



YEAR 2011

**REQUEST FOR PROPOSALS FOR
COMMUNITY DEVELOPMENT
FUNDING**

**City of Milwaukee
Community Development Grants Administration**

**Steven L. Mahan, Director
City Hall – 200 East Wells Street; Room 606
Milwaukee, Wisconsin**

Funds Provided by the U.S. Dept. of Housing & Urban Development

TABLE OF CONTENTS

	Page
Introduction	1
 <u>Year 2011 Funding Application</u>	
▪ Proposal Checklist	3
▪ Application Procedures	4-7
▪ Program Definitions	8
▪ Application Executive Summary	10
▪ Year 2011 Funding Application	11-21
▪ Budget Forms	22-26
▪ Board of Directors Roster	27

REQUEST FOR PROPOSALS for Year 2011 Funding

HUD CATEGORY: Public Services

- | | |
|-----------------------|-------|
| ▪ Youth Services | 30-32 |
| ▪ Employment Services | 33-35 |

HUD CATEGORY: Special Economic Development

- | | |
|--------------------------------|-------|
| ▪ Special Economic Development | 37-39 |
|--------------------------------|-------|

HUD CATEGORY: Housing

- | | |
|---|-------|
| ▪ Neighborhood Improvement Program (NIP) | 41-44 |
| ▪ Housing Production: New Community Based Development Organization (CHDO) | 45-47 |

HUD CATEGORY: Housing Opportunities for Persons with Aids(HOPWA)

- | | |
|---|-------|
| ▪ Housing and Supportive Services for Persons with AIDS | 49-54 |
|---|-------|

Appendix

Income Characteristics for Program Participants	55
Requirements for Certification as a Community-Based Development Organization(CBDO)	56-59
Requirements for Certification as a Community Housing Development Organization(CHDO)	60-61
MAPS - CDBG Target Area	62-63

INTRODUCTION

CITY OF MILWAUKEE – COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM

The Community Development Block Grant program was established by Congress in 1974 with the passage of the Housing and Community Development Act. This program provides funds to municipalities and other units of government around the country to develop viable urban communities. This is accomplished by providing affordable, decent housing, a suitable living environment and by expanding economic opportunities principally for low and moderate income persons. Local units of government develop their own programs and funding priorities, however all activities must be consistent with one or more of the following HUD national objectives:

- Principally benefits low/moderate income persons
- Prevents or eliminates slum or blight
- Addresses an urgent need or problem in the community (e.g., natural disaster)

As a Participating Jurisdiction (PJ) and entitlement community, the City of Milwaukee-Community Development Grants Administration (CDGA), receives annual funding allocations from the Federal government to fund activities to address these National Objectives.

As a recipient of these funds, the City of Milwaukee is required to submit to HUD an annual Funding Allocation Plan that describes how the City will utilize Federal funds to address the national objectives in a manner that will produce the greatest measurable impact on our community.

The statutes for the Federal formula grant programs set forth three basic goals against which the plan and the City's performance under the plan will be evaluated by HUD. The City must state how it will pursue these goals for all community development programs.

HUD statutory program goals are:

DECENT HOUSING - which includes:

- Assisting homeless persons obtain affordable housing;
- Assisting persons at risk of becoming homeless;
- Retaining the affordable housing stock;
- Increasing the availability of affordable permanent housing in standard condition to low-income and moderate-income families, particularly to members of disadvantaged minorities without discrimination on the basis of race, color, religion, sex, national origin, familial status, or disability;
- Increasing the supply of supportive housing which includes structural features and services to enable persons with special needs (including persons with HIV/AIDS) to live in dignity and independence; and
- Providing affordable housing that is accessible to job opportunities.

A SUITABLE LIVING ENVIRONMENT - which includes:

- Improving the safety and livability of neighborhoods;
- Eliminating blighting influences and the deterioration of property and facilities;
- Increasing access to quality public and private facilities and services;
- Reducing the isolation of income groups within areas through spatial deconcentration of housing opportunities for lower income persons and the revitalization of deteriorating neighborhoods;
- Restoring and preserving properties of special historic, architectural, or aesthetic value; and,
- Conserving energy resources and use of renewable energy sources.

EXPANDED ECONOMIC OPPORTUNITIES- which includes:

- Job creation and retention;
- Establishment, stabilization and expansion of small businesses (including micro-businesses);
- The provision of public services concerned with employment;
- The provision of jobs to low-income persons living in areas affected by those programs and activities, or jobs resulting from carrying out activities under programs covered by the plan;
- Availability of mortgage financing for low-income persons at reasonable rates using non-discriminatory lending practices;
- Access to capital and credit for development activities that promote the long-term economic and social viability of the community; and
- Empowerment and self-sufficiency for low-income persons to reduce generational poverty in federally assisted housing and public housing.

Long-term outcomes linked to these goals are:

- Availability/Accessibility – This outcome relates to programs that make services, housing, infrastructure, public services, or shelter accessible or available to low or moderate income persons, include those with special needs and/or disabilities.
- Affordability – This outcome relates to programs that provide affordability to low or moderate income persons and can include affordable housing.
- Sustainability – This outcome relates to programs that improve communities and promote viability such as removing slum and blight or other services that sustain communities.

PROPOSAL CHECKLIST - YEAR 2011

Complete Applications must be received no later than 4:00 pm on Thursday, August 19, 2010.

As a final step before submitting your application, use this checklist to ensure that your application is complete. **Failure to include any of the following items will result in disqualification of your application.**

All organizations applying for grant funds, complete and submit **10 copies** of the following Year 2011 documents:

- ☐ Application Executive Summary, signed and dated
- ☐ RFP Program Application
- ☐ Agency Budget-Revenue Form
- ☐ Agency Budget-Expenses Form
- ☐ Corporate Documentation as needed (**one copy only**)
- ☐ Board of Directors Roster

CORPORATE DOCUMENTATION to be included with the Application (**ONLY** for groups not currently under contract with the City or for groups currently funded who are submitting changes/updates to corporate documents).

Submit *one copy* of the following documents:

1. Articles of Incorporation
2. Corporate By-Laws
3. A roster of the current board of directors (form included in Appendix)
4. Corporate Organizational Chart
5. Federal Tax Exemption determination letter
6. State Sales Tax Exemption Status Letter with Tax Exempt number indicated
7. Accounting policies and procedures

NOTE: This information is necessary for evaluation by CDGA and the City Comptroller of the ability of the City of Milwaukee to enter into a contract with the applicant.

If your Application is funded, some additional Financial documents will be required to execute a contract between the City of Milwaukee and your organization.

Proposals may be hand delivered or mailed. **Faxed, electronic and incomplete applications will not be accepted.** All proposals which are received after the closing date of **Thursday, August 19, 2010** will not be reviewed and will be returned to the applicant. **Do not ask, as no exceptions will be granted.**

**COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM
YEAR 2011 REQUEST FOR PROPOSALS**

APPLICATION PROCEDURES

As designated by the Community and Economic Development Committee of the Milwaukee Common Council, service providers for Funding Year 2011 **must meet the following legal requirements:**

- A municipal governmental agency; *or*
- A nonprofit organization organized under Chapter 181 of the Wisconsin Statutes, qualified as a Section 501(c)(3) organization, ***at the time of grant application submission.***

In addition, all funded activities must be eligible and meet one of the three (3) National Objectives of the U.S. Department of Housing & Urban Development (HUD):

- Principally benefits low/moderate income persons
- Prevents or eliminates slum or blight
- Addresses an urgent need or problem in the community (e.g., natural disaster)

Due to the high demand for services, all activities, with the exception of HOPWA(which covers the 4-County Milwaukee Metropolitan area), will be conducted in the CDBG Target Area(see Map in Appendix), unless otherwise noted in each RFP.

The date of issue for these proposals is July 30, 2010. All proposals and supporting documents must be complete upon initial submission, and must be typed ---- **NO HANDWRITTEN, ELECTRONIC, FAXED OR INCOMPLETE APPLICATIONS WILL BE ACCEPTED.**

Completed proposals and required attachments must be received at the Community Development Grants Administration office no later than 4:00 pm on Thursday, August 19, 2010.
No extensions will be granted.

Submit ten copies to:

Mr. Steven L. Mahan, Director
Community Development Grants Administration
City Hall, Room 606
200 East Wells Street
Milwaukee, Wisconsin 53202

Questions may be directed to the office of Community Development Grants Administration at (414) 286-3647.

Year 2011 Funding Allocation Cycle:

Request for Proposals issued	July 30, 2010
Proposals due to CDGA	August 19, 2010
C&ED Committee Funding Adoption Meeting	October 25, 2010
Common Council Meeting	November 3, 2010
Year 2011 Program Year	January 1, 2011-December 31, 2011

APPLICATION PROCEDURES CONT'D

- Follow the prescribed format for Application preparation closely. Present information in the order indicated. Submit all requested information or indicate not applicable (N/A), where appropriate.
- Additional information required under the RFP Method Specifications must be incorporated into the Program Narrative.
- Do not submit materials other than those specifically requested. Letters of Support and Appendices submitted under separate cover will be discarded.
- If you are applying for more than one activity, you must submit a separate application with separate Budgets and attachments.
- If you decide to replicate the application, make certain it is consistent in all respects with the Community Block Grant Application.

Otherwise, a total of 25 points will be deducted for applications that do not follow the pre- formatted application.

COMMUNITY-BASED DEVELOPMENT ORGANIZATION (CBDO)

and

COMMUNITY HOUSING DEVELOPMENT ORGANIZATION(CHDO)

NOTE: Per the HUD regulations, the following RFP activities require that your agency be qualified as a Community-Based Development Organization:

**Employment Services
Special Economic Development
Youth Services**

NOTE: Per the HUD regulations, the following RFP activities require that your agency be qualified as a Community Housing Development Organization(CHDO):

**Housing Production: New Community Housing
Development Organization(CHDO)**

If you are awarded funds for 2011, you will receive a letter from CDGA requesting the required documentation to be certified as a CBDO or CHDO for the above-mentioned activities.

