

CDA Board

2025 Q4 December 16, 2025



- I. Resident Council Update
- II. Review of Draft Audit
- III.2026 Operating Budget
- IV.Chief Alliance Executive Update
- V. Rent to Own Model
- VI.CDA Employee Homeownership Benefit
- VII.Consent Agenda
- VIII.Board Evaluation
- IX.CAE Evaluation
- X. Adjourn



2025 Resident Leadership: Expanding to New Neighborhoods



Alice Pugh Nash Park

Ashley Harrell Borchert Field

Barbara Smith Amani

Chelsie Mason Washington Park

Diana Rico Historic Mitchell Street

Drea Rodriguez Historic Mitchell Street

Helen Reynolds Amani

Leean Le Garden Homes

Leena Le Garden Homes

Iuscely Flores Clarke Square

Santa Calderon Ramirez Southpoint

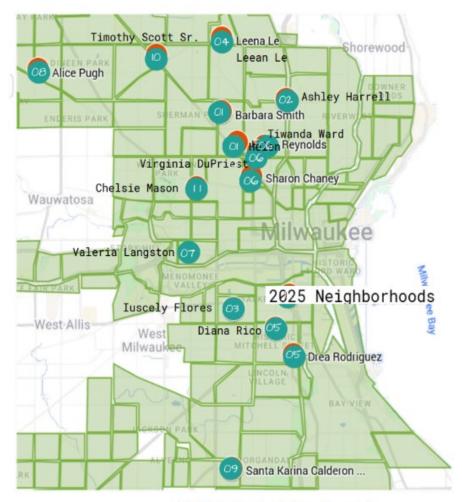
Sharon Chaney Lindsay Heights

Timothy Scott Sherman Park

Tiwanda Ward Lindsay Heights

Valerie Langston Merrill Park

Virginia DuPriest Lindsay Heights



2025 Neighborhoods



Resident Leadership: 2026 Budget Cycle





Empowered residents making their voices heard! Engaging with elected officials to shape our community together!



PARTICIPATORYBUDGET HEARINGS

This is your chance to voice your ideas and priorities for our community's budget. We want to hear from you and work together to make our neighborhood an even better place to live. Your input is invaluable, and every voice matters! We look forward to seeing you there!

Important Dates to Know



- May to September
 Executive Budget Development
- July 9
 Mayor's Public Budget Hearing
- September 3
 RACH Meeting with City of MKE Staff
- September 23
 Mayor submits Proposed Budget
- October 6 Testimony Opportunity
 Finance & Personnel Committee reviews proposed executive budget
- October 10 Opportunity w/ Mayor Johnson RACH on the budget
- October 18 Testimony Opportunity

 Joint Public Hearing on the budget
- October 31 Budget Amendment Day
 Finance & Personnel Committee

WE ADVOCATE AT ALL LEVELS











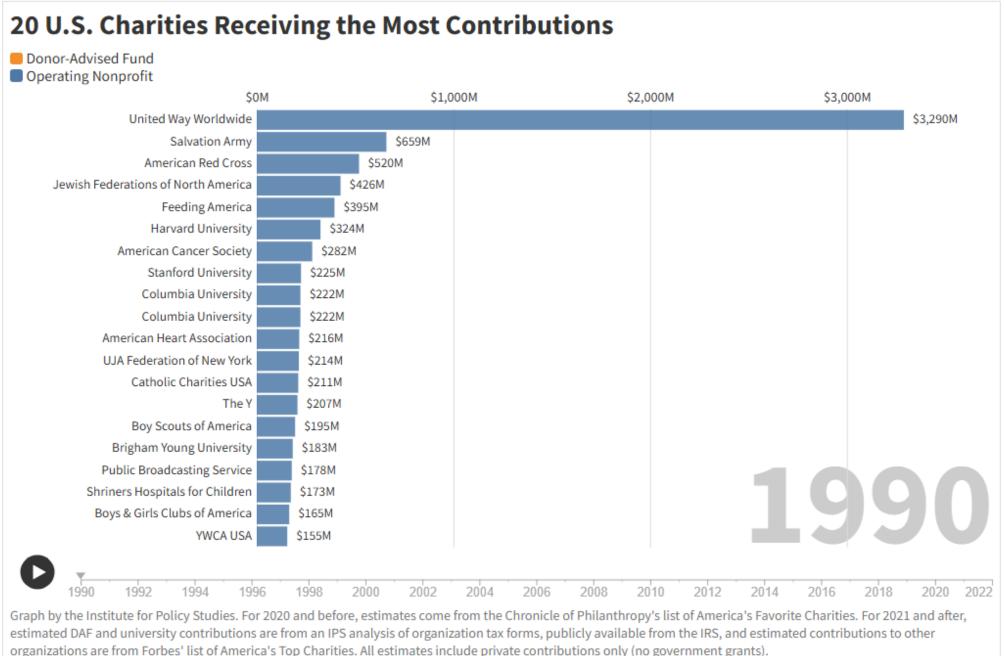
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Resolution 2025 - 10

