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

Program participants requesting an emergency transfer will be prioritized above any other households for open units. 24 CFR 5.2005(e)(3)

PARTICIPANT PRIORITIZATION REQUIREMENTS FOR PREVENTION SERVICES

- Agencies providing ESG or HPP-funded prevention services not tied to financial assistance must take referrals of eligible households from the Coordinated Entry prevention hub. Agencies may also take direct referrals from eligible households.
- If services cannot be provided to all eligible households requesting the services, the agency offering the services must administer the shared prioritization scoring tool (Appendix C) used for prevention financial assistance in order to determine who should be prioritized to receive services.
- Entities that conduct program monitoring must have protocols to review the referral and prioritization process to ensure agencies are either able to provide services to all eligible households or using the prioritization scoring tool to determine service priority.
- Program participants requesting an emergency transfer will be prioritized above any other households for open units. 24 CFR 5.2005(e)(3)
- Nothing in these standards shall be interpreted to require a legal services provider to act contrary to the Rules of Professional Conduct for Attorneys, as codified in Wisconsin Statutes and Supreme Court Rules.

MINIMUM STANDARDS FOR FINANCIAL ASSISTANCE

1. Financial assistance includes the following: one-time payment for up to 6 months of rent in arrears including any late fees, short-term rental assistance up to 3 months, medium-term rental assistance up to 24 months, rental application fees, security deposits equal to no more than 2 months' rent, last month's rent, utility deposits, utility payments up to 24 months, and moving costs (or otherwise directed by the funder). Agencies may set maximum length of financial assistance based on program design and funding capacity, not to exceed 24 months.

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2. Households can only receive assistance once in a three-year period or otherwise directed by the funder.
3. Households in CoC –funded Permanent Supportive Housing (PSH) can receive financial assistance if the program receives rental assistance funding, where the tenant has a lease directly with the landlord. If the PSH program is leasing or operation, the household is not eligible for financial prevention assistance.
4. The costs of homelessness prevention are only eligible to the extent that the assistance is necessary to help the program participant regain stability in the program participant's current permanent housing or move into other permanent housing and achieve stability in that housing for at least 30 days. Prevention funds may be provided for 6 months of rental arrears not to exceed two months of Fair Market Rent for the unit type.
    a. All clients are assessed to determine initial need and create a budget to outline planned need for assistance, including establishing a plan for housing stability for the next 30 days.
    b. The HSC expects that agencies will use progressive engagement and households receive the minimum amount of assistance necessary to stabilize in housing.
5. If providing short-term rental assistance (more than a one-time payment of rental arrears), eligibility and types/amounts of assistance must be re-evaluated not less than once every 3 months. At a minimum, each re-evaluation must establish and document:
    a. The program participant does not have an annual income that exceeds 30% of county median income.
    b. The program participant lacks sufficient resources and support networks necessary to retain housing without prevention assistance.
    c. Programs may require program participants receiving assistance or services to provide notification regarding changes to household income, household composition, or other circumstances that may impact need for assistance.
6. Financial assistance will be distributed in a way to ensure that programs have funds available throughout the grant period.
7. If providing ongoing rental assistance, projects will work with individual households to progress towards paying full rent. Rent includes the cost of rent and utilities as calculated using the utility allowance schedule. This may involve a scheduled tiering process where the household pays an increasing percentage of their income towards rent and the program pays less, a monthly household budget review to determine how much the household can pay or any other method that works for both the participant and the project. Financial assistance is available for households with zero income.
8. Projects must have written policies regarding the amount and duration of financial assistance which must be communicated to participants upon project entry.

MINIMUM STANDARDS FOR HOUSING RELOCATION AND STABILIZATION SERVICES

1. Housing Relocation and Stabilization Services include the following: housing search and placement, housing stability case management, mediation, legal services, and credit repair.
2. The total period for which program participants may receive the services must not exceed 24 months during any three-year period.

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

2. YOUTH SPECIFIC SYSTEM NAVIGATION (SUPPORTIVE SERVICES ONLY)

System Navigation (SSO) staff support youth from initial contact with the homelessness system through location of permanent housing and connection to ongoing services. System Navigation staff will work intensively with individuals to learn about their service needs and life goals, assist in developing an individualized plan for meeting their goals, remove barriers to accessing services and meet the specific needs of individuals seeking support, including connection to housing. These services will be low-barrier in order to provide the greatest amount of access and work towards eliminating disparities in our community.

ELIGIBILITY CRITERIA

- Participants must meet categories 1- Literally Homeless, 2- Imminent Risk of Homelessness, or 4- Fleeing Domestic Violence as outlined by the HUD definition of homelessness.

- Participants must be no older than 24 at the time of project entry. Once a participant is enrolled, there is no age limit and the participant will continue to be enrolled for up to the maximum allowed amount of time based on the project and participant's choice. For example, if someone enters the project at the age of 24, they can continue to receive services for up to the maximum allowed amount of time based on the project and participant's choice.

- *Serving Households Who Lack 3rd Party Documentation or Live in Unsafe Situations.* Youth aged 24 and under are not required to provide third-party documentation that they meet the homeless definition in 24 CFR 578.3 as a condition for receiving services funded under the YHDP NOFO. Additionally, any youth-serving provider funded under the YHDP NOFO may serve unaccompanied youth aged 24 and under (or families headed by youth aged 24 and under) who are living in unsafe situations. HUD interprets "youth-serving provider" as a private nonprofit organization whose primary mission is to provide services to youth aged 24 and under and families headed by youth aged 24 and under. HUD interprets "living in unsafe situations" as

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having an unsafe primary nighttime residence and no safe alternative to that residence. This requirement supersedes any conflicting requirements under the YHDP NOFO, this appendix, the Act, or the CoC Program rule.

- Youth and young adult (YYA) referrals are generated through the CoC Coordinated Entry process to be piloted for youth-specific projects.

MINIMUM STANDARDS

1. Immediate Connection to System Navigation Staff: When a household is deemed eligible for supportive services, a system navigation staff member connects with the household to start housing planning for both immediate and permanent housing. Staff should connect with the household as quickly as possible, however specific guidance on the time frame can be found in the YYA-specific Coordinated Entry policy.

2. The maximum period of assistance for Supportive Services is 24 months, beginning once the participant is enrolled in the project.

3. System Navigation staff will walk alongside and support project participants from initial contact with the system to location of permanent housing and connection to ongoing services.

4. Peer Mentors and Navigators will work as a System Navigation team, and work intensively with project participants to learn about their service needs and life goals, prioritize immediate needs for housing stability and secure services.

5. Services will include: Peer Mentors that are paired with Navigators to work as a team, transportation, and intensive case management to help the project participant connect with housing, services, and community support.

6. System Navigation Staff may continue working with and providing support for up to six months after the project participant exits homelessness.

7. Trauma Informed Care: The six key principles of trauma informed care are safety; trustworthiness and transparency; peer support; collaboration and mutuality; empowerment, voice and choice; and responsiveness to the impact of cultural, historical, and gender discrimination and oppression. Staff will use a trauma-informed approach in all aspects of working with the clients, from initial connection, to creating plans, and partnering with the young person. Staff and organizational partners will be trained and retrained on a regular basis in trauma-informed practices. Locations where young people are accessing Navigation Services should be trauma-informed physical spaces.

8. Positive Youth Development: Focuses on identifying and developing young people's resiliencies and assets, rather than concentrating on their risks and deficits. It centralizes the role of guidance and support from caring adults and their roles in helping youth to grow up healthy, happy, and safe and to make positive contributions to their (chosen) families, schools, and

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communities. Community systems and programs that embrace PYD are **strengths-based**, **forward-looking**, **protective**, **preventive**, and **empowering.** The project will partner with young people to identify their own goals, explore options, and walk alongside the young person to connect to services and housing. Staff and partners will be trained in Positive Youth Development practices.

9. Housing First: The key to the Housing First philosophy is that individuals and families are not required to first demonstrate that they are "ready" for housing. Housing First for young people involves providing young people with assistance to obtain safe, secure, and permanent housing that meets their needs as quickly as possible, without preconditions. A right to housing with no preconditions means that housing and support are separated, therefore access to housing cannot be defined by conditions such as participation in programming where non-compliance leads to a loss of, or a denial of, access to housing.

3. STREET OUTREACH

Street outreach is a strategy aimed at engaging individuals experiencing unsheltered homelessness who may not be accessing community resources. The primary goal is to connect them with emergency shelter, housing, and other critical services. The essence of street outreach lies in its mobile, non-facility-based approach, enabling outreach staff to reach out to individuals where they are, dismantling barriers to access.

ELIGIBILITY CRITERIA

The following are the federal ESG grant-specific requirements regarding participant eligibility. If the program receives funding from other sources, please refer to the grant contract for specific regulations. Complying with additional requirements or flexibilities specified by other funding sources will not be regarded as a violation of the CoC's written standards.

- Participants must be experiencing unsheltered homelessness, meaning an individual or family's primary nighttime residence is a public or private place not designed for or ordinarily used as a regular sleeping accommodation, including a car, park, abandoned building, bus or train station, airport, or camping ground (CFR 576.2 (1)(i)).

Exceptions to Eligibility Criteria:

- In some cases, determining participant eligibility for street outreach may not be immediately feasible during the initial encounter with new individuals. As part of the engagement process, street outreach staff can offer services until eligibility (i.e. unsheltered homelessness) can be verified. It is important to note that individuals who are determined not to be experiencing unsheltered homelessness during the initial engagement period are no longer eligible for street outreach services.

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- Recognizing that participants' place of residence may change frequently and that the nature of effective street outreach is on creating meaningful relationship between the street outreach staff and the unsheltered participant, HUD specifies that street outreach case management can continue while participant is not unsheltered in the limited circumstances identified below:

  - Program participant is already enrolled in the Street Outreach program; AND

  - Program participant is not expected to remain in shelter, housing, or an institution for an extended period; AND

- It would be reasonably expected that the participant will end up sleeping outside or in a place not suitable for human habitation upon exit of the shelter, housing, or an institution.

MINIMUM STANDARDS

1. Client-Centered Approach: Street outreach services embrace individual needs and choices. This entails:
   a. Conducting individualized needs assessments
   b. Informing participants about emergency shelters, temporary housing, and permanent housing options
   c. Referring eligible participants to Coordinated Entry housing priority lists
   d. Facilitating connections to preferred permanent housing solutions
   e. Addressing immediate physical requirements (meals, clothing, etc.)
   f. Assisting participants in accessing eligible mainstream benefits and resources.
2. Mobile Outreach Focus: Outreach efforts prioritize mobility, reaching participants on their terms, rather than expecting them to visit facilities.
3. Engagement: The engagement process is vital in street outreach, especially when individuals are initially unwilling or uncertain about seeking assistance. Building trust and rapport through persistent follow-ups and check-ins is essential, while respecting individual autonomy and choice. Coordination with other outreach teams should be explored if a person refuses engagement.
4. Long-Term Engagement and Participant Exit: Generally, outreach staff will remain committed to supporting individuals until they obtain permanent housing. Participants will be exited from the street outreach program when they have:
   a. Secured permanent housing; or
   b. Enrolled in other supportive services, such as CCS, CSP, and shelter case management services, and expressed no further desire to receive street outreach services. (Street outreach staff can continue to work with participants enrolled in other case management services if they meet the street outreach eligibility and wish to continue to work with street outreach.); or
   c. Had no contact with outreach staff for a continuous period of 90 days, despite staff's efforts to connect.

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5. Coordinated Entry Hub: Street outreach staff who use HMIS may become mobile hubs in the CoC's Coordinated Entry (CE) system. Initial certification and ongoing training is required to ensure competency in conducting CE assessments and referring participants to the CoC's CE housing priority lists.
6. Collaboration and Service Coordination: To enhance effectiveness and avoid duplication, street outreach teams actively participate in CoC's outreach case conferencing meetings and ensure timely HMIS entries. Refer to the most up-to-date HUD ESG Program HMIS Manual, specifically the Street Outreach section.
7. Documentation and Eligibility: For chronically homeless individuals who are in the top 30 of the CoC's PSH list, street outreach teams working with the individuals will gather PSH eligibility documentation (i.e., history of homelessness and disability verification) and collect the Participant Interest Form. Completed documentation will be sent to the Coordinated Entry System Manager. For participants who are enrolled in both emergency shelter and street outreach, providers will collaborate to complete the documentation.

4. DIVERSION

Diversion[2] is a strategy that prevents homelessness for people seeking shelter by helping them identify immediate alternate housing arrangements and, if necessary, connecting them with services and financial assistance to help them return to permanent housing. Diversion specialists connect with people as they are requesting shelter or within 7-10 days of shelter entry. Diversion is not about keeping people out of the shelter system. It is about supporting self-resolution and should always be safe and appropriate according to the participant. Diversion services may include: short term case management; limited financial assistance; conflict mediation; connection to mainstream services/benefits; and housing search.

ELIGIBILITY CRITERIA

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

MINIMUM STANDARDS

1. Immediate Connection to Case Management: When a household is deemed eligible for diversion services, a case manager connects with the household to start housing planning for both immediate and permanent housing.
2. Resourceful Staff Members: Staff should be familiar with the intake and assessment processes, have experience with landlord mediation and conflict resolution, and be knowledgeable about rental subsidies and financial literacy programs.

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

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3. Screening Tool and Process: All households requesting shelter are screened for diversion eligibility using the Diversion Assessment Tool.
4. Flexible Funding: Funds should ensure households obtain housing, allow them to stay longer in a doubled up situation or unify them with family members.
5. Participant safety must be considered first. Participants decide what is safe and appropriate for themselves.
6. If a participant requests funds to relocate to another community, service providers must confirm they have housing in that community.
7. All participants who enter a diversion program must be entered into HMIS.

5. EMERGENCY SHELTER

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

ELIGIBILITY CRITERIA

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

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

MINIMUM STANDARDS

1. Shelter staff and volunteers will treat guests with respect and dignity. Shelter policies and procedures will promote a welcoming, safe and non-intimidating environment for shelter guests and staff. These policies and procedures must be explained to applicants prior to entering shelter. In addition, they must be posted in the shelter and on the agency's website.
2. Shelters must conduct an initial evaluation to determine the eligibility of each household for shelter and the essential services the household needs to regain stability in permanent housing, such as case management, life skills training, child care, mental health services, education services, transportation, employment assistance and job training, legal services, and health services. Essential service needs must be regularly reassessed.
3. Shelters must provide risk assessment and safety planning with shelter guests who identify as victims of domestic violence, dating violence, sexual assault, and stalking. Referrals will be made to domestic violence resources as needed.
4. Supportive services are available to assist persons in obtaining housing either on-site or through a daytime resource center. All shelter guests are notified of the availability of support services and how to access these services.

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

ACCESS TO SHELTER

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

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

PRIORITIZATION FOR FAMILY SHELTER

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

RECOMMENDED PROGRAM PRACTICES

Shelters will continue to work towards the following[4]:

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

6. TRANSITIONAL HOUSING

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

ELIGIBILITY CRITERIA

- Participants must meet categories 1 - Literally Homeless, 2 - At Imminent Risk, or 4 - Fleeing Domestic Violence as outlined by the HUD definition of homelessness.
- All TH program participants must fall into at least one of the categories below:
    a. Individuals or head of household struggling with a substance use disorder
    b. Individuals in early recovery from a substance use disorder who may desire more intensive support to achieve their recovery goals

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

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

MINIMUM STANDARDS

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

7. PERMANENT SUPPORTIVE HOUSING

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

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

ELIGIBILITY CRITERIA

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

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PARTICIPANT PRIORITIZATION REQUIREMENTS[5]

Participants will be prioritized based on their chronic homeless status, length of time homeless (capped at 36 months), and VI-SPDAT, VI-F-SPDAT, or TAY-VI-SPDAT score.

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

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

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

i. The chronically homeless individual or head of household of a family has been homeless and living in a place not meant for human habitation, a safe haven, or in an emergency shelter for at least 12 months either continuously or on at least four separate occasions in the last 3 years, where the cumulative total length of the four occasions equals at least 12 months; and

ii. The CoC or CoC program recipient has identified the chronically homeless individual or head of household, who meets all of the criteria in paragraph (1) of the definition for chronically homeless, of the family as having severe service needs[6].

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

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

i. The individual or head of household of a family experiencing chronic homelessness has been homeless and living in a place not meant for human habitation, a safe haven, or in an emergency shelter for at least 12 months either continuously or on at least four separate occasions in the last 3 years, where the cumulative total length of the four occasions equals at least 12 months; and,

ii. The CoC or CoC program recipient has not identified the individual or the head of household experiencing chronic homelessness, who meets all of the criteria in paragraph (1) of the definition for chronically homeless, of the family as having severe service needs.