See Appendix for further instructions.

APPLICATION PROCEDURES *cont'd*

NOTICES

The City of Milwaukee reserves the right to reject all proposals. Contract awards based on submitted proposals shall further be subject to receipt by the City of Milwaukee of sufficient community development entitlement funds from the U.S. Dept. of Housing and Urban Development. Should the availability of federal funds for this RFP be reduced, the City's Community & Economic Development Committee can modify and reduce either the subrecipient's award and/or the program year or both. In the event of such a modification or reduction, the subrecipient shall be notified in advance of the pending Community & Economic Development Committee meeting where such action shall take place.

All materials submitted shall become public records retained by the City of Milwaukee, with the following exceptions: late and/or incomplete applications or requests for funding for projects that are not a part of this solicitation, will be returned to the applicant without further review, and materials not requested as part of the application packet will be discarded.

If Applicant makes a false statement or misrepresentation in this Application to obtain Federal funds and funds are awarded, the funds and contract will be in default and the City may declare all of any part of the funds paid out immediately due and repayable to the City and the contract voided.

FUNDING DECISION

The actual decision to award funds is considered first by the City of Milwaukee Community and Economic Development Committee and forwarded to the Common Council and Mayor for final review and approval before the final submission to HUD. Funding recommendations by the CDGA staff are advisory to the Community and Economic Development Committee. Applicants that are not recommended for funding, will be notified by mail.

In addition, the Community and Economic Development Committee may designate a non-profit agency to act as a subrecipient in any manner it deems appropriate to carry out an eligible activity, per HUD Regulations 24CFR 570.200(f); 24 CFR Part 85; OMB Circular A-110.

DEFINITIONS

1. **CDGA** - Community Development Grants Administration
2. **CDBG** - Community Development Block Grant
3. **CHDO** – Community Housing Development Organization
4. **ESG** – Emergency Shelter Grants
6. **HOME** - HOME Investment Partnerships
7. **HOPWA** - Housing Opportunities for Persons with AIDS
8. **Outcomes** - are the benefits derived from program activities. Typical examples:
 - Ten New Block Clubs - a core of 20 leaders are identified and trained to independently coordinate activities and issues on their blocks.
 - Abate Code Violations - property values are maintained or increased while elderly/ low income home owners are able to remain in their homes.
 - After School Recreation - participating youth improve in school and reduce their involvement with the criminal justice system.
9. **Outcome Measurements** are the specific items of information that track a program's success on outcomes. They describe observable, measurable characteristics or changes that represent achievement of an outcome.
10. **Short Term Outcomes** - are benefits derived from program activities that can usually be observed within a one year period.
11. **Mid Term Outcomes** - are benefits derived from program activities that usually occur within two - three years.
12. **Long Term Outcomes** - are benefits derived from program activities that are more global in scope and impact and are usually observable within three - five years.

Most planning groups reported that their neighborhoods would experience these long term outcomes as a result of the expenditure of Federal funds. These outcomes are:

- Reduce Crime
- Increase Property Values
- Increase Economic Vitality (Jobs & Businesses)
- Improve Neighborhood Quality of Life

13. **Long Term Outcome Indicators** - for CDGA, these are objective data which measures the health of a neighborhood relative to housing and crime.

All proposals for funding in 2011 will be required to show how their activities and their short and mid-term outcomes will eventually lead to the above noted long term outcomes.

YEAR 2011 FUNDING APPLICATION FOR THE FOLLOWING FEDERAL FUNDS

- ❖ **COMMUNITY DEVELOPMENT BLOCK GRANT FUNDS**
- ❖ **HOME INVESTMENT PARTNERSHIPS**
- ❖ **HOUSING OPPORTUNITIES FOR PERSONS WITH AIDS
(HOPWA)**

If you are submitting for more than one activity or for different funding sources, you must submit separate applications and separate budgets for each activity.

**COMMUNITY DEVELOPMENT GRANTS ADMINISTRATION
APPLICATION EXECUTIVE SUMMARY – FUNDING YEAR 2011**

REQUIRED: Check the type of funding for which you are applying.

NOTE: Separate applications and separate budgets are required for each type of funding and activity for which you are applying. Combined applications and budgets will not be accepted and will be returned to the applicant.

Total Amount Requested (CDBG FUNDS)\$ _____ (HOME FUNDS) \$ _____

(HOPWA FUNDS)\$ _____

RFP Activity/Category for which you are applying _____

RFP Page # _____

Applicant Organization Name: _____

Organization Address: _____ City _____ Zip _____

Contact Person: _____ Title _____

Contact Person's

Telephone Number: _____ Fax Number: _____

E-Mail Address: _____

Is applicant a 501 (C)(3) organization? Yes _____ No _____

Is applicant a faith-based organization? Yes _____ No _____

Federal Employer Identification Number _____

Executive Director: _____ Phone Number _____

Board President: _____ Phone Number _____

Check one: Organization received funds from CDGA in 2010 _____

Organization did not receive funds from CDGA in 2010 _____

Proposal submission(s) must be authorized and signed by an official of the Board of Directors.

Name and title of Board Official: _____

Signature of Board Official: _____

NOTICE:

A false statement or misrepresentation in the proposal to obtain grant funds and if funds are awarded, the funds and contract will be in default and the City may declare all of any part of the funds paid out immediately due and repayable to the City and the contract voided.

PART 1: PROGRAM DESIGN & SPECIFICATIONS

60 POINTS TOTAL

A. HOUSEHOLDS/CLIENTS SERVED

5 pts. maximum

1) Describe the specific target population to be served, including target low income level and special needs populations, as applicable.

2) Specify the total number of households to receive direct services by your program in 2011.

DO NOT WRITE BELOW
(For CDGA Use Only)

Comments:

Score:

**Households/
Clients Served
(5 pts maximum)**

B. OUTREACH:**(5 pts maximum)**

- 1) Describe in a narrative, your agency's outreach and all of the methods that will be used to inform eligible persons about your program.

DO NOT WRITE BELOW
(For CDGA Use Only)

Comments:**Score:****Outreach
(5 pts maximum)**

Describe in detail **ALL OF THE FOLLOWING:**

1) The specific activity to be performed

Score: _____ (8pts. maximum)

2) The timetable for implementation

Score: _____ (2pts. maximum)

3) The goals of the program

Score: _____ (5pts maximum)

- 4) a. The METHOD that will be used to implement the specific activities to achieve the goals of the program for which you are applying.

Points under this section are assigned as follows:

- *Youth Services – 15points
- *Employment Services –15points
- *Special Economic Development – 15points
- *Housing Production (CHDO) – 10points
- *Housing-Neighborhood Improvement Project(NIP) – 10 points
- *Housing Opportunities for Persons with Aids - 5 points

Score: _____

- b. **ADDITIONAL PROGRAM SPECIFICATIONS** – *Points under this section are assigned as follows:*

- *Youth Services – 5points
- *Employment Services – 5points
- *Special Economic Development – 5points
- *Housing Production (CHDO) – 10points
- *Housing-Neighborhood Improvement Project(NIP) – 10 points
- *Housing Opportunities for Persons with Aids - 15 points

YOU MUST GO TO THE PARTICULAR RFP IN THE RFP BOOKLET FOR WHICH YOU ARE APPLYING AND RESPOND TO THE QUESTIONS STATED UNDER THE SECTION “ADDITIONAL PROGRAM SPECIFICATIONS”.

Score: _____

5) A) Describe the expected outcomes, (results, impact or change) expected to come about as a result of your program and describe how these contribute to one or more of CDGA's long term outcomes which are: 1) Reduce Crime; 2) Increase Property Values; 3) Increase Economic Vitality; and, Improve Quality of Life. B) Explain the specific methods that your agency will use to measure the projected outcomes. (10 pts)

Score: _____ (10 pts maximum)

DO NOT WRITE BELOW
(For CDGA Use Only)

Comments:

Score:

Activity _____

Goals _____

Timeline _____

Method _____

Outcomes _____

(45 pts maximum for this section only)

D. BUDGET & RESOURCES LEVERAGED**(5 pts. maximum)**

1) Include a proposed budget for your program utilizing the appropriate budget forms depending on the type of funding you are requesting (CDBG, HOME or HOPWA funds). The budget forms are on pages 22-26. You must submit a separate budget form for each separate activity for which you are applying.

DO NOT WRITE BELOW
(For CDGA Use Only)

Comments:**Score:****Budget & Resources leveraged
(5 pts maximum)**

PART 2: EXPERIENCE
40 POINTS TOTAL

A. AGENCY EXPERIENCE:

(15pts maximum)

- 1) Describe your agency's specific experience in providing the service for which funding is requested.

DO NOT WRITE BELOW
(For CDGA Use Only)

Comments:

Score:

Agency Experience
(15 pts maximum)

B. STAFF EXPERTISE:**(5 pts maximum)**

- 1) Describe your agency's specific staff experience in providing the service for which funding is requested. (Include education, years of experience etc.)

DO NOT WRITE BELOW
(For CDGA Use Only)

Comments:**Score:**

Staff Expertise
(5 pts maximum)

**C. FINANCIAL/ORGANIZATIONAL/BOARD &
ADMINISTRATIVE STRUCTURE**

(5 pts maximum)

Describe all of the following about your agency:

a. Financial structure:

b. Organizational & Administrative structure:

c. Board structure:

DO NOT WRITE BELOW
(For CDGA Use Only)

Comments:

Score:

**Financial/Organizational/
Board & Administrative Structure
(5 pts maximum)**

D. ACCOMPLISHMENTS:**(15 pts maximum)****1) Existing Agencies (Currently Funded by CDGA):**

Please summarize your performance during the past two years including stated goals and actual accomplishments realized to date. Accomplishment numbers are subject to verification by CDGA.

NOTE: If you are currently funded and are applying for a new activity for which you are not currently funded, you must provide **THIRD PARTY** documentation of your accomplishments for the new activity for which you are applying. This may include written statements from current funding sources, agency annual reports, etc.