The CDA Board accepts the audit presented at the 12/16/26 Board meeting and authorizes Chief Alliance Executive (CAE) and CDA Board Vice Chair/Treasurer to execute documents required to complete the audit and file appropriate tax returns and other documents.



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organizations are from Forbes' list of America's Top Charities. All estimates include private contributions only (no government grants).

Community Development Alliance

2026 Budget

Version 1.0 12-15-25

	2026
Income	
Funder's Council	\$ 808,333
Lenders Council	\$ 115,000
Private Contributions	\$ 50,000
Additional Contributions	\$ 150,000
Contract Income	\$ 1.
Resident Collaboration Grants/Contracts	
Event Sponsorship	\$ 30,000
Investment/ Other Income	\$ 140,000
Previous Year Carry Over	\$ 50,000
Total Income	\$ 1,343,333

		2026
Expenses		
<u>Administration</u>		
Operations Director	\$	89,303
Philanthropic Director	\$	85,000
Payroll Taxes, Retirement, Health Benefits	\$	34,257
Total Admin	\$	208,560
	\$	-
Programming	\$	-
CAE - Project Management		169,610
Deputy Director - Project Management	\$	128,125
Policy Director	\$	89,303
Resident Collaboration Director	\$	91,536
Resident Engagement	\$	-
Resident Council	\$	30,000
Contracted Organizations	\$	48,000
Facilitator	\$	16,000
Resident Stipends	\$	16,000
Food	\$	8,000
Resident Storytelling, Advocacy, Planning	\$	35,000
Data/Reporting	\$ \$	75,000
Data Purchase & Programming	\$ \$	10,000
Government Relations		25,000
Communication	\$	75,000
Events	\$	70,000
Contracted Project Manager	\$	-
Payroll Taxes, Retirement, Health Benefits	\$	106,714
Program Grant Expense	\$	-
Total Programming	\$	993,287

	\$ -
<u>Organizational Support</u>	\$ -
Legal	\$ 15,000
Research	\$ 5,000
Accounting	\$ 15,000
Audit	\$ 15,000
Insurance	\$ 10,000
Payroll/HR/Benefits Admin	\$ 5,000
Technology	\$ 15,000
Office Space	\$ 15,000
Office Supplies/Printing	\$ 2,500
Coaching	\$ -
Planning	\$ -
Training	\$ 15,000
Travel	\$ 25,000
Misc. & Contingency	\$ 3,986
Total Org. Support	\$ 141,486
	\$ 12
Total Expenses	\$ 1,343,334
	\$ -

Net Income (Loss)	\$ (0)

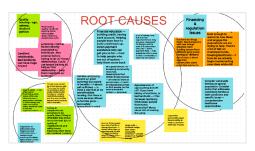
Resolution 2025 – 11

The CDA Board adopts the 2026 Operating Budget presented at the 12/16/26 Board meeting.

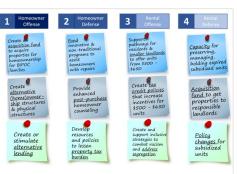


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Collective Objectives



Grow homebuyer counseling & down payment assistance (DPA)



Acquisition Fund to combat predatory acquisition



Vacant Lots to 1st Generation Homes



Alternative lending based on rental history and 40 – 60% DTI



Policy to protect families vulnerable to displacement.



