



# City of Madison 2011 Program Year CAPER

The CPMP 2010-2014 Consolidated Annual Performance and Evaluation Report includes Narrative Responses to CAPER questions that CDBG, HOME, HOPWA, and ESG grantees must respond to each year in order to be compliant with the Consolidated Planning Regulations. The Executive Summary narratives are optional.

## GENERAL

**GRANTEE: City of Madison**

**CON PLAN PERIOD: 2010 to 2014**

### ***Executive Summary (92.220(b))***

*The Executive Summary is required. Provide a brief overview that includes major initiatives and highlights how activities undertaken during this program year addressed strategic plan objectives and areas of high priority identified in the consolidated plan.*

### ***Executive Summary***

The purpose of the community development program is to help make the City of Madison "a more viable urban community by providing decent housing and a suitable living environment, and by expanding the economic opportunities for low- and moderate-income individuals." During 2011, the program worked with many non-profit community and neighborhood groups, and their associated business, resident, and neighborhood partners to plan, develop and invest in projects which contributed to the objectives established by the CDBG Committee, Mayor, and Common Council in consultation with City of Madison residents.

The Community Development Division (CDD) administers federal, state and local funds within the Department of Planning and Community and Economic Development. The CDD worked with community-based groups to develop policy plans, projects, and related activities to strengthen neighborhoods and expand opportunities for low- and moderate-income households throughout the community. The Division invested in non-profit community groups that:

- Improved affordable housing
- Expanded businesses which created jobs and assisted in microenterprise development
- Strengthened neighborhoods through the operation of neighborhood centers and community gardens, and the implementation of strategic neighborhood-building projects

- Increased the access of low and moderate income households and community groups to resources through the improvement of community service facilities, enhancement of informational services, and employment and training opportunities.

The CDBG Committee develops the overall policy for the investment of Federal, State, and local funds administered through the Community Development Division. This eleven-member policy group meets at least monthly to recommend proposals and oversees progress toward the goals outlined in the HUD and Common Council approved City of Madison 3-5 year Strategic Plan.

**2011 Highlights include these major activities completed by the Division or its funded agencies:**

**1. Investment in the community:**

The CDD invested over \$7.6 million in the community to address the goals and objectives outlined in the 2010-2014 Consolidated Plan.

**2. Door Knocker Award Recipient:**

The City of Madison and Housing Initiatives, Inc. received HUD's prestigious Door Knocker Award for the development of the Robert Beilman House located at 1110 Ruskin St.

**3. Contracts maintained despite a decrease in HUD funding:**

Although the City of Madison received funding cuts in 2011, staff were able to keep contracts whole without disruption of services or project delays.

**4. Increase in owner and homebuyer assistance activities:**

In 2011, the CDD saw a 21% increase in the number of homeowners improving the quality of their houses. While there was a 15% increase in the number of home buyers utilizing downpayment assistance.

**5. Increase in microenterprise activity:**

In 2011, the CDD saw a 16% increase in the number of microenterprises assisted.

**6. Division development:**

The Community Development Division (CDD) continues to develop, create efficiencies and improve service delivery.

**7. Geographic Distribution of Funds:**

The CDD took a balanced investment approach in 2011. See funding distribution maps following the narrative.

## 2011 Goals, Objectives, Outcomes, Expenditures

Objectives	Outcomes	Expenditure Total and Percentage of Funds
<b>Goal:</b> <i>Improve and expand affordable housing options</i>		
(A) Owner-occupied housing	347 total repairs/rehabs	\$766,259 10%
(B) Housing for buyers	79 properties acquired or assisted with a downpayment loan	\$992,757 13%
(D) Rental Housing	67 rental units created or improved	\$1,144,867 15%
<b>Goal:</b> <i>Expand businesses to create jobs and assist with the development of microenterprises</i>		
(E) Business Development and Job Creation	52 FTE positions	\$1,112,884 14.6%
(F) Economic Development of Small Businesses	38 microenterprises assisted	\$430,007 5.6%
<b>Goal:</b> <i>Strengthen neighborhoods through the operation of neighborhood centers, community gardens and the implementation of strategic neighborhood revitalization efforts</i>		
(G) Improvement of community focal points	70,527 individuals	\$1,106,187 14.5%
(L) Revitalization of strategic areas	2 neighborhoods	\$109,172 1.4%
<b>Goal:</b> <i>Increase the access of low and moderate income households and community groups to resources through the improvement of community service facilities, enhancement of informational services and employment and training opportunities</i>		
(J) Improvement of services to homeless and special populations	3,269 households	\$477,177 6.3%
(K) Physical improvement of community service facilities	1 facility	\$21,407 .3%
(X) Expansion of individual choice and access to housing resources and employment and training opportunities	3,897 people	\$551,349 7.2%
<b>Goal:</b> <i>Administer the Community Development program to meet the community needs and funder requirements</i>		
(Z) Overall program administration	101 contracts	\$908,128 12.1%

**OBJECTIVES: COMMUNITY DEVELOPMENT-FUNDED ACTIVITIES AND THEIR CONTRIBUTIONS  
TOWARD THE 5-YEAR CDBG PLAN OBJECTIVES: 2010-2014**