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[5] CDP-14-012, *Notice on Prioritizing Persons Experiencing Chronic Homelessness and Other Vulnerable Homeless Persons in Permanent Supportive Housing and Recordkeeping Requirements for Documenting Chronic Homeless Status*, U.S. Department of Housing and Urban Development, July 28, 2014. http://portal.hud.gov/hudportal/documents/huddoc?id=14-12cpdn.pdf. AND CPD-16-11, *Notice on Prioritizing Persons Experiencing Chronic Homelessness and Other Vulnerable Homeless Persons in Permanent Supportive Housing*, U.S. Department of Housing and Urban Development, July 25, 2016. https://www.hudexchange.info/resources/documents/notice-cpd-16-11-prioritizing-persons-experiencing-chronic-homelessness-and-other-vulnerable-homeless-persons-in-psh.pdf

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

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

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

i. The individual or head of household of a family experiencing chronic homelessness has been homeless and living or residing in a place not meant for human habitation, a safe haven, or in an emergency shelter on at least four separate occasions in the last 3 years, where the total length of those separate occasions equals less than one year; and

ii. The CoC or CoC program recipient has identified the individual or the head of household experiencing chronic homelessness, who meets all of the criteria in paragraph (1) of the definition for chronically homeless, of the family as having severe service needs.

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

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

i. The individual or head of household of a family experiencing chronic homelessness has been homeless and living in a place not meant for human habitation, a safe haven, or in an emergency shelter for at least four separate occasions in the last three years, where the cumulative total length the four occasions is less than 12 months; and

ii. The CoC or CoC program recipient has not identified the individual or the head of household experiencing chronic homelessness, who meets all of the criteria in paragraph (1) of the definition for chronically homeless, of the family as having severe service needs.

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

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

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

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

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

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

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

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

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

HOUSING PRIORITY LIST

Following the above prioritization requirements, the Housing Priority List will rank potential participants by chronic homeless status and number of points. The point formula considers a household's length of time homeless (capped at 36 months) and VI-SPDAT score. The number of points are determined by using the following calculation: (number of months of homelessness/12) + VI-SPDAT score = total points.

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

RECORD KEEPING REQUIREMENTS FOR DOCUMENTING CHRONIC HOMELESS STATUS[7]

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

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

2. CoC-funded PSH programs whose grant agreement includes beds that are dedicated or prioritized for the chronic homeless must maintain records showing that those receiving assistance meet the

[7] CDP-14-012, *Notice on Prioritizing Persons Experiencing Chronic Homelessness and Other Vulnerable Homeless Persons in Permanent Supportive Housing and Recordkeeping Requirements for Documenting Chronic Homeless Status*, U.S. Department of Housing and Urban Development, July 28, 2014. http://portal.hud.gov/hudportal/documents/huddoc?id=14-12cpdn.pdf AND CPD-16-11, *Notice on Prioritizing Persons Experiencing Chronic Homelessness and Other Vulnerable Homeless Persons in Permanent Supportive Housing*, U.S. Department of Housing and Urban Development, July 25, 2016. https://www.hudexchange.info/resources/documents/notice-cpd-16-11-prioritizing-persons-experiencing-chronic-homelessness-and-other-vulnerable-homeless-persons-in-psh.pdf

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definition of chronically homeless. Records must include evidence of homeless status, duration of homelessness and documentation of disability.

A. EVIDENCE OF HOMELESS STATUS

Evidence of a household's current living situation may be documented by written observation of an outreach worker, written referral by housing or service provider or self-certification from the person seeking service that they are homeless and living in a place not meant for human habitation, an emergency shelter or a safe haven. For paragraph 2 of the definition for persons residing in an institution, acceptable evidence includes:

i. Discharge paperwork or a written or oral referral from a social worker, case manager, or other appropriate official of the institution, stating the beginning and end dates of the time residing in the institution that demonstrate the person resided there for less than 90 days. All oral statements must be recorded by the intake worker; or

ii. Where the evidence above is not obtainable, a written record of the intake worker's due diligence in attempting to obtain the evidence described in the paragraph i. above and a certification by the individual seeking assistance that states that they are exiting or have just exited an institution where they resided for less than 90 days, and

iii. Evidence that the individual was homeless and living in a place not meant for human habitation, a safe haven, or in an emergency shelter, and met the criteria in paragraph (1) of the definition for chronically homeless in 24 CFR 578.3, immediately prior to entry into the institutional care facility.

B. EVIDENCE OF THE DURATION OF THE HOMELESSNESS

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

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

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

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

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

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

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

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

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

iii. Evidence of diagnosis with one or more of the following conditions: substance use disorder, serious mental illness, developmental disability (as defined in Section 102 of the Developmental Disabilities Assistance Bill of Rights Act of 2000 (42 U.S.C. 15002), post-traumatic stress disorder, cognitive impairments resulting from brain injury, or chronic physical illness or disability. Evidence of this criterion must include one of the following: (1) Written verification of the condition from a professional licensed by the state to diagnose and treat the condition; (2) Written verification from the Social Security Administration; (3) Copies of a disability check (e.g., Social Security Disability Insurance check or Veterans Disability Compensation); (4) Intake staff (or referral staff) observation that is confirmed by written verification of the condition from a professional licensed by the state to diagnose and treat the condition that is confirmed no later than 45 days of the application for assistance and accompanied with one of the types of evidence above; or (5) Other documentation approved by HUD

iv. Evidence of Severe Service Needs: Evidence of score on VI-SPDAT, VI-F-SPDAT, or TAY-VI-SPDAT. This can be documentation found in HMIS. If a participant was brought into a program based on a medical exception, there must be case notes from the decision.

v. Evidence that the recipient is following the CoC's Written Standards for Prioritizing Assistance: Order of prioritization must be incorporated into project's intake procedures and the project is following the procedures when accepting new program participants.

vi. Evidence that there are no households meeting higher order of priority within the CoC's geographic area:

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a. If a dedicated and prioritized PSH project fills a vacancy with a person not experiencing chronic homelessness, there must be documentation showing that there were no households in the CoC experiencing chronic homelessness. Documentation should include evidence of outreach efforts undertaken to locate eligible households experiencing chronic homelessness. If there are people experiencing chronic homelessness, but have not accepted assistance, documentation should specify the number of persons that meet this criteria and the attempts that have been made to engage the individual or families.

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

MINIMUM STANDARDS

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

ACCESS TO PSH PROJECTS

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

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8. RAPID RE-HOUSING

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

The core components of a rapid rehousing program are housing search and placement services, housing stabilization case management, short- and/or medium-term rental assistance and financial assistance. Program staff are expected to remain engaged with the households from first contact to program exit, using a progressive engagement approach and tailoring services to the needs of the household in order

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

> "a person-centered approach to ending someone's homelessness. It is based on tailoring assistance to each individual or household's needs and assessing what works best for them, with their specific strengths, and in their specific situation."

PRIORITIZATION

RRH referrals are generated through the CoC Coordinated Entry process and the CoC-wide priority lists for families and individuals. Participants are prioritized based on VI-SPDAT, VI-F-SPDAT or TAY VI-SPDAT score and length of time homeless (capped at 36 months). When filling program openings, participants are selected from the top of the non-chronic portion of the priority list. Program participants requesting an emergency transfer will be prioritized above any other households for open units (24 CFR 5.2005 (e)(3)).

MINIMUM STANDARDS

1. RRH projects will use Housing First approaches, following the Minimum Standards listed in the Housing First section of the Written Standards.

2. Upon project entry, RRH projects will assess participants for their needs for supportive services, including housing search and placement, housing stability case management, mediation, legal services, and credit repair.

3. Program staff will assist participants in locating housing for a minimum of 90 days. The frequency and level of housing search and placement assistance will vary based on program participant need. Initial contacts with the participant will typically be at least weekly and continued contacts will be at least monthly. In-person contact is preferred whenever possible.

4. Supportive services designed to meet the needs of the project participants must be made available throughout the duration of participation in the RRH project. If services such as mediation, legal services or credit repair is not provided by the project, staff will make appropriate referrals.

5. RRH programs will connect households with community resources and mainstream benefits to allow for individual resources to be used for housing costs.

6. Rental and financial assistance and services will be provided by using a progressive engagement approach. Assistance and services should be tailored to each individual household based on each household's needs. See Appendix G for additional resources on progressive engagement.

7. In order to help households quickly stabilize in housing, projects may pay up to 100% of move-in costs including security deposit, first month rent, and any required utility payments, unless the funding source has a minimum participant payment requirement. If a household moves into housing between the 1st and the 15th of the month, that month will be considered the "first month". If the household moves into housing between the 16th and the end of the month, the

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following month will be considered the "first month." In this situation, the program will provide 100% of the prorated rent in addition to the first month's rent.

8. Following the first month, projects will work with individual households to progress towards paying full housing expenses (rent and utilities). This may involve a scheduled tiering process where the household pays an increasing percentage of their income toward rent and the program pays less, a monthly household budget review to determine how much the household can pay or any other method that works for both the participant and the project.

9. Agencies must have policies related to the program's method of progressive engagement for financial assistance and services. Except for the maximum number of months the program participant receives assistance (24 months) and funding source specific requirements described in the chart below, the CoC does not prescribe maximum amount of assistance or maximum number of times that a program participant may receive assistance. However, agencies may set program specific limits in addition to those requirements.

   Program policies and expectations must be communicated to project participants at program entry and must address the following:

Financial Assistance

- Maximum length of financial assistance
- Maximum amount of financial assistance, if any
- Type of financial assistance to be provided (e.g. security deposit, first month rent, monthly rental assistance, monthly utility assistance)
- (If security deposit was paid by the agency) what happens to security deposit at move out
- Proposed payment schedule, including participant and agency portions of rent, expected length of financial assistance
- Method used to adjust the payment schedule if needed

Services

- Required minimum frequency of case management meetings including housing search and placement and housing stabilization services, if any
- Maximum length of housing services including program extensions, if applicable

Different funding sources have varying participant eligibility criteria, eligible costs, and rental assistance requirements for Rapid Rehousing programs. A summarized overview of these variations can be found in the charts on the following pages. For more detailed information, please refer to the full regulations available for ESG/HPP, CoC, TBRA and HAP programs. (Note that State HAP funded programs must adhere to ESG/HPP requirements when utilizing HAP funds to match ESG funds.)

Recommended Program Practices:

For households that did not have chronic documentation completed prior to entering a Rapid Rehousing program but become chronically homeless during housing search before they become housed, it is

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recommended that the Rapid Rehousing case manager document chronic homelessness. Completed documentation will be sent to the Coordinated Entry System Manager. Chronic homeless documentation is needed to be eligible for Permanent Supportive Housing in case Rapid Rehousing is not an appropriate level of intervention. See the Permanent Supportive Housing section for more information.

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Participant Eligibility Criteria

	Initial Evaluation				Annual Re-Evaluation (On or before one-year mark)			
	ESG/HPP	**CoC**	**HOME TBRA**	**State EHH-HAP**	**ESG/HPP**	**CoC**	**HOME TBRA**	**State EHH-HAP**
Homeless Eligibility	Yes, see below for eligible categories	Yes, see below for eligible categories	Based on the Participating Jurisdiction (PJ) program design	Yes, see below for eligible categories	No**	No**	No**	No**
Category 1 Literally homeless -in emergency shelter and unsheltered, *not in TH*	✓	✓		✓				
Category 2 Imminent risk of homelessness	No	No, CoC funds allow but Dane CoC written standards do not		No, EHH funds allow but Dane CoC written standards do not				
Category 3 Homeless under other Federal statutes	No	No, CoC funds allow but CoC written standards and NOFOs do not		No, EHH funds allow but CoC written standards do not				
Category 4* Fleeing/attempting to flee domestic violence	✓*	✓*		✓*				

* Eligible only if also literally homeless

** Unless the household is still doing housing search at annual re-evaluation

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	Initial Evaluation				Annual Re-Evaluation (On or before one-year mark)			
	ESG/HPP	**CoC**	**HOME TBRA**	**State EHH-HAP**	**ESG/HPP**	**CoC**	**HOME TBRA**	**State EHH-HAP**
Income Evaluation Required, based on County Median Income (CMI)	ESG- No, not at initial evaluation; only required at annual re-evaluation; HPP- Yes, at or below 80% CMI	No	Yes - Based on the PJ program design (can't be higher than 80% CMI and can be lower)	No	Yes – at or below 30% CMI	No	Yes - Based on the PJ program design (can't be higher than 80% CMI)	No, unless HAP funds are matched with ESG or HPP
Need (amount and type of assistance)	✓	✓			✓	✓		
Lacking Resources and Support Networks					✓	✓		

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Eligible Costs

	ESG/HPP	CoC	HOME TBRA	State EHH-HAP
Maximum Length of Program Participation* **	● Up to 24 months of program participation, may be shorter depending on the agency program design ● Maximum number of months for rental assistance- not to exceed 24 months in a three-year period, including rental arrears	● Up to 24 months of rental assistance, may be shorter depending on the agency program design. ● Supportive services may be provided until 6 months after the rental assistance stops.	● Up to 24 months of program participation, may be shorter depending on the agency program design	● Up to 24 months of program participation, may be shorter depending on the agency program design
Rental Assistance	● Short-term rental assistance (up to 3 months) ● Medium-term rental assistance (4 to 24 months) ● Rental arrears (one-time payment of up to 6 months of rent in arrears, including any late fees on those arrears)	● Short-term rental assistance (up to 3 months) ● Medium-term rental assistance (4 to 24 months)	● Rental assistance for up to 24 months *Rental assistance can be renewed depending on the funder program design and availability of funds *PJ must establish the payment standards, maximum amount of assistance	● Rental assistance up to 24 months (HAP does not have specific requirements, but Dane CoC Written Standards do) ● Rent arrears *Participants must pay at least 25% of their gross income toward rent, including security deposit and first month's rent.
Rental Assistance Type	● Tenant-based rental assistance ● Project-based rental assistance	● Tenant-based rental assistance only	● Tenant-based rental assistance only	● Tenant-based rental assistance ● Project-based rental assistance

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******* Except for the maximum number of months the program participant receives assistance described above, the CoC does not prescribe maximum amount of assistance or maximum number of times that a program participant may receive assistance. However, projects must set policies regarding a maximum amount of assistance or maximum number of times assistance is received.

	ESG/HPP	CoC	HOME TBRA	State EHH-HAP
Utilities	● Utility deposits and payments*(up to 24 months) ● Utility arrears (up to 6 months) *Gas, electric, water/sewer are eligible; telephone, internet, and cable are not eligible *Utilities may only be provided if the participant has an account in their name with a utility company or proof of responsibility to make utility payments (cannot use utility allowance)	● Utility deposits and payments* *Gas, electric, water/sewer are eligible; telephone, internet, and cable are not eligible *Utility allowance is used	● Utility deposits and payments* *Gas, electric, water/sewer, trash are eligible; telephone, internet, and cable are not eligible *Only for participants who are receiving rental assistance are eligible to receive utility payments	● Utility deposits and payments ● Utility arrears *Gas, electric, water/sewer are eligible; telephone, internet, and cable are not eligible
Other Eligible Financial Assistance	● Rental application fees ● Security deposits (up to 2 months) ● Last month's rent ● Moving costs	● Rental application fees, only paid under supportive services ● Security deposits (up to 2 months) ● First and last month's rent ● Property damage	● Security deposits (up to 2 months)	● Rental application fees ● Security deposits ● Utility deposits and payments (gas, electric, water, sewer) ● Utility arrearages (gas, electric, water, sewer) ● Moving costs
Supportive Services	● Housing search and placement ● Housing stability case management	● Case management ● Child care ● Education services	● (TBRA funds cannot be used for supportive services. However, PJ may require providing	● Housing search and placement ● Housing stability case management

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	● Mediation ● Legal services ● Credit repair	● Employment assistance and job training ● Food ● Housing search and counseling services, including mediation, credit repair, and payment of rental application fee ● Legal services ● Life skills training ● Mental health services ● Moving costs ● Outpatient health services ● Outreach services ● Substance abuse treatment services ● Transportation	supportive services with matching and leveraging funds.)	● Tenant/Landlord mediation ● Legal services
Frequency of Supportive Services * *Also see the case management services section (page 6-7) for minimum standards for case management services.	Rapid rehousing projects must require the program participant to meet with a case manager not less than once per month to assist the program participant in ensuring long-term housing stability (§ 576.401(e)(i)).	Rapid rehousing projects must require the program participant to meet with a case manager not less than once per month to assist the program participant in maintaining long-term housing stability (§ 578.37(a)(1)(ii)(F)).	No frequency requirement	No frequency requirement

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Rental Assistance Requirements

	ESG /HPP	CoC	HOME TBRA	STATE EHH-HAP
Housing Standards	Units must meet HUD Habitability Standards, using the Habitability Standards Checklist	Units must meet HUD Housing Quality Standards (HQS), using HQS Inspection Form	Units must meet HUD Housing Quality Standards (HQS), using HQS Inspection Form	Units must meet HUD Habitability Standards, using the Habitability Standards Checklist
Fair Market Rent (FMR)	Rent must be at or below FMR	FMR is not required as long as rent reasonableness is documented	No specific FMR requirement, but PJ's rent standard may be tied to the FMR (e.g. 105% of FMR)	FMR is not required as long as rent reasonableness is documented
Rent Reasonableness	Must comply with HUD's rent reasonableness standards, using the Rent Reasonableness Form	Must comply with HUD's rent reasonableness standards, using the Rent Reasonableness Form	Must comply with HUD's rent reasonableness standards, using the Rent Reasonableness Form	Must comply with HUD's rent reasonableness standards, using the Rent Reasonableness Form
Lead Safety	Must follow HUD's Lead Safe Housing Rule. Use the HSC Lead Safe Housing Rule Form for required action and documentation.	Must follow HUD's Lead Safe Housing Rule. Use the HSC Lead Safe Housing Rule Form for required action and documentation.	Must follow HUD's Lead Safe Housing Rule. Use the HSC Lead Safe Housing Rule Form for required action and documentation.	Must follow HUD's Lead Safe Housing Rule. Use the HSC Lead Safe Housing Rule Form for required action and documentation.
Lease Standards	● Clients must have a legally binding lease. ● "Master-leasing" is not allowed, meaning that agencies may not sign a lease and sublet the	● Client must be the tenant on a lease for a term of at least one year, which is renewable for terms that are a minimum of	● Clients must have a legally binding lease. ● "Master-leasing" is not allowed, meaning that agencies may not sign a lease and sublet the	● Clients must have a legally binding lease. ● Leases must include VAWA addendum. ● Leases are *encouraged* to have

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	unit to a program participant. Leases must be between the owner and the client. ● Leases must include VAWA addendum. ● Leases are *encouraged* to have an initial term of one year, but month-to-month lease is permitted for a scattered site model tenant-based rental assistance. (Project based rental assistance must have an initial term of one year.)	one month long, and is terminable only for cause. ● Leases must be automatically renewable upon expiration for terms that are a minimum of one month long, except on prior notice by either party. ● Leases must include VAWA addendum.	unit to a program participant. Leases must be between the owner and the client. ● Leases must include VAWA addendum. ● Leases must be for at least one year, unless the owner/manager and the tenant mutually agree to a shorter period. If the tenant has agreed to a different lease term, that agreement should be noted in writing in the tenant's file. A lease may not be for a period less than 30 days.	an initial term of one year, but month-to-month lease is permitted. Leases may be renewed or extended as needed for as long as a client remains eligible.

