
2023 Consolidated Annual Performance & Evaluation Report [CAPER]

CR-05 - Goals and Outcomes

Progress the jurisdiction has made in carrying out its strategic plan and its action plan.

91.520(a)

During 2023, the City's Community Development Division (CDD) maintained its focus on efforts designed to expand the supply of affordable housing, provide opportunities for new microenterprise businesses, create jobs, and support a local service network that will reduce homelessness in our community and make future incidences of homelessness rare, brief and non-reoccurring.

CDD continued to lead the City's efforts to expand its housing supply by implementing the City's Housing Forward plan. The Housing Forward plan was created to expand and improve the supply of housing in Madison. One goal within Housing Forward is to create affordable housing throughout the City. The City partners with developers to use City and Federal funds strategically to leverage other financing; most notably, Federal Low-Income Housing Tax Credits (LIHTCs) administered by the Wisconsin Housing and Economic Development Authority (WHEDA). During the course of 2023, the City evaluated and committed nearly \$11.3 million through the City's Affordable Housing Funds to five development proposals that focus on creating new rental units. These developments will construct nearly 377 more units of housing, of which 300 will be designated as affordable, and leverage almost \$76 million of LIHTCs. The City committed an additional \$1.85 million to two previously awarded projects in need of additional funds to close on an additional 375 units, of which 271 will be designated as affordable. The City also made financing commitments of \$2 million from its allocation of Coronavirus State and Local Fiscal Recovery Funds (SLFRF) authorized by the American Rescue Plan Act (ARPA) of 2021 for a Youth Centered Housing Development.

During the Action Plan period, the City focused its federal funds on primary Plan objectives affecting affordable housing, economic development, and neighborhood resources. These focal points continue to be key areas of emphasis during 2022.

2023 highlights include these major activities, completed by the Division or its funded agencies:

1. Stable investment in the community.

The CDD invested over \$11 million in the community to address the goals and objectives outlined in Madison's 2020-2024 Consolidated Plan, plus another \$1.1 million in CARES Act funding for activities that help prevent, prepare for, or respond to the coronavirus. The three primary focus areas were (a) housing development and financing; (b) small business assistance; and (c) neighborhood asset building. Despite uncertainty surrounding the stability of future funding, CDD was able to maintain its financial commitments to partner agencies and continue to support needed programs without service disruptions or project delays.

2. Sustained support of economic development efforts.

In 2023, the CDD's support for organizations involved with business development and micro-enterprise activities fell short of the annual goals established in the City's Strategic Plan. In the area of Job Creation and Business Development, CDBG funds aided the creation of new positions at one private business, which was filled through part-time employees averaging a combined 40 hours per week. The majority of these part-time positions were filled by LMI individuals. In addition, CDD-supported organizations provided support and business assistance to about 1,449 individuals who represent emerging or micro-enterprise businesses.

3. Expansion of the City's support for affordable housing.

CDD provided funding to agencies for efforts to improve household stabilization and to acquire and rehabilitate housing stock in targeted neighborhoods within the City. These efforts promoted household stabilization in a variety of ways. Tenant households were offered financial assistance to fend off the threat of evictions. First-time homebuyers received help to make mortgages attainable and affordable. Cash-strapped homeowners received help to finance needed home repairs or undertake modest renovation projects.

Comparison of the proposed versus actual outcomes for each outcome measure submitted with the Consolidated Plan and explain, if applicable, why progress was not made toward meeting goals and objectives.

91.520(g)

Categories, priority levels, funding sources and amounts, outcomes/objectives, goal outcome indicators, units of measure, targets, actual outcomes/outputs, and percentage completed for each of the grantee's program year goals.