GOALS and Objectives	YEAR	ACCOMPLISHMENTS					RESOURCES			
		Units Achieved *	Units Expected	5-Year Total Target	% of Achieved/ Expected	% of Target Achieved	Amount Expended *	Amount Budgeted	% of Target Achieved	
<b>IMPROVE MADISON'S HOUSING</b>										
A <i>Improve Owner-Occupied Housing:</i> Improve the quality of existing owner-occupied housing stock to support community stability and neighborhood revitalization efforts. (1000 minor and 127 major repairs/rehabs completed) Funds used CDBG, HOME, ARRA	2010	273	237		115%	24%	\$ 829,630	\$ 863,340	96%	
	2011	347	224		155%	31%	\$ 766,259	\$ 625,580	122%	
	2012		223					\$ 609,551		
	2013		221					\$ 578,065		
	2014		222					\$ 601,009		
<b>Total</b>		<b>620</b>	<b>1,127</b>	<b>1,127</b>	<b>55%</b>	<b>55%</b>	<b>\$ 1,595,889</b>	<b>\$ 3,277,545</b>	<b>49%</b>	
B <i>Expand Homeownership Opportunities:</i> Increase homeownership opportunities for low- and moderate-income (LMI) homebuyer households. (360 LMI households assisted to homeowners) Funds used CDBG, HOME, ARRA, State, City	2010	67	90		74%	19%	\$ 1,914,182	\$ 1,791,809	107%	
	2011	79	66				\$ 992,757	\$ 1,318,486	75%	
	2012		66					\$ 1,319,813		
	2013		68					\$ 1,358,907		
	2014		70					\$ 1,402,030		
<b>Total</b>		<b>146</b>	<b>360</b>	<b>360</b>	<b>41%</b>	<b>41%</b>	<b>\$ 2,906,939</b>	<b>\$ 7,189,045</b>	<b>40%</b>	
D <i>Improve and Expand Rental Housing:</i> Expand the number of affordable rental housing units and/or improve the quality and/or diversity of units available to lower-income individuals throughout the community. (772 rental units created or improved for LMI individuals) Funds used CDBG, HOME, ARRA, State, City, ESG	2010	82	188		44%	11%	\$ 2,744,464	\$ 1,884,643	146%	
	2011	67	158		42%	9%	\$ 1,144,867	\$ 1,584,965	72%	
	2012		148					\$ 1,478,845		
	2013		137					\$ 1,366,170		
	2014		141					\$ 1,412,067		
<b>Total</b>		<b>149</b>	<b>772</b>	<b>772</b>	<b>19%</b>	<b>19%</b>	<b>\$ 3,889,331</b>	<b>\$ 7,726,690</b>	<b>50%</b>	
<b>DEVELOP MADISON'S ECONOMY</b>										
E <i>Facilitate Private Sector New Job Creation:</i> Help businesses and non-profits create new employment opportunities for lower-income persons. (235 FTE positions created for LMI individuals) Funds used CDBG, HOME, ARRA	2010	74	55		135%	31%	\$ 863,887	\$ 1,637,126	53%	
	2011	52	50		104%	22%	\$ 1,112,884	\$ 1,506,092	74%	
	2012		48					\$ 1,446,071		
	2013		41					\$ 1,224,853		
	2014		41					\$ 1,243,133		
<b>Total</b>		<b>126</b>	<b>235</b>	<b>235</b>	<b>54%</b>	<b>54%</b>	<b>\$ 1,976,771</b>	<b>\$ 7,057,275</b>	<b>28%</b>	
F <i>Develop Viable Micro-Enterprises:</i> Assist micro-enterprises which are the principal occupations of their owners, or which create new job opportunities for low- or moderate-income (LMI) persons. (116 micro-enterprises assisted) Funds used CDBG, HOME, ARRA	2010	32	22		145%	28%	\$ 213,679	\$ 77,756	275%	
	2011	38	22		173%	33%	\$ 430,007	\$ 77,757	553%	
	2012		23					\$ 79,502		
	2013		24					\$ 85,404		
	2014		25					\$ 88,936		
<b>Total</b>		<b>70</b>	<b>116</b>	<b>116</b>	<b>60%</b>	<b>60%</b>	<b>\$ 643,686</b>	<b>\$ 407,355</b>	<b>158%</b>	
<b>IMPROVE COMMUNITY-BASED SERVICES</b>										
G <i>Strengthen Community Gardens &amp; Neighborhood Centers:</i> Maximize use, coordination and delivery of human and recreational services to low- and moderate-income (LMI) persons living within the CDBG Target Area. (145,000 unduplicated individuals served) Funds used CDBG, City	2010	70,527	29,222		241%	49%	\$ 1,015,694	\$ 876,649	116%	
	2011	70,527	29,137		242%	49%	\$ 1,106,187	\$ 874,098	127%	
	2012		29,321					\$ 879,618		
	2013		29,774					\$ 893,207		
	2014		30,228					\$ 906,853		
<b>Total</b>		<b>141,054</b>	<b>147,682</b>	<b>145,000</b>	<b>96%</b>	<b>97%</b>	<b>\$ 2,121,881</b>	<b>\$ 4,430,425</b>	<b>48%</b>	
K <i>Improve Community Service Physical Facilities:</i> Assist agencies in building improvement projects, with priority given to energy and accessibility improvements. (Structural improvements to 10 public service agency buildings) Funds used CDBG	2010	4	2		200%	40%	\$ 487,591	\$ 387,231	126%	
	2011	2	2		100%	20%	\$ 477,177	\$ 423,689	113%	
	2012		2					\$ 369,669		
	2013		2					\$ 441,231		
	2014		2					\$ 404,792		
<b>Total</b>		<b>6</b>	<b>10</b>	<b>10</b>	<b>60%</b>	<b>60%</b>	<b>\$ 964,768</b>	<b>\$ 2,026,592</b>	<b>48%</b>	
<b>REVITALIZE SELECTED GEOGRAPHIC AREAS</b>										
L <i>Revitalize Strategic Areas and Neighborhoods:</i> Assist residents of designated Concentration Neighborhoods in identifying and addressing revitalization opportunities. (15 neighborhoods improved) Funds used CDBG, City	2010	2	3		67%	13%	\$ 73,653	\$ 156,103	47%	
	2011	2	3		67%	13%	\$ 21,407	\$ 148,298	14%	
	2012		3					\$ 148,298		
	2013		3					\$ 156,103		
	2014		3					\$ 163,908		
<b>Total</b>		<b>4</b>	<b>15</b>	<b>15</b>	<b>27%</b>	<b>27%</b>	<b>\$ 95,060</b>	<b>\$ 772,710</b>	<b>12%</b>	
<b>PROMOTE AND STABILIZE INDIVIDUAL ACCESS AND CHOICE</b>										
J <i>Improve Services to Homeless and Special Populations:</i> Stabilize or improve the housing situation of homeless or near-homeless individuals, and develop supportive activities. (20,000 homeless or near-homeless individuals assisted) Funds used CDBG, ESG, ARRA, State, City	2010	7,565	4,219		179%	38%	\$ 184,540	\$ 421,884	44%	
	2011	3,269	3,900		84%	16%	\$ 109,172	\$ 389,983	28%	
	2012		3,924					\$ 392,445		
	2013		3,985					\$ 398,508		
	2014		4,046					\$ 404,596		
<b>Total</b>		<b>10,834</b>	<b>20,074</b>	<b>20,000</b>	<b>54%</b>	<b>54%</b>	<b>\$ 293,712</b>	<b>\$ 2,007,416</b>	<b>15%</b>	
X <i>Expand Individual Choice and Agency Access to Resources:</i> Increase access of LMI to housing, economic development, and services resources in the community and regional market through information and non-monetary means. (10,000 households assisted) Funds used CDBG, ESG, ARRA, State	2010	1,220	3,595		34%	12%	\$ 138,498	\$ 107,840	128%	
	2011	3,897	2,690		145%	39%	\$ 551,349	\$ 80,686	683%	
	2012		2,707					\$ 81,195		
	2013		2,748					\$ 82,450		
	2014		2,790					\$ 83,710		
<b>Total</b>		<b>5,117</b>	<b>14,530</b>	<b>10,000</b>	<b>35%</b>	<b>51%</b>	<b>\$ 689,847</b>	<b>\$ 435,881</b>	<b>158%</b>	
<b>PLAN AND ADMINISTER PROGRAMS EFFECTIVELY</b>										
Z <i>Long-Term:</i> Develop, guide, and manage proposals and projects which generate long-term impact and self-sufficiency. Achieve national and local cross-cutting objectives: leverage; MBE participation; physical access; environment; labor standards; relocation. (700 contracts administered) Funds used CDBG, HOME, ARRA, ESG, State, City	2010	100	140		71%	14%	\$ 1,019,221	\$ 784,186	130%	
	2011	101	140		72%	14%	\$ 908,128	\$ 669,034	136%	
	2012		140					\$ 637,990		
	2013		140					\$ 604,883		
	2014		140					\$ 623,326		
<b>Total</b>		<b>201</b>	<b>700</b>	<b>700</b>	<b>29%</b>	<b>29%</b>	<b>\$ 1,927,349</b>	<b>\$ 3,319,419</b>	<b>58%</b>	
Grant Totals	2010						\$ 9,485,039	\$ 8,988,567	106%	
	2011						\$ 7,620,194	\$ 7,698,648	99%	
	2012						\$ -	\$ 7,442,997		
	2013						\$ -	\$ 7,187,781		
	2014						\$ -	\$ 7,332,360		
<b>Total</b>							<b>\$ 17,105,233</b>	<b>\$ 38,650,353</b>	<b>44%</b>	