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9. YOUTH-SPECIFIC JOINT TRANSITIONAL HOUSING – RAPID REHOUSING

Joint transitional - rapid rehousing projects provide a safe place for people to stay – crisis housing – with financial assistance and wrap-around supportive services determined by program participants to help them move to permanent housing as quickly as possible. Stays in the crisis housing portion of these projects should be brief and without preconditions, and participants should quickly move to permanent housing.

The project must be able to provide both components, including the units supported by the transitional housing component and the tenant-based rental assistance or leasing and services provided through the TH-RRH component, to all program participants depending on each household's needs, for up to the maximum amount of time allowed under the funding source, as needed by the program participants. For example, a program participant may only need a temporary stay in a transitional housing unit, but the provider must be able to make available the financial assistance and supportive services that traditionally comes with rapid re-housing assistance to that program participant. After the participant exits the project, they may be provided up to 6 months of aftercare supportive services to help prevent returns to homelessness.

Youth-Specific Joint TH-RRH can consist of:

- Site-based TH paired with scattered-site RRH
    - When implementing this TH-RRH model, CoCs utilize a building in the community for the transitional housing portion of the project. When a youth or young adult in transitional housing has made clear that they are ready to move to permanent housing, project staff work with them to identify a unit in the community where they would like to be permanently housed and use the rapid rehousing portion of the project to assist the YYA.
- Scattered-site TH paired with scattered-site RRH (different unit)
    - When implementing this TH-RRH model, CoCs utilize scattered-site units in the community for the transitional housing portion of the project. A project may elect to use this model when it has a landlord partner in the community who is willing to rent their units for the TH portion, but the project wants to retain youth choice in the rapid rehousing portion and allow YYA to choose their unit within the community. When a youth or young adult has made clear that they are ready to transition to permanent housing using rapid rehousing assistance, project staff work with them to identify another unit in the community where they would like to be permanently housed.
- Scattered-site TH paired with scattered-site RRH (same unit)
    - When implementing this TH-RRH model, CoCs utilize scattered-site units in the community for the transitional housing portion. When a youth or young adult has made clear that they are ready to transition to permanent housing using rapid rehousing assistance, project staff work to transition the lease with the landlord to the youth or young adult.

For more information about Joint Transitional Housing - Rapid Rehousing please visit :
https://files.hudexchange.info/resources/documents/YHDP-TH-RRH-Joint-Component-Project.pdf

ELIGIBILITY CRITERIA

- Participants must meet categories 1- Literally Homeless, 2- Imminent Risk of Homelessness, or 4- Fleeing Domestic Violence as outlined by the HUD definition of homelessness.
- Participants must be no older than 24 at the time of project entry. Once a participant is enrolled, there is no age limit and the participant will continue to be enrolled for up to the maximum allowed amount of time based on the project and participant's choice. For example, if someone enters the project at the age of 24, they can continue to receive services for up to the maximum allowed amount of time based on the project and participant's choice.
- *Serving Households Who Lack 3rd Party Documentation or Live in Unsafe Situations.* Youth aged 24 and under must not be required to provide third-party documentation that they meet the homeless definition in 24 CFR 578.3 as a condition for receiving services funded under the YHDP NOFO. Additionally, any youth-serving provider funded under the YHDP NOFO may serve unaccompanied youth aged 24 and under (or families headed by youth aged 24 and under) who are living in unsafe situations. HUD interprets "youth-serving provider" as a private nonprofit organization whose primary mission is to provide services to youth aged 24 and under and families headed by youth aged 24 and under. HUD interprets "living in unsafe situations" as having an unsafe primary nighttime residence and no safe alternative to that residence. These requirements supersede any conflicting requirements under the YHDP NOFO, this appendix, the Act, or the CoC Program rule.
- YYA TH-RRH referrals are generated through the CoC Coordinated Entry process to be piloted for youth-specific projects.

MINIMUM STANDARDS

1. Immediate Connection to Housing Advocate and Peer Support staff: When a household is deemed eligible for TH-RRH services, a TH-RRH staff member connects with the household to start housing planning for both immediate and permanent housing. Staff should connect with the household as quickly as possible, however specific guidance on the time frame can be found in the YYA specific Coordinated Entry policy.
2. YYA should not be required to have income or obtain a source of income as part of the project requirements.
3. There is no minimum length of stay in the TH portion, but the project must offer an occupancy agreement of at least 1 month.
4. The maximum period of assistance is dependent on the funding source, and as needed by the program participants.
5. YYA do not have to utilize both portions of the project, and can reside in only the TH or only the RRH.
6. Service teams will include a peer support specialist and Housing Advocate (case manager.) YYA will lead the development of a service plan in order to ensure the program is working for them. YYA will be connected with crisis and permanent housing, develop community connections, and have self-determination and access to support services that meet their identified needs.
7. The TH-RRH staff will remove barriers for people experiencing homelessness by identifying and supporting landlords through networking with friendly/interested landlords and providing

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financial incentives (i.e. deposits, etc.) as well as connections to supportive services for problem solving. It is also essential that the program proactively engages in enforcing Fair Housing & Anti-Discrimination Rules by reporting violations and advocating with enforcement agencies. TH-RRH staff will partner with cross-system agencies for intersecting needs (disability, LGBTQ+, racism, etc.). This will require education and continued training for young people to be aware of their rights, options, and how to advocate for themselves when needed.

8. Financial assistance and case management should be flexible and based on a household's individual needs using progressive engagement.
    - Financial Assistance:
    a. In order to help households quickly stabilize in housing, projects may pay up to 100% of move-in costs including security deposit, first and last month's rent and any required utility payments. Projects are encouraged to also pay for furniture and furnishings for the rental unit, moving costs, relocation costs, and any other allowable costs based on the funding source.
    b. If the provider cannot find another suitable project that meets the needs of the participant within the CoC and the participant wants to move, the provider may relocate the participant to a unit that is located in a different CoC's geographic area and continue to provide assistance. In this case, providers should check on specific requirements based on the project's funding source.
    c. Following the first month, projects will work with participants to create an individualized plan for rental contributions. Rent includes the cost of rent and utilities as calculated using the utility allowance schedule. This may involve a scheduled tiering process where the household pays an increasing percentage of their income towards rent and the program pays less, a monthly household budget review to determine how much the household can pay or any other method that works for both the participant and the project.
    d. Projects must have written policies regarding the amount and duration of financial assistance which must be communicated to participants upon project entry.
9. The TH-RRH staff will attempt to connect with participants on a monthly basis. Case management should be flexible and available more often if requested and needed. Connection is considered to be making an attempt to meet with or communicate with participants in person, over the phone, virtually or by text or email. The preferred method of communication should be determined by the participant. Non-response is not grounds for removal from the project or termination of supports. In the event of non-response, the TH-RRH staff should document their attempt for engagement in participant's files.
10. Trauma Informed Care: The six key principles of trauma informed care are safety; trustworthiness and transparency; peer support; collaboration and mutuality; empowerment, voice and choice; and responsiveness to the impact of cultural, historical, and gender discrimination and oppression. Staff will be competent in safety planning and practices, project policies and procedures will be designed with trauma-informed practices in mind at every stage of the connection with the client from referral, to eligibility documentation, and housing and service planning.
11. Positive Youth Development: Focuses on identifying and developing young people's resiliencies and assets, rather than concentrating on their risks and deficits. It centralizes the role of guidance and support from caring adults and their roles in helping youth to grow up healthy, happy, and safe and to make positive contributions to their (chosen) families, schools, and communities. Community systems and programs that embrace PYD are **strengths-based**,

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forward-looking, **protective**, **preventive**, and **empowering.** The project will partner with young people to identify their own goals, explore options, and walk alongside the young person to connect to services and housing. Staff and partners will be trained in Positive Youth Development practices.

12. Housing First : The key to the Housing First philosophy is that individuals and families are not required to first demonstrate that they are "ready" for housing. Housing First for young people involves providing young people with assistance to obtain safe, secure, and permanent housing that meets their needs as quickly as possible, without preconditions. A right to housing with no preconditions means that housing and support are separated, therefore access to housing cannot be defined by conditions such as participation in programming where non-compliance leads to a loss of, or a denial of, access to housing. Projects should have low-barriers to entry and accommodate people with possessions, partners, pets, or other needs. Incorporate client-choice by helping participants find permanent housing based on their unique strengths, needs, preferences, and financial resources. Participants will choose when they are ready to exit the crisis housing portion of the project and move to permanent housing, with providers assisting participants with this move.

10. COORDINATED ENTRY

Coordinated Entry is an important process through which people experiencing or at risk of experiencing homelessness can access the crisis response system in a streamlined way, have their strengths and needs quickly assessed, and quickly connect to appropriate, tailored housing and mainstream services within the community or designated region. Standardized assessment tools and practices used within local coordinated assessment processes take into account the unique needs of single adults, households with minor children and unaccompanied youth. When possible, the assessment provides the ability for households to gain access to the best options to address their needs, incorporating participants' choice, rather than being evaluated for a single program within the system. The most intensive interventions are prioritized for those with the highest needs.[8]

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

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

ACCESS TO COORDINATED ENTRY

A. FULL COVERAGE

[8] Opening Doors: Federal Strategic Plan to Prevent and End Homelessness, p. 57

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

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

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

B. EMERGENCY SERVICES

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

C. NONDISCRIMINATION

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

- Fair Housing Act prohibits discriminatory housing practices based on race, color, national origin/ancestry, religion, sex, age, family/familial status, disability/handicap, actual or perceived sexual orientation, lawful source of income, gender identity, marital status, domestic abuse/sexual assault/stalking victims, military discharge status, physical appearance, political beliefs, student status, domestic partnership, tenant union association, genetic identity, citizenship status, Section 8 housing voucher participant, non-religion, and homelessness.
- Section 504 of the Rehabilitation Act prohibits discrimination on the basis of disability under any program or activity receiving Federal financial assistance.
- Title VI of the Civil Rights Act prohibits discrimination on the basis of race, color, or national origin under any program receiving Federal financial assistance.
- Title II of the Americans with Disabilities Act prohibits public entities, which includes State and local governments, and special purpose districts, from discriminating against individuals with disabilities in all their services, programs and activities, which include housing, and housing-related services such as housing search and referral assistance.

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- Title III of the Americans with Disabilities Act prohibits private entities that own, lease and operate places of public accommodation, which include shelters, social service establishments, and other public accommodations providing housing, from discriminating on the basis of disability.

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

D. ACCESSIBILITY

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

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

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

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

Assessment hubs must be accessible to individuals who use wheelchairs.

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

E. MARKETING

A marketing plan will be created to target those who may be least likely to access services. Data will be used to identify and target marketing materials toward potentially underserved groups. Outreach workers act as mobile assessment hubs and engage with those who traditionally do not access services. Marketing materials will indicate that physical assessment hubs are accessible to those with disabilities, that accommodations will be made if requested, and language services are provided. Marketing materials will be provided in English and Spanish. Posters will contain the words "Lus Hmoob" to

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indicate that Hmong speakers are available. In addition, marketing materials indicate that services are available to all people regardless of race, color, national origin/ancestry, religion, sex, age, family/familial status, disability/handicap, actual or perceived sexual orientation, lawful source of income, gender identity, marital status, domestic abuse/sexual assault/stalking victims, military discharge status, physical appearance, political beliefs, student status, domestic partnership, tenant union association, genetic identity, citizenship status, Section 8 housing voucher participant, non-religion, and homelessness.

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

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

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

ASSESSMENT

A. ASSESSMENT TOOL

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

B. ASSESSMENT PROCESS

When households present to CE, they will receive referrals to basic housing resources such as diversion services, housing location assistance, and/or case management. If the household has not self-resolved their housing situation in 7-10 days and fall into one of our community's priorities (see Written Standards, Permanent Supportive Housing, Participant Prioritization Requirements), they will be assessed using the appropriate VI-SPDAT tool and placed on the Housing Priority List. Staff will ensure that the person does not already have an assessment in the system. Households should only be placed on the priority list if they are currently staying in shelter or a place not meant for human habitation. Staff will double check HMIS to ensure that people are properly on or off the list as required, or are added back to the list. If CE staff are aware of a household who is staying in a place not meant for human habitation, staff must inform them of services at The Beacon, emergency shelters, and offer connection to an outreach worker. If the household would like connection to an outreach worker, CE staff must alert outreach staff of the person's location immediately. Outreach staff will make contact within 48 hours.

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

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

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

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

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

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

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

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

C. COORDINATED ENTRY RELEASE OF INFORMATION

Agencies participating in Coordinated Entry (i.e. accepting referrals from Coordinated Entry to fill housing vacancies and making referrals to the Coordinated Entry housing priority list) are listed on the Release of Information. Additional agencies may be added to the list if they assist in providing documentation of chronic homeless status or they can determine eligibility for mainstream housing benefits such as HUD-VASH or Section 8. If an agency would like to be added to the Release of Information, they should contact the Coordinated Entry Manager. The Coordinated Entry Manager will determine if it is appropriate to add the agency to the ROI based on their participation in Coordinated Entry and/or their involvement in providing chronic documentation on an ongoing basis. Agencies

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should **not** be added to the Coordinated Entry Release of Information for one-time needs. In these instances, a separate release of information form should be used.

Agencies may be removed if they no longer participate in Coordinated Entry, have not provided chronic documentation in the past 12 months, or violate the Homeless Services Consortium of Dane County Case Conferencing Agreement. The release is reviewed biannually by the HSC Core Committee (recommended in June and December).

D. SAFETY PLANNING

During the assessment, if a household indicates that they are fleeing or attempting to flee domestic violence, dating violence, sexual assault, stalking or community violence, CE staff will work with them to create a safe and confidential space to access Coordinated Entry. Community violence is defined as exposure to intentional acts of interpersonal violence committed in public or private areas by individuals who are not intimately related to the victim. CE staff will make a referral and provide immediate access to connect to a victim services provider. Participants are able to access the domestic violence hotline by calling 800-747-4045. If a household ends up in shelter with a non-victim services provider, staff at the shelter will work on safety planning with the household including ensuring confidentiality and flexibility with regular procedures to ensure safety.

