

Executive Summary

AP-05 Executive Summary - 24 CFR 91.200(c), 91.220(b)

1. Introduction

The City of Madera tailored the 2021-2022 Community Development Block Grant (CDBG) Action Plan in a way that would prove a much more direct impact to its citizens. The Action Plan aligns with the goals and objectives set by the 2020-2024 Consolidation Plan, which focuses on some critical areas that the City of Madera needs to improve on. The City strives to use the CDBG funds to improve housing, infrastructure and to address the homelessness throughout the city.

2. Summarize the objectives and outcomes identified in the Plan

This could be a restatement of items or a table listed elsewhere in the plan or a reference to another location. It may also contain any essential items from the housing and homeless needs assessment, the housing market analysis or the strategic plan.

There are two major needs the that the City of Madera is focusing on, housing and homelessness. The City has identified major gaps in housing affordability and homeless services/prevention. These were two major focus points in developing the 2021-2022 Action Plan. Additionally, the City is continuing to support other services such as services for youth and seniors, infrastructure improvements, trafficking, and parental services. The City wants to truly enhance the quality of life here at Madera, and through appropriate goals and objectives, the City will succeed.

City of Madera Administration	\$169,808.40
CAPMC Administration	\$20,000.00
Big Brothers Big Sisters	\$5,000.00
Doors of Hope	\$5,000.00
Madera Coalition for Community Justice	\$5,000.00
Madera Rescue Mission	\$17,856.30
O.L.I.V.E Charitable Organization	\$36,500.00
Pequenos Empresarios	\$5,000.00
Madera Coalitions for Community Justice	\$35,500.00
City of Madera Parks, Senior Services	\$32,500.00
James Mekalian, La Madera	\$60,000.00
CAPMC Housing	\$345,027.19
Habitat for Humanity	\$75,000.00

City of Madera Public Works	\$500,000.00
Total	\$1,312,191.89

Table 1 - 2021-2022 Action Plan funded activities

3. Evaluation of past performance

This is an evaluation of past performance that helped lead the grantee to choose its goals or projects.

The City of Madera reports on its progress towards goals set in the Consolidated Plan and Annual Action Plans in the Consolidated Annual Performance and Evaluation Report (CAPER). The City continues to make progress towards the prioritized goals set in the 2020-2024 Consolidated Plan.

Historically, the City of Madera had heavily funded Neighborhood Revitalization, Graffiti Abatement and Senior Activities with CDBG funds. The City reevaluated the community’s needs and began prioritizing funds in a different direction. Public surveys and opinions were gathered when the Consolidated Plan was developed, and the City identified Primary and Secondary-Tier priorities.

The Primary-tier needs were identified as:

- Quality Housing (Rent affordability and Rental Assistance); and
- Homelessness (Supportive Services and Prevention).

The Secondary Tier was identified as:

- Neighborhood Revitalization (Infrastructure Improvements, Streets/Roads/ Lighting, and Community Centers/Parks)

These priorities were critical when deciding which projects to fund.

4. Summary of Citizen Participation Process and consultation process

Summary from citizen participation section of plan.

During the process to prepare the 2021-2022 Action Plan, the public was given various opportunities to participate in the selection process.

All the CDBG applicants were invited to a meeting with the Block Grant Commission. The public was invited to attend to give them an opportunity to listen to the applicants’ presentations, identify the applicants, and understand the applicants’ goals and objectives.

Following the Block Grant Commission meeting, there was a formal public hearing for City Council to make tentative allocations to the applicants. The public would then have an opportunity to make any comments, plus an additional 30 days for public comments.

Finally, the public was invited back for a second public hearing to provide any final input before final allocations were made.

5. Summary of public comments

This could be a brief narrative summary or reference an attached document from the Citizen Participation section of the Con Plan.

Public comments were made during the first public hearing regarding Pequeños Empresarios and Madera Coalition for Community Justice Street Art who were not recommended funds by the Block Grant Commission. The City Council agreed with the comments brought forward and tentatively allocated the applicants funds.

During the 30-day public comment period, there were public comments received in support for increasing the funding amount for Pequeños Empresarios and Doors of Hope.