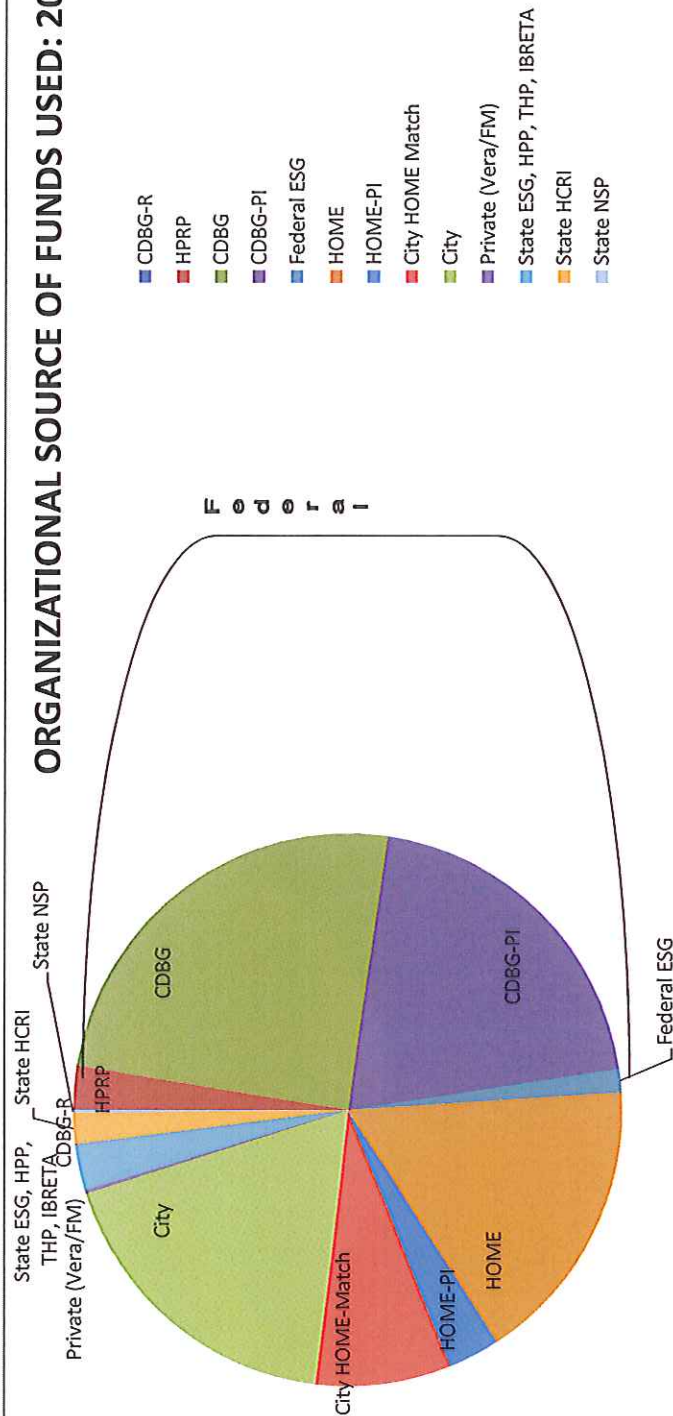
\* Estimated as of February 2012.

