



2010-2014 Strategic Plan

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

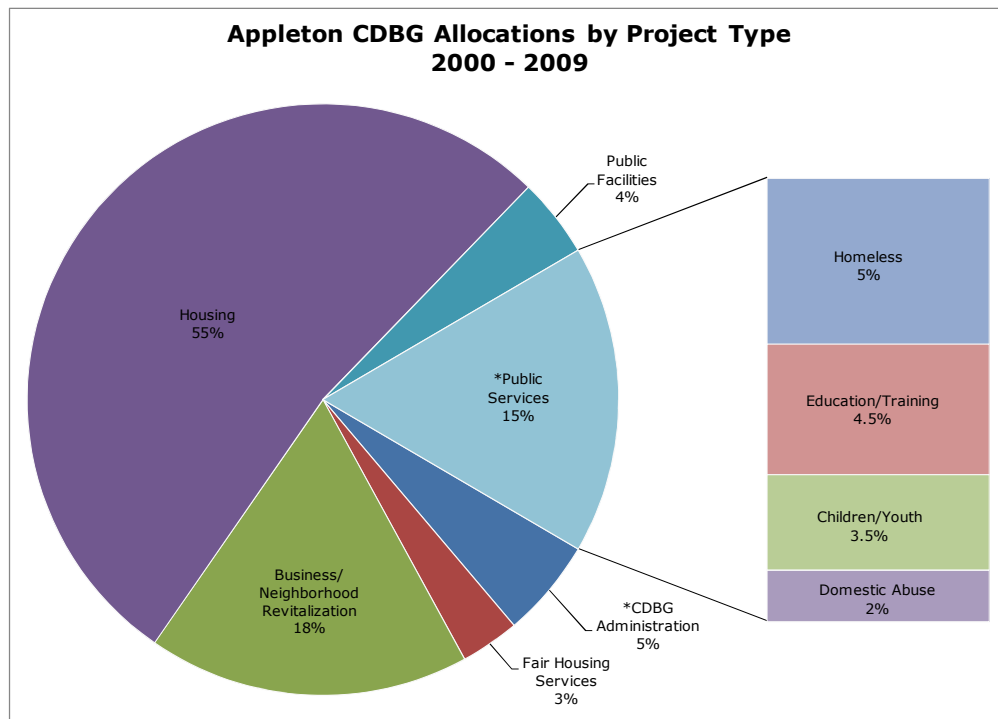
EXECUTIVE SUMMARY

The primary goal of the City's of Appleton's Housing, Homeless and Community Development Grant programs is the creation of a thriving urban community through provision of assistance to low- and moderate-income (LMI) households in the forms of basic shelter, affordable housing opportunities, expanded economic opportunities, suitable living environments and supportive services related to residential, financial and social stability. While the City of Appleton receives HUD entitlement funding from the Community Development Block Grant (CDBG) Program only, this Consolidated Plan also addresses competitively-awarded HUD funding deriving from both the Emergency Shelter Grant (ESG) and Continuum of Care/ Supportive Housing Program (COC/SHP) funds. Furthermore, during the period of 2010-2014, the City will also administer one-time grant programs deriving from these sources: Housing and Economic Recovery Act of 2008 (HERA) → Neighborhood Stabilization Program (NSP); and American Recovery and Reinvestment Act of 2009 (ARRA) → Community Development Block Grant - Recovery (CDBG-R), Homeless Prevention and Rapid Rehousing Program (HPRP), and Lead Hazard Control (LHC).



Evaluation of Past Performance

Over the past ten years, the City of Appleton has primarily designated its CDBG entitlement funding toward affordable housing, revitalization and public services-related activities via a competitive subrecipient application process. The below graphic provides a snapshot of targeted CDBG funding between 2000-2009.



**The federal CDBG Program allows only 15% of the total award for public services and 20% for administration*

The City of Appleton's unique approach to implementation of CDBG-funded programs involves a competitive process for all potential activities/subrecipients, even those operated under the City government umbrella. Until 2008, Appleton generally funded between 15-25 subrecipients annually, allowing for each agency to receive a small portion of the total CDBG Entitlement amount for their various community development-related request. Because the annual award began to decrease yearly, however, the City implemented a \$10,000 minimum CDBG award limit in 2009. This strategy will test the theory that larger monetary awards among fewer subrecipients will yield greater number of strategic outputs based on the priority housing, homeless, non-homeless/special and community development needs identified. The success of this minimum limit, in addition to other changes identified via the next several allocation processes, will continue to be measured throughout 2010-2014.