Lastly, during the second public hearing, there were final comments made towards the support to increase the funding amount for Madera Coalition for Community Justice Street Art.

6. Summary of comments or views not accepted and the reasons for not accepting them

The City of Madera took all the public comments into consideration when they were voiced. The comments after tentative allocations were made regarding increasing the funding amount, were heard, but did not move forward with them. The City deliberated carefully when making allocations. During the applicants' presentations they were asked about minimum funding requirements to execute the program. The City used that information to make allocations, and any additional decrease in the other applicants' funding would not allow them to execute their program.

7. Summary

The City of Madera wants to provide all the opportunities and services it can to its citizens. There was a total of 15 applications received with 14 of the applications funded. These 14 were identified as aligning with the City's goals and objectives and provided the best direct impact to the people of Madera. The City of Madera strives to improve the overall quality of life in various ways using the Community Development Block Grant funds.

PR-05 Lead & Responsible Agencies – 91.200(b)

1. Agency/entity responsible for preparing/administering the Consolidated Plan

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

Agency Role	Name	Department/Agency
CDBG Administrator	MADERA	Grants Department

Table 2 – Responsible Agencies

Narrative (optional)

The City of Madera Grants Department is the lead agency in administering the Community Development Block Grant from the U.S. Department of Housing and Urban Development. The Grants Department is also responsible for the preparation of the Consolidated Plan, Annual Action Plans, and the Consolidated Annual Performance Report.

Consolidated Plan Public Contact Information

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AP-10 Consultation – 91.100, 91.200(b), 91.215(l)

1. Introduction

Throughout the preparation of the Action Plan, the City of Madera consulted with a variety of agencies, including the Housing Authority, business group and many others. The City also attended meetings and spoke with local housing and homeless service providers to gain additional input. The goal of the consultation process was to gather data, inform the community, and determine the priorities of the Madera residents.

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

The outreach and consultation strategies of the City included the formation of community outreach partnerships with housing, services, workforce developers, community advocates, the real estate community, and others. The partners alerted their clients and program beneficiaries that an important planning process was being undertaken and encouraged active participation by beneficiaries to create a plan that reflected the needs of the community. The City also reached out to community business leaders, including those of the real estate development profession, as well as public agencies and departments of both the City and County of Madera.

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

The Fresno-Madera Continuum of Care (FMCoC) provides comprehensive homeless and housing services to individuals in both the Fresno and Madera regions. FMCoC assists homeless persons make the transition from homelessness to independent or supportive permanent housing. FMCoC provides access to education, health and mental health services, employment training, and life skills development. In 2020 FMCoC is comprised of 15 members from a broad spectrum, including: service providers, government agencies, housing providers, and community coalitions.

The city staff within the grants department has actively worked with the FMCoC by attending various community organizations and meetings that address homelessness in the City of Madera. Based on these meetings, the city and the FMCoC identified the need for efforts to expand capacity to treat homelessness in the city. The city of Madera has worked with FMCoC to identify a goal of developing seven additional self-contained housing units. The new units will follow the Housing First Model and will serve as a triage facility where those who are provided shelter in the new units will receive dedicated case management services to ease transition into permanent housing. If clients stay six months, there is a potential of serving 16 clients a year. The city and FMCoC also hopes to expand permanent supportive

housing by 10 beds a year. Through volunteer efforts with the CoC and the city, 500 street outreach contacts per year is possible. The FMCoC and the city also work collaboratively each year to conduct the annual PIT count.

HUD requires all Continuums of Care to produce a statistically reliable, unduplicated count of homeless persons in sheltered and unsheltered locations within their geographic region at a one-day point-in-time (PIT) count. The 2019 FMCoC PIT count identified 2,508 homeless individuals in the Fresno-Madera region, of which, 439 were sheltered and 2,069 were unsheltered. In the City of Madera, 260 homeless individuals were unsheltered and 96 were sheltered. Most of the homeless individuals counted did not reside in the City of Madera. More specifically, roughly 21 percent of sheltered and 13 percent of unsheltered homeless individuals were in the City of Madera during the 2019 PIT count.