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Above figures summarize objectives associated with use of funds administered by the CD Division. These include Community Development Block Grant funds, Emergency Shelter Grant funds, HOME funds, ARRA (Stimulus) funds, Wisconsin Department of Commerce - Division of Housing & Community Development (DHCD) funds, and local City funds. A full list is available from the CD Division.

# USES OF FUNDS EXPENDED BY FUNDING SOURCE

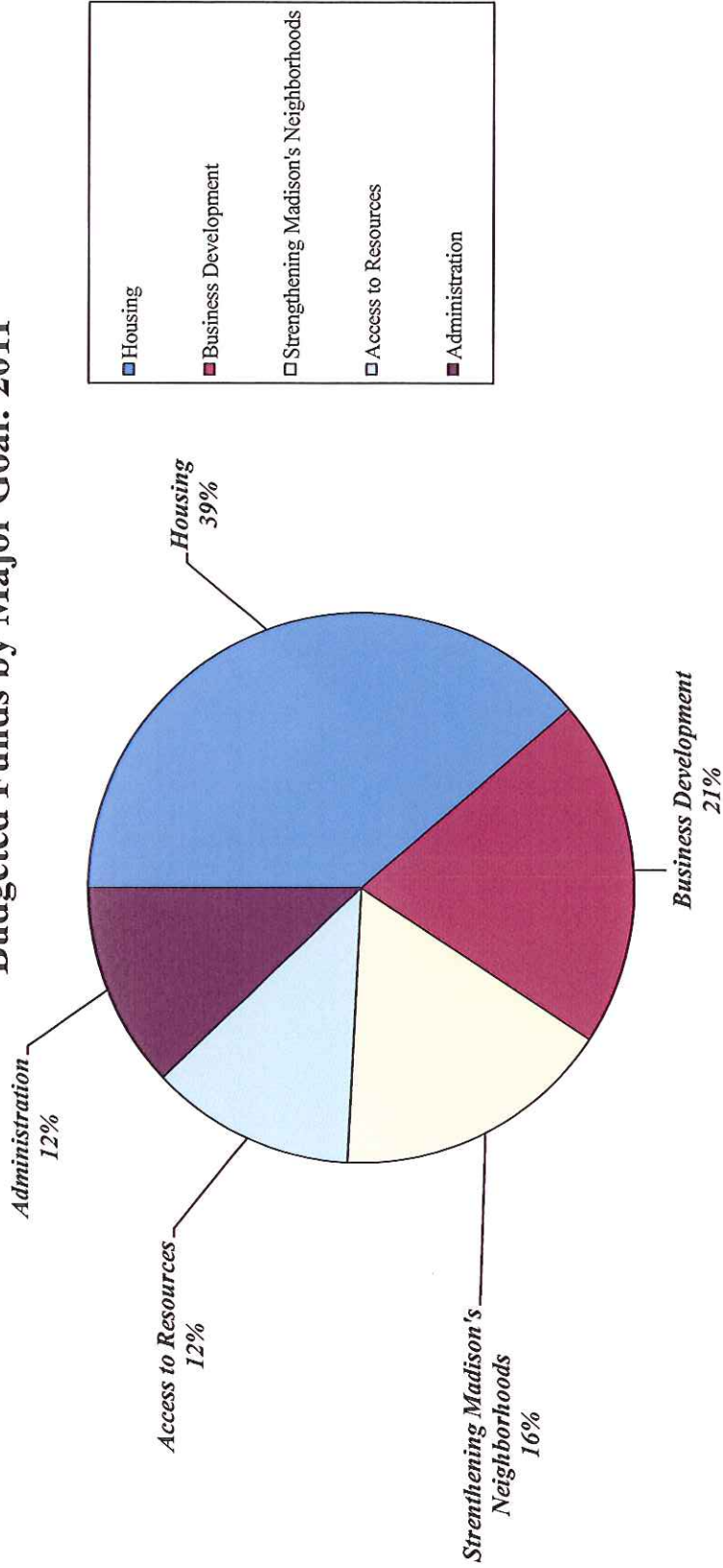
## ORGANIZATIONAL SOURCE OF FUNDS USED: 2011



	Source	2011
<b>FEDERAL</b>	CDBG-R	\$4,168
	HPRP	\$188,312
	CDBG	\$1,854,218
	CDBG-PI	\$1,524,664
<b>CITY</b>	Federal ESG	\$102,743
	HOME	\$1,265,627
	HOME-PI	\$229,619
<b>STATE</b>	City HOME Match	\$597,345
	City	\$1,366,926
	Private (Vera/FM)	\$16,885
	State ESG, HPP, THP, IBRETA	\$201,982
	State HCRI	\$134,645
	State NSP	\$15,065
<b>Total</b>		<b>\$7,502,199</b>