COMMUNITY Annual Objectives & Key Results

	2022	2023	2024	2025	2026
Grow Down Payment Assistance & Homebuyer Counseling by 10%/Year	Build System to track	Set Baseline: 600	660	725	800
Vacant Lots to Entry Level Homes: develop a sustainable system of 100 new homes per year	Baseline: 20/year	40/year	60/year	80/year	100/year
Acquisition Fund : develop a sustainable system to acquire 100 homes per year	Build and Fund new system	Set Baseline: 40/year	60/year	80/year	100/year
Alternative Lending: develop a sustainable system to lend to 200 families per year on the bench		Develop Business Plan	Launch & Measure Baseline	75	125
Policy to protect families vulnerable to displacement.			Collaborate on H.B.O.R	Develop Phase I H.B.O.R	Implement Phase I H.B.O.R.

COLLECTIVE AFFORDABLE HOUSING OKRS: 2026 Q1













	Grow DPA	Acquisition Fund	Entry Level Homes	Alternative Lending	Policy to protect vulnerable families
Long Term Goal	Grow Down Payment Assistance (DPA) & Homebuyer Counseling by 10% each year for 5 years	Acquire 100 single family homes and duplexes every year that would otherwise be investor owned and sell to homeowners	Construct 100 entry level homes on vacant lots every year	Create a local lending pool that lends to first time homebuyers based on rental history	Continued evaluation of displacement threats and the development and implementation of policy to protect families vulnerable to displacement.
Q4 OKR Update	✓ City budget commitment of \$1.4 Million	☐ Complete Metcalfe Gorman Sale to Acts and MPCB	 ✓ Close Harambee TID Gap □ Close Harambee Transaction ✓ Amani Fundraising (announcement pending) ✓ Amani Land Sales ✓ Lease-to-Own Model 	□ None	✓ Present at statewide conferences✓ Soft launch policy council
Proposed Q1 OKR	Adoption of TID extension at state level.	 □ Complete title review for all LIHTC homeownership homes □ Complete Northside Initiative I sale to Acts 	□ Close Harambee Transaction□ Submit Amani TID Application□ Implement Lease-to-own	☐ Establish Lender's Council	☐ City and State Legislative Sponsors

ORGANIZATIONAL OKRS - 2026 Q1













	Communications	Resident Collaboration	Org. Structure & Financial	Legal partnership & Policy	Data
Long Term Goal	Excellent communication with residents, practitioners and funders	Continuous Resident Collaboration	An organizational structure and budget that positions CDA to maximize collective action in housing.	Excellent legal support to guide complicated policy analysis.	Excellent data to guide strategy
Q4 OKR UPDATE	□ Orientations✓ Giving Tuesday campaign	✓ City Budget✓ ImplementTechnology Grant	 ✓ Complete Audit ✓ 2026 Operating Budget ✓ Operational Funding Design ✓ Committee Changes 	□ None	✓ Annual data collection☐ Unifying displacement Data
Proposed Q1 OKR	☐ Branding Session ☐ Annual report ☐ Amani Newsletter	□ TBD □ Launch Lender's Council □ Launch Policy Council □ Launch Public Investors Council □ Begin 2025 audit		Explore Tax-Exempt Bonding.Lease-to-own contracts	☐ Year in Review Data ☐ Unifying displacement Data

Status Quo: City Funded Housing Programs Projected Budgetary Deficit

\$15,000,000



Proposed: City Funded Housing Programs Projected Budgetary Deficit if TIDs extended for 2 years



Wisconsin Legislation

Bills: AB 453 / SB 472

These bills would require local governments to approve certain rezoning requests for housing developments aligned with their comprehensive plans and allows TID extensions for up to two years.

AB 453 / SB 472 Update: Passed Assembly on party line vote 55-39, passed Senate Committee on Insurance, Housing, Rural Issues and Forestry, waiting for full vote from the Senate.



A lower property-tax rate for low-income seniors







Lower property tax for aging homeowners

Every year, hundreds of people are displaced from their homes, many of them are low-income seniors that cannot afford the higher property taxes on their family home, particularly when the neighborhood is changing around them.

Low income gaining neighbors should receive a lower property tax benefit to avoid displacement.

Pennsylvania has a similar uniformity clause to Wisconsin, but has successfully provided many exceptions with bi-partisan support.