There were 207 sheltered and 1,929 unsheltered persons in households with only adults; 23 sheltered and 675 unsheltered chronically homeless individuals; zero sheltered and two unsheltered chronically homeless families; 144 sheltered and 10 unsheltered youths; two sheltered and 15 unsheltered persons with HIV; and 69 sheltered and 166 unsheltered veterans.

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

The City of Madera does not apply for ESG funds.

2. Describe Agencies, groups, organizations and others who participated in the process and describe the jurisdiction's consultations with housing, social service agencies and other entities

Table 3 – Agencies, groups, organizations who participated

1	Agency/Group/Organization	Housing Authority of the City of Madera
	Agency/Group/Organization Type	PHA
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homelessness Needs - Unaccompanied youth Market Analysis Lead-based Paint Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Stakeholder interview/community survey/focus group. Increased likelihood of addressing resident needs.
2	Agency/Group/Organization	Community Action Partnership of Madera County
	Agency/Group/Organization Type	Services - Housing Services-Children Services-Elderly Persons Services-Persons with Disabilities Services-Persons with HIV/AIDS Services-Victims of Domestic Violence Services-homeless Services-Health Services-Education Services-Employment Service-Fair Housing Services - Victims Services - Broadband Internet Service Providers Services - Narrowing the Digital Divide

	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homelessness Strategy Market Analysis Anti-poverty Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Housing needs assessment, homeless strategy
3	Agency/Group/Organization	Madera Chamber of Commerce
	Agency/Group/Organization Type	Business Leaders
	What section of the Plan was addressed by Consultation?	Market Analysis Economic Development
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	

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

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

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Continuum of Care	Fresno Housing Authority	The Strategic Plan and Fresno/Madera Continuum of Care both address the need to provide services and housing for homeless persons.

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Madera Housing Authority Agency Plan	Madera Housing Authority	The Strategic Plan and the Madera Housing Authority's Plan both address the need to provide housing for low/moderate income persons and households and persons with disabilities.
CAPMC Agency Plan	Community Action Partnership of Madera County	The Strategic Plan and the CAPMC Plan both address the need for services to low and moderate income persons and households.

Table 4 – Other local / regional / federal planning efforts

Narrative (optional)

AP-12 Participation – 91.105, 91.200(c)

1. Summary of citizen participation process/Efforts made to broaden citizen participation Summarize citizen participation process and how it impacted goal-setting

The community was invited to participate in various occasions to provide input and listen to the selection process. After applications were received, the public was invited to a meeting with the Block Grant Commission where the applicants provided a brief presentation of their program. Following the presentations, the applicants were available for questions and answers. Beyond this meeting, there were also two public hearings where the community was invited to participate. Many people spoke about their opinions of certain programs and the tentative funding amounts. In between the two public hearings was a 30-day public comment period. At the end of the first public hearing, the community was invited to participate in the 30-day public comment period. Many comments were received during that period. These comments allowed the City to identify where their additional priorities are.

Citizen Participation Outreach

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (if applicable)
1	Public Meeting	<p>Minorities</p> <p>Non-English Speaking - Specify other language: Spanish</p> <p>Persons with disabilities</p> <p>Non-targeted/broad community</p> <p>Residents of Public and Assisted Housing</p>	<p>City staff, private individuals, the members of the Block Grant Commission, as well as representatives from all of the 2021-2022 CDBG applicants were in attendance.</p>	<p>During the meeting, it was identified that the majority of applications and comments were in regards to housing, homelessness and infrastructure.</p>	<p>N/A, informational to gather priorities.</p>	

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (if applicable)
2	Public Hearing	Minorities Non-English Speaking - Specify other language: Spanish Persons with disabilities Non-targeted/broad community Residents of Public and Assisted Housing	The public hearing was held virtually due to COVID-19, and City staff, City Council, private individuals, and many other organizations were in attendance.	This was the first public hearing, comments were regarding the importance of 2 programs, and their need of funding in order to continue the program. Both organizations were tentatively allocated funding.		