NOTE: A written narrative alone by the applicant does not qualify as documentation of accomplishments.

Failure to provide the required documentation will result in a score of zero for this section.

2) New Groups (not currently funded by CDGA):

Please summarize your performance during the past two years including stated goals and actual accomplishments realized to date. **New groups must include THIRD PARTY documentation verifying the stated accomplishments.** This may include written statements from current funding sources, agency annual reports, etc.

NOTE: A written narrative alone by the applicant does not qualify as documentation of accomplishments.

Failure to provide the required documentation will result in a score of zero for this section.

DO NOT WRITE BELOW
(For CDGA Use Only)

Comments:**Score:****Accomplishments
(15 pts maximum)**

REVIEWER'S SUMMARY

SCORE SECTION I (60 Points Max) _____

SCORE SECTION II (40 Points Max) _____

SUBTOTAL (100 Points Max) _____

DEDUCT FOR WRONG FORMAT (25 Points) _____

Yes _____ No _____

TOTAL SCORE: _____

MAXIMUM POINTS: 100

ADDITIONAL NOTES:

AGENCY BUDGET: EXPENSES

CDBG FUNDS ONLY

(A Separate Budget is required for each RFP for which you are applying;
Combined budgets for different activities are not acceptable and will result in a
score of zero for this section)

Organization: _____

Program Name: _____

Show a proposed budget for the program for which you are applying. Include all committed
and pending funds for your program.

CATEGORY	Requested Funds	Committed Funds (list source)	Pending Funds (list source)
Personnel			
Fringe Benefits			
Occupancy/Utilities			
General Services (training, travel, printing, advertising, memberships)			
Supplies (office products, postage, computer and cleaning supplies, etc.)			
Contractual Services (accounting, legal, consulting, insurance)			
Equipment(Purchase/Rental)			
Other Costs(Describe)			
TOTAL COSTS			

AGENCY BUDGET: EXPENSES

HOUSING - HOME FUNDS ONLY

(A Separate Budget is required for each RFP for which you are applying;
Combined budgets for different activities are not acceptable and will result in a
score of zero for this section)

Organization: _____

Program Name: _____

Show a proposed budget for the program for which you are applying. Include all committed
and pending funds for your program.

CATEGORY	Requested Funds	Committed Funds (list source)	Pending Funds (list source)
Acquisition			
Rehab Hard Costs			
Soft Costs			
Contractual Services			
Other Costs (Describe)			
TOTAL COSTS			

HOUSING OPPORTUNITIES FOR PERSONS WITH AIDS - YEAR 2011 BUDGET

1. **Program Budget** ---Enter on the budget form the total estimated expenses for operating the program.

PROGRAM BUDGET

CATEGORY	TOTAL HOPWA FUNDS	TOTAL OTHER FUNDS	TOTAL PROGRAM BUDGET
<u>Facility Based Housing Development includes:</u> Expenditures associated with the Acquisition, Rehabilitation Conversion or Repair of facilities to provide housing to HOPWA-eligible households. Also includes costs related to new construction for single room occupancy (SRO) dwellings and community residences.			
Name each site:			
<u>Facility Based Housing Operations includes:</u> Expenditures associated with leasing a building, general housing operations (e.g., Maintenance, Security, Insurance, Utilities, Furnishings, Equipment, Supplies), and the provision of project based rental assistance.			
Name each site:			
<u>Facility Based Non-Housing:</u> Expenditures associated with the construction, acquisition, rehabilitation, conversion, lease, or repair of a non-housing facility, such as a supportive services facility or an emergency shelter.			
Name each site:			
<u>Tenant-Based Rental Assistance (TBRA):</u> A housing subsidy provided for use on the open rental market. The tenant holds a lease with a private landlord for a unit that is rented at or under Fair Market Rent and that meets Housing Quality/Habitability Standards.			
Name each site:			
<u>Short-Term Rent, Mortgage, and Utility (STRMU) Assistance includes:</u> A housing subsidy provided to prevent homelessness of mortgagors or renters in their current place of residence. Grantees may provide assistance for rent, mortgage, or utilities for a period of up to 21 weeks in any 52-week period. Ongoing assessment of need is required and individual service plans must address housing stability.			
Name each site:			

HOUSING OPPORTUNITIES FOR PERSONS WITH AIDS - YEAR 2011 BUDGET *continued*

CATEGORY	TOTAL HOPWA FUNDS	TOTAL OTHER FUNDS	TOTAL PROGRAM BUDGET
<u>Housing Information Services include:</u> Information and referral services to assist eligible persons with locating, acquiring, financing, and maintaining housing. Activities may include housing, counseling, housing advocacy, housing search assistance.			
<u>Technical Assistance includes:</u> Assistance with establishing and operating a community residence, including planning and other pre-development or pre-construction expenses, as well as costs related to community outreach and education activities.			
<u>Administration:</u> Expenditures for general management, oversight, coordination, evaluation, and reporting on eligible activities. Such costs do not include costs directly related to carrying out eligible activities. (Costs may not exceed 7% of the total program budget).			
<u>Supportive Services include:</u> Expenditures for services that improve the health and well-being of eligible persons and their family members. Services may be provided in conjunction with housing assistance or separately. Examples include employment assistance, alcohol and drug abuse treatment services, mental health services, transportation assistance, and limited use of funds for uncovered medical services (subject to program limitations).			
<u>Permanent Housing Placement:</u> Expenditures that help establish a household in a housing unit, including (but not limited to) application fees, related credit checks, and reasonable security deposits necessary to move persons into permanent housing, provided such deposits do not exceed two months of rent and are designated to be returned to the program.			
TOTAL:			

TOTAL AGENCY BUDGET: REVENUE
(inclusive of **all** programs operated by your agency)

Organization _____

Show a three year history of **actual revenue** received by your agency for the three year period shown.
If more space is needed continue with another page.

CATEGORY	2008	2009	2010
Government Grants (list sources)			
A.			
B.			
C.			
D.			
Subtotal			
Foundation Grants (list sources)			
A.			
B.			
C.			
D.			
Subtotal			
Other Revenue (list sources)			
A.			
B.			
C.			
D.			
Subtotal			
TOTAL REVENUE			

**Board of Directors Roster for Agencies with Grants Administered
by Community Development Grants Administration**

Date Completed: _____

Program Year: 2011

NAME & TITLE	RACE	ADDRESS-INCLUDE CITY, STATE & ZIP	TERM EXPIRATION
NAME:			
TITLE:			
NAME:			
TITLE:			
NAME:			
TITLE:			
NAME:			
TITLE:			
NAME:			
TITLE:			
NAME:			
TITLE:			
NAME:			
TITLE:			
NAME:			
TITLE:			
NAME:			
TITLE:			
NAME:			
TITLE:			
NAME:			
TITLE:			

The Slate of Officers of the Board Shall Commence on _____ and End on _____.

NOTE: THIS FORM MUST BE SUBMITTED WHENEVER THERE ARE BOARD CHANGES.

Year 2011

REQUEST FOR PROPOSALS

HUD Category: Public Services

- ❖ **Youth Services**
- ❖ **Employment Services**

YOUTH SERVICES

**Total Available: \$800,000
(CDBG Funds)**

Key Activities – Program Description:

To provide opportunities for youth through education, crime prevention & personal development, civic engagement, community service, and recreation. All programs must be available to youth in the CDBG target areas *(See map in Appendix)*. Licensed group homes and community based residential facilities are ineligible to apply.

Funding Guidelines: Minimum bid amount: \$30,000

Eligible Activities:

Education

Programs that have an intrinsic goal to increase educational attainment, academic achievement, and/or literacy skills. Examples include GED programs, writing workshops, intense tutoring and mentoring, English-as-a-Second Language (ESL) classes. A program is not considered educational by simply providing homework assistance or computer access.

Crime Prevention and Personal Development

Programs that aim to prevent crime, reduce teen pregnancy and develop leadership skills. Examples include programs that provide a safe haven and adult supervision for youth, after school and during the evenings and weekends.

Civic Engagement/Community Service

Programs that focus primarily on volunteering and community services such as those that educate the community on social and neighborhood issues. Community service or education must be the foundation of the activity.

Recreation

Recreational programs are those that provide sports, arts and crafts, theater or other similar activities to participants. These programs exist primarily to provide fun, safe, and creative outlets for youth.

Employment Services

Programs that are geared towards job training and job placement. The program must impart specific and marketable skills to recipients. This could include resume writing, interview preparation, and job search and placement assistance. The program might also offer job-specific skill development such as food service training or administrative skills through classes, internships or apprenticeships. The programming must comprise a large portion of the organization's youth activities.

APPLICATION PROGRAM NARRATIVE:

Utilizing the enclosed application, which conforms to the following outline, describe the following:

PART I – PROGRAM DESIGN SPECIFICATIONS – (60 POINTS TOTAL including Method & Budget))

1. **Households/Clients Served:** Describe the specific households/persons to be served, including target low income level and special needs populations, as applicable. Include the proposed number of youth to be served within your target population. *(5 points)*
2. **Outreach:** Describe all of the methods that will be used to inform eligible persons about your program. *(5 points)*
3. **Activity:** Describe the specific activity to be performed. *(8 points)*
4. Specify the **timetable** for performing the activity. *(2 points)*
5. Describe the **goals** of the program. *(5 points)*
6. Describe the **METHOD** that will be used to implement the specific activities to achieve the goals of the program for which you are applying. *(15 points)*
7. **Program Outcomes:** *(10 points)*
 - A. Describe the expected long term outcomes (results, impact or change) expected to come about as a result of your program and which contribute to one or more of CDGA's stated outcomes which are:
1) Reduce Crime; 2) Increase Property Values; 3) Increase Economic Vitality; and, Improve Quality of Life.
 - B. Describe the specific methods your agency will use to measure the projected outcomes.