Accomplishments - Program Year & Strategic Plan to Date

Goal	Category	Source / Amount	Indicator	Unit of Measure	Strategic Plan to Date			Program Year		
					Expected	Actual	Percent Complete	Expected	Actual	Percent Complete
Housing Development & Financing: Homeownership	Affordable Housing	CDBG: \$1,436,054 HOME: \$17,008	Homeowner housing Rehabilitated	Household or housing unit	675	405	60.0%	209	159	76.08%
		CDBG: \$1,607,395 HOME: \$2,229,562 City: \$4,235,377	Rental units constructed or rehabilitated	Household or housing unit	400	60 HOME	15.00% HOME	80	11 HOME	13.75% HOME
						4 City Levy 0 AHF		4 City Levy 0 AHF	89.5 % All Sources	
						CDBG		229	228 CDBG	99.56% CDBG
			Homeowner housing added	Household or housing unit	10	16	160.00%	8	0	0.00%
		CDBG: \$1,222,500 HOME: \$597,878 HCRI: \$140,000	Direct financial assistance to homebuyers	Households assisted	200	101 CDBG/HOME 2 City/State	50.5% CDBG/HOME	40 CDBG/HOME	42 CDBG/HOME 2 City/State	105.0% CDBG/HOME 110.0% All Sources
Public service activities other than Low/Moderate Income Housing Benefit	Persons Assisted			120			19			
Homeless Services & Housing Stability	Affordable Housing	HOME: \$56,746 EHH (ESG / HAP / HPP): \$272,825	Tenant-based rental assistance / Rapid Re-housing	Households assisted	75	83	90.3%	15	166	440.0%
	Homeless	ESG: \$85,000 City: \$320,978 EHH (ESG / HAP / HPP): \$90,425	Homeless person / Overnight shelter	Persons Assisted	12,000	5,523	46.0%	2,400	2,536	105.6%
	Non-Homeless Special Needs	CDBG: \$41,000 ESG: \$55,650 City: \$1,808,293 EHH (ESG / HAP / HPP): \$378,493	Homelessness prevention / fair housing activities / Other	Persons Assisted	10,000	462=	4.62-%	2,000	232	11.6-%

Goal	Category	Source / Amount	Indicator	Unit of Measure	Strategic Plan to Date			Program Year		
					Expected	Actual	Percent Complete	Expected	Actual	Percent Complete
Small Business Assistance <i>Job Creation & Business Expansion</i>	Non-Housing Community Development	CDBG: \$800,000	Jobs created/retained	Jobs	250	81	32%	50	0	0.00%
			Businesses assisted	Businesses assisted		14				%
Small Business Assistance <i>Micro-Enterprise Development</i>	Non-Housing Community Development	CDBG: \$364,723	Businesses assisted	Businesses assisted	5,025	5,111	101.71%	1,005	1,449	144.18%
Neighborhood Asset Building <i>Neighborhood Focal Point Support</i>	Non-Housing Community Development	CDBG: \$366,000 City: \$954,385 Future Madison: \$22,622	Public service activities other than low/moderate income housing benefit	Persons assisted	190,000	109,499	57.63%	38,000	31,981	84.16%
Neighborhood Asset Building <i>Capital Improvements for Community Organizations</i>	Non-Housing Community Development	CDBG: \$0	Public facility or infrastructure activities other than low/moderate income housing benefit	Persons assisted	43,000	330	0.77%	8,600	-0	0%
Neighborhood Asset Building <i>Neighborhood Revitalization Plans & Projects</i>	Non-Housing Community Development	CDBG: \$41,500	Public facility or infrastructure activities other than low/moderate income housing benefit	Persons assisted	10,000	4,434	44.3%	2,000	0	0%
Planning and Administration	Planning / Administration	CDBG: \$491,396 HOME: \$335,351 ESG: \$15,864 (includes HMIS) City: \$703,276 EHH (ESG / HAP / HPP): \$9,782 HCRI: \$24,708	Other	Contracts administered	460		2%	113	108	95.57%

During the COVID-19 Emergency, the federal government expanded the availability of stimulus funds to historic levels. This resulted in a large number of grants, very low-interest, and forgivable loans available to non-profits, homeowners and small businesses across different industries. During 2022, the City's Community Development Division began to reopen its direct lending programs (e.g., homeowner rehabilitation) and completion of most of those loan activities is reflected in this year's CAPER accomplishments.

Support to micro-enterprises since the COVID-19 pandemic continues to be a high priority for the City of Madison, and additional City Levy support continues to be provided to local chambers to supplement the CDBG contracts through the American Rescue Plan Act and the Economic Development Division, for activities that would not be included in the scope of this CAPER.

Assess how the jurisdiction's use of funds, particularly CDBG, addresses the priorities and specific objectives identified in the plan, giving special attention to the highest priority activities identified.

In 2023, the City of Madison's use of federal HUD funds, particularly CDBG, was consistent with the goals, priorities and objectives described in both its 2020-2024 Consolidated Plan and its 2023 Action Plan. The City's primary emphasis was on affordable housing, including housing development and financing, housing stability and homeless services. In addition, the City invested significant resources in both its small business assistance goal and in its neighborhood asset building goal.