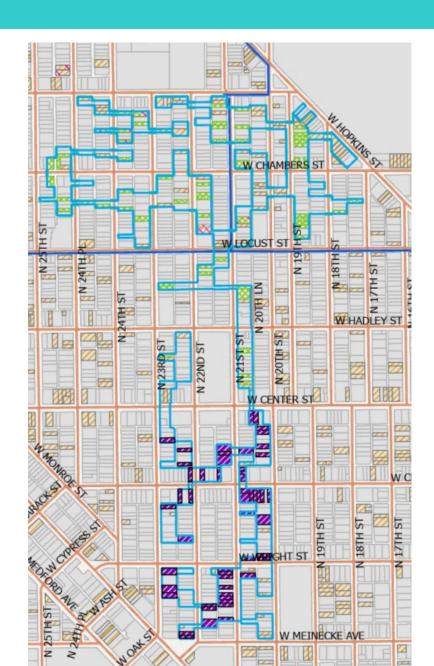
First step is getting this legislative item on the city's and county's legislative agenda.



COORDINATED BACKBONE TID



Proposed Map



HABITAT HOME



CITY VACANT

ECE HOME

TID BOUNDARY

ALDERMANIC DISTRICT

AMANI HOMEOWNERSHIP INITIATIVE





Our Partners

















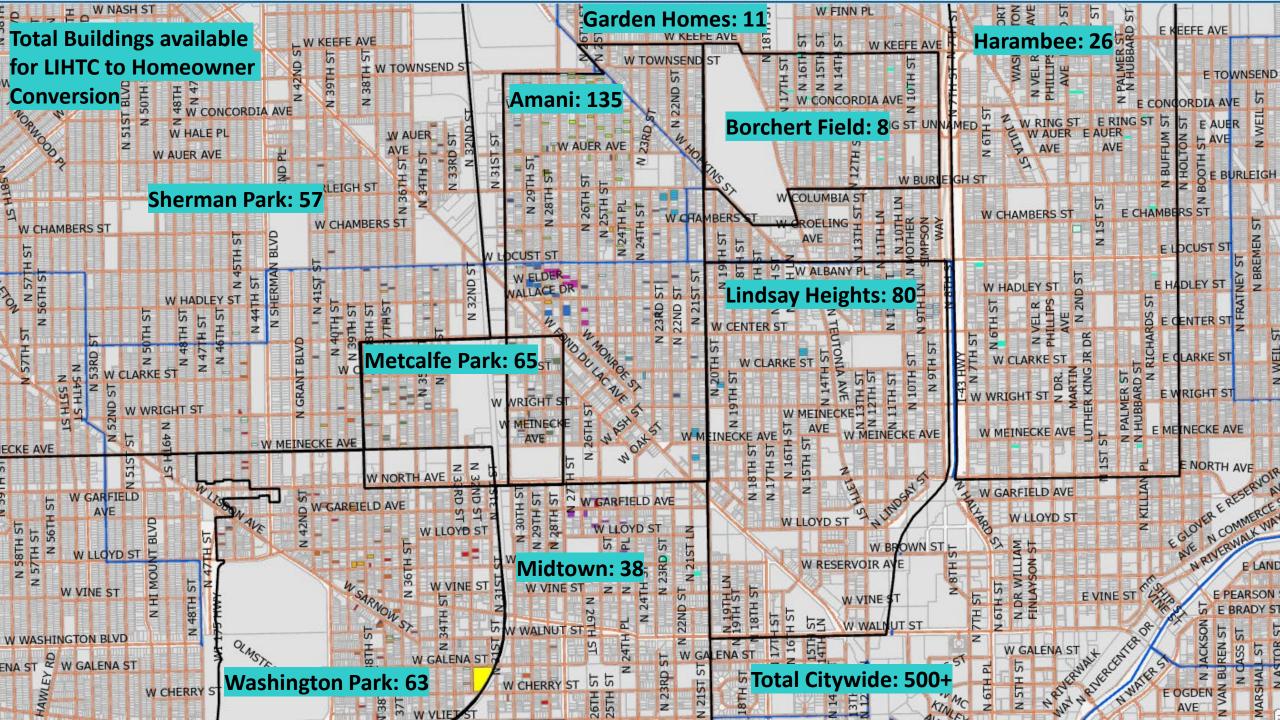
Home Designs

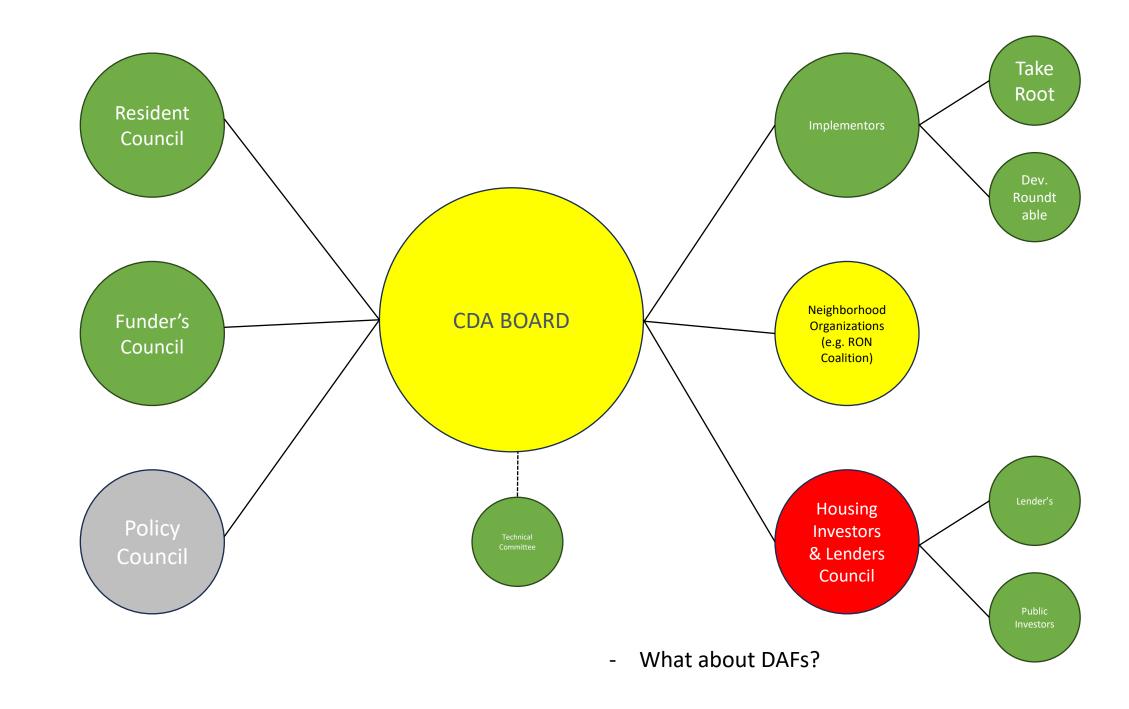
Habitat for Humanity



Emem Group (Champion)









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Why are we considering this?

- Neighborhood Organizations, aspiring buyers, and others have asked for the homes to be held longer so that neighborhood buyers have more time to get ready for ownership.
- Non-profit developers have asked for an alternative if homes are sold after 90 days.
- Of the 600 LIHTC homes that are becoming available, a lease to purchase model would benefit a significant amount of buyers
- A future lease-to-purchase model would open up tax-exempt bonding and other favorable terms.

Decision Matrix – ECE Next Focus Options (Page 1 of 2)

Option	Credit Product	Location	ECE Industry Uncertainty	Awareness	Encouragement	HBCA Capacity	"I'm Broke"	"My lease hasn't expired"
Awareness Campaign Presentations, Mailing, Updated Overview, Video of Home, Media IMPLEMENTED	No Impact	Featuring clustering and proximity to ECE centers may mitigate some anxiety	No Impact	Has resulted in 120 new inquiries	No Impact	Materials can also be used to educate Counselors	No Impact	No Impact
Navigator 50% FTE, Shared Tracking, Pending RFP IMPLEMENTED	Will help some people access Acts Lending Product	No Impact	No Impact	Available one on ones will deepen awareness	High Impact	Will lessen burden on HBCAs (e.g. filling out applications)	No Impact	No Impact
Process Changes 80% AMI, 1st served after lottery, plain language deed restriction IMPLEMENTED	More families with traditional access to credit are eligible	No Impact	No Impact	No Impact	No Impact	A bit easier for HBCAs and buyers to navigate	Reaches more families that also have housing insecurity	No Impact

Decision Matrix – ECE Next Focus Options (Page 2 of 2)