2010-2014 Priority Needs

Per information received from various sources, including surveys, focus groups and data analysis, the following high priority needs were identified:

Community Development:

- Public Facilities & Improvements
 - Neighborhood Facilities/Improvements
 - Senior Centers
 - Homeless Facilities
 - Youth Centers
 - Parks & Recreational Facilities
- Public Services
 - Health/Safety
 - Persons with Special Needs
 - Children/Youth
 - Financial Literacy
- Economic Development
 - Small Business Development
 - Small Business Expansion
 - Job Creation
 - Commercial Corridor Development
- Other
 - Neighborhood-Focused Revitalization (including needs listed in various categories)
 - Fair Housing Services
 - CDBG Administration

Homeless:

- Affordable Housing (including permanent supportive housing and transitional housing)
- Rent Payment and Security Deposit Assistance
- Supportive Services (basic needs, healthcare, employment, childcare, transportation, etc.)

Housing:

- Renter households with:
 - household income less than 50% of the median family income (MFI)
 - cost burden greater than 30% of their monthly income
- Owner households with:
 - household income less than 80% of the median family income (MFI)
 - cost burden greater than 30% of their monthly income
 - homes that do not meet building code, energy, accessibility, or lead paint standards
- First-time homebuyers with:
 - household income between 50% to 80% of the median family income (MFI)
 - inability to purchase a home

Non-Homeless/Special:

- Housing and supportive services for:
 - Elderly
 - Frail elderly
 - Severely mentally ill
 - Physically disabled
 - Developmentally disabled
 - Alcohol/other drug addicted (AODA)

2010-2014 Objectives/Outcomes

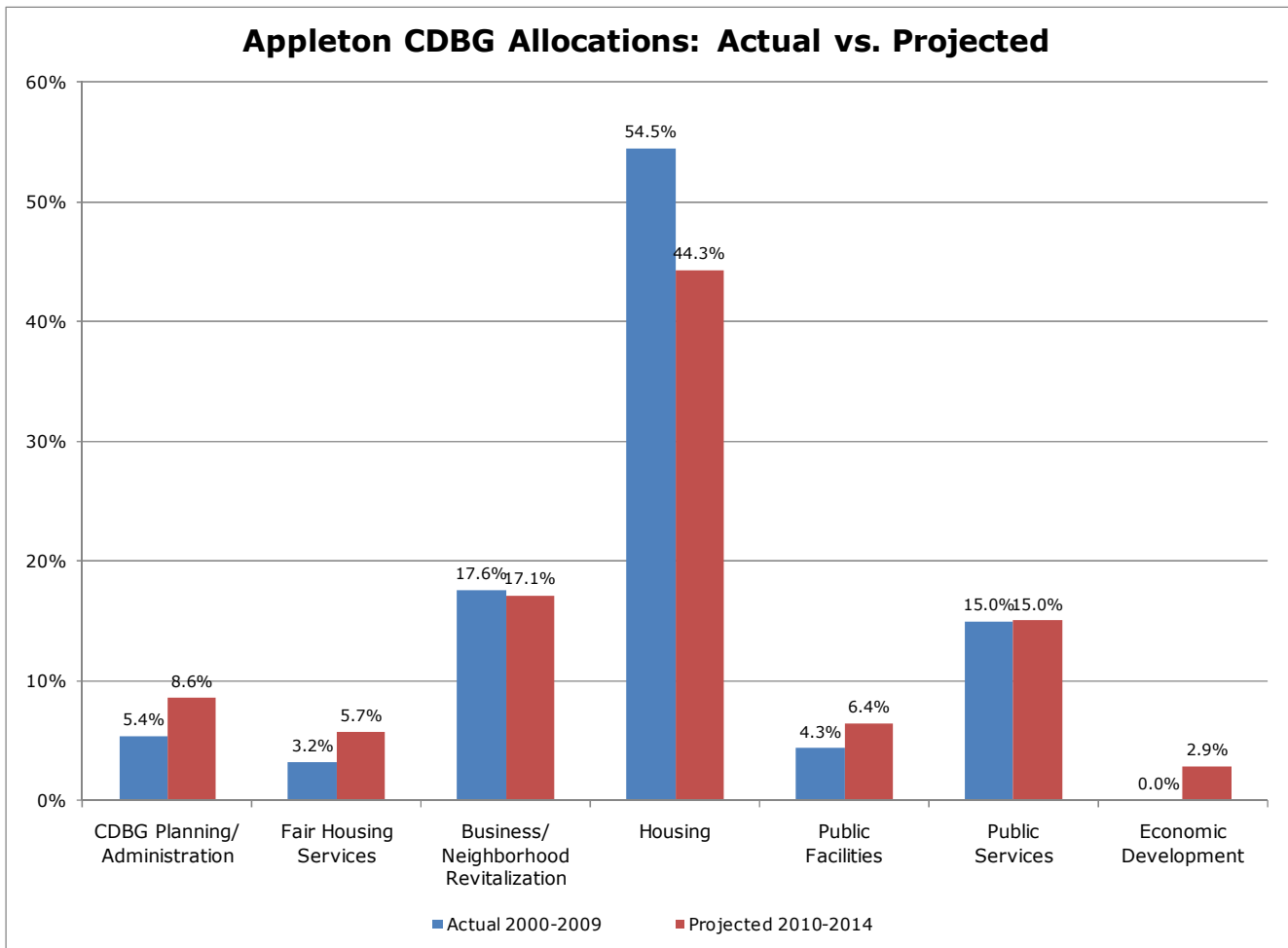
Upon analyzing both the list of high priority needs and estimates of other funding available over the next five years, it has been determined that Appleton will strive for the following goals and objectives between 2010-2014 based on estimated CDBG funding of \$3.5 million:

APPLETON CDBG GOALS FOR 2010-2014				
Objective	Unit of Measurement	Est. Avg. Cost/Unit	Target # of Units	Estimated Allocation
GOAL #1: Improve Appleton's Housing (44% of funds)				
a. Bring existing LMI owner-occupied housing into code and lead paint compliance	homes assisted	\$15,000	40	\$600,000
b. Assist LMI households with first-time homeownership opportunities	new owners	\$30,000	15	\$475,000
c. Develop rental housing for both LMI and special needs populations	rental units assisted	\$30,000	15	\$475,000
GOAL #2: Strengthen Community Services/Facilities (22% of funds)				
a. Promote access to improved public service programs, including, but not limited to, those addressing homelessness, youth/children, health/safety, increased self-sufficiency, mental illness, and disabilities.	persons assisted	\$500	1,050	\$525,000
	persons assisted			
	persons assisted			
	persons assisted			
b. Assist community-based organizations to acquire/improve facilities to benefit LMI persons	facilities improved	\$25,000	9	\$225,000
GOAL #3: Revitalize Selected Target Areas (17% of funds)				
a. Assist LMI target neighborhoods with revitalization activities and initiatives	assisted areas	\$300,000	2	\$600,000
GOAL #4: Improve Appleton's Economy (3% of funds)				
a. Improve both the start-up and survival rate among micro-enterprises*	viable businesses	\$10,000	10	\$100,000
GOAL #5: Plan and Administer Programs Effectively (14% of funds)				
a. Provide effective administration and planning, including, but not limited to, the provision of fair housing services	successful years	\$100,000	5	\$500,000

**A plan for the potential undertaking of economic development activities will be research and planned via a cooperative effort between the Community Development and Finance Departments, in addition to involvement from private and non-profit sector entities who may provide additional information and opportunities for collaboration.*

Analysis of Past vs. Projected Activities

The below chart compares actual expenditures from 2000-2009 to projected expenditures for 2010-2014.



Process-Related Goals

The City of Appleton has identified five additional over-arching goals that involve CDBG and other grant funds as a whole, but are not directly related to HUD grant performance outputs.

1. Development of Outcome-Based Performance Standards/Measures for Subgrantees
2. Exploration of Potential CDBG-Funded Economic Development Activities
3. Research on Potential Local CDBG Policy Changes
4. Developing Partnerships with Other Funders
5. Geographic Expansion of the Neighborhood Revitalization Program (NRP)