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
3	Public Hearing	<p>Minorities</p> <p>Non-English Speaking - Specify other language: Spanish</p> <p>Persons with disabilities</p> <p>Non-targeted/broad community</p> <p>Residents of Public and Assisted Housing</p>	<p>The public hearing was held virtually due to COVID-19, and City staff, City Council, private individuals, and many other organizations were in attendance.</p>	<p>This was the second public hearing, comments were regarding the importance of 2 different programs needing additional funding than what was tentatively allocated.</p>	<p>The comments were heard and valued, but not acted on. If additional funding were to be allocated to these 2 organizations, that would reduce the funding of the other organizations. The reduction of funding in the others would not allow them to move forward with their program. During the application process the applicants were asked about minimum funding requirements for the program to continue. This was used in consideration when allocating the funds.</p>	

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (if applicable)
4	Newspaper Ad	<p>Minorities</p> <p>Persons with disabilities</p> <p>Non-targeted/broad community</p> <p>Residents of Public and Assisted Housing</p>	<p>This newspaper ad increased the attendance from those who do not have the internet available.</p>	<p>This was the first public hearing, comments were regarding the importance of 2 programs, and their need of funding in order to continue the program. Both organizations were tentatively allocated funding.</p>		

Table 5 – Citizen Participation Outreach

Expected Resources

AP-15 Expected Resources – 91.220(c)(1,2)

Introduction

Anticipated Resources

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	949,042	0	363,150	1,312,192	2,847,126	The City is a CDBG entitlement jurisdiction.
Other	public - federal	Housing	0	0	0	0	0	
Other	public - state	Housing	0	0	0	0	0	

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
Other	public - state	Housing Public Improvements	0	0	0	0	0	

Table 6 - Expected Resources – Priority Table

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

The CDBG program does not have a matching requirement.

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

No publicly owned land or property within the City has been identified that would be used to address identified needs. However, the City could use some CDBG funding to acquire such land over the course of the planning period. Furthermore, the City may consider the use of surplus land for the development of affordable housing units.

Discussion

The City attempts to maximize the use of all of its available funding sources by encouraging projects that access private financing (grants, loans, and donations) or other Federal or State funding resources, including tax credits. The City actively pursues available grants for housing and community development programs.

Annual Goals and Objectives

AP-20 Annual Goals and Objectives

Goals Summary Information

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	Access to Affordable Housing	2020	2024	Affordable Housing	City of Madera City Limits	Housing Needs	CDBG: \$477,027	Public service activities other than Low/Moderate Income Housing Benefit: 30 Persons Assisted Rental units rehabilitated: 8 Household Housing Unit Direct Financial Assistance to Homebuyers: 35 Households Assisted Overnight/Emergency Shelter/Transitional Housing Beds added: 40 Beds Homelessness Prevention: 25 Persons Assisted
2	Prevent and Reduce Homelessness	2020	2024	Homeless	City of Madera City Limits	Homeless Needs and Services	CDBG: \$37,856	Overnight/Emergency Shelter/Transitional Housing Beds added: 35 Beds Homelessness Prevention: 2000 Persons Assisted

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
3	Enhance Quality of Infrastructure	2020	2024	Non-Housing Community Development	City of Madera City Limits	Public Improvements and Public Infrastructure	CDBG: \$500,000	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 5000 Persons Assisted
4	Improve Access to Services	2020	2024	Non-Homeless Special Needs Non-Housing Community Development	City of Madera City Limits	Community Services	CDBG: \$127,500	Public service activities other than Low/Moderate Income Housing Benefit: 1500 Persons Assisted
5	Administration	2020	2024	Administration	City of Madera City Limits	Housing Needs Community Services Economic Development Public Improvements and Public Infrastructure Homeless Needs and Services	CDBG: \$169,808	Other: 2000 Other

Table 7 – Goals Summary

Goal Descriptions

1	Goal Name	Access to Affordable Housing
	Goal Description	
2	Goal Name	Prevent and Reduce Homelessness
	Goal Description	
3	Goal Name	Enhance Quality of Infrastructure
	Goal Description	
4	Goal Name	Improve Access to Services
	Goal Description	
5	Goal Name	Administration
	Goal Description	

Projects

AP-35 Projects – 91.220(d)

Introduction

The following is a list of the project funded through the 2021-2022 CDBG Action Plan. They projects consist of administration, public services, and capital projects. Most projects are expected to be completed by June 30, 2022.