E. PARTICIPANT CHOICE

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

F. ASSESSOR TRAINING

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

Required training for new Coordinated Entry staff includes:

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

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- Housing First
- Domestic Violence 101 and Safety Planning

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

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

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

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

PRIORITIZATION

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

The Dane County CoC prioritizes Permanent Supportive Housing and Rapid Rehousing for the most vulnerable populations in our community. Households who are experiencing Category 1 – Literally Homeless or Category 4 – Fleeing Domestic Violence as outlined by the HUD definition of homelessness may be placed on the Housing Priority List. Households placed on the list will be prioritized based on chronic homeless status, length of time homeless (capped at 36 months) and VI-SPDAT score (HUD Notice CPD-14-012). There is one priority list for single adults and one for families with minor children.

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

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

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

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

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

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

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

REFERRAL

A. HOUSING PLACEMENT MEETINGS

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

There are not Housing Placement meetings for Single Adults. As soon as a housing provider is aware of an opening in their program, they must contact the Coordinated Entry Manager. The CE Manager runs the Housing Priority List for Single Adults and sends the housing provider the name of the household at the top of the Housing Priority List with all of their documentation completed (see Permanent Supportive Housing section) and what outreach worker they are connected to. When a household is at the top of the priority list and a match has been identified, their preferences must be considered by accessing their Participant Interest Form. A housing option can be rejected by a household. The household does not lose their spot on the list for rejecting an option. There is no limit to the number of times a household may reject a placement.

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

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

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B. CONTACTING PEOPLE ON THE HOUSING PRIORITY LIST

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

Best practices for contacting clients:

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

- Check the VINE system to see if the person is incarcerated.
- If your agency allows, staff may use an agency Facebook page to attempt contact.

C. HOLDING A UNIT FOR CLIENT PLACEMENT

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

GRIEVANCE PROCEDURE FOR COORDINATED ENTRY

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

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

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

There are two levels of review available for each grievance.

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

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

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

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

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grievance being moved to Level 2, the Board President will provide a written decision. The decision of the Board of Directors is final.

DATA MANAGEMENT

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

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

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

EVALUATION

Annually, the HSC will conduct an evaluation of the Coordinated Entry System. The evaluation will include a review of the CE policies and procedures, assessment by households accessing the system and feedback from housing and service providers. The evaluation will look at the intake, assessment and referral process of Coordinated Entry. All participating agencies will be asked to evaluate the system. Surveys will be distributed to households at participating agencies including, but not necessarily limited to The Beacon, The Salvation Army, Porchlight Men's Shelter and Tenant Resource Center and participating housing programs. Any household information collected during the evaluation period will be kept private. Surveys will be kept confidential and identifying information will not be collected.

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

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

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

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APPENDIX A: DEFINITIONS OF HOMELESSNESS

1. 24 CFR §583.5 HUD HOMELESS DEFINITION

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

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

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

4. Any individual or family who:

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

2. 24 CFR §578.3 HUD CHRONICALLY HOMELESS DEFINITION

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

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

At risk of homelessness means:

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

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a. Has moved because of economic reasons two or more times during the 60 days immediately preceding the application for homelessness prevention assistance;

b. Is living in the home of another because of economic hardship;

c. Has been notified in writing that their right to occupy their current housing or living situation will be terminated within 21 days after the date of application for assistance;

d. Lives in a hotel or motel and the cost of the hotel or motel stay is not paid by charitable organizations or by Federal, State, or local government programs for low-income individuals;

e. Lives in a single-room occupancy or efficiency apartment unit in which there reside more than two persons or lives in a larger housing unit in which there reside more than 1.5 persons reside per room, as defined by the U.S. Census Bureau;

f. Is exiting a publicly funded institution, or system of care (such as a health-care facility, a mental health facility, foster care or other youth facility, or correction program or institution); or

g. Otherwise lives in housing that has characteristics associated with instability and an increased risk of homelessness, as identified in the recipient's approved consolidated plan;

2. A child or youth who does not qualify as ''homeless'' under this section, but qualifies as ''homeless'' under section 387(3) of the Runaway and Homeless Youth Act (42 U.S.C. 5732a(3)), section 637(11) of the Head Start Act (42 U.S.C. 9832(11)), section 41403(6) of the Violence Against Women Act of 1994 (42 U.S.C. 14043e– 2(6)), section 330(h)(5)(A) of the Public Health Service Act (42 U.S.C. 254b(h)(5)(A)), section 3(m) of the Food and Nutrition Act of 2008 (7 U.S.C. 2012(m)), or section 17(b)(15) of the Child Nutrition Act of 1966 (42 U.S.C. 1786(b)(15)); or
3. A child or youth who does not qualify as ''homeless'' under this section, but qualifies as ''homeless'' under section 725(2) of the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11434a(2)), and the parent(s) or guardian(s) of that child or youth if living with her or him.

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APPENDIX B: CERTIFICATION FOR EMERGENCY TRANSFER

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

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

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

PURPOSE OF FORM

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

USE OF THIS OPTIONAL FORM

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

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

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

SUBMISSION OF DOCUMENTATION

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

CONFIDENTIALITY

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

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

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

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

2. Name of victim: _____

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

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

_____

5. Residence of victim: _____

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

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

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

10. Location of incident(s):_____

In your own words, briefly describe the incident(s):

_____

_____

_____

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

Signature _____ Signed on (Date) _____

PUBLIC REPORTING BURDEN

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

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APPENDIX C: PREVENTION PRIORITIZATION TOOL

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

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

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APPENDIX D: DIVERSION ASSESSMENT TOOL

1. Where did you sleep last night?

2. If staying in someone else's housing:

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

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

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

c. Are you currently experiencing domestic violence?

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3. If coming from their own unit:

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

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

- ☐ financial assistance
- ☐ case management
- ☐ mediation
- ☐ transportation
- ☐ other:_____

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

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

☐ Yes ☐ No

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

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APPENDIX E: TRANSFER REQUEST FORM

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

Note: *This form will only remain active for 90 days. If household is still in need of transfer after 90 days, a new form must be submitted.*

Date:_____ Name of Staff Requesting Transfer: _____

Head of Household Name: _____

Current Housing Program:_____Program Entry Date: _____

Number of People in Household:_____ Number of Minor Children: _____

Transfers are limited to those that meet eligibility and prioritization standards listed in the *Program Transfer* section of the Dane County Written Standards. Please indicate which of the following standards the household meets:

_____ Emergency transfer request (VAWA) [attach emergency transfer documentation]
_____ ADA request for an accessible unit [attach documentation regarding accessibility needs]
_____ Change in household composition*
_____ Within 60 days of program termination**

*If transfer is due to a change in household composition, please describe the size of unit needed: _____

**If transfer is due to impending program termination, please list the following:

Lease Violation(s) that is causing termination:

_____
_____

Landlord/Property Manager Notices that directly relate to termination (types and dates):

_____
_____

Please indicate all attached documentation:

_____ Verification of Disability [required for permanent supportive housing (PSH) transfers]
_____ Homeless History [required for PSH]/Proof of Homelessness at Project Entry [required for rapid rehousing (RRH)]
_____ Emergency Transfer Documentation [for VAWA requests]
_____ Documentation re: Accessibility Needs
_____ Other [please list]: _____

Staff Signature: _____Date: _____

COORDINATED ENTRY MANAGER USE ONLY

_____ Transfer granted | Participant to transfer to the following program: _____
_____ Transfer denied | Notes: _____

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APPENDIX F: LIST OF ACRONYMS AND GLOSSARY

Affordable Housing: Housing for which the occupant(s) is/are paying no more than 30 percent of their income for gross housing costs, including utilities. (US Department of Housing and Urban Development)

AHAR = Annual Homeless Assessment Report: A HUD report to the U.S. Congress that provides nationwide estimates of homelessness, including information about the demographics of people experiencing homelessness, service use patterns and the capacity to house homeless persons. (US Department of Housing and Urban Development)

Chronic Homelessness: A homeless individual with a disability who lives either in a place not meant for human habitation, a safe haven, or in an emergency shelter continuously for at least 12 months, or on at least four separate occasions in the last 3 years, where the combined occasions total a length of time of at least 12 months. Each period separating the occasions must include at least 7 nights of living in a situation other than a place not meant for human habitation, in an emergency shelter, or in a safe haven. (US Department of Housing and Urban Development)

CoC = Continuum of Care: A HUD-mandated program designed to promote community wide commitment to the goal of ending homelessness; provide funding for efforts by nonprofit providers, and state and local governments to quickly rehouse homeless individuals and families while minimizing the trauma and dislocation caused to homeless individuals, families and communities by homelessness; promote access to and effect utilization of mainstream programs by homeless individuals and families; and optimize self-sufficiency among individuals and families experiencing homelessness. (US Department of Housing and Urban Development) The Homeless Services Consortium (HSC) is Dane County's CoC.

CE = Coordinated Entry: A process designed to quickly identify, assess, refer and connect people in crisis to housing and assistance, no matter where they show up to ask for help. It can pave the way for more efficient homeless assistance systems by: helping people move through the system faster to housing, reducing new entries into homelessness by consistently offering prevention and diversion resources upfront, and improving data collection and quality and providing accurate information on what kind of assistance consumers need. (National Alliance to End Homelessness)

Dating Violence: Violence committed by a person:

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

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

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Diversion: A strategy that prevents homelessness for people seeking shelter by helping them identify immediate alternate housing arrangements and, if necessary, connecting them with services and financial assistance to help them return to permanent housing. (National Alliance to End Homelessness)

Doubled-up: sharing the housing of other persons due to loss of housing, economic hardship or a similar reason (Department of Education)

EHH = Emergency Solutions Grant, Housing Assistance Program, Homeless Prevention Program: These programs are collectively referred to as the EHH Program. ESG is Federally administered by the United States Department of Housing and Urban Development (HUD). HUD awards ESG funding to the State of Wisconsin Department of Administration Division of Energy, Housing and Community Resources (DEHCR) to distribute to eligible applicants. HAP and HPP are State of Wisconsin funding sources. (State of Wisconsin, Dept. of Administration)

ES = Emergency Shelter, EFS = Emergency Family Shelter: A facility that plays a critical role in ending homelessness. It provides a safe, short term, nighttime residence for homeless persons, and help them find safe affordable housing outside the shelter. Emergency shelters do not require occupants to sign leases or occupancy agreements. Effective shelters embrace a Housing First approach, offer immediate and low-barrier access to anyone facing a housing crisis, and measure shelter performance in order to improve results. (National Alliance to End Homelessness)

ESG = Emergency Solutions Grant: Federally administered by HUD. Funds may be used for five program components: street outreach, emergency shelter, homelessness prevention, rapid re-housing assistance and HMIS; as well as administrative activities. (US Department of Housing and Urban Development)

FEMA = Federal Emergency Management Agency: FEMA provides funds to the Emergency Food and Shelter Program to support social service agencies to supplement food, shelter, rent mortgage and utility assistance programs for people with non-disaster related emergencies.

Functional Zero: A community has ended veteran homelessness when the number of veterans experiencing homelessness falls below the average monthly housing placement rate. A community has ended chronic homelessness when the number of people experiencing chronic homelessness falls to 3 or fewer, or else .1% of the most recent point-in-time count (whichever is greater). (Community Solutions)

GIW = Grant Inventory Worksheet: The GIW is used to record all grants that are eligible for renewal funding within a CoC's geographic area for the Continuum of Care (CoC) Program Competition. (Dane County GIW for FY 2018 CoC Competition)

Harm Reduction: A set of practical strategies and ideas aimed at reducing negative consequences associated with drug use. Harm Reduction is also a movement for social justice built on a belief in, and respect for, the rights of people who use drugs. (Harm Reduction Coalition)

HSC = Homeless Services Consortium: Dane County's Continuum of Care (CoC). The HSC is a partnership of agencies, funders, advocates and formerly homeless persons committed to preventing and ending homelessness.

HMIS = Homeless Management Information System: HMIS is a local information technology system used to collect client-level data and data on the provision of housing and services to homeless individuals and families and persons at risk of homelessness. Each Continuum of Care is responsible for selecting an HMIS software solution that complies with HUD's data collection, management and reporting standards. Institute for Community Alliances is the HMIS lead for the Dane County CoC. (US Department of Housing and Urban Development)

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Housing First: An approach to quickly and successfully connect individuals and families experiencing homelessness to permanent housing without preconditions and barriers to entry, such as sobriety, treatment or service participation requirements. Supportive services are offered to maximize housing stability and prevent returns to homelessness as opposed to addressing predetermined treatment goals prior to permanent housing entry. (Department of Housing and Urban Development)

Housing Locator: A person who identifies and recruits landlords and encourages them to rent to homeless households served by programs (National Alliance to End Homelessness)

Housing Navigator: A person who works alongside households who are looking for housing. The navigator assists with development of a housing stability plan, assists in completion of housing search and applications, addresses barriers to housing placement, assists in appeal process for denials, helps in understanding of leases and helps to secure move-in costs.

HIC = Housing Inventory Count: The HIC is a point-in-time inventory of projects within the CoC that provide beds and units dedicated to serving persons who are homeless. It is intended to provide HUD and CoCs with information about the shelter and housing capacity of homeless crisis response systems. (US Department of Housing and Urban Development)

Housing Stability: the extent to which a household's access to safe and permanent housing is secure.

HUD = Department of Housing and Urban Development: HUD's mission is to create strong, sustainable, inclusive communities and quality affordable homes for all. HUD is working to strengthen the housing market to bolster the economy and protect consumers; meet the need for quality affordable rental homes; utilize housing as a platform for improving quality of life; build inclusive and sustainable communities free from discrimination, and transform the way HUD does business.

ICA = Institute for Community Alliances: HMIS Lead for Madison/Dane County CoC

LSA = Longitudinal Systems Analysis: An annual report, produced from HMIS and submitted to HUD, providing critical information about how people experiencing homelessness use the system of care.

McKinney-Vento Act: A federal law that ensures immediate enrollment and educational stability for children and youth experiencing homelessness (Department of Education)

NOFA = Notice of Funding Availability: Each year HUD releases a NOFA that establishes the funding criteria for the Continuum of Care (CoC) Program. (US Department of Housing and Urban Development)

PIT = Point-In-Time Count: A point-in-time count is an unduplicated count on a single night of the people in a community who are experiencing homelessness that includes both sheltered and unsheltered populations (National Alliance to End Homelessness)

PSH = Permanent Supportive Housing: Permanent housing with indefinite leasing or rental assistance paired with supportive services to assist homeless persons with a disability or families with an adult or child member with a disability to achieve housing stability. (US Department of Housing and Urban Development)

Racial Justice: The systematic fair treatment of people of all races, resulting in equitable outcomes for all. (Race Forward)

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RRH = Rapid Rehousing: An informed by a Housing First approach that is a critical part of a community's effective homelessness crisis response system. Rapid re-housing rapidly connects families and individuals experiencing homelessness to permanent housing through housing location services, rental assistance, and access to support services. (US Department of Housing and Urban Development)

Sexual Assault: any nonconsensual sexual contact proscribed by Federal, Tribal, or State law, including when the victim lacks capacity to consent. (U.S. Department of Justice)

SPDAT = Service Prioritization Decision Assistance Tool: An evidence-informed approach to assessing a household's acuity. The tool, across multiple components, prioritizes who to serve next and why, while concurrently identifying the areas in the household's life where support is most likely necessary in order to avoid housing instability. (OrgCode Consulting Inc.)

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

1. Fear for the person's individual safety or the safety of others; or
2. Suffer substantial emotional distress. (U.S. Department of Justice)

SO = Street Outreach: Street outreach workers engage with people experiencing unsheltered homelessness in order to connect them with emergency shelter, housing or other critical services. Street outreach services are provided in non-facility-based settings for people experiencing unsheltered homelessness who are not accessing emergency shelter, housing or an appropriate health facility. (Dane County Written Standards)

TAY = Transition Age Youth: Young people between the ages of 18-24.

TH = Transitional Housing: Housing designed to provide homeless individuals and families with the interim stability and support to successfully move to and maintain permanent housing (US Department of Housing and Urban Development)

Trauma Informed Care: An organizational structure and treatment framework that involves understanding, recognizing, and responding to the effects of all types of trauma. Trauma Informed Care also emphasizes physical, psychological and emotional safety for both consumers and providers, and helps survivors rebuild a sense of control and empowerment. (The Trauma Informed Care Project)

Unaccompanied Youth: A youth not in the physical custody of a parent or guardian. (United States Interagency Council on Homelessness)

VA = Veteran's Administration: The VA's mission is to provide veterans the world-class benefits and services they have earned – and to do so by adhering to the highest standards of compassion, commitment, excellence, professionalism, integrity, accountability, and stewardship.