# BUDGETED USES OF FUNDS BY MAJOR GOAL

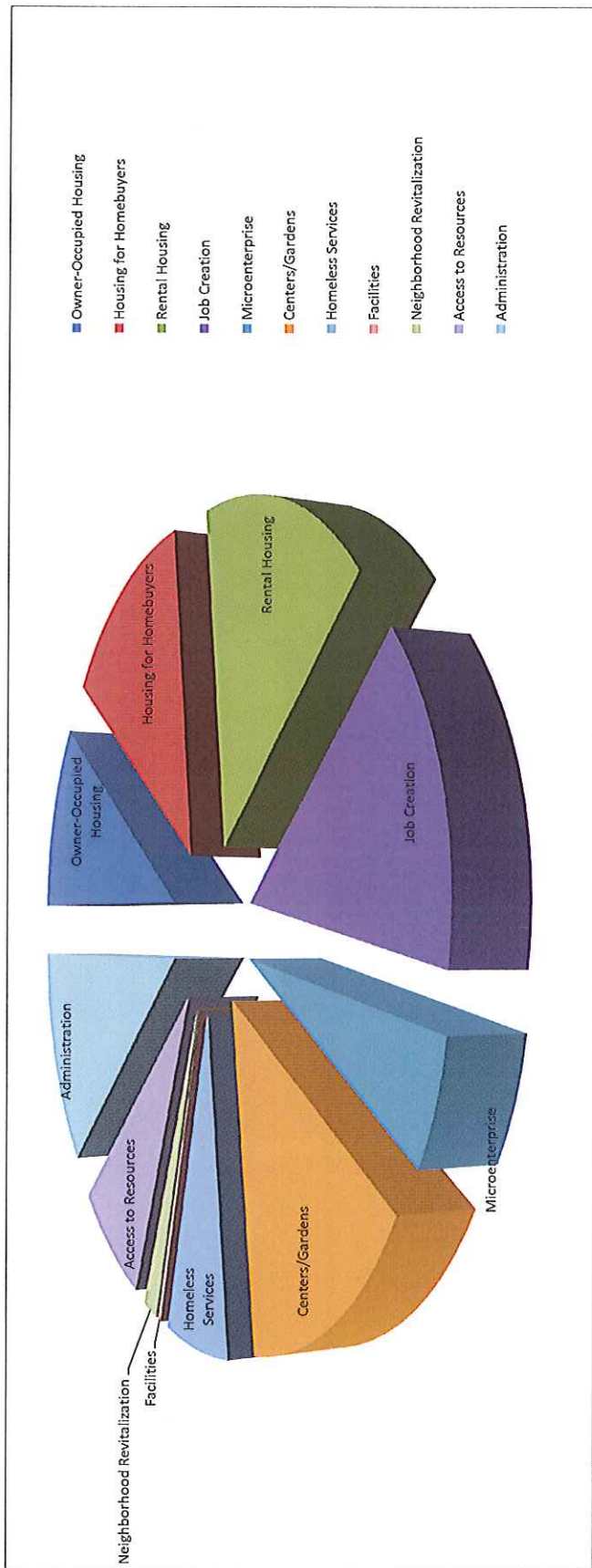
## Budgeted Funds by Major Goal: 2011



Category	2011 Amount	% of Total
Housing	\$2,903,883	39%
Business Development	\$1,542,891	21%
Strengthening Madison's Neighborhood	\$1,236,766	16%
Access to Resources	\$910,531	12%
Administration	\$908,128	12%
<b>Total</b>	<b>\$7,502,199</b>	

# USES OF FUNDS EXPENDED BY OBJECTIVE








## Expenses by Funding Objective: 2011

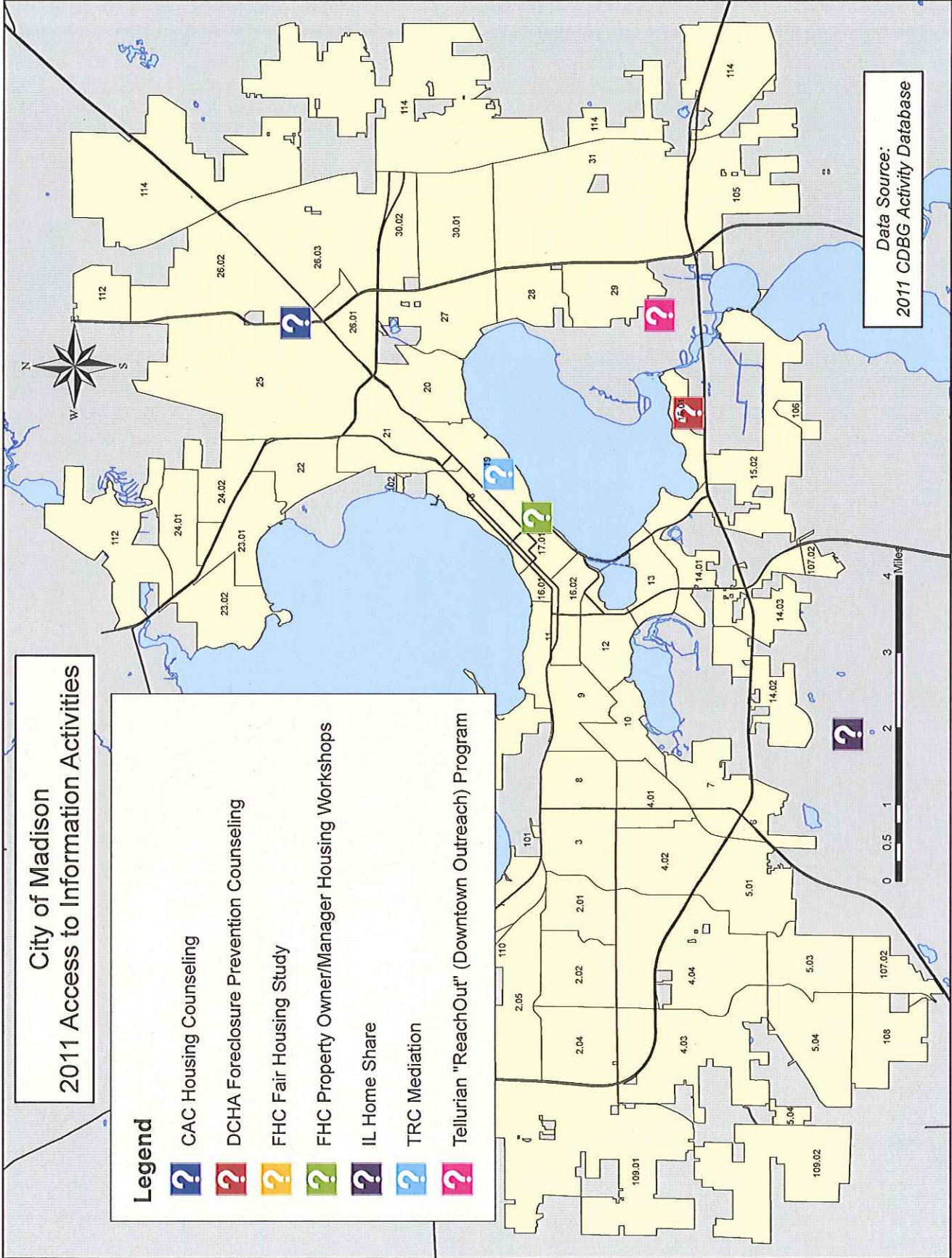


Category	2011
Owner-Occupied Housing	\$766,259
Housing for Homebuyers	\$992,757
Rental Housing	\$1,144,867
Job Creation	\$1,112,884
Microenterprise	\$430,007
Centers/Gardens	\$1,106,187
Homeless Services	\$477,177
Facilities	\$21,407
Neighborhood Revitalization	\$109,172
Access to Resources	\$551,349
Administration	\$908,128
<b>TOTAL</b>	<b>\$7,620,194</b>