Projects

#	Project Name

Table 8 - Project Information

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

While there are several constraints to meeting the needs of low-income residents, the primary obstacle is that there is a lack of funding to fully address all needs. The economic challenges facing the nation have forced many nonprofits to cut services at a time when governmental entities and others are least able to provide them.

The project that were prioritized were housing, homelessness and infrastructure. These priorities were identified through the analysis of the Consolidated Plan.

AP-38 Project Summary
Project Summary Information

AP-50 Geographic Distribution – 91.220(f)

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

The City of Madera does not direct assistance geographically.

Geographic Distribution

Target Area	Percentage of Funds
City of Madera City Limits	100

Table 9 - Geographic Distribution

Rationale for the priorities for allocating investments geographically

The rationale is driven by Madera's identified priority needs. All CDBG funds are allocated either to city-wide services and programs, or within eligible census tracts.

Discussion

The City has not designated specific geographhics areas within its jurisdiction to target or provide direct assistance.

Affordable Housing

AP-55 Affordable Housing – 91.220(g)

Introduction

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

Table 10 - One Year Goals for Affordable Housing by Support Requirement

One Year Goals for the Number of Households Supported Through	
Rental Assistance	0
The Production of New Units	0
Rehab of Existing Units	0
Acquisition of Existing Units	0
Total	0

Table 11 - One Year Goals for Affordable Housing by Support Type

Discussion

AP-60 Public Housing – 91.220(h)

Introduction

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

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

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

Discussion

AP-65 Homeless and Other Special Needs Activities – 91.220(i)

Introduction

The City's strategy related to the needs of the homeless, those at risk of homelessness, and other special needs populations is focused on providing funding to the Fresno/Madera Continuum of Care (FMCoC). In addition, Madera is collaborating with the Housing Authority of the City of Madera (HACM).

Although Madera is not known for being a dense urban population where homeless populations typically dwell, recent county-wide enumerations have revealed Madera's homeless/transient population as a concern from the social service standpoint, as well as public safety and quality of life concerns.

Describe the jurisdictions one-year goals and actions for reducing and ending homelessness including

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

In 2021-2022 Action Plan, the City will be providing funding to the FMCoC to allow the Community Action Partnership of Madera County (CAPMC) staff to continue to participate in the FMCoC efforts. This funding will support the FMCoC annual Point-in-Time (PIT) count, which assesses the needs of the homeless population. It will also support FMCoC outreach and education efforts to make sure homeless individuals and those at-risk of becoming homeless are aware of the resources available to them.

CAPMC works closely with the FMCoC to help address reaching a functional zero with homelessness. Currently, the FMCoC has a by-name registry list that includes all homeless individuals encountered that are willing to complete a Vulnerability-Index Service Prioritization Decision Tool survey. The survey prioritizes the vulnerability of the individual on the basis of chronic homelessness, medical history, mental health issues, substance use history, veteran status, and various other factors. The target is to be able to coordinate housing the most vulnerable and the most chronic homeless in housing program vacancies. The FMCoC currently operates the Multi-agency Access Program Point (MAPP), located in Fresno that is a one-stop service and referral for all homeless. The FMCoC is working to establishing a MAPP in Madera County to enhance the utilization of the coordinated entry and by-name registry list.

Addressing the emergency shelter and transitional housing needs of homeless persons

The FMCoC applies for and receives almost \$6 million annually in HUD homeless funds. Providing CDBG funding for CAPMC participation in the FMCoC will ensure that Madera remains eligible for HUD funds to address homelessness.

The City is also working with CAPMC to provide transitional housing to at risk families and youth. CAPMC

will lease 3-4 units to house individuals or families while they recover and are able to provide their own housing. These units will continue to be recycled with other families and individuals to continue the transitional progress throughout the City of Madera.

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

There is always an issue with the cycle of homelessness. With the partnership with CAPMC and the FMCoC the City is trying to minimize the homeless from becoming homeless again. CAPMC's program helps with the transitional housing, as well as easing back into society.

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

The funding for the FMCoC will support efforts to bring community awareness to the homeless populations and their issues, and provide outreach and education on the resources available for residents at-risk of becoming homeless. The Homeless Awareness Day Event in the City of Madera is a good example of this outreach and education.