VAWA = Violence Against Women Act: Creates and supports comprehensive, cost-effective responses to domestic violence, sexual assault, dating violence and stalking. Programs are administered by the U.S. Departments of Justice and Health and Human Services. (National Network to End Domestic Violence)

VI-SPDAT = Vulnerability Index-Service Prioritization Decision Assistance Tool: A pre-screening tool that helps identify who should be recommend for types of housing and support interventions, moving the discussion from simply who is eligible for a service intervention to who is eligible and in greatest need of that intervention. This tool helps prioritize people for interventions. (OrgCode Consulting Inc.)
VI-F-SPDAT = VI-SPDAT for families
TAY-VI-SPDAT= VI-SPDAT for transition age youth

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APPENDIX G: WEBSITES FOR ADDITIONAL INFORMATION

Community Plan to Prevent and End Homelessness
https://www.danecountyhomeless.org/governance

Community Solutions – Built for Zero
https://community.solutions/

Dane County Homeless Services Consortium
http://www.danecountyhomeless.org/

National Alliance to End Homelessness
http://www.endhomelessness.org/

National Center for Homeless Education
https://nche.ed.gov/

National Health Care for the Homeless Council: Engaging Youth Experiencing Homelessness
https://nhchc.org/wp-content/uploads/2019/08/engaging-youth-experiencing-homelessness.pdf

National Law Center on Homelessness and Poverty
https://nlchp.org/

Progressive Engagement

- What is Progressive Engagement? - National Alliance to End Homelessness
- Rapid Rehousing Handbook - Point Source Youth
- Progressive Engagement - Veterans Administration
- What is Progressive Engagement - Safe Housing Partnerships
- Rapid Rehousing Toolkit - National Alliance to End Homelessness

State of Wisconsin – EHH Funding
https://doa.wi.gov/Pages/LocalGovtsGrants/Emergency-Solutions-Grant-Transitional-Housing-Program-Homelessness-Prevention-Program-ETH.aspx

U.S. Department of Education – McKinney-Vento
https://www2.ed.gov/policy/elsec/leg/esea02/pg116.html

U.S. Department of Housing and Urban Development, HUD Exchange
https://www.hudexchange.info/

Draft

U.S. Department of Veterans Affairs
https://www.va.gov/

U.S. Interagency Council on Homelessness
https://www.usich.gov/

Draft

APPENDIX H: LIST OF DOCUMENT REVISIONS

4/4/2016

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

8/26/2016

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

11/1/2016

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

1/27/2017

Added prevention program standards.

5/19/2017

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

11/16/2017

Board approved addition of Emergency Transfer section.

01/19/2018

Board approved addition of Coordinated Entry Policies and Procedures appendix.

09/21/2018

Board approved revisions to Section 1.

10/19/2018

Board approved addition of Transfer Request Form appendix.

12/21/2018

Board approved update to Permanent Supportive Housing section.

03/15/2019

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

Draft

05/17/2019

Board approved updates to Coordinated Entry section.

08/16/2019

Board approved updates to the prioritization policy.

11/22/2019

Board approved updates to the Rapid Rehousing section.

02/21/2020

Board approved updates to the Emergency Transfer Section. Removed language from PSH Minimum Standards around ensuring participant safety during extreme weather. Removed language from Termination and Grievance Procedures around holding participant property for 30 days.

10/16/2020

Board approved addition of prioritization requirements for prevention services.

12/18/2020

Board approved revisions to Introduction, Program Standards, Appendix G: List of Acronyms and Glossary, and Appendix H: Websites for Additional Information

9/23/2021

Board approved revisions to Prevention, Emergency Shelter, and Rapid Rehousing sections to meet State of Wisconsin funding requirements.

11/23/2021

Board approved removal of medical exception language.

04/15/2022

Board approved addition of program transfer section.

01/20/2023

Board approved change in the Coordinated Entry section to allow removal of names from priority list if they have not accessed services in the past six months (previously was in the last two years).

05/03/2023

Board approved addition of Youth Specific System Navigation and Joint Transitional Housing – Rapid Rehousing Sections.

Draft

07/05/2023

Board approved updates to Rapid Rehousing Section and addition of Progressive Engagement Resources to Appendix G.

01/03/2024

Board approved updates to the Street Outreach section.

04/03/2024

Board approved updates to standards pertaining to informing households about their educational rights and a new policy related to the Coordinated Entry Release of Information.

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City of Madison Recapture Policy

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

Direct subsidies are defined as the mortgage reduction assistance and closing costs awarded to the homebuyer to purchase the property. Direct subsidies provided to homebuyers are given in the form of a 0% interest-bearing loan with shared appreciation due upon the sale, transfer of title, or the unit no longer remaining owner-occupied. CDD will recoup the amount invested in the property, plus shared appreciation. The calculation of the recapture amount is based on the net proceeds available from the sale, rather than the entire amount of the HOME investment. "Net proceeds" is defined as the sales price, minus superior loan repayment and any closing costs incurred by the borrower(s).

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

When the recapture requirement is triggered by a sale (voluntary or involuntary) of the housing unit and the net proceeds are not sufficient to recapture the full HOME investment, then the City of Madison will recapture the net proceeds (if any).

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Appendix G



Dane Forward

A Five-Year Plan to Prevent and End Homelessness

(2024 - 2029)



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Introduction

In 2016, this community came together to create a framework to prevent and end homelessness in Dane County, Wisconsin. Titled "Safe & Sound", the plan sought to resolve homelessness quickly for those experiencing it and decrease or end new entries into homelessness, through four goals: preventing homelessness in Dane County; supporting persons experiencing homelessness; ending homelessness; and, advocating and collaborating with local, state and national partners.

The 2016 plan brought about major strides to address and end homelessness in the County by achieving many of the steps they outlined:



Expanded capacity and lowered barriers to shelter for women and families, and men; including the opening of The Beacon day resource center in 2017



Developed and formalized the Lived Experience Council and Youth Action Board.



Obtained $2,447,820 in funding to house homeless youth

For a full list of achievements see Appendix B.

Unfortunately, the economic impacts of the COVID-19 pandemic, a significant rise in local housing costs, and a shortage in the number of available units have increased the magnitude of the homelessness crisis. The looming reduction in Federal emergency funds to combat the impact of COVID-19 adds urgency to the situation. The need is not just for additional housing resources and supports, but also to maintain those created through emergency funding, and which have proven to slow down new entries into homelessness and decrease the amount of time households spend without stable housing.

Executive Summary

The purpose of this plan is to create a comprehensive roadmap to prevent and end homelessness over the next five years. It is intended to provide transparency to the general public, government officials, and nonprofit and business partners about funding, programs, and priorities to meet this objective.

This plan acknowledges historical and current racism, and the need to address systemic racism, ensure fair and inclusive access, and promote the voices of people of color within the homeless system of care.

This plan integrates housing and supportive services into the broader homeless services network. Since 2016, Dane County has made significant new investments to upgrading our shelter system, not only by improving shelters for men, single women, and families with children, including the opening of The Beacon day resource center in 2017, but also by designing and developing an expanded shelter system that will be person-centered, purpose-built, and trauma-informed.

This presents a unique opportunity for collaboration and connection, as these facilities provide space and access to serve as hubs where people experiencing homelessness can connect to service providers of all kinds. We must have a coordinated system which emphasizes diverting people from shelter, and, when that is not possible, reconnecting them to housing as quickly as possible. We include the needs of families and individuals who are couch-surfing or living with family members as well and recognize that they are also experiencing homelessness.

This plan requires the community to unite in bold and innovative ways, both to ensure that we have enough housing for all of our neighbors, and to eradicate the root causes of homelessness. We must collaborate across the homeless, housing, public health, education, criminal legal system and beyond. We will look to our partners in business and politics to help move the needle. And we will rely on our neighbors and community, to move Dane forward, together.

The 5 Year Plan

To prevent and end homelessness in the next 5 years, we've developed the following goals:

1. **Educate and empower the community while evaluating and addressing racial disparities in our homeless system of care.**
2. **Increase housing programs and solutions for residents experiencing homelessness.**
3. **Coordinate and strengthen the homeless response system.**
4. **Increase and diversify funding to expand available resources.**
5. **Expand regional coordination.**

These goals and their strategies are grounded in evidence-based practices and based on feedback we received from robust conversations and input from hundreds of community members including individuals with lived experience of homelessness, key stakeholders, cross-sector partners, subject matter experts, and people in the community.

This plan is action oriented; implementing the strategies and achieving the goals outlined here will prevent and end homelessness for many in our community. It provides an aggressive but practical approach to prevent and end homelessness in Dane County

Strategic Plan Vision Statement

Create a solutions-based response that deconstructs and disrupts housing inequities so everyone unhoused has a safe and stable place to thrive.

Guiding Principles:

- **Lived experience should be valued in every-level of decision-making, including through direct investment by the CoC in people with lived experience as decision-makers.**
- **Our system should work to recognize and reduce disparities for groups of people who have been systematically and historically oppressed.**
- **Our work should be trauma-informed at every level.**

Racial Equity Commitment Statement

While this Plan includes specific strategies to improve equity, we, The Community Plan Committee, also want to confirm an overall commitment to equity in all our work.

This Plan's partners commit to equity and anti-racism throughout the local homeless system of care and in all partnership engagement, at all points of service delivery, making this a priority for all people who experience homelessness in our community.

We commit to doing things differently than we have done before. We acknowledge the past pains and root causes of inequity in our community. What we do, how we do it, who's at the table—that needs to change so that we can prevent and end homelessness efficiently, effectively, and equitably.

We commit to:

- **Develop community leaders and homeless service providers who use an anti-racist framework.**
- **Ensure community leaders and homeless providers will receive training and support to be trauma-informed and anti-racist.**
- **Uplift and learn from diverse voices and their authentic experiences.**
- **Be held accountable, internally, and externally.**
- **Understand that intent is not always the same as impact.**
- **Acknowledge the power and control dynamics of our community and will dismantle them using a collective empowerment approach.**
- **Ensure power is shared equitably.**
- **Integrate plans to deconstruct structural racism and racial disparities where they exist within our homeless service system.**
- **Focus our resources on bridging the gaps in multiple systems of care, such as criminal legal systems, education, and health care, to reduce racial disparities in homelessness.**
- **Continuously growing to respond to the system as it changes.**

How this plan was developed:

The plan is the result of a year of work by stakeholders and partners from throughout the County and the Homeless Services Consortium, in partnership with Homebase. This plan is the latest iteration of our community's ongoing planning process to address homelessness throughout Dane County. It builds on the 2016 "Safe and Sound: A Community Plan to Prevent and End Homelessness in Dane County, WI."

Since 2016, stakeholders and partners have gained more knowledge and experience to build off the already existing goals and move forward with better strategies that can make a difference for the people who are served by our homeless system of care.

Timeline of the Process



The Community Planning Committee

The development of this plan was led by the Community Planning Committee of the HSC, a diverse group of stakeholders including people with lived experience of homelessness in Dane County, city and county government, and, faith-based, non-profit, community leaders.

The Community Survey

Disseminated and advertised broadly in the community and was completed by 266 people who live and/or work in Dane County.

Qualitative Data Collection

This plan is informed by the wants, needs, and demands of the people of Dane County. Input was sought from experts throughout the field, people who have themselves experienced homelessness in Dane County, and the public at large. This information was collected in a variety of ways, including:

Focus Groups:

- Over 120 people with Lived Experience of Homelessness
- The Youth Advisory Board
- Doubled Up Providers
- Mainstream Services Providers
- The Lived Experience Committee

Working Groups Focus:

- Racial Equity
- Cross-Sector Parternships
- Housing & Landlord Engagement

Interviews with...

- Dane County Department of Human Services
- Mount Zion Church
- Madison Municipal Court
- Mayor of Madison
- Madison Public Library
- Madison College
- Dane County Supervisors
- City of Madison Common Council Alders
- Dane County Behavioral Health
- NAACP of Dane County
- Dane County Housing Authority
- Centro Hispano
- Dane County Executive
- Local Businessess
- Sun Prairie Schools

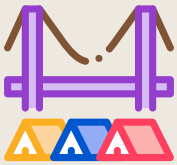
The Language Of This Plan

Describing and discussing the issue of homelessness is challenging and delicate. The language used to talk about this subject carries great emotional weight, but it can also quickly devolve into technical terminology divorced from the people experiencing it. Our goal in creating this plan was to center those who have lived experience of homelessness. At every step of development, planning and drafting we have sought their expertise because fundamentally, that is who this plan is for.

When we talk about homelessness in this plan, our definition is broad and informed by people who themselves have experienced it. It includes people living:



In shelters (using shelter)



Outdoors or in cars (unsheltered homelessness)



Hotels or Motels (self-paying)



With family, friends or who are couch-surfing because of loss of housing or economic hardship (doubled-up)

Our Definition of Homelessness

When an individual, family or community lacks stable, safe, permanent or appropriate housing.

The definition of homelessness used in this plan, as well as the way the condition of being homeless is described are both based on careful consideration and input from individuals who themselves have experience being homeless in Dane County.

The responses we received from people with lived experience of homelessness defined homelessness in a multitude of ways, but for the purposes of this document we adopted the most popular language and definition.

"People Experiencing Homelessness"

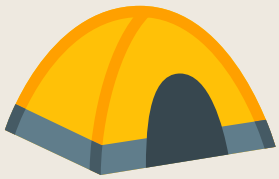
The language and terms used in this plan were chosen based on feedback from individuals with experience of homelessness, and seeks to center equity and the dignity of those who are or have experienced homelessness.

This plan uses the following language:

- **People experiencing homelessness:** those who currently meet the definition of homelessness.
- **People at risk of experiencing homelessness:** people who are at risk of losing their housing.
- **People with lived experience of homelessness:** those who are presently or have previously experienced homelessness, including those who are now stably housed.

WHO IS EXPERIENCING HOMELESSNESS IN DANE COUNTY?

The data on this page and throughout the plan come from a variety of different data sources, each with their own unique data cycle. Though the date ranges may vary from source to source, the data consolidates from a singular moment in time: March of 2022. For more information about a particular data source, please see the Appendix A.



24%

Chronic Homelessness[1]

Increased Since 2015

12%

Unsheltered Homelessness[1]

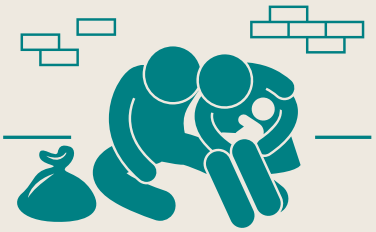


701

People Experience Homelessness

on a given day[1]





Households with a Disabling Condition[2]



55%

36%

Households with Children[2]

21%

Homeless 12+ months In the Past 3 Years[2]

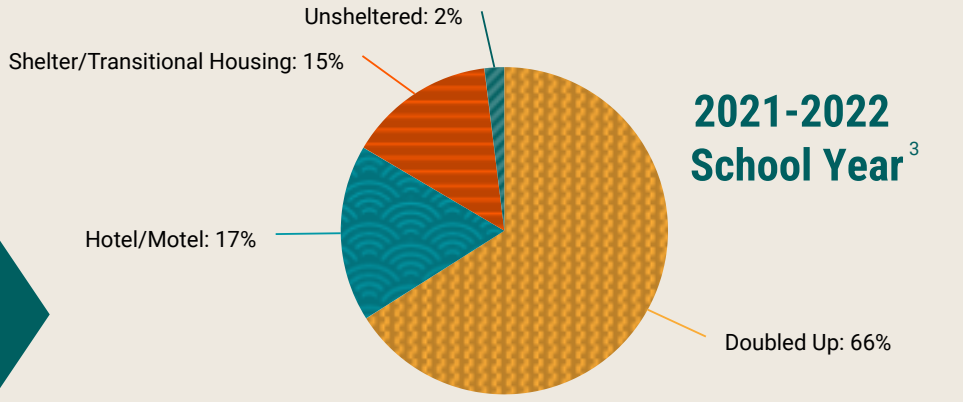
[1] data source: 2022 Point in Time (PIT) Count. This does not include households experiencing doubled up homelessness.