# City of Madison 2011 Access to Information Activities

## Legend

-  CAC Housing Counseling
-  DCHA Foreclosure Prevention Counseling
-  FHC Fair Housing Study
-  FHC Property Owner/Manager Housing Workshops
-  IL Home Share
-  TRC Mediation
-  Tellurian "ReachOut" (Downtown Outreach) Program



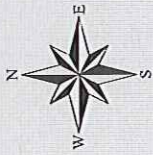


# City of Madison 2011 ADDI-Funded Activities

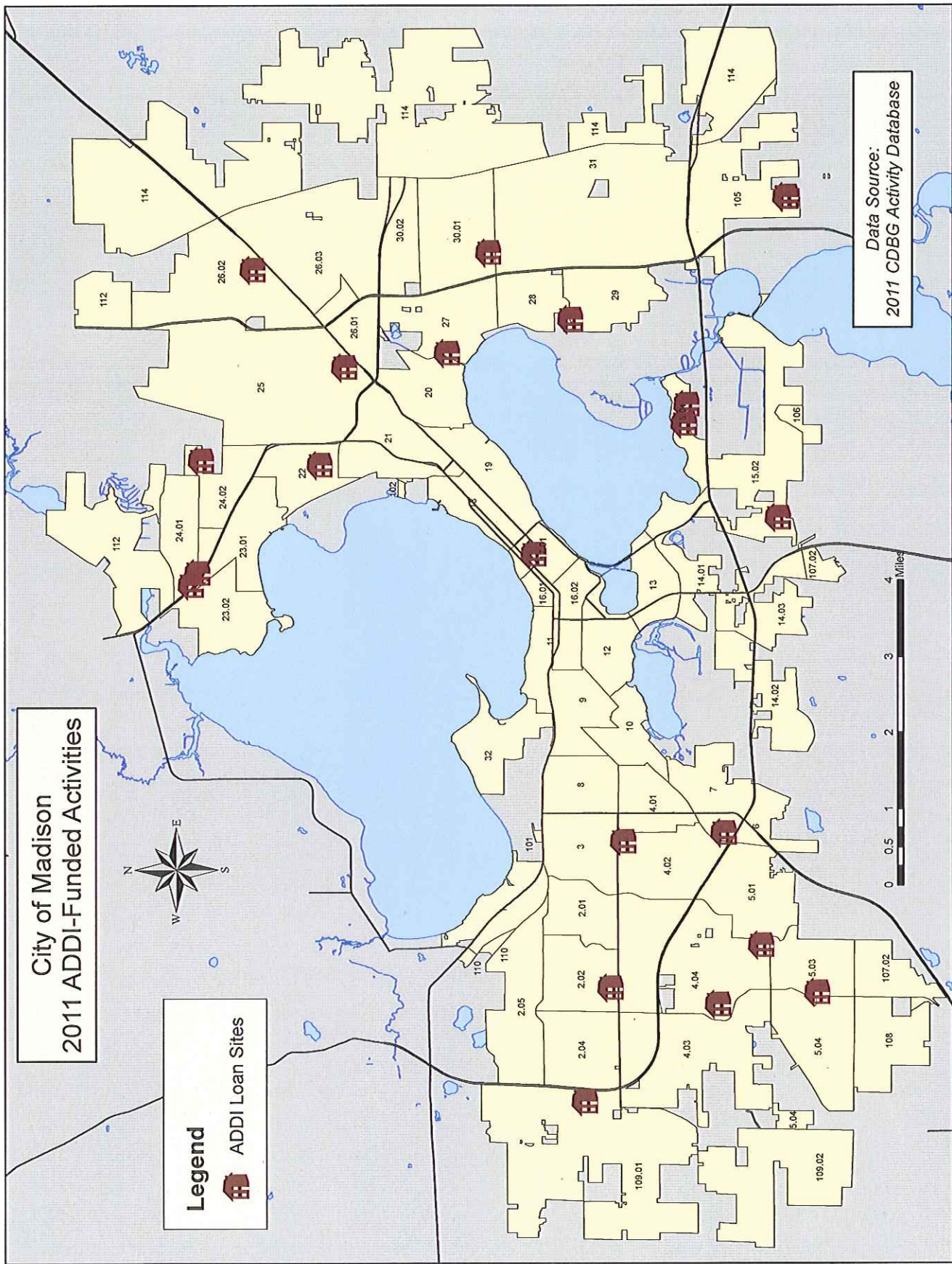