Discussion

In addition to services for homeless persons or those at risk of homelessness, the City's special needs populations includes seniors and disabled persons. The City will fund programs and services assisting special needs populations in 2021-2022. These programs include senior activities, the youth and parental education.

AP-75 Barriers to affordable housing – 91.220(j)

Introduction:

Market and governmental factors pose constraints to the provision of adequate and affordable housing. These factors tend to disproportionately affect lower-income households due to their limited resources for absorbing the costs. Local jurisdictions have little influence over the market factors, such as the cost of labor and construction materials, cost of land, and the availability of financing, or statewide and national policies, such as prevailing wage requirements and environmental protection. As discussed in the Market Analysis, other local factors that could impede affordable housing development include:

- Land Use Controls
- Residential Development Standards
- Off-site Improvement Requirements
- Permit and approval process

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

The City is undertaking several actions to reduce potential barriers and constraints to affordable housing, as well as promote housing for special needs populations. These actions include providing a comprehensive Zoning Ordinance Update, regulatory incentives, and density bonuses.

Discussion:

The City works very hard to attempt to overcome all barriers related to affordable housing. Correcting these issues would drastically improve the affordable housing situation within the City of Madera.

AP-85 Other Actions – 91.220(k)

Introduction:

The City of Madera uses a range of strategies to address the housing, homeless, and community development goals identified in the Consolidated Plan. This section discusses actions planned to foster and maintain affordable housing, to reduce lead-based paint hazards, to reduce the number of poverty-level families in Madera, and to coordinate activities in these areas with other entities.

Actions planned to address obstacles to meeting underserved needs

The primary obstacle to meeting underserved needs is the limited amount of Federal, State, and local resources available to meet the many needs in the community. The City of Madera will continue to pursue State and Federal resources as available to meet underserved needs and support efforts of nonprofits serving the community.

Actions planned to foster and maintain affordable housing

As described earlier, the City applies for HOME funds to support its affordable housing program. The City will continue to foster and maintain affordable housing through the following programs:

- The Downpayment Assistance Program for First Time Homebuyers
- Counseling for first time homebuyers
- The Owner-Occupied Residential Rehabilitation Program

Actions planned to reduce lead-based paint hazards

Lead-based paint hazards are identified and abated prior to construction or close of escrow when the City assists a housing unit built before 1978. Also, the City will continue to provide deferred, zero-interest loans through the Owner-Occupied Residential Rehabilitation Program (OOR) to abate lead-based paint hazards.

Actions planned to reduce the number of poverty-level families

The City's anti-poverty strategy is based on addressing and preventing homelessness and providing a range of employment opportunities and supportive services aimed at enabling those in poverty to move into the workforce. For the 2021-2022 program year, four activities will be funded to address this

need. These activities are:

- The Community Action Partnership of Madera County and Fresno/Madera Continuum of Care Coordination
- The Madera Rescue Mission Homeless Services Program
- OLIVE Safe House
- Madera Coalition for Community Justice Rental Assistance

Actions planned to develop institutional structure

The City's Grants Department is responsible for the management, implementation, and monitoring of the Consolidated Plan documents, including the Action Plan. The Grants Department is specifically charged with these tasks. The City also has a designated staff position (Program Manager - Grants) to administer the programs and activities funded with CDBG funds. Staff works with the individual City divisions, such as Public Works, Parks and Community Services, Engineering and Planning, and the City's CDBG Block Grant Commission to develop procedures and coordination for administering programs. Thus, the City has already developed its institutional structure to coordinate Consolidated Plan activities.

Actions planned to enhance coordination between public and private housing and social service agencies

The City will continue to work with local non-profits and private individuals to address the housing deficit. The City will plan and coordinate with the local FMCO and Housing Authority to develop new ideas for outreach in developing housing within the City of Madera.

Discussion:

Program Specific Requirements

AP-90 Program Specific Requirements – 91.220(l)(1,2,4)

Introduction:

Community Development Block Grant Program (CDBG)

Reference 24 CFR 91.220(l)(1)

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

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

Total Program Income

Other CDBG Requirements

1. The amount of urgent need activities