[2] data source: 2022 HMIS



1,507

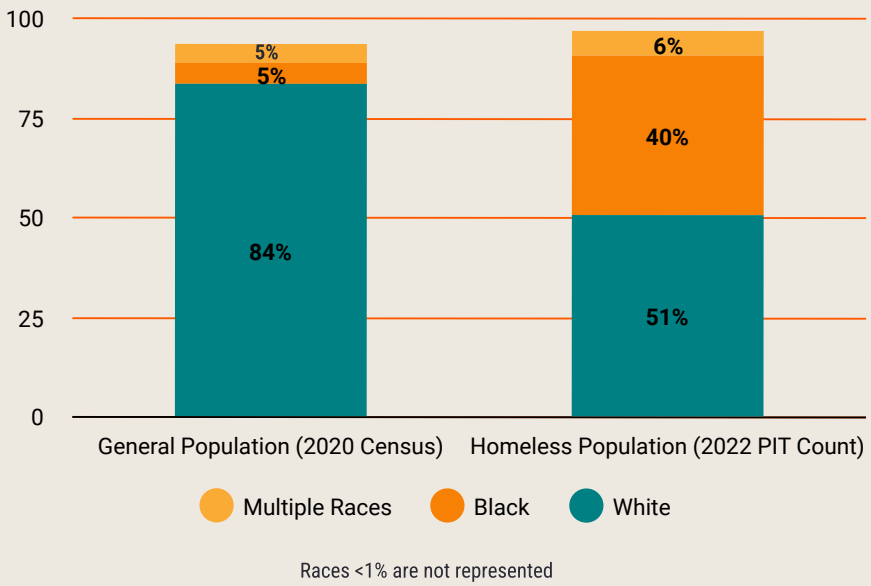
K-12 Students Experienced Homelessness[3]



2021-2022 School Year[3]

[3] data source: 2021-2022 Dept. of Public Instruction

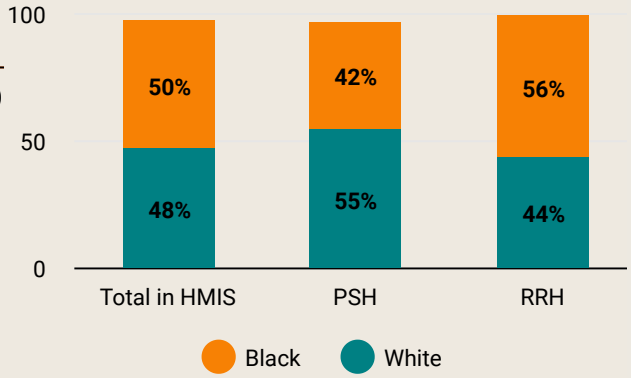
HOW THE HOMELESS POPULATION COMPARES TO THE GENERAL POPULATION



Black people are 8x overrepresented in the population relative to their share of the total Dane County general population.



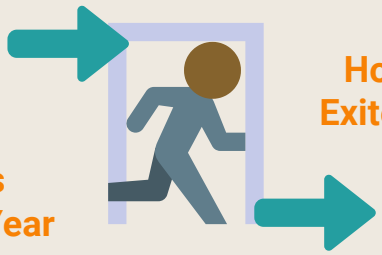
Black households access permanent supportive housing at lower rates relative to their share of the households accessing the homeless system



UNMET NEED IN THE HOMELESS SYSTEM OF CARE

data source: 2022 HMIS

1,461 Households Enrolled in a Year

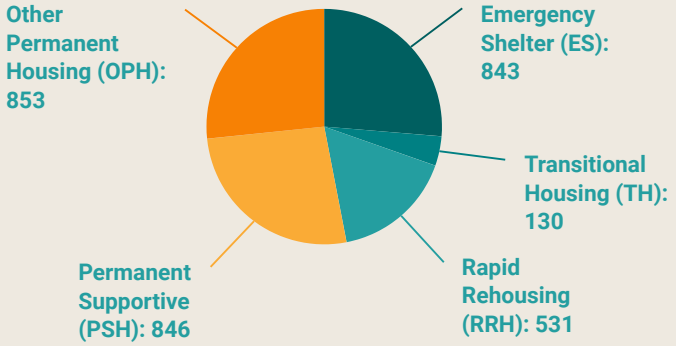


1,340 Households Exited in a Year

Unmet Need ** 121 Households

** The difference between enrollments into the system and exits from the system- Increased sharply in 2022

CRISIS RESPONSE AND SUPPORTIVE HOUSING INVENTORY (2022)



data source: 2022 Housing Inventory Count
** Emergency Shelter, other Permanent Housing, and Rapid Rehousing beds have increased since 2020 due to COVID funding.

7% of Households Experiencing Homelessness access supportive housing resources (RRH/PSH/OPH).

3% of Households access PSH.

71% of Households in PSH remain housed for at least 1yr.

10.9 Years Average length of time a household spends in PSH housing.

4% of Households access RRH.

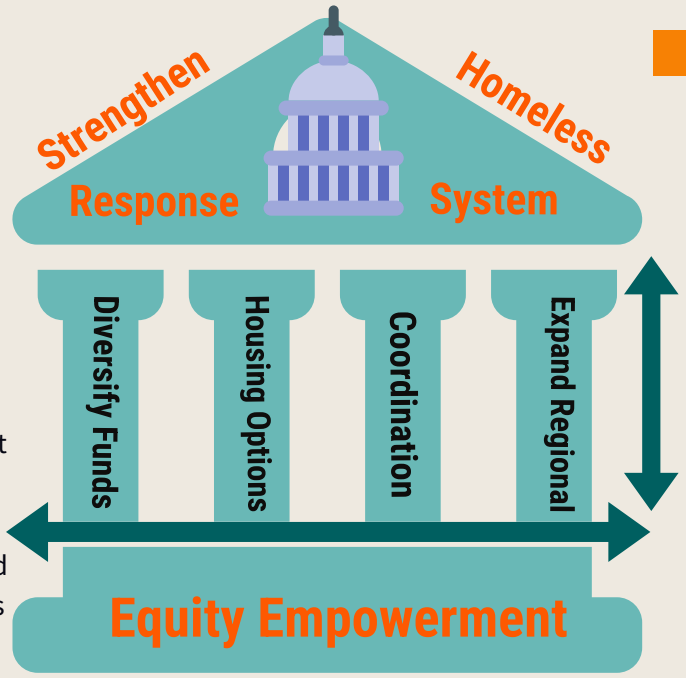
53% of Households in RRH remain housed for at least 1yr.

data source: 2022 HMIS

Ending Homelessness in Dane Co.

Dane County is at a critical moment. As the cost of living and the market rate of housing continues to escalate, there is less and less housing stock for individuals to choose from. Moreover, while the COVID pandemic brought great challenges, it also brought an increase in funding to address housing and homelessness. Some of these funds are now sunsetting, and if the CoC is unable to maintain some or all of them the crisis will become even more dire.

The goal of this plan is ultimately to prevent and end homelessness in Dane County. This will require enormous effort and bold strategies from traditional providers, new partners, and the entire community. Over the next five years, this plan seeks to meaningfully address racial inequities of the past and begin to remedy them, while ensuring that future actions are grounded in equity and center the voices of those with lived experience. The plan proposes the creation of new housing for people experiencing homelessness, while maintaining the current housing stock. It will improve regional coordination and streamline the homeless system of care while increasing and diversifying its funding, and meaningfully address and remedy racial inequities in the system. Each of these goals must work in tandem with one another.



Current System Performance

1,165
Households Currently Enrolled in the Homeless System of Care Who are Underserved*

+

121
Households Each Year Who Enroll in the System and Don't Get Served

Giving people shelter or long stays in shelter only prolongs their homeless experience and increases costs to the community. **Permanent Housing is the solution to addressing and ending homelessness.**

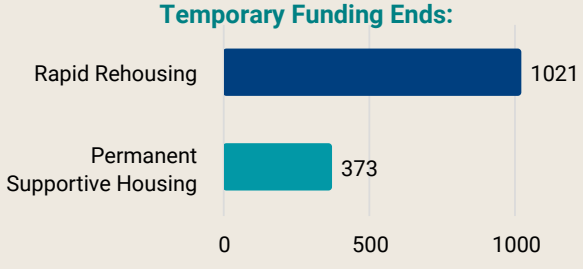
In addition to this plan, Dane County recently launched a Regional Housing Strategy (RHS) to assess housing needs, examine barriers to housing, and inform the implementation of regional housing. Many of the strategies and action items in this plan align with housing priorities already identified during the RHS planning process. For more information about the RHS see Appendix C.

*This number represents people who have enrolled in the homeless system of care (CES) who have not exited it for permanent housing. Because this number only includes people who have enrolled in the homeless system of care, it likely under represents the actual number of people experiencing homelessness in Dane County.

How Much Housing is Needed?

Temporary funding for 431 permanent housing units may end → This would create 276 additional unserved households each year

Additional Permanent Housing Units Needed If Temporary Funding Ends:



For more information on the projection model used to estimate these housing needs see Appendix D.

GOALS & STRATEGIES

1 Educate and empower the community while evaluating and addressing racial disparities in our homeless system of care.

Strategy 1: Create a permanent / standing racial equity committee to lead racial equity in the Homeless Services Consortium.

Action Steps & Metrics

1. Establish a racial equity committee that reflects the racial makeup of the homeless population.
2. Ensure the racial equity committee is a permanent part of the Homeless Services Consortium charter and the charter includes a legitimate power-sharing structure for the racial equity committee.
3. Develop annual goals, action plan and outcomes for Racial Equity committee.
4. Develop annual goals and priorities for the Homeless Services Consortium.
5. Integrate racial equity principles and policies into the Homeless Services Consortium charter, policies and procedures, and governance, and across all HSC committees.

Strategy 2: Develop and implement a racial equity training program to develop anti-racist leadership and service delivery.

Action Steps & Metrics

1. Create community / HSC definitions on racial equity terms and concepts.
2. Develop and expand on existing resources to conduct racial equity action labs to include:
    - Education, historical context and current information on racism and segregation in the community;
    - Community conversations and problem-solving sessions with allies and other leaders to develop strategies to address racial disparities;
    - Develop skills to evaluate racial disparities in the community and apply learnings from the action labs.
3. 100% of HSC action lab participants will develop personal, actionable plans and goals around anti-racist leadership and service delivery.
    - Provide technical assistance and training to HSC member organizations to deepen their capacity to advance equity.
4. At least 75% of HSC member organizations have an actionable plan to increase their organizational capacity to advance equity.

GOALS & STRATEGIES

1 Educate and empower the community while evaluating and addressing racial disparities in our homeless system of care.

Strategy 3: Develop a process to monitor racial disparities and evaluate progress on eliminating them.

Action Steps & Metrics

1. Conduct a racial equity analysis:
   - Create a framework for annual updates to analysis, with mid-year reviews of the report;
   - Obtain funds to hire an outside entity that specializes in racial equity to conduct the analysis.
2. Annually review and determine areas of greatest racial disparities and create action plan.
   - Determine entity to monitor and evaluate progress.
3. Connect to the coordinated entry system assessment and data monitoring processes to ensure equitable outcomes.

GOALS & STRATEGIES

2

Increase housing programs & solutions for residents experiencing homelessness.

Strategy 1: Add 1394 units of supportive housing for people experiencing homelessness.

Action Steps & Metrics

1. Create 300 housing opportunities in Dane County outside of the City of Madison.
2. Add 404 units of PSH for chronically homeless single households.
3. Add 600 units of supportive housing for special populations (youth, unsheltered, doubled-up, criminal legal involved, etc.)
4. Develop and implement a housing incubator program to develop new housing and partnerships between developers and homeless service providers.
    - Increase the number of nonprofit developers and provide on-demand technical assistance to new nonprofit developers.

Strategy 2: Diversify and implement innovative solutions to housing and service delivery to address various housing needs and pathways.

Action Steps & Metrics

1. Evaluate past and current innovative housing programs and bring at least three initiatives to scale.
2. Pilot and evaluate at last least three innovative housing and service models especially ones focusing on special populations. Bring at least two successful pilots to scale.
    - Examples: Medicaid for supportive services (1915i); changes to Public Housing Authority (PHA) regarding vouchers and occupancy; shared housing, tiny homes.
3. Partner with public and private funders to support innovative housing options.
4. Incorporate lived experience input into project development and funding priorities to address unmet needs and gaps in housing and service delivery.

What is Supportive Housing?

Supportive housing combines financial assistance for rent with services to ensure housing stability.

Supportive housing utilizes subsidized or affordable housing options within the community.

Financial assistance can be time-limited or on-going.

Services can include tenancy support, case management, access to health care and behavioral health and connections to support networks.

Many organizations can create and operate supportive housing programs which focus on the homeless population.

GOALS & STRATEGIES

2

Increase housing programs & solutions for residents experiencing homelessness.

Strategy 3: Create a county-wide centralized landlord engagement and unit acquisition program.

Action Steps & Metrics

1. Develop, fund, and issue a request for proposals/qualifications to implement and pilot centralized landlord engagement and unit acquisition.
2. Secure $500,000 to fund centralized landlord engagement and unit acquisition.
3. Secure $1.8 million of additional annual funding for security deposits for people who meet all types of homelessness (i.e., literally homeless, doubled-up and housing insecure).
4. Secure $1 million in yearly funds to maintain and expand doubled-up pilot program.
5. Cultivate a community-wide commitment to centralization.
    - Pilot centralized unit acquisition with at least five housing providers.
6. Create and fund a $200,000 landlord mitigation and incentives fund.
7. Recruit 250 landlords to landlord engagement program.
8. Reduce length of time between program enrollment and move in date.
9. Ensure ongoing funding of 2.5 million for eviction prevention and diversion for people experiencing homelessness and expand services for special populations such as Spanish speakers, criminal legal involved, families with children under five years of age, and others.

GOALS & STRATEGIES

2 Increase housing programs & solutions for residents experiencing homelessness.

Strategy 4: Increase the number and percentage of PHA vouchers and housing units allocated to people experiencing homelessness

Action Steps & Metrics

1. Partner with the PHAs to set targets for housing people experiencing homelessness
2. Partner with PHAs to pursue 500 special purpose vouchers targeted towards the homeless population.
3. Ensure annual funding for security deposits and housing navigator positions connected to Madison Community Development Authority (CDA) and Dane County Housing Authority (DCHA).
4. Develop tangible connections to a centralized landlord engagement program, landlord mitigation fund and security deposit assistance.
5. Review and update tenant selection plans particularly for buildings with project-based vouchers and/or those funded by the Affordable Housing Development fund to be more
6. Increase PSH voucher utilization increases to at least 90%.
7. Work with CDA and DCHA to prioritize people experiencing homelessness for public housing units.

Public Housing Authorities in our community

Dane County Housing Authority serves low income families throughout Dane County.

The Community Development Authority Housing Operations Division serves low income families in the City of Madison.

GOALS & STRATEGIES

3 Coordinate & strengthen the homeless response.

Strategy 1: Increase equitable access to shelter, housing and other services.

Action Steps & Metrics

1. Finalize and implement a new, equitable Coordinated Entry System (CES) assessment.
2. Monitor CES data quarterly and evaluate assessment and prioritization at least annually to ensure equity.
3. Achieve a 50% Increase in black households without children accessing permanent supportive housing.
4. Ensure that housing demographics match the homeless population demographics.
5. Decrease the average length of time people are homeless.
6. Create a housing quality improvement process for EHH and CoC- funded projects to include at least quarterly feedback sessions with tenants and program participants. Include compensations for feedback session participants.
7. Replicate and expand successful community-based resources hubs (similar to Sunshine Place and Dane County's Joining Forces for Families (JFF)) to expand access to services throughout the community. Expand to have at least 10 expanded resource hubs, including two at each of the forthcoming purpose-built shelters.
8. Ensure a sustainable county-wide housing navigation program and funding of $1.25 million.
9. Review and update case management system to align with best practices and written standards, and to include creative peer support leadership opportunities.

Please see the next page for models to expand access.

GOALS & STRATEGIES

3 Coordinate & strengthen the homeless response.

Strategy 1: Increase equitable access to shelter, housing and other services.

Models to Expand Access: Dane County's Joining Forces for Families & Sunshine Place

How can we expand access to services when our community is both urban and rural? How do we ensure equitable access to services and resources

Many communities resolve these questions by createing one centralized access point and resource hub, although Dane County has seen great success in creating access to services and resources at multiple locations. To better serve the homeless population throughout the City of Madison and Dane County these models should be replicated.

1. Dane County Joining Forces for Families (JFF) has 17 neighborhood- and community-based offices throughout Madison & Dane County. JFF is "a broader community focused initiative that engages local partners to create decentralized, collaborative, and community-informed service platforms."(from the JFF webpage).

2. Sunshine Place, located in Sun Prairie, "provides comprehensive services that support essential needs through community engagement and partnerships." (from Sunshine Place webpage). They enhance their ability to provide resources to their neighbors by co-locating and partnering with 6 organizations, who provide on-site services.

Why this model works and should be expanded for the homeless population:

1. Individuals and families can access services & resources in the neighborhoods and communities where they live. This reduces the need for transportation to a central location likely in Madison.
2. Individuals and families have someone working with them on their individual needs and connects them to the resources the individual or families identify they need.
3. Individuals and families are connected to other services and resources faster because other services are co-located in the same office.
4. Organizations collaborate to assist individuals and families and have a deeper understanding of the needs in their community. Services can evolve based on those needs.
5. Co-located organizations share space, which enhances communication between organizations and reduces costs.

GOALS & STRATEGIES

3 Coordinate & strengthen the homeless response.

Strategy 2: Continue improvements and redesign of the shelter system to be more housing focused.