## Legend









ADDI Loan Sites



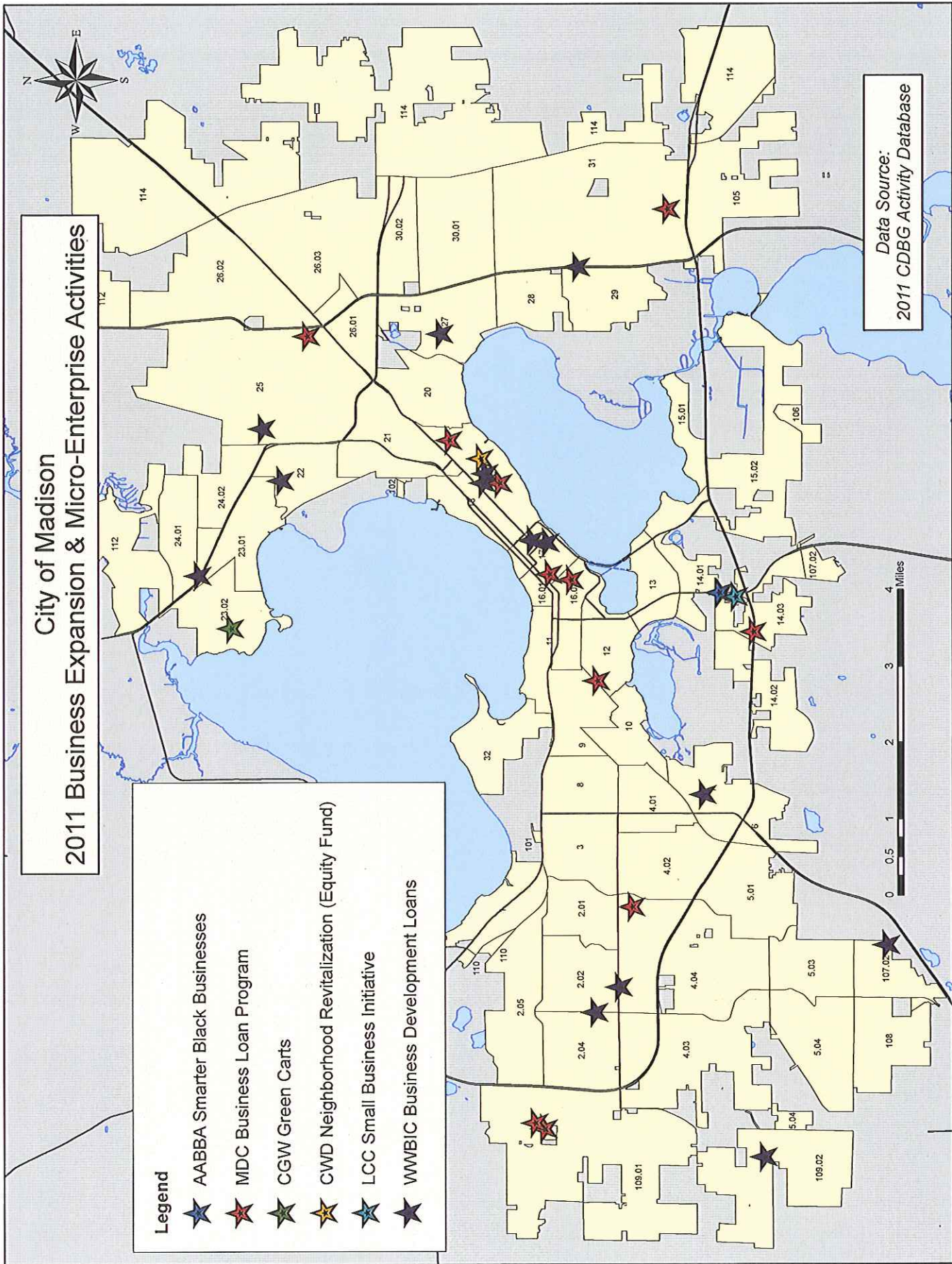
Data Source:  
2011 CDBG Activity Database



# City of Madison 2011 Business Expansion & Micro-Enterprise Activities

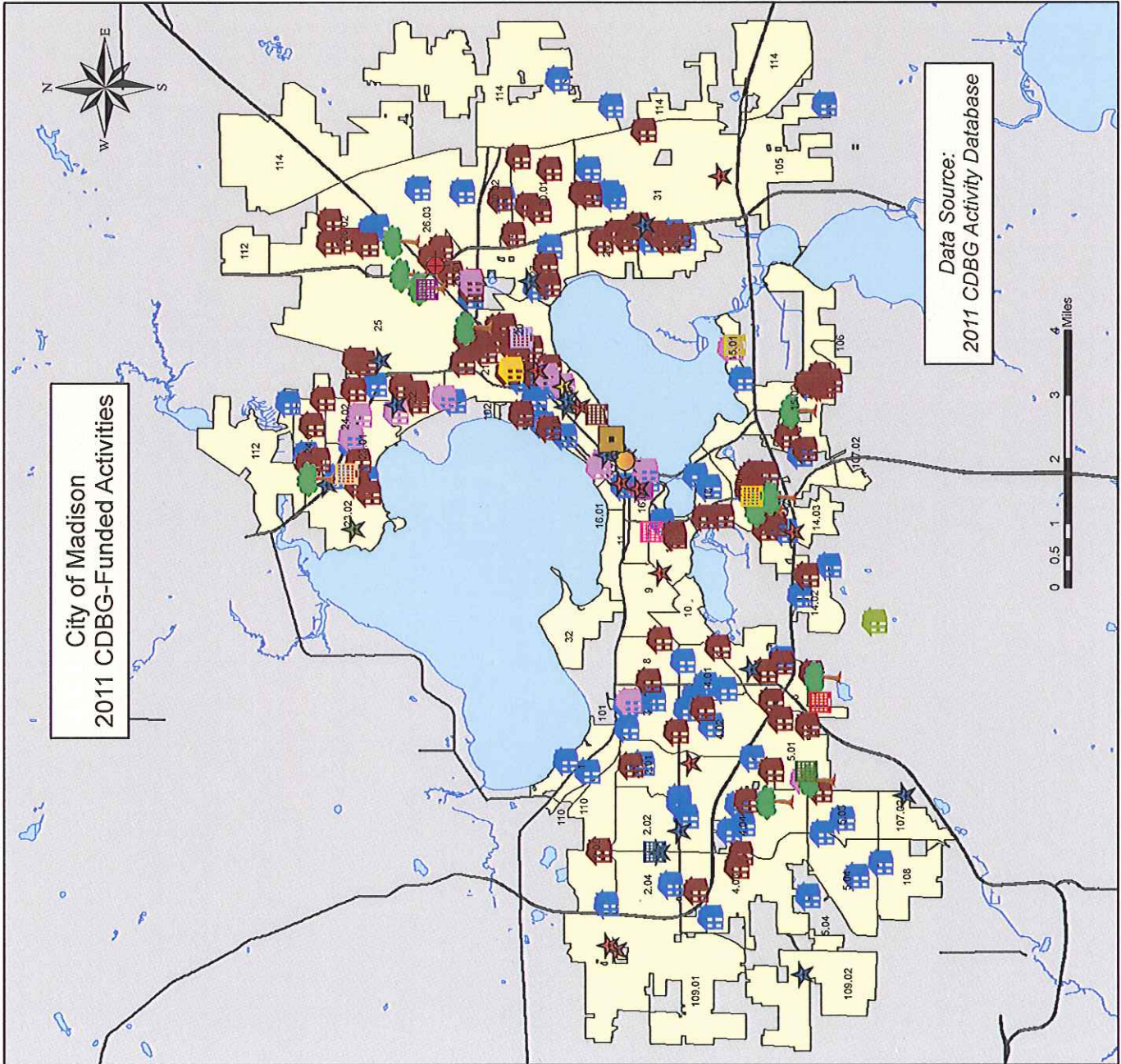
- Legend**
-  AABBA Smarter Black Businesses
  -  MDC Business Loan Program
  -  CGW Green Carts
  -  CWD Neighborhood Revitalization (Equity Fund)
  -  LCC Small Business Initiative
  -  WWBIC Business Development Loans