Additional Program Specifications*(5 points)*

1. Specify hours of operation for youth activities, including total hours on a daily basis. Specify the facilities to be used to conduct the activity.
2. Indicate collaboration with existing programs serving the same youth target population that will benefit from the proposed activity.
3. Describe how your agency will engage and retain youth within your target population.

BUDGET *(5 points)*

1. Include a proposed budget for your program utilizing the budget form which is enclosed.

PART II – EXPERIENCE (40 POINTS TOTAL)

1. **Agency experience with activity:** Describe the specific experience that your agency has in providing the service for which funding is requested. *(15 points)*
2. **Staff Expertise:** Describe the specific staff experience in providing the service for which funding is requested. *(5 points)*
3. **Financial/Organizational/Administration:** Describe your agency's financial, organizational, board and administrative structure. *(5 points)*

4. **Accomplishments:** (15 points)

Existing Agencies (Currently Funded by CDGA):

Summarize your performance during the past two years including stated goals and actual accomplishments realized to date. Accomplishment numbers are subject to verification by CDGA.

NOTE: If you are currently funded and are applying for a new activity for which you are not currently funded, you must provide THIRD PARTY documentation of your accomplishments for the new activity for which you are applying. This may include written statements from current funding sources, agency annual reports, etc.

NOTE: A written narrative alone by the applicant does not qualify as documentation of accomplishments.

Failure to provide the required documentation will result in a score of zero for this section.

New Groups (not currently funded by CDGA):

Summarize your performance during the past two years including stated goals and actual accomplishments realized to date. New groups must include THIRD PARTY documentation verifying the stated accomplishments. This may include written statements from current funding sources, agency annual reports, etc.

NOTE: A written narrative alone by the applicant does not qualify as documentation of accomplishments.

Failure to provide the required documentation will result in a score of zero for this section.

PUBLIC SERVICE – EMPLOYMENT SERVICES

Job Training & Placement and Job Placement Services

Total Available: \$525,000 (CDBG Funds)

You must clearly specify if you are applying for Job Placement or Job Training & Placement. If you are applying for both, two separate applications and two separate budgets are required. Combined applications will not be considered and will be returned to the applicant.

Key Activities – Program Description:

Seeking Community-based organizations to provide skilled Job Training & Placement services and Job Placement Services for low-income citizens of Milwaukee.

APPLICATION PROGRAM NARRATIVE:

Utilizing the enclosed application, which conforms to the following outline, describe the following:

PART I – PROGRAM DESIGN SEPCIFICATIONS – (60 POINTS TOTAL including Method & Budget))

1. **Households/Clients Served:** Describe the specific households/persons to be served, including target low income level and special needs populations, as applicable. Include the number of persons to be served. *(5 points)*
2. **Outreach:** Describe all of the methods that will be used to inform eligible persons about your program. *(5 points)*
3. **Activity:** Describe the specific activity to be performed. *(8 points)*
4. Specify the **timetable** for performing the activity. *(2 points)*
5. Describe the **goals** of the program. *(5 points)*
6. Describe the **METHOD** that will be used to implement the specific activities to achieve the goals of the program for which you are applying. *(15 points)*

7. **Program Outcomes:** A. Describe the expected long term outcomes (results, impact or change) expected to come about as a result of your program and which contribute to one or more of CDGA's stated outcomes which are: **Reduce Crime; 2) Increase Property Values; 3) Increase Economic Vitality; and, Improve Quality of Life.** B. Explain the specific methods that your agency will use to measure the project outcomes (10 points)

Additional Program Specifications: (5 points)

1. For **Job Training and Placement**, describe your agency's plan and ability to implement a Skilled Trades Training Program (i.e., Computer Technician, Machine Operator, Metal Fabrication, Welder, etc.). Include a description of your agency's plan to identify, recruit and train and place qualified program participants in skilled trades jobs, making livable wages, within a twelve-month period and provide post job placement retention services to ensure employees are retained for at least 45 days. Also describe your agency's business links to specific industries related to skilled training. **For Job Training and Placement, you must include with this application, a curriculum of the training program you will implement. Job Training & Placement does not include job readiness or similar soft skills training, resume writing, interviewing, etc.**
2. For **Job Placement**, describe your agency's plan and ability to implement a successful Job Placement program whereby applicants are placed in jobs, making livable wages, within a twelve-month period and provide post job placement retention services to ensure employees are retained for at least 45 days. Also describe other services provided to job seeking individuals to assist in obtaining employment. Include a description of your agency's collaborations with businesses related to your job placement activity. **For Job Placement, include with this application, a curriculum of the Job Placement Program you will implement.** Also include a description of any soft skills taught such as job readiness or similar soft skills training, resume writing, interviewing, etc.

BUDGET (5 points)

1. Include a proposed budget for your program utilizing the budget form which is enclosed.

PART II – EXPERIENCE (40 POINTS TOTAL)

1. **Agency experience with activity:** Describe the specific experience that your agency has in providing the service for which funding is requested. (15 points)
2. **Staff Expertise:** Describe the specific staff experience in providing the service for which funding is requested. (5 points)
3. **Financial/Organizational/Administration:** Describe your agency's financial, organizational, board and administrative structure. (5 points)

4. **Accomplishments:** (15 points)

Existing Agencies (Currently Funded by CDGA):

Summarize your performance during the past two years including stated goals and actual accomplishments realized to date. Accomplishment numbers are subject to verification by CDGA.

NOTE: If you are currently funded and are applying for a new activity for which you are not currently funded, you must provide THIRD PARTY documentation of your accomplishments for the new activity for which you are applying. This may include written statements from current funding sources, agency annual reports, etc.

NOTE: A written narrative alone by the applicant does not qualify as documentation of accomplishments.

Failure to provide the required documentation will result in a score of zero for this section.

New Groups (not currently funded by CDGA):

Summarize your performance during the past two years including stated goals and actual accomplishments realized to date. **New groups must include THIRD PARTY documentation verifying the stated accomplishments.** This may include written statements from current funding sources, agency annual reports, etc.

NOTE: A written narrative alone by the applicant does not qualify as documentation of accomplishments.

Failure to provide the required documentation will result in a score of zero for this section.

METHOD OF PAYMENT – Employment Services

Successful applicants will be awarded Pay-for-Performance Vendor Contracts for this activity and will be reimbursed as follows:

1. ***One-half*** of the allocated dollars will be available to the agency for administrative costs incurred throughout the program year to operate the program.
2. The remaining **50%** of funds will be reimbursed only upon a successful job placement and/or job retention. The job placement should coincide with the training received.
3. CDGA will not reimburse for placements that occur through the use of temporary staffing agencies unless the placement becomes permanent.
4. CDGA will not reimburse payments for clients enrolled in a W-2 program as these activities are funded by other governmental sources and represent duplication of services.

HUD Category: Special Economic Development

- ❖ **Special Economic Development**

SPECIAL ECONOMIC DEVELOPMENT

**Total Available: \$750,000
(CDBG Funds)**

Key Activities – Program Description:

Provide technical assistance to new or existing businesses to result in one or both of the following outcomes within the program year:

- New Job Creation(full-time or part-time) for low income residents in the CDBG target areas.
- New businesses or business expansion resulting in new job creations.

APPLICATION PROGRAM NARRATIVE:

Utilizing the enclosed application, which conforms to the following outline, describe the following:

PART I – PROGRAM DESIGN SPECIFICATIONS – (60 POINTS TOTAL including Method & Budget))

1. **Businesses to be served:** Describe the type of businesses to be served including the target area of service. Specify the number of businesses to be assisted. *(5 points)*
2. **Outreach:** Describe all of the methods that will be used to inform eligible persons about your program. *(5 points)*
3. **Activity:** Describe the specific activity to be performed. *(8 points)*
4. Specify the **timetable** for performing the activity. *(2 points)*
5. Describe the **goals** of the program. *(5 points)*
6. Describe the **METHOD** that will be used to implement the specific activities to achieve the goals of the program for which you are applying. *(15 points)*
7. **Program Outcomes:** A. Describe the expected long term outcomes (results, impact or change) expected to come about as a result of your program and which contribute to one or more of CDGA's stated outcomes which are: **Reduce Crime; 2) Increase Property Values; 3) Increase Economic Vitality; and, Improve Quality of Life.** B. Explain the specific methods that your agency will use to measure the project outcomes *(10 points)*

Additional Program Specifications (5 points)

1. Clearly define the type of business assistance to be provided.
2. Describe how the business assistance will directly create a new business or help an existing business expand, resulting in new jobs.
3. Describe your collaborations with lenders and others in assisting businesses with financial and technical assistance and other resources.

BUDGET (5 points)

1. Include a proposed budget for your program utilizing the budget form which is enclosed.

PART II – EXPERIENCE (40 POINTS TOTAL)

1. **Agency experience with activity:** Describe the specific experience that your agency has in providing the service for which funding is requested. (15 points)
2. **Staff Expertise:** Describe the specific staff experience in providing the service for which funding is requested. (5 points)
3. **Financial/Organizational/Administration:** Describe your agency's financial, organizational, board and administrative structure. (5 points)
4. **Accomplishments:** (15 points)

Existing Agencies (Currently Funded by CDGA):

Summarize your performance during the past two years including stated goals and actual accomplishments realized to date. Accomplishment numbers are subject to verification by CDGA.

NOTE: If you are currently funded and are applying for a new activity for which you are not currently funded, you must provide THIRD PARTY documentation of your accomplishments for the new activity for which you are applying. This may include written statements from current funding sources, agency annual reports, etc.

NOTE: A written narrative alone by the applicant does not qualify as documentation of accomplishments.

Failure to provide the required documentation will result in a score of zero for this section.

New Groups (not currently funded by CDGA):

Summarize your performance during the past two years including stated goals and actual accomplishments realized to date. **New groups must include THIRD PARTY documentation verifying the stated accomplishments.** This may include written statements from current funding sources, agency annual reports, etc.

NOTE: A written narrative alone by the applicant does not qualify as documentation of accomplishments.

Failure to provide the required documentation will result in a score of zero for this section.