Action Steps & Metrics

1. Review and revise shelter written standards to:
   a. Ensure that they are low barrier, person-centered and housing-focused;
   b. Ensure that all shelter policies and procedures align with written standards;
   c. Establish standards for shelter "caseloads" and staff to guest ratios and service provisions.
2. Improve shelter facilities and services by:
   a. Developing a shelter review process and providing technical assistance for improvement;
   b. Evaluating the family shelter system and capacity, and right-sizing to meet the actual need;
   c. Ensuring sufficient funding of shelter operations for adequate staffing and case management, including creative peer led case-management solutions;
   d. Exploring options for individuals frequently suspended from traditional shelters and motels, especially on extreme weather nights.
3. Build purpose-built shelters for men, and women and families, and ensure that the facilities serve as access hubs to a variety of services and supports.
4. Create a continued service and process improvement plan which includes at least quarterly focus groups with shelter guests. Include compensation for feedback session participants.
5. Create written standards, policies, and processes to address vehicular homelessness.
6. Create 500 new interim housing solutions such as motels, respite, behavioral health housing and other interim housing options.
7. Strengthen shelter connections to local agencies that support children including schools, childcare centers, health services.
8. Develop a centralized system to coordinate street outreach groups and unsheltered homeless programs.

GOALS & STRATEGIES

3 Coordinate & strengthen the homeless response.

Strategy 3: Improve cross-sector partnerships, access and communications.

Action Steps & Metrics

1. Create coordinated plans with jails, treatment programs, foster care programs and group homes, and hospitals to reduce discharges to homelessness.
2. Execute at least two data sharing partnerships to better understand the homeless population across systems, including data sharing with education about new families with children under 5.
3. Create cross-sector education and training with health care, criminal legal, education, workforce development, etc. to improve cross-sector access, identify better opportunities for collaboration, and understand the homeless and cross-sector systems better.
4. Form cross-sector groups for homeless system of care providers to meet regularly with representatives from healthcare, education, and criminal legal systems to streamline goals, workflows and communication.

Strategy 4: Create culturally appropriate housing and service programs.

Action Steps & Metrics

1. Increase the number of staff that reflect the people they are serving.
2. At least 50% of all HSC agencies increase the number/percentage of BIPOC (Black, Indigenous, People of Color) staff hired and retained annually.
3. Make accessing shelter, housing and services feel comfortable for non-native English speakers and those who English is their second language.
4. Annual increase in reported comfort and satisfaction with shelter, housing and services.
5. Implement trauma-informed practices across 100% of HSC agencies providing housing and services.
6. Annual decrease in program participants self-report in trauma and frustration in accessing shelter, housing and services.

GOALS & STRATEGIES

4

Increase and diversify funding to expand available resources

Strategy 1: Raise $7.2 million for people experiencing homelessness.

Action Steps & Metrics

1. Partner with the City of Madison, Dane County and other municipalities to align funding for the strategic plan. Determine gaps and realignment as needed.
2. Create at least three new partnerships with health care to fund housing and services for people experiencing homelessness.
3. Create at least two new partnerships to provide housing and services for the criminal legal system involved population.
4. Create at least two new partnerships to provide housing and services for people living in doubled-up conditions.
5. Coordinate with the education sector to determine ongoing needs and goals for doubled-up families.
6. Advocacy at state and local level for additional funding for housing and services.
7. Explore if city and county tax levies can be directed towards housing and services for people experiencing homelessness..
   E.g. Work with City of Madison Room Tax Commission to annually utilize part of the Transition Occupancy Taxes (TOT) to fund housing and services to address homelessness.

Strategy 2: Diversify funding housing and services.

Action Steps & Metrics

1. Create a Funders Collaborative to Address Homelessness to include private funders and philanthropy.
   a. Develop membership of at least 10 funders;
   b. Align the goals and funding priorities of the Funders Collaborative to align with the strategic plan.
2. Create at least 2 new partnerships annually with the business sector.
3. Develop private sector fund to address homelessness.
4. Evaluate and expand funding for BIPOC-led agencies including BIPOC led and those that focus on marginalized populations.
5. Evaluate and expand funding for agencies and communities outside of the City of Madison to invest in local housing and services and services.

GOALS & STRATEGIES

5 Expand regional coordination

Strategy 1: Provide regular updates to the community on Strategic Plan progress.

Action Steps & Metrics

1. Create a communication plan to provide updates on the strategies and goals identified and distribute at least quarterly to the community including to homeless service providers, political leaders, business sector and others.
2. Provide annual presentations to the City Council and County Board on plan implementation. Publicize the event to media sources.
3. Develop an online community education program about housing and homeless to include insights from people of lived experience.

Strategy 2: Share decision-making power with those with lived experience.

Action Steps & Metrics

1. Ensure annual funding to sustain participation in the HSC's lived experience subcommittees, including the Dane County Youth Action Board (YAB) and Lived Experience Council (LEC), including $180,000 annual stipends.
2. Explore options to better utilize partnerships with people with lived experience in funding decisions and RFP development, program development, policy review, continuous quality improvement and performance evaluation activities.
3. Create and maintain a protocol that values feedback from those impacted by homelessness.
4. Uplift training opportunities by lived experience subcommittees of the CoC and use as recommended or required trainings in the community when appropriate.
5. Commit to engaging and inviting lived experience groups as resources and partners to our community.
6. Peer support training and funding to utilize lived experience of homelessness in creative ways around case management and housing navigation.

GOALS & STRATEGIES

5 Expand regional coordination

Strategy 3: Maintain, strengthen, expand, and ensure ongoing capacity and infrastructure essential to operate the Dane County Continuum of Care, implement the Community Plan, and ensure other meaningful systems changes.

Action Steps & Metrics

1. Evaluate ongoing capacity needed to implement the community plan, coordinate it's completion, and report out on action steps and progress.
2. Evaluate the minimum supports needed to maintain the current and future needs of the CoC.
3. Advocate for sufficient funding of staff to coordinate the activities of the CoC in general.
4. Develop a process to engage the Homeless Services Consortium with policy makers to align funding decisions and allocations to the Community Plan and the needs of the CoC.

Thank You and Acknowledgements

The planning process would not have been possible without the financial support of:

City of Madison

Dane County

This plan benefitted from the leadership of the Community Plan Committee

Alicia Spry | Lived Experience Council
Angela Jones | United Way of Dane County
Aurelius Leslie | Lived Experience Council
Brenda Konkel | Madison Street Medicine
Butch Andreas | Madison Street Medicine
Dina Nina Martinez-Rutherford | Madison Common Council, Alder for District 15
Jani Koester | Madison Metro School District- TEP
Jennifer Pryor | Urban Triage
Johneisha Prescott | Dane County Human Services Housing Access and Affordability Division
Kayla Every | Dane County Youth Advisory Board
Kelsey Johnson, Dane County Youth Action Board
Kristina Dux | Dane County Human Services Housing Access and Affordability Division
Linda Ketcham | JustDane
Marilyn Feil | Dane County Joining Forces for Family
Meshan Adams | City of Madison
Michelle Hemp | UnityPoint Health- Meriter Hospital
Rabbi Bonnie Margulis | Wisconsin Faith Voices for Justice
Patrick Duffie | Institute for Community Alliances
Sarah Lim | City of Madison
Takisha Jordan | Lived Experience Council
Tim Schaefer | First Baptist Church of Madison
Torrie Kopp Mueller | City of Madison
Yanette Figueroa Cole | Madison Common Council, Alder for District 10



Who worked in partnership with Homebase Team Members
Amanda Wehrman, Bridget Kurt DeJong, Esther Wilch, Karen Kowal, Kenya Rawls, Mihir Vohra, Tania Morales

We are also grateful to all the agencies, partners, and community members who provided input, information and feedback to improve this planning process. In particular:

Madison Common Council Alder for District #16 Jael Currie
The Foundation for Black Women's Wellness, Brandice Hatcher
Centro Hispano of Dane County
Dane County Department of Human Services Behavioral Health Division
Dane County Executive Joe Parisi
Dane County Housing Authority
Dane County Supervisor for District #2 Heidi Wegleitner
DCDHS Office of Prevention and Early Intervention
Downtown Madison, Inc.
Madison Municipal Court Judge Daniel Koval
Madison College
Madison Public Library
City of Madison Mayor Satya Rhodes-Conway
NAACP Dane County
Mt. Zion Baptist Church, Pastor Marcus Allen
Sun Prairie Area School District

Thank you to the Madison Central Public Library, The Salvation Army and Sunshine Place for graciously hosting focus groups.

This plan would not have been possible without the knowledge and expertise of those with lived experience of homelessness and their generous contributions throughout. **Thank you!**

Appendix A: Glossary

Affordable Housing: Housing for the occupant(s) pay no more than 30 percent of their income for housing costs, including utilities.

Chronic Homelessness: People who have experienced homelessness for at least a year — or repeatedly — while struggling with a disabling condition such as a serious mental illness, substance use disorder, or physical disability.

Continuum of Care (CoC): A network of stakeholders that coordinates efforts to end homelessness locally and applies for HUD CoC funding through a consolidated application.

Coordinated Entry System (CES): A process that ensures that all people experiencing a housing crisis in a defined geographic area have fair and equal access, and are quickly identified, assessed for, referred and connected to housing and homeless assistance based on their needs and strengths, no matter where or when they first present for services.

Criminal Legal System: Intentionally replaces the term criminal justice system to describe policing, courts, and corrections in the United States.

Crisis Housing: Housing that provides a safe and adequate nighttime residence for homeless individuals and families during their transition to permanent housing. Shelter and bridge housing are types of crisis housing.

Diversion: A strategy for people seeking shelter by helping them identify immediate alternate housing arrangements and, if necessary, connecting them with services and financial assistance to help them return to permanent housing.

Doubled Up: A term used to describe individuals and families who are temporarily and unstably sharing the housing of other persons due to loss of housing or economic hardship. This includes those that are self-paying in hotels/motels or other daily rate housing without a lease.

Functional Zero: The point when a community's homeless system of care can prevent homelessness whenever possible and ensure that when homelessness does occur, it is rare, brief, and one-time.

Homeless Management Information System (HMIS): The data tracking system for client-level data on homelessness.

Homelessness: The state of people who are living in a place not meant for human habitation, in emergency shelter, in transitional housing, exiting an institution where they temporarily resided, couch-surfing or living with friends or family. People who will lose their housing within 14 days or are fleeing from domestic violence, don't have a place to go, and don't have the resources to find a place to go are also considered homeless. This is the definition used in the strategic plan and to track data.

Homeless Services Consortium (HSC): The name of the Continuum of Care for Dane County made up of agencies, funders, advocates and people with lived experience of homelessness committed to preventing and ending homelessness.

Homeless System of Care: Another way of describing the Continuum of Care (CoC) and the broader network of partners who come together to support people experiencing homelessness or at risk of homelessness.

Housing First: A well-accepted, national, evidenced-based best practice that eliminates barriers to housing, ensuring individuals and families can exit homelessness as quickly as possible. Housing First is an approach to quickly and successfully connect households experiencing homelessness to permanent housing without preconditions and barriers to entry, such as sobriety, treatment or service participation requirements.

Housing Locator: Assists families experiencing homelessness to identify and transition into a full range of permanent housing opportunities. Housing locators actively work to recruit and build relationships with private landlords to access available housing for families.

Housing Navigator: Assists people experiencing homelessness with knowledge of housing options, locations and availability, as well as the services available including health, mental health, benefits, employment, and transportation.

HUD: The U. S. Department of Housing and Urban Development, primary federal funder of homeless resources.

Interim Housing: Shorter-term crisis options for temporary accommodation to help unhoused people stabilize on the way to permanent housing. Interim housing can include emergency shelters, navigation centers, and transitional housing, among other housing types.

Landlord Incentive Programs: Programs that provide education and incentives to landlords to make it more likely they will rent to people experiencing homelessness and people with criminal records. They can provide funding to support risk mitigation (compensating landlords if tenants harm their premises) and financial incentives that make landlords more likely to rent to people transitioning out of homelessness and the criminal legal system.

Permanent Housing/Other Permanent Housing (OPH): Community-based housing without a designated length of stay where formerly homeless individuals and families live as independently as possible.

Permanent Supportive Housing (PSH): Programs providing permanent housing with supportive services (e.g., case management, health services, financial services), usually for chronically homeless people.

Point-In-Time Count (PIT): Annual sheltered and unsheltered count in January of all homeless persons in the area. It does not include households experiencing doubled up homelessness.

Public Housing Authority (PHA): A governmental body authorized to assist in the development and operation of housing for low-income housing. In Dane County there are three housing authorities: The Dane County Housing Authority (DCHA) provides affordable housing to low-income families in Dane County, the City of Madison Community Development Authority Housing Operations Division (CDA) provides housing for low-income families in Madison, and the DeForest Community Development Authority (CDA) for the village of DeForest.

Rapid Re-Housing (RRH): Provides rental housing subsidies and tailored supportive services for up to 24-months, with the goal of helping people to transition during that time period to more permanent housing.

Reentry: Refers to the process of a person returning to the community after incarceration in a jail or prison. Common considerations in ensuring successful reentry include connections to community and access to housing, healthcare, employment and income.

Stella: Household-level Homeless Management Information System (HMIS) data is processed through HUD's Homelessness Data Exchange (HDX) 2.0 system called Stella to measure and track system functionality. System performance can be tracked using a feature called Stella P, and system modeling can be performed using a feature called Stella M.

Subsidy (or Housing Subsidy): Subsidized housing is government sponsored economic assistance aimed at alleviating housing costs and expenses for individuals and families with low to moderate incomes.

Supportive Services: Includes assistance applying for benefits, mental health and substance use services, outpatient health services, information and referral services, child care, education, life skills training, employment assistance and job training, housing search and counseling services, legal services, outreach services, transportation, food assistance, risk assessment and safety planning (particularly for individuals and families experiencing domestic violence), and case management services such as counseling, finding and coordinating services, and monitoring and evaluating progress in a program.

Transitional Housing (TH): Provides temporary housing accommodations and supportive services. While many households benefit most from direct connections to permanent housing programs such as RRH or PSH (which are often more cost-effective over the long term), transitional housing can also be an effective support in the intermediary. Certain subpopulations, such as people fleeing domestic violence and transition age youth, can meaningfully benefit from a transitional housing environment.

Trauma-Informed Services: Services that recognize that most people have a history of trauma, are attuned to symptoms of trauma, and acknowledge the role that trauma may play in an individual's life.

Unaccompanied Youth: Youth (17 and under) experiencing homelessness while not in the physical custody of a parent or legal guardian, including runaway youth.

Underserved Households: The total number of households enrolled in the homeless system of care minus those who have exited the system or entered permanent housing. This does not include households experiencing homelessness who are not enrolled in the homeless system of care.

Unsheltered Homelessness: The state of people who spend most nights in places not meant to be used as a regular sleeping place for human beings, such as the streets, makeshift shelters (tents, boxes) or vehicles.

VI-SPDAT: A pre-screening or triage tool that is designed to be used by all providers in a community to quickly and uniformly assess the health and social needs of people experiencing homelessness and match them with the most appropriate support and housing interventions that are available.

Voucher (or Housing Voucher): A voucher or housing voucher that can be spent on rented housing, such as Section 8 public housing in the United States, to help low-income individuals and families secure housing.

Appendix B: 2022 Community Plan Accomplishments

Safe & Sound: A Community Plan to Prevent and End Homelessness in Dane County, WI Accomplishments

Background

Communities across the country develop plans to prevent and end homelessness. Development of these plans include the voice of service providers, funders, elected officials, advocates, people with lived experience and community members. These plans must be updated regularly as goals are met and community conditions change.

In 2022, our community embarked on the process to develop a new Community Plan to Prevent and End Homelessness. This document serves as a summary of accomplishments from the current Community Plan.

Accomplishments

The Community Plan to Prevent and End Homelessness is focused on four goals:

- Prevent Homelessness in Dane County
- Support Persons and Families Experiencing Homelessness
- End Homelessness in Dane County
- Advocate and Collaborate with Local, State, and National Partners

Each of these goals contain several objectives and strategies. Our community has made significant progress in meeting our goals to prevent and end homelessness. Many of the accomplishments overlap in the four goals above. Below they are divided into four overarching categories: Voice & Education, Program Improvements/Developments, Collaborations and Advocacy.

Voice and Education

- The Lived Experience Committee and Youth Action Board were both developed and formalized into the HSC Structure. These groups bring forward the voices of people with lived experience of homelessness.
- In 2017, Make Room for Youth hosted a forum for providers regarding the needs of unaccompanied youth.
- In 2018, the HSC hosted a Youth Summit where participants identified barriers and solutions to improve access to services.

- Trainings provided on: Fair Housing, Harm Reduction, Diversion, Housing First, Motivational Interviewing, HUD's Equal Access Law, Early Childhood & Homelessness.
- Affordable Housing Action Alliance (AHAA) provided information on Section 8 discrimination.
- Annually, review and present on System Performance Measures and Point in Time.
- Providers of public benefits give training to HSC Members. The Mainstream Resources Checklist was updated and a glossary was developed.
- Workforce Development Board presented on their services.
- In 2020, mapped the current services and resources provided by mainstream providers, faith-based and grassroots organizations.