Option	Credit Product	Location	ECE Industry Uncertainty	Awareness	Encouragement	HBCA Capacity	"I'm Broke"	"My lease hasn't expired"
Soft 2 nd Mortgage Raising \$50,000/unit for a nonamortized, 0% interest loan Very Expensive	High Impact	May influence some buyers to be more willing to purchase because monthly cost will be so low.	High Impact because mortgage payments will be so low	No Impact	Will get many buyers through the process	No Impact	High Impact because mortgage payments will be so low	No Impact
Rent to Own Management company manages on behalf of a non- profit owner Reputation Risk	High impact. Majority of credit issues are related to DTI, not judgments or non-payment of rent, etc.	This may be the best strategy to address location. Some buyers are not willing to make the leap for long-term homeownership, but may be willing to rent	High Impact. Not making a long-term commitment	No Impact	High Impact. Makes it more of a likelihood of getting hosing security	No Impact, may be even more confusing	Below market rent will help owners save.	This may be the best strategy to address timing of previous lease expiring.
New consumer loan product Loan pool to provide consumer refinance loans to lower DTI Capacity Risk	Some interested buyers have \$5,000 - \$10,000 of credit issues preventing sale. This would be made up in less than 2 years of savings on rent.	No Impact	No Impact	No Impact	High Impact. Makes it more of a likelihood of getting hosing security	Costs and benefits. More admin costs and HBCA system may not be ready yet, but would also help a lot of buyers across the finish line	High impact because both consumer loan and housing payments will be lower.	No Impact

Resolution 2025-06

The Community Development Alliance supports exploring a rent-to-own model for the Early Childhood Education homes, if any home is not sold after the first 6 months of construction (the "Model"). CDA staff is authorized to:

(a) Allocate staff resources to developing the Model

Prior to entering into any further agreements related to the Model, the Chief Alliance Executive will seek separate Board Approval.



Table 1.0 - Residents Start Up Costs	ф	1 105					
Security Deposit	\$	1,195					
First Months Rent	\$	1,195					
Option Fee (paid from monthly rent)		n/a					
	\$	1,195					
Table 2.0 - Summary of Rental Period Monthly Ex	penses						
	Reside	<u>nt</u>	<u>CDA</u>				
Rent*	\$	1,195					
Water	\$	100					
Utilities	\$	200					
Insurance			\$	100			
Maintenance Reserve			\$	179			
Operating Reserve			\$	36			
Taxes			\$	184			
Mortgage & Interest			\$	506			
Total Monthly Cost	\$	1,495	\$	1,005			
Total Monthly cost as % of Neighborhood Rent		91%					
* Includes Option to Purchase at \$105,000 any tim	e during Les	ase 10% of	rent naid	towarde Di	ırchasa Drica*	*	
** Affordable Deed Restriction recorded on home			•				

Example 1.0 - Sale After 3 Years				
	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>
<u>Income</u>				
CDA Initial investment	\$ 1,000			
RentalIncome	\$ 14,340	\$ 14,770	\$ 15,213	
Vacancy & Collection Loss (7%)	\$ (1,004)	\$ (1,034)	\$ (1,065)	
Sale of Property				\$ 100,568
Total Income	\$ 14,336	\$ 13,736	\$ 14,148	\$ 100,568
<u>Expenses</u>				
Securtiy during lease up	\$ 500			
Set Up Fees/Renewal Fees	\$ 885	\$ 412	\$ 424	
Success Fees				\$ 3,278
Water - Reimbursed from Tenant				
Utilities - Paid Direclty By Tenant				
Insurance	\$ 1,200	\$ 1,236	\$ 1,273	
Taxes	\$ 2,205	\$ 2,271	\$ 2,339	
Maintenance Reserve	\$ 2,151	\$ 2,216	\$ 2,282	
Operating Reserve	\$ 430	\$ 443	\$ 456	
Property Management	\$ 1,440	\$ 1,483	\$ 1,528	
Closing Fees				\$ 1,093
Total Expenses	\$ 8,811	\$ 8,061	\$ 8,303	\$ 4,371
Debt Service	\$ 4,858	\$ 4,858	\$ 4,858	\$ 79,325
NetIncome	\$ 667	\$ 818	\$ 988	\$ 16,872
DCR	1.14	1.17	1.20	