METHOD OF PAYMENT

Successful applicants will be awarded Pay-for-Performance Vendor Contracts for this activity and will be reimbursed as follows:

1. ***One-half*** of the allocated dollars will be available to the agency for administrative costs incurred throughout the program year to operate the program.
2. The remaining **50%** of funds will be reimbursed **only upon** a successful job creation and/or job retention.
3. CDGA will not reimburse for placements that occur through the use of temporary staffing agencies unless the placement becomes permanent.

Other Program Requirements

Per the HUD regulations, eligible Business Assistance Economic Development activities funded by CDGA to assist for profit businesses must be directly linked to the creation of full time Permanent jobs, at least 51% of which are to be made available to be held by low and moderate-income persons. Jobs indirectly created (spin-off or trickle down jobs) may not be counted as a created job. There must be a direct link between the CDBG assisted activity and the job created. Business Assistance includes but is not limited to:

- Technical assistance
- Business plan development
- Financial accounting
- Loan underwriting
- Legal and tax consulting
- City of Milwaukee-Disadvantaged Business Enterprise (DBE) certification
- Contract procurement
- Proposal writing

HUD Category: Housing

- ❖ **New Pilot-Neighborhood Improvement Program (NIP)**
- ❖ **Housing Production: New Pilot Community Housing Development Organization (CHDO)**

NEW PILOT - NEIGHBORHOOD IMPROVEMENT PROJECT (NIP)
and
NIP SUPPLEMENTAL REPAIR PROGRAM

Total Available: New Pilot- Neighborhood Improvement Project(NIP) \$87,600 (CDBG Funds) \$294,000 (HOME Funds)
Total Available: NIP Supplemental Repair Program \$175,400 (CDBG Funds)

You must clearly specify if you are applying for the **New Pilot Neighborhood Improvement Project(NIP)** or the **NIP Supplemental Repair Program**. If you are applying for both, two separate applications and two separate budgets are required. Combined applications will not be considered and will be returned to the applicant.

Key Activities – Program Description:

1) New Pilot-Neighborhood Improvement Program(NIP)

CDGA is seeking qualified non-profit organizations to administer forgivable and deferred-payment loans for eligible low-income owner-occupants through the City's Neighborhood Improvement Project (NIP). Applicants must demonstrate the ability to carry out moderate rehabilitation projects in a professional and efficient manner utilizing either qualified subcontractors and/or in-house crews.

2) NIP Supplemental Repair Program

NOTE: Applicants for this program must be a Neighborhood Improvement Program agency
Existing NIP agencies funded by CDGA are eligible to apply for this program.

The NIP Supplemental Repair Program was created to help homeowners address needed repairs on their homes that pose or potentially pose health and safety hazards. Eligible repairs can include repair or replacement of faulty mechanical systems(i.e. heating systems, plumbing, electrical and roofing systems). In addition, victims of home invasion crimes, with a valid police report, may be eligible for safety and security repairs and improvements to their home, as approved by CDGA.

The procurement of a qualified contractor is the responsibility of the client; however the agency should maintain a list of eligible contractors to reduce the burden on the homeowner.

The program will provide CDBG financial assistance for an approved project at a minimum of \$500 and a maximum of \$3,000 (all costs above the \$3000 maximum are the responsibility of the client). Program participants, based on their income, may have to provide matching dollars for these services according to the following schedule:

≤50% CMI – No match required
51-60% CMI – 25% match required
61-80% CMI – 35% match required

NOTE: The maximum gross household income for this program is 80% or less CMI(County Median Income).

Funded Agencies may be eligible to charge up to 25 percent of the CDBG project investment for administrative costs.

APPLICATION PROGRAM NARRATIVE:

Utilizing the enclosed application, which conforms to the following outline, describe the following:

PART I – PROGRAM DESIGN SPECIFICATIONS – (60 POINTS TOTAL including Method & Budget))

1. **Households/Clients Served:** Describe the specific households/persons to be served, including target low income level and special needs populations, as applicable. Include the number of persons to be served. *(5 points)*
2. **Outreach:** Describe all of the methods that will be used to inform eligible persons about your program. *(5 points)*
3. **Activity:** Describe the specific activity to be performed. *(8 points)*
4. Specify the **timetable** for performing the activity. *(2 points)*
5. Describe the **goals** of the program. *(5 points)*
6. Describe the **METHOD** that will be used to implement the specific activities to achieve the goals of the program for which you are applying. *(10 points)*
7. **Program Outcomes:** **A.** Describe the expected long term outcomes (results, impact or change) expected to come about as a result of your program and which contribute to one or more of CDGA's stated outcomes which are: **Reduce Crime; 2) Increase Property Values; 3) Increase Economic Vitality; and, Improve Quality of Life.** **B.** Explain the specific methods that your agency will use to measure the project outcomes *(10 points)*

Additional Program Specifications *(10 points)*

1. Describe your agency's relationships with local lenders and its ability to obtain construction financing.
2. Specify the total number of housing structures to be rehabbed. Only single family or duplex structures are eligible for NIP service.
3. Describe your agency's methods for providing oversight during the construction phase to ensure quality workmanship, consumer satisfaction and compliance with HUD regulations and City building codes.
4. Describe how you will collaborate with other agencies to reach and serve the target population.

BUDGET *(5 points)*

1. Include a proposed budget for your program utilizing the budget form which is enclosed.

PART II – EXPERIENCE (40 POINTS TOTAL)

1. **Agency experience with activity:** Describe the specific experience that your agency has in providing the service for which funding is requested. *(15 points)*
2. **Staff Expertise:** Describe the specific staff experience in providing the service for which funding is requested. *(5 points)*
3. **Financial/Organizational/Administration:** Describe your agency's financial, organizational, board and administrative structure. *(5 points)*
4. **Accomplishments:** *(15 points)*

Existing Agencies (Currently Funded by CDGA):

Summarize your performance during the past two years including stated goals and actual accomplishments realized to date. Accomplishment numbers are subject to verification by CDGA.

NOTE: If you are currently funded and are applying for a new activity for which you are not currently funded, you must provide THIRD PARTY documentation of your accomplishments for the new activity for which you are applying. This may include written statements from current funding sources, agency annual reports, etc.

NOTE: A written narrative alone by the applicant does not qualify as documentation of accomplishments.

Failure to provide the required documentation will result in a score of zero for this section.

New Groups (not currently funded by CDGA):

Summarize your performance during the past two years including stated goals and actual accomplishments realized to date. **New groups must include THIRD PARTY documentation verifying the stated accomplishments.** This may include written statements from current funding sources, agency annual reports, etc.

NOTE: A written narrative alone by the applicant does not qualify as documentation of accomplishments.

Failure to provide the required documentation will result in a score of zero for this section.

OTHER PROGRAM REQUIREMENTS

Neighborhood Improvement Project

- 1) Housing activities must comply with all applicable HUD Lead-based paint regulations, including Title X of the Housing & Community Development Act, as amended.
- 2) NIP funds will be used to serve households with gross incomes of 60% or less of the County Median Income(CMI).
- 3) Services will entail repair of exterior and interior municipal code violations and lead hazard reduction activities. Eligible work items include mechanical systems and major masonry work when feasible. Work must be carried out in a professional and workmanlike manner and all labor will be warranted for a minimum of one year.
- 4) Cost caps: Maximum per structure is \$24,500 for direct rehabilitation costs. Maximum administrative allowance is \$7,300 per structure for the NIP service provider. These figures are based on the new CDGA NIP formula that allows a maximum of \$31,800 per structure.
- 5) Applicants and any subcontractors of the Applicant, must hold a valid City of Milwaukee Home Improvement Contractor's License and other current State of Wisconsin requirements (such as the Dwelling Unit Qualifier and Dwelling Unit Certifier). All subcontractors working with the Applicant must be in good standing with other City departments and not be listed on the Excluded Parties List System, (HUD's list of debarred contractors).

Federal HOME funds are included with this activity. The City will "reserve" HOME funds for the successful bidder, but will allocate funds only after a specific property has been identified and approved by the City. Use of HOME funds create programmatic obligations that relate to total compliance with building codes, income eligibility, code compliance, re-inspections and continued rent affordability.

NIP Supplemental Repair Program

Project Set-up Requirements

- 1) To promote the program to income eligible residents that own and occupy single family housing and/or duplexes within the CDBG target area.
- 2) To process applications and verify eligibility of the household, including income verification.
- 3) To assist homeowner in identifying the necessary repairs and creating a scope of work.
- 4) Maintain a list of contractors from the various trades that have one or more of the following (as applicable):
 1. City of Milwaukee Home Improvement General Contractors License
 2. State Licensed Plumber or Electrician
 3. Lead Safe Renovator Certification
- 5) Submit application and applicable supporting documentation to CDGA for approval.
- 6) Verify that contractor(s) (chosen by homeowner) have the proper licenses and certifications and all applicable permits have been obtained prior to starting the job. This includes lead certifications.
- 7) Ensure that the Milwaukee Health Department (MHD) is contacted prior to the start of all projects that they are required to monitor for lead safe practices and lead clearance.

HOUSING: Community Housing Development Organization (CHDO)

Housing Production: Acquire/Rehabilitate/Sell and New Construction

Total Available: \$ 800,000 (HOME funds) \$ 220,000 (CHDO Operating funds)
--

Key Activity – Program Description:

CDGA is seeking a qualified housing production agency to acquire vacant, blighted residential structures for rehabilitation and/or to construct new housing on vacant City parcels. Housing units constructed or rehabilitated through the program must be located in the City of Milwaukee's CDGA Target Area and sold or rented to eligible low income households. Applicants must be eligible for CHDO certification and certified by the City of Milwaukee prior to contract execution and the disbursement of funds.

See Appendix for CHDO certification requirements.