Program Improvements/Developments

- Dane County requires eviction reports from funded-agencies to reflect on current practices and promote best practices.
- City of Madison and United Way worked to bring developers and service providers together to build relationships in order to better serve households.
- Housing Navigation services are funded and have seen increases in funding over the years, including a focus on serving youth ages 18-24.
- Emergency shelters evaluated and revised policies regarding suspensions. They developed policies to lower barriers to shelter entry.
- Agencies represented at Core Committee have language access plans in place.
- Healing House opened in 2019 to serve households with children experiencing homelessness who are discharged from the hospital and need space to recuperate.
- Diversion formally implemented at The Salvation Army single women and family shelter. Information on households served is entered into HMIS.
- In 2021, our community was selected for the Youth Homelessness Demonstration Program (YHDP) and was awarded $2,447,820 for two years.
- Two Rapid Rehousing programs for households with children focus on those headed by youth ages 18-24.
- Faith-based and grassroots organizations provide an increase in outreach services and connection to Coordinated Entry.
- The Road Home partnered with a congregation to start a new housing program, The Heart Room, to serve households who are doubled-up.
- Increase use of the Homeless Management Information System (HMIS).
- The Beacon opened in October 2017 to serve as a Day Resource Center.
- Development and expansion of Comprehensive Community Services (CCS) has allowed opportunities for housing case managers and behavioral health providers to work together to support clients.
- Agencies are hiring peer support specialists.
- Increased use of Coordinated Entry.
- Increased Rapid Rehousing slots
- Rethke Terrace developed, providing an additional 60 Permanent Supportive Housing units for single adults.
- Tree Lane Apartments developed, providing an additional 40 units of Permanent Supportive Housing for households with children.

- New housing developments have units set aside for households experiencing homelessness.
- Established quality by-name lists for Veterans, people experiencing chronic homelessness and households with children.
- Increased use of Tenant Based Rental Assistance (TBRA) for households experiencing homelessness.
- Affordable housing funds for both the City and the County have increased.
- Shelter and street outreach providers complete VI-SPDATs.
- Written Standards: Added or enhanced sections on Prevention, Diversion, and Street Outreach.

Collaborations

- Dane County Housing and Health Initiative (H2) worked to develop collaboration between the two sectors.
- CoC Coordinator attends meetings of Employment & Training Network to discuss ways to improve access and services for people experiencing homelessness.
- Relationships developed with Dane County Jail re-entry staff to assist people experiencing homelessness and incarcerated connect to resources. The Department of Corrections received introductory information on Coordinated Entry and reach out with questions about homeless services. JustDane developed a toll-free number and coordinates intake calls with jail staff.
- Developed strong relationships with Public Health and healthcare providers to connect people experiencing homelessness to Isolation & Quarantine facility during the COVID-19 pandemic.
- The Homeless Education Network (HEN) meets on a quarterly basis and invites members of the HSC to present and participate in discussions.
- Street outreach workers meet on a weekly basis to collaborate and problem solve.
- Dane County Emergency Management brings together stakeholders to discuss potential needs during periods of extreme weather.

Advocacy

- The HSC developed and formalized an Education & Advocacy Committee.
- The HSC consistently advocates for increased access to transportation options.
- Legislation passed to allow youth to work without obtaining a work permit and allow 17 year olds to access adult emergency shelter.
- Changes were made to FAFSA to make it easier for youth to apply for financial assistance.
- Advocated at State level for creation of Landlord Mitigation Fund.
- The HSC is a member of the Wisconsin Housing First Coalition and two HSC members serve on its Board of Directors.
- The CoC Coordinator holds a seat on the Wisconsin Interagency Council on Homelessness.

Other notable accomplishments

As the homelessness landscape changed over the years, the community responded in ways to meet the needs. These responses were not always strategies laid out in the Plan, and many, are responses to the COVID-19 pandemic.

- Distribution of large sums of Prevention funds as response to COVID-19.
- Vulnerable Population Hotels were set up to shelter older adults and those with specific medical conditions that made them vulnerable to serious illness due to COVID-19. Hotel sheltering was provided for just over two years and included meals, security and support services.
- A hotel was used for Isolation & Quarantine during the COVID-19 pandemic. Providers conducted symptom screening and referred people to the facility. This facility has remained in operation for over two years and decreased the spread of disease among people experiencing homelessness.
- An additional family shelter began operation in response to COVID-19.
- The City developed and funded an urban campground as a response to unsheltered homelessness (Dairy Drive). Funding allowed for robust supportive services.
- Political will and community buy-in to construct a purpose built men's shelter.
- Dane County created a new position to focus on the needs of households experiencing homelessness in doubled-up situations or self-paying in hotels.
- Madison/Dane CoC was selected by the Department of Housing and Urban Development for the Youth Homelessness Demonstration Program. The community was awarded just under $2.5 million to address homelessness among youth and young adults.
- Creation of the Youth Action Board and the Lived Experience Committee.
- The HSC Board of Directors created the Doubled-Up Work Group to focus on the needs of this population.
- Both the City and County increased staffing in homelessness and housing.
- Increased community partnerships and service coordination.
- JustDane opened Healing House in 2019 to provide medical respite shelter for households with children. The Road Home provides support services to connect people to housing.
- In affordable housing developments, the City & County require use of Coordinated Entry to fill some units and partnerships to provide support services to people experiencing homelessness.
- Increased collaboration with Community Development Authority (CDA) and Dane County Housing Authority (DCHA) through administration of the Mainstream Voucher and Emergency Housing Voucher programs.
- Completion of extensive Gaps Analysis.
- Transition of Homeless Management Information System (HMIS) to Clarity resulting in an improved experience for users.
- The Salvation Army Family Shelter moved to a new location creating a better experience for guests and staff.
- Hotels to Housing is a Rapid Rehousing program developed to assist households who are more vulnerable to COVID move into and maintain permanent housing.
- Increase in Rapid Rehousing and Street Outreach services.
- Increased staffing at the Men's Shelter.
- Dane County created the Housing Access & Affordability Departme.nt
- The Early Childhood Homeless Workgroup began bringing together childcare and homeless services providers to address the needs of families experiencing homelessness.

Appendix C: Information On The Dane County Regional Housing Strategy

The Regional Housing Strategy (RHS) was launched in 2022 with the purpose to address Dane County's extreme housing shortage by building on local and regional efforts, celebrating the unique character of our communities, assessing ongoing challenges, identifying and strengthening regional collaboration and partnerships, creating a vision for the future of housing in Dane County for the next 10-20 years, and opening doors for our Dane County workforce that is typically below 50% of the area median income–school teachers, entry-level professionals, public safety professionals, maintenance and service employees–as well as families with children, residents of color, seniors, and those with disabilities. To assess the housing needs within our region, the RHS has undertaken a study examining housing barriers in Dane County. This study is anticipated to be available in 2024 and will inform a regional implementation strategy for the forthcoming five years.

The RHS has gathered historical data in areas surrounding affordable housing issues. This analysis of housing affordability, racial disparities, housing stock, and market trends can give us a better understanding of why we are facing a housing crisis in our community. The current status of affordable housing is best defined by looking at the cost burden for those paying more than 30% of their income towards rent. As discussed at the Regional Housing Strategy meeting in August 2023, there is a rental housing supply gap in our community that puts a 'Big Squeeze' on unit availability for renters in all income brackets. There is a need to produce significant housing units to keep up with demand, including those for senior households.

Many of our strategic plan goals and action items align with housing priorities already identified by the Housing Advisory Committee during the RHS planning process. We believe that our two plans will be a compliment to one another and can work in conjunction towards building better solutions to the housing crisis in our community.

Appendix D: Dane County Housing Needs Estimates

To estimate Dane County's housing needs, a model was designed to quantify the number of units needed to serve all households entering the homeless system of care. In order to accommodate the current population experiencing homelessness, the annual unmet need, and the need not reflected in HMIS, the model shows that **an additional 1,394 permanent housing units are needed in Dane County**. The model uses 2023 Stella P data and 2022 Housing Inventory Count Data. It was created in Stella M and the CoC lead can access it for review or to change information.

Methodology

Definitions

This model uses the concept of "functional zero" to operationalize need. Functional zero calculations for this analysis were based on criteria that annual outflow (people housed) needs to be greater than or equal to annual inflow (people becoming homeless).

Permanent housing resources (or housing resources) in this recommendation can be created through new construction, rehabilitation or accessing existing housing stock.

Assumptions

The following assumptions were made when developing this model:

- Inflow will remain consistent over time.
- Households in non-HMIS covered agencies access the system in the same way as households in HMIS covered agencies. (The estimated units in this model include HMIS, non-HMIS, and VSP units in the community).
- For the purposes of creating a streamlined needs estimate, household types (Child Only, Adults with Children, and Adult Only households) were not analyzed separately and thus are assumed to have needs proportional to their participation in the system.
- If a household returns to homelessness or is active in the system for more than one reporting year, in an optimal system they will receive a higher level of care.
- Rapid rehousing will serve a household for up to two years, and permanent supportive housing will continue to serve a household for an average of 10.9 years.
- Temporary funding for 431 permanent housing units in the community may end, and this model assumes it will. This includes:
  - 208 Hotels to Housing units (classified as RRH)
  - 15 RRH units
  - 114 Emergency Housing Vouchers (classified as OPH)
  - 94 PSH units

Notes

- There will be an initial period of intense investment followed by a softening and sustaining period. No housing or shelter units can be decreased until previous targets have been met.
- The plan calls for new permanent supportive housing that will need to be maintained post-plan, but after the plan period, turnover in permanent supportive housing will serve all new people becoming homeless who need permanent supportive housing.
- By implementing diversion and ramping up prevention, potentially less units will be needed.

Current System Perfomance

The first step in modeling housing needs is determining unmet need in the current system. Key features of current system performance are below (Table 1).

Total Underserved	1,165	This is the number of households currently underserved. This is calculated by counting the number of households enrolled in the homeless system of care and subtracting those that have exited or entered permanent housing. It does not include households who are not enrolled in the system.
Annual Inflow	1,461	This model assumes inflow will continue to remain the same. (Ideally, inflow will decrease as system improvements are made).
Total unserved population with unit loss and no additional changes made	1,340	To reach Functional Zero, this average number needs to match the inflow number.
Annual Unmet Need	121	Annual inflow minus annual outflow. With no action, this is the projected addition to the population each year.

Table 1: Current System Performance.

There are currently 1,165 underserved households in the system, meaning the system needs to grow enough to house **1,165 more households** than it normally does.

1,461 households enter the system every year, and 1,340 exit it. This leaves an annual unmet need of 121 households who will be added to the homeless population each year. To reach Functional Zero, in addition to housing the 1,165 currently unserved households, the system must house **121 more households each year.**

Reaching Functional Zero by 2028

The model uses baseline 2023 Stella P data to create a model for achieving Functional Zero five years later. The table and graph below show in blue the estimated population unserved by the system each year until achieving Functional Zero in 2028. Table 2 and Figure 1 below show in blue the estimated population unserved by the system each year until achieving Functional Zero in 2028

In contrast, if the system were to make no changes to operation or housing capacity, unmet need would grow. This is shown below in orange, where annual unmet need is added each year to the number of households currently unserved. This “do nothing more” model would result in 1,770 unserved households by 2028.

Based on the average length of time households in the system stay in RRH and PSH+OPH, loss of these 223 RRH units and 208 PSH+OPH units would result in **276 additional unserved households each year.** Shown below in green is how unmet need would increase if the system were to make no changes to operation or housing capacity if these units are lost in 2024. This “unit loss” model would result in 2,046 unserved households by 2028.

	2023	2024	2025	2026	2027	2028
Proposed 5-year model for reaching Functional Zero	1,165	642	376	237	167	0
Total unserved population with no additional changes made	1,165	1,286	1,407	1,528	1,649	1,770
Total unserved population with unit loss and no additional changes made	1,165	1,286	1,683	1,804	1,925	2,046

Table 2: Models estimating unserved households from 2024-2028.

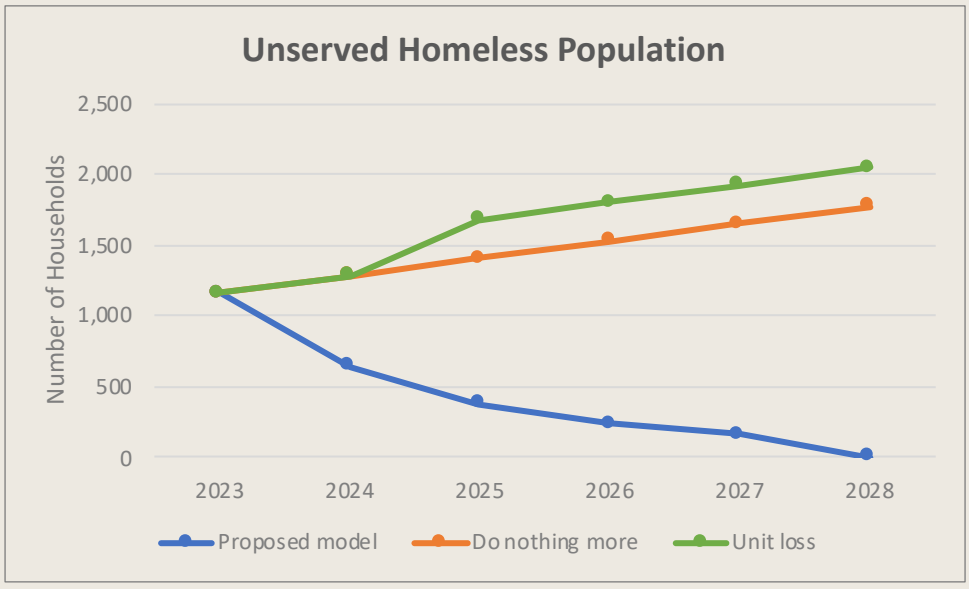


Figure 1: Models estimating unserved households from 2024-2028.

Units Needed

To achieve Functional Zero if these units are lost, significant changes to housing capacity would need to occur. The graph below shows the additional number of additional units of each type needed.

After loss of RRH units, the system will have 55 RRH units, and it will need a maximum of 1,076 units. This means **1,021 additional RRH units** will be needed (a 1,856% increase).

After loss of PSH+OPH units, the system will have 1,757 units, and it will need a maximum of 2,130 units. This means **373 additional PSH+OPH units** will be needed (a 21% increase). The number of additional RRH and PSH+OPH units needed are shown below in Figure 2.

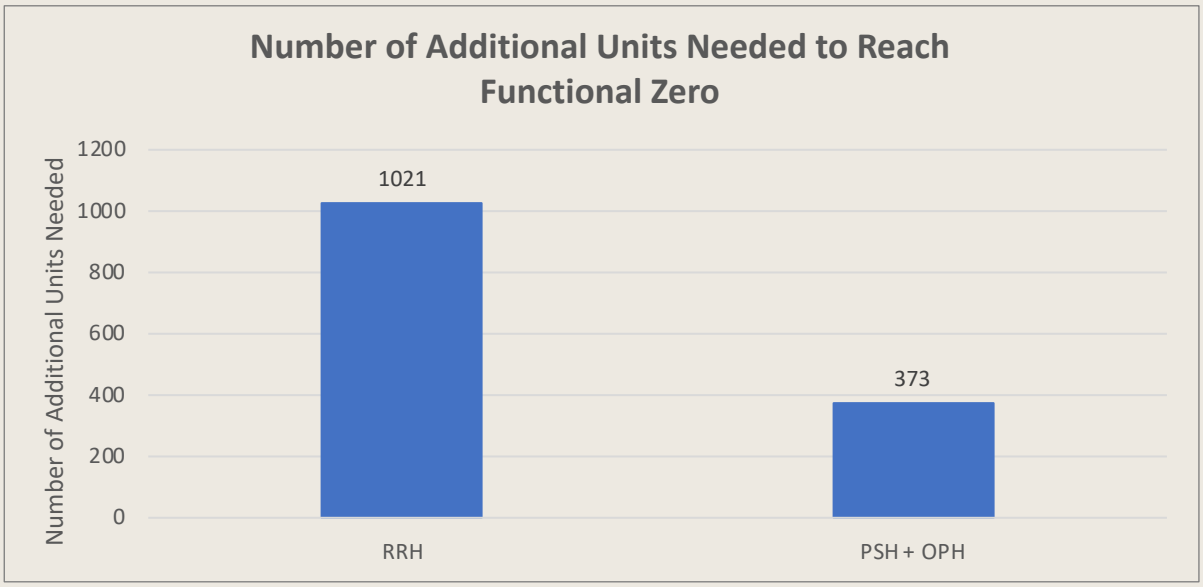


Figure 2: Number of additional housing units needed.

This model shows the impact that losing units has on the system: if 431 permanent housing units are lost, it isn't simply that 431 more units need to be added. Once units are lost, inflow into the system continues and the unserved population grows. This means that the additional units needed far surpasses the initial number of units lost. In this model, **an additional 1,394 permanent housing units will needed after the loss of these 431 units.** This illustrates the importance of maintaining current units and avoiding unit loss.