Table 3.0 - Summary of Likely Sales Scenarios								
	<u>Year</u>	3 Purchase	Yea	<u>r 5 Purchase</u>	<u>Year</u>	r 15 Purchase	<u>Yea</u>	r 15 Purchase
	(Orig	<u>(. Resident)</u>	(Ori	<u>g. Resident)</u>	(Ori	g. Resident)	<u>(Ne</u>	w Resident)
Base Purchase Price to Owner	\$	105,000	\$	105,000	\$	105,000	\$	105,000
Buyer Monthly Payments & Security Deposit	\$	(5,627)	\$	(8,808)	\$	(27,866)	\$	(2,169.05)
Outside DPA	\$	(10,000)	\$	(10,000)	\$	(10,000)	\$	(10,000)
Net Purchase Price	\$	89,373	\$	86,192	\$	67,134	\$	92,830.95
Buyer's Mortgage & Interest Payment	\$	600	\$	579	\$	451	\$	623
Buyer's Tax Payment	\$	184	\$	184	\$	184	\$	184
Buyer's Insurance Payment	\$	100	\$	100	\$	100	\$	100
Buyer's Water Paterment	\$	100	\$	100	\$	100	\$	100
Buyer's Utility Payment	\$	200	\$	200	\$	200	\$	200
Total Monthly Cost	\$	1,184	\$	1,163	\$	1,035	\$	1,207
Total Monthly cost as % of Neighborhood Rent		72%		70%		63%		73%
Monthly Savings compared to Neigh. Rent	\$	466	\$	487	\$	615	\$	443
Gain/Loss	\$	19,345	\$	18,841.48	\$	29,716.27	\$	72,902.83
+ Vacancy Reserve	\$	3,103		\$5,329.31	\$	18,670	\$	18,670
+ Operating Reserve	\$	1,330		\$7,645.16	\$	8,001	\$	8,001
+ Maintenance Reserve	\$	4,986	\$	1,142.00	\$	-	\$	-
- Return on Investment	\$	(22,000)	\$	(22,000.00)	\$	(22,000.00)	\$	(36,000.00)
CDA Return	\$	6,763	\$	10,958	\$	34,387	\$	63,574
Rate of Return		9.35%		8.42%		6.48%		7.02%

Resolution 2025 – 12

The CDA Board authorizes the purchase of _____ homes for lease-to-purchase and authorizes the Chief Alliance Executive to enter into the appropriate agreements to:

- (a) Borrow the funds necessary to execute the model,
- (b) sales agreements with sellers,
- (c) Lease-to-purchase agreements with resident buyers,
- (d) Property management agreements, and
- (e) Other documentation necessary to execute the intent of the model.



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Resolution 2025 - 13

The CDA Board authorizes for CDA employees a loan up to \$10,000, 0% interest, unamortized loan for the costs related to the purchase of a first home. Eligible expenses include down payment, inspection, closing costs, and immediate repairs identified by an inspection. The loan will be secured by a mortgage on the home that is subordinate to all other original purchase financing.



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Resolution 2025 – 14

The CDA Board adopts the September 2024 minutes, 11/30 Statement of Financial Position, and Substitute Resolution #2025-08.

Amended Resolution 2025 - 08

The Chief Alliance Executive (CAE) is authorized to execute all documents on behalf of CDA, that the CAE deems necessary to implement the Harambee Coordinated Backbone TID. This includes without limitation:

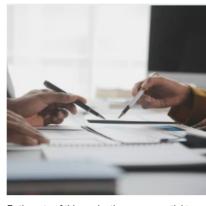
- (a) Grant agreements with philanthropic donors;
- (b) Impact investment agreements with impact investors or lenders, including without limitation, a \$1.5 \$1.6 million loan agreement with WHEDA, or substitute lender.
- (c) Developer Agreements and related documents with the City of Milwaukee; and
- (d) TID Contribution Agreements, including without limitation a \$777,192 contribution to Envision Growth its subsidiaries and affiliates; and a \$2,072,808 contribution to Milwaukee Habitat for Humanity its subsidiaries or affiliates.



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Board Evaluation



As part of our ongoing commitment to strong governance and continuous improvement, we ask that all board members complete the following:

- Individual Board Member Self-Review an opportunity for each director to reflect on their contributions, strengths, and areas for growth.
- Full Board Evaluation a collective
 assessment of how effectively we are
 operating as a governing body, including
 our structure, engagement, and alignment
 with organizational goals.

Both parts of this evaluation are essential to ensuring that we continue to serve the organization with excellence, clarity, and accountability. Your honest feedback will help us strengthen our board's performance, deepen our impact, and support a culture of continuous learning.

Part 1:
Complete Individual
Board Member SelfReview

Part 2: Complete Full Board Evaluation

COMMUNITY DEVELOPMENT ALLIANCE | IDEAS@HOUSINGPLAN.ORG





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