APPLICATION PROGRAM NARRATIVE:

Utilizing the enclosed application, which conforms to the following outline, describe the following:

PART I – PROGRAM DESIGN SPECIFICATIONS – (60 POINTS TOTAL including Method & Budget))

1. **Households/Clients Served:** Describe the specific households/persons to be served, including target low income level and special needs populations, as applicable. Include the number of housing units to be completed. *(5 points)*
2. **Outreach:** Describe all of the methods that will be used to inform eligible persons about your program. *(5 points)*
3. **Activity:** Describe the specific activity to be performed. *(8 points)*
4. Specify the **timetable** for performing the activity. *(2 points)*
5. Describe the **goals** of the program. *(5 points)*
6. Describe the **METHOD** that will be used to implement the specific activities to achieve the goals of the program for which you are applying. *(10 points)*
7. **Program Outcomes:** **A.** Describe the expected long term outcomes (results, impact or change) expected to come about as a result of your program and which contribute to one or more of CDGA's stated outcomes which are: **Reduce Crime; 2) Increase Property Values; 3) Increase Economic Vitality; and, Improve Quality of Life.** **B.** Explain the specific methods that your agency will use to measure the project outcomes. *(10 points)*

Additional Program Specifications (10 points)

1. Describe any plans the agency may have to cluster its activity for greater impact in selected neighborhoods.
2. For new construction, (homebuyer or rental), describe how the agency will develop in-fill housing projects that are targeted to the needs of the community.
3. Indicate any special considerations such as whether the units will be Energy Star certified, accessible or visitable to those with physical or other impairments.
4. Describe your agency's relationships with local lenders and its ability to obtain construction financing.
5. Describe your agency's process for soliciting qualified subcontractors.
6. Describe your agency's methods for providing oversight during the construction phase to ensure quality workmanship, consumer satisfaction and compliance with HUD regulations.
7. For a nonprofit organization to become eligible for CHDO operating assistance, the CHDO must be undertaking a CHDO-eligible affordable housing project pursuant to an allocation of CHDO project set aside funds under the HOME program or (2) must have a sufficiently developed plan that yields a reasonable expectation that the CHDO will be receiving CHDO project set aside funds within twenty-four (24) months from the first receipt of operating assistance.

BUDGET (5 points)

1. Include a proposed budget for your program utilizing the budget form which is enclosed.

Required Budget Specifications

- 1) Average HOME development subsidy per unit shall not exceed 50% of the development costs or \$50 per sq. ft.
- 2) Maximum CHDO operating costs or developer's fee shall be determined by CDGA.

PART II – EXPERIENCE (40 POINTS TOTAL)

1. **Agency experience with activity:** Describe the specific experience that your agency has in providing the service for which funding is requested. (15 points)
2. **Staff Expertise:** Describe the specific staff experience in providing the service for which funding is requested. (5 points)
3. **Financial/Organizational/Administration:** Describe your agency's financial, organizational, board and administrative structure. (5 points)
4. **Accomplishments:** (15 points)

Existing Agencies (Currently Funded by CDGA):

Summarize your performance during the past two years including stated goals and actual accomplishments realized to date. Accomplishment numbers are subject to verification by CDGA.

NOTE: If you are currently funded and are applying for a new activity for which you are not currently funded, you must provide THIRD PARTY documentation of your accomplishments for the new activity for which you are applying. This may include written statements from current funding sources, agency annual reports, etc.

NOTE: A written narrative alone by the applicant does not qualify as documentation of accomplishments.

Failure to provide the required documentation will result in a score of zero for this section.

New Groups (not currently funded by CDGA):

Summarize your performance during the past two years including stated goals and actual accomplishments realized to date. **New groups must include THIRD PARTY documentation verifying the stated accomplishments. This may include written statements from current funding sources, agency annual reports, etc.**

NOTE: A written narrative alone by the applicant does not qualify as documentation of accomplishments.

Failure to provide the required documentation will result in a score of zero for this section.

Other Program Requirements

1. Housing activities must comply with all applicable HUD Lead-based paint regulations, including Title X of the Housing & Community Development Act, as amended.
2. Projects are subject to environmental review after the parcel has been identified and before any costs may be incurred.
3. The CHDO must be the owner, developer or sponsor of the housing constructed or rehabilitated through this program.
4. The City' Department of City Development (DCD) Planning Division must approve all plans and designs.
5. This program shall not displace any persons or businesses.
6. The agency shall collaborate with other neighborhood rehabilitation efforts to maximize revitalization of the target areas.
7. If funded, the agency will be required to provide a complete feasibility package for each housing project, (as defined by the City of Milwaukee-Housing Production manuals) and receive CDGA approval, prior to initiating a housing project.
8. All subcontractors working with the applicant must be in good standing with other City departments, hold a valid City of Milwaukee Home Improvement Contractor's license and not be listed on the Excluded Parties List System, (HUD's list of debarred contractors).

Federal HOME funds are included with this activity. The City will "reserve" HOME funds for the successful bidder, but will allocate funds only after a specific property has been identified and approved by the City. Use of HOME funds create programmatic obligations that relate to total compliance with building codes, income eligibility, code compliance, re-inspections and continued rent affordability.

**Category: Housing Opportunities for Persons
WITH AIDS (HOPWA)**

- ❖ **Housing and Supportive Services for Persons
with AIDS**

HOUSING OPPORTUNITIES FOR PERSONS WITH AIDS

**Total Available: \$574,936
(HOPWA Funds)**

Key Activities – Program Description:

Housing Opportunities for Persons with AIDS (HOPWA) funding can be used to assist all forms of housing designed to prevent homelessness including emergency housing, shared housing arrangements, apartments, single room occupancy (SRO) dwellings, and community residences. Appropriate supportive services must be provided as part of any HOPWA assisted housing, but HOPWA funds may also be used to provide services independent of any housing activity.

The following activities may be carried out with HOPWA funds:

1. Housing information services, including, but not limited to, counseling, information and referral services to assist an eligible person to locate, acquire, finance and maintain housing. This may include fair housing counseling for eligible persons who may encounter discrimination on the basis of race, color, religion, national origin, age, familial status or handicap;
2. Acquisition, rehabilitation, conversion, lease and repair of facilities to provide housing and services;
3. Project or tenant-based rental assistance, including assistance for shared housing arrangements;
4. Short term rent, mortgage and utility payments to prevent the homelessness of a tenant or mortgagor of a property; (separate from #3 above);
5. Supportive services including, but not limited to: health, mental health, assessment, permanent housing placement, drug and alcohol abuse treatment and counseling, daycare, nutritional services, intensive care when required, and assistance to gaining access to Local, State and Federal government benefits except that health services may only be provided to individuals with AIDS or related diseases and not to family members of these individuals;
6. Operating costs for housing including maintenance, security, operations, insurance, utilities, furnishings, equipment, supplies and other incidental costs;
7. Technical assistance in establishing and operating a community residence, including planning and other pre-development or pre-construction expenses including but not limited to, community outreach and educational activities regarding AIDS or related diseases for persons residing in close proximity to the community residence;
8. Administrative expenses: each project sponsor may not use more than seven percent of the amounts received for its own administrative costs.

Eligible Applicants

All cities, counties, housing authorities, tribal agencies and private non-profit agencies serving the four - County Milwaukee Metropolitan area: Milwaukee, Waukesha, Washington and Ozaukee counties are eligible to apply. The private non-profit agencies must be organized under Wisconsin Chapter 181; be exempt from taxation under subtitle A of Section 501(c) of the Internal Revenue Code; governed by a voluntary board of directors; use approved accounting systems and practice nondiscrimination in the provision of assistance.

HOUSING OPPORTUNITIES FOR PERSONS WITH AIDS

APPLICATION PROGRAM NARRATIVE:

Utilizing the enclosed application, which conforms to the following outline, describe the following:

PART I – PROGRAM DESIGN SEPCIFICATIONS – (60 POINTS TOTAL including Method & Budget)

Households/Clients Served:

- 1) Describe the **specific households/persons to be served**, including target low- income level and special needs populations, as applicable. Include the number of persons to be served. *(5 points)*
- 2) **Outreach:** Describe all of the methods that will be used to inform eligible persons about your program. *(5 points)*
- 3) **Activity:** Describe the specific activity to be performed. *(8 points)*
- 4) Specify the **timetable** for performing the activity. *(2 points)*
- 5) Describe the **goals** of the program. *(5 points)*
- 6) Describe the **METHOD** that will be used to implement the specific activities to achieve the goals of the program for which you are applying. *(5 points)*
- 7) **Program Outcomes:** A. Describe the expected long term outcomes (results, impact or change) expected to come about as a result of your program and which contribute to one or more of CDGA's stated outcomes which are: **Reduce Crime; 2) Increase Property Values; 3) Increase Economic Vitality; and, Improve Quality of Life.** B. Explain the specific methods that your agency will use to measure the project outcomes *(10 points)*

Additional Program Requirements *(15 points)*

1. Describe the service area and the need for the project in the area to be served, including the relative number of AIDS cases and per capita AIDS incidence and the housing needs of eligible persons in the proposed service area.
2. Describe your client housing needs assessments (such as client intake procedures, housing case management or other efforts which serve to direct the type of housing assistance provided). Describe how often these client assessments of the appropriateness of the housing support are conducted or if they are ongoing.
3. Describe the appropriateness of the housing, case management and supportive services, including how activities will be carried out.
4. Describe your established written procedures and staff training efforts regarding confidentiality and physical security for client records and the confidentiality of addresses/locations of any leased projects.
5. Describe your involvement with other agencies to collaborate and coordinate housing and supportive services for individuals and families affected by AIDS/HIV in your service area.
6. Describe the housing alternatives to be used, the role participants will have in deciding where to live and the role of the project sponsor in operating/maintaining the housing.

Additional Program Requirements *continued*

7. Describe your Policy on the Termination of Participation and Grievance Procedures, if a client violates your agency program requirements.
8. Explain how rental assistance payments will be administered, who will hold the lease and the income certification process for participants who are being charged rent.
9. Describe your method of tracking client eligibility and the amount of rental assistance provided through annual income re-certifications and resident rent payment determinations.
10. Explain the method for assuring that housing subsidized with HOPWA funds meets HUD Housing Quality Standards.
11. Assistance may not be provided for costs accruing over a period of more than 21 weeks in any 52-week period. Describe the method (calendar days of assistance, rounding a month to four weeks or counting full and partial weeks) you use for calculating the maximum allowable period of benefits.

BUDGET (5 points)

1. Include a proposed budget for your program utilizing the appropriate budget forms which are enclosed (HOPWA).

PART II – EXPERIENCE (40 POINTS TOTAL)

1. **Agency experience with activity:** Describe the specific experience that your agency has in providing the service for which funding is requested. (15 points)
2. **Staff Expertise:** Describe the specific staff experience in providing the service for which funding is requested. (5 points)
3. **Financial/Organizational/Administration:** Describe your agency's financial, organizational, board and administrative structure. (5 points)
4. **Accomplishments:** (15 points)

Existing Agencies (Currently Funded by CDGA):

Summarize your performance during the past two years including stated goals and actual accomplishments realized to date. Accomplishment numbers are subject to verification by CDGA.

NOTE: If you are currently funded and are applying for a new activity for which you are not currently funded, you must provide THIRD PARTY documentation of your accomplishments for the new activity for which you are applying. This may include written statements from current funding sources, agency annual reports, etc.

NOTE: A written narrative by the applicant does not qualify as documentation of accomplishments.

Failure to provide the required documentation will result in a score of zero for this section.

New Groups (not currently funded by CDGA):

Summarize your performance during the past two years including stated goals and actual accomplishments realized to date. **New groups must include THIRD PARTY documentation verifying the stated accomplishments. This may include written statements from current funding sources, agency annual reports, etc.**

NOTE: A written narrative alone by the applicant does not qualify as documentation of accomplishments.

Failure to provide the required documentation will result in a score of zero for this section.

Definitions

For purposes of this Request for Proposals, the following definitions will be used:

1. **Acquired Immunodeficiency Syndrome (AIDS) or related diseases**, means the disease of acquired immunodeficiency syndrome or any condition arising from the etiologic agent for acquired immunodeficiency syndrome, including infection with the human immunodeficiency virus, (HIV);
2. **Eligible person** means a person with AIDS or a related disease and the family of such person;
3. **Low income individual** means any individual or family whose gross annual income does not exceed 80% of the median income for the area;
4. **Project sponsor** means any non-profit or governmental agency that receives funds to carry out eligible activities under this grant.

Other Program Requirements

1. Any building for which HOPWA rehabilitation grants are used must then be maintained as a facility to provide housing or assistance for individuals with AIDS or related diseases for not less than a three-year period or, if the grant amounts are used for major rehabilitation or conversion of the building, for not less than a ten-year period. Any building renovated or converted with the use of these funds, must meet the local government safety and sanitation standards. In addition, an environmental impact assessment will be required for proposals for acquisition and rehabilitation or new construction.
2. Each agency receiving a grant must submit monthly reports and also an annual performance report on the obligation and expenditure of HOPWA funds.

HOUSING OPPORTUNITIES FOR PERSONS WITH AIDS - YEAR 2011 BUDGET

1. Program Budget ---Enter on the budget form the total estimated expenses for operating the program.

PROGRAM BUDGET

CATEGORY	TOTAL HOPWA FUNDS	TOTAL OTHER FUNDS	TOTAL PROGRAM BUDGET
<u>Facility Based Housing Development includes:</u> Expenditures associated with the Acquisition, Rehabilitation Conversion or Repair of facilities to provide housing to HOPWA-eligible households. Also includes costs related to new construction for single room occupancy (SRO) dwellings and community residences.			
Name each site:			
<u>Facility Based Housing Operations includes:</u> Expenditures associated with leasing a building, general housing operations (e.g., Maintenance, Security, Insurance, Utilities, Furnishings, Equipment, Supplies), and the provision of project based rental assistance.			
Name each site:			
<u>Facility Based Non-Housing:</u> Expenditures associated with the construction, acquisition, rehabilitation, conversion, lease, or repair of a non-housing facility, such as a supportive services facility or an emergency shelter.			
Name each site:			
<u>Tenant-Based Rental Assistance (TBRA):</u> A housing subsidy provided for use on the open rental market. The tenant holds a lease with a private landlord for a unit that is rented at or under Fair Market Rent and that meets Housing Quality/Habitability Standards.			
Name each site:			
<u>Short-Term Rent, Mortgage, and Utility (STRMU) Assistance includes:</u> A housing subsidy provided to prevent homelessness of mortgagors or renters in their current place of residence. Grantees may provide assistance for rent, mortgage, or utilities for a period of up to 21 weeks in any 52-week period. Ongoing assessment of need is required and individual service plans must address housing stability.			
Name each site:			

CATEGORY	TOTAL HOPWA FUNDS	TOTAL OTHER FUNDS	TOTAL PROGRAM BUDGET
<u>Housing Information Services include:</u> Information and referral services to assist eligible persons with locating, acquiring, financing, and maintaining housing. Activities may include housing, counseling, housing advocacy, housing search assistance.			
<u>Technical Assistance includes:</u> Assistance with establishing and operating a community residence, including planning and other pre-development or pre-construction expenses, as well as costs related to community outreach and education activities.			
<u>Administration:</u> Expenditures for general management, oversight, coordination, evaluation, and reporting on eligible activities. Such costs do not include costs directly related to carrying out eligible activities. (Costs may not exceed 7% of the total program budget).			
<u>Supportive Services include:</u> Expenditures for services that improve the health and well-being of eligible persons and their family members. Services may be provided in conjunction with housing assistance or separately. Examples include employment assistance, alcohol and drug abuse treatment services, mental health services, transportation assistance, and limited use of funds for uncovered medical services (subject to program limitations).			
<u>Permanent Housing Placement:</u> Expenditures that help establish a household in a housing unit, including (but not limited to) application fees, related credit checks, and reasonable security deposits necessary to move persons into permanent housing, provided such deposits do not exceed two months of rent and are designated to be returned to the program.			
TOTAL:			

APPENDIX

INCOME CHARACTERISTICS FOR PROGRAM PARTICIPANTS

Based on the Federal Income Guidelines below, the family size and income level of each beneficiary is determined by the number of members in the household and on the following chart:

HUD INCOME LIMITS - 2010

Number in Household	Extremely Low ¹ Income Level	Very Low ² Income Level	Low Income ³ Level
1	< \$ 14,950	\$ 14,951 - \$24,900	\$ 24,901 - \$39,850
2	< 17,100	17,101- 28,450	28,451 - 45,550
3	< 19,250	19,251 - 32,000	32,001 - 51,250
4	< 21,350	21,351 - 35,550	35,551 - 56,900
5	< 23,100	23,101 - 38,400	38,401 - 61,500
6	< 24,800	24,801 - 41,250	41,251 - 66,050
7	< 26,500	26,501 - 44,100	44,101 - 70,600
8	< 28,200	28,201 - 46,950	46,951 - 75,150

¹ **Extremely Low Income Level.** As defined by HUD, this income level is at or less than 30% of County median income.

² **Very Low Income Level.** As defined by HUD, this income level is between 31% and 50% of County median income.

³ **Low Income Level.** As defined by HUD, this income level is between 51% and 80% of County median income.

COMMUNITY-BASED DEVELOPMENT ORGANIZATION (CBDO)

NOTE: Per the HUD regulations, if you are funded, the following RFP activities require that your agency be qualified as a Community-Based Development Organization:

**Employment Services
Special Economic Development
Youth Services**

Following this page is the HUD affidavit with the components that are required to certify an agency as a CBDO. This also includes the Board Profile form which must be completed by Board members that are part of the 51% low income representation.

If you are awarded funds for 2011, you will receive a letter from CDGA requesting the required documentation to be certified as a CBDO for the above-mentioned activities.

**CITY OF MILWAUKEE
COMMUNITY DEVELOPMENT GRANTS ADMINISTRATION**

HUD CBDO AFFIDAVIT for Organizations Qualifying as a HUD-Defined Community-Based Development Organization
--

(To be filled out by the Agency)

A qualified Community-Based Development Organization (CBDO) is an organization which meets the following criteria in at least one of the three sections listed below. Check the appropriate section for your organization.

Section I (Must meet all eight components and must submit Board member profile for certification as a CBDO)

- () Is an association or corporation organized under State or local law to engage in community development activities (which may include housing and economic development activities) primarily within an identified geographic area of operation within the jurisdiction of the recipient, or in the case of an urban county, the jurisdiction of the country; and
- () Has its primary purpose the improvement of the physical, economic or social environment of its geographic area of operation by addressing one or more critical problems of the area, with particular attention to the needs of persons of low and moderate income; and
- () May be either non-profit or for-profit, provided any monetary profits to its shareholders or members must be only incidental to its operations; and
- () Maintains at least 51 percent of its governing body's membership for low-and moderate income residents of its geographic area of operation, owners or senior officers of private establishments and other institutions located in and serving its geographic area of operation, or representatives of low-and moderate-income neighborhood organizations located in its geographic area of operation; and
- () Is not an agency or instrumentality of the recipient and does not permit more than one third of the membership of its governing body to be appointed by, or to consist of: Elected or other public officials or employees or officials of an ineligible entity (even though such persons may be otherwise qualified under paragraph (v) of this section); and
- () Except as otherwise authorized in paragraph (v) of this section, requires the members of its governing body to be nominated and approved by the general membership of the organization, or by its permanent body; and
- () Is not subject to requirements under which its assets revert to the recipient upon dissolution; and
- () Is free to contract for good and services from vendors of its own choosing.

Section II: Does your organization meet one of the following requirements? Please check any that apply.

- () 1. Is an entity organized pursuant to Section 301 (d) of the Small Business Investment Act of 1958 (15 U.S.C. 681 (d), including those which are profit making, or
- () 2. Is an SBA approved Section 501 State Development Company or Section 502 Local Development Company, or an SBA Certified Section 503 Company under the Small Business Investment Act of 1958, as amended; or
- () 3. Is a Community Housing Development Organization (CHDO) under 24 CFR 92.2, designated as a CHDO by the HOME Investment Partnerships program participating jurisdiction, with a geographic area of operation of no more than one neighborhood, and has HOME funds under CFR 92.300 or is expected to receive HOME funds as described in and documented in accordance with 24CFR 92.300(e).

Section III:

An organization that does not qualify under Section I or Section II may also be determined to qualify as an eligible entity under this section if the recipient demonstrates to the satisfaction of HUD, through the provision of information regarding the organization's charter and by-laws, that the organization is sufficiently similar in purpose, function, and scope to those organizations qualifying under Section I or Section II.

I certify that _____ (name of organization), qualifies as a HUD-defined Community Based Development Organization according to (please check appropriate section):

Section I: _____

(Note: the organization must fulfill all eight conditions outlined in this section)

Section II: _____ (check those that apply) 1. _____ 2. _____ 3. _____

Section III: _____

(If you check Section III, please send the organization's most recent charter and by-laws and an explanation of how the organization is similar in purpose, function and scope to those organizations that qualify under either Section I or Section II).

(Board President -print name here) _____ (Board President's Signature) Date: _____
(required)

(Agency Executive Director - print name here) _____ (Agency Executive Director's Signature) Date: _____
(required)

Community Development Grants Administration
BOARD MEMBER PROFILE
FOR CERTIFICATION AS A
COMMUNITY-BASED DEVELOPMENT ORGANIZATION (CBDO)

The following information is provided so that the _____
(CDBG-funded agency) can be certified as a Community-Based Development Organization (CBDO).

I, _____ hereby certify that I am a Board member of the aforementioned
agency and meet the criteria circled below:

1. I am a resident of the service area of the corporation listed above and my household income (adjusted for family size) falls within the chart shown below; or,
2. I am an owner or senior officer of a business or institution located in or serving the service area of the agency listed above; or,
3. I represent a low income neighborhood organization serving the service area of the agency listed above.

I certify that the information provided above is accurate.

Board Member Name (Printed)

Board Member Signature

Date

HUD INCOME LIMITS - 2010

Number in Household	Extremely Low ⁴ Income Level	Very Low ⁵ Income Level	Low Income ⁶ Level
1	< \$ 14,950	\$ 14,951 - \$24,900	\$ 24,901 - \$39,850
2	< 17,100	17,101- 28,450	28,451 - 45,550
3	< 19,250	19,251 - 32,000	32,001 - 51,250
4	< 21,350	21,351 - 35,550	35,551 - 56,900
5	< 23,100	23,101 - 38,400	38,401 - 61,500
6	< 24,800	24,801 - 41,250	41,251 - 66,050
7	< 26,500	26,501 - 44,100	44,101 - 70,600
8	< 28,200	28,201 - 46,950	46,951 - 75,150

⁴ **Extremely Low Income Level.** As defined by HUD, this income level is at or less than **30%** of County median income.

⁵ **Very Low Income Level.** As defined by HUD, this income level is between **31% and 50%** of County median income.

⁶ **Low Income Level.** As defined by HUD, this income level is between **51% and 80%** of County median income.

CITY OF MILWAUKEE – Community Development Grants Administration

COMMUNITY HOUSING DEVELOPMENT ORGANIZATION

(CHDO) CERTIFICATION – Year 2011

Name of Organization: _____

Date: _____

Contact Person: _____

Phone: _____

Annual CHDO recertification is a requirement of the U.S. Department of Housing and Urban Development under the HOME Program. In order for CDGA to determine if your organization is still eligible for CHDO status, please answer the questions below, and provide the supporting documentation indicated.

1. Yes No Have there been any amendments or other changes to your Charter or Articles of Incorporation since your CHDO application date? If so, please attach a copy highlighting these amendments.
2. Yes No Have there been any amendments or other changes to your tax-exempt ruling from the IRS under Section 501(c)(3) or (4) of the Internal Revenue Code of 1986 since your CHDO application date? If so, please attach a copy highlighting these amendments.
3. Yes No Does the CHDO have among its purposes **the provision of decent housing that is affordable to low- and moderate-income persons**, as evidenced by its charter, articles of incorporation, by-laws or board resolutions?
4. Yes No Does the CHDO continue to have standards of financial accountability conforming to 24 CFR 84.21, "Standards for Financial Management Systems"?
5. Yes No Has the service area for the organization's CHDO activities changed since the last CHDO certification date? If so, please attach a map showing the new service area and documentation that this change has been adopted by the CHDO's governing body.
6. Yes No Does the CHDO continue to have a demonstrated capacity to carry out HOME-assisted activities? If there have been any major changes in capacity with respect to HOME assisted housing that have occurred since the last CHDO certification (i.e. change in key staff, board members, or consultants under contract), please attach an explanation of these changes.
7. Yes No Does the CHDO continue to provide a formal process for low-income program beneficiaries to advise the organization on design, location of sites, development and management of affordable housing?
8. Yes No For CHDOs that operate HOME-funded rental property, does the CHDO have a "Tenant Participation Plan" that includes fair lease and grievance procedures and a plan for tenant participation in management decisions?
9. Yes No If your organization has not met all of the CHDO criteria above, are you interested and willing to take the steps necessary to meet these criteria?

BOARD COMPOSITION (attach additional pages, as necessary)

Current Board Member (Name)	Appointment Date	Public Official* (Y/N)?	Low-Income Representative* (Y/N)
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			

Note: No more than one-third of all current board members may be “public officials” and at least one-third of all board members must qualify as a “low-income representative”*. Elected or appointed public officials, or individuals appointed to the CHDO board by elected or appointed public officials will not count toward the one-third low-income representation.*

Attach dated certifications signed by each board member verifying his or her public official and low-income status. Certifications should be current as of the board member’s most recent Board appointment. A sample certification is attached to this application.

Signature of CHDO’s Authorized Representative:

I certify the information provided in this CHDO recertification application and all its attachments is true and correct to the best of my knowledge.

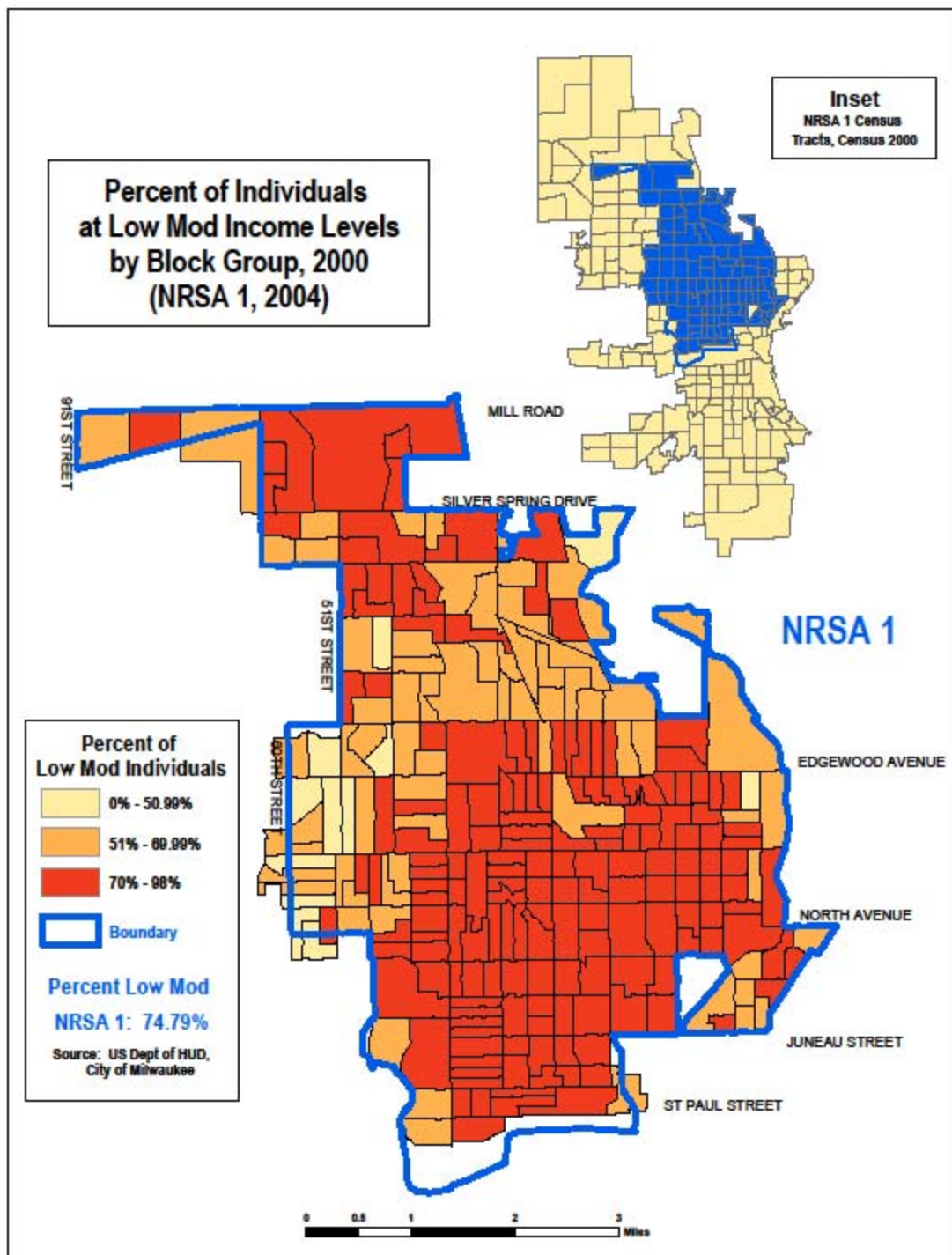
Signature

Date

Name

Title

Map and Boundaries of Neighborhood Revitalization Strategy Area 1



Map and Boundaries of Neighborhood Revitalization Strategy Area 2