Data Source:  
2011 CDBG Activity Database

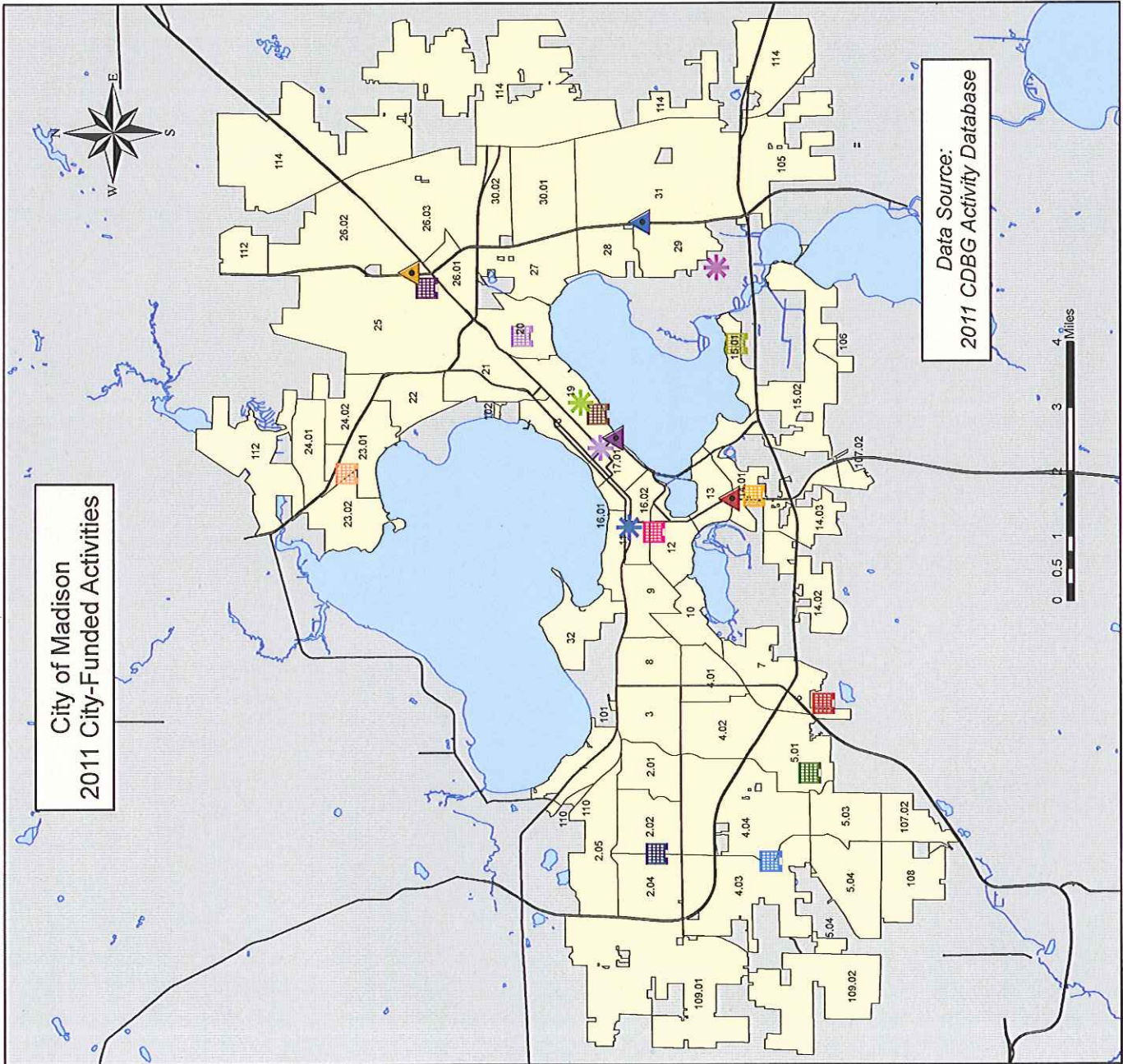


**Legend**
























- ★ AABBA Smarter Black Businesses
- ★ MDC Business Loan Program
- 🌳 CAC Community Gardens
- ★ CGW Green Carts
- ★ CWD Neighborhood Revitalization (Equity Fund)
- 🏠 Consolidated Housing
- 🚧 OFS Empl/Rehab
- 🏠 FHC Property Owner/Manager Housing Workshops
- 🏠 IL Home Modification
- 🏠 PH Home Repair
- 🏠 IL Home Share
- ★ LCC Small Business Initiative
- 🏠 MACLT Acq
- 🏠 BGC Allied
- 🏠 BGC Taft
- 🏠 BLPW
- 🏠 EMCC
- 🏠 GCC
- 🏠 LCEC
- 🏠 MSCR Meadowood
- 🏠 NH
- 🏠 Vera
- 🏠 Wil-Mar
- ☀️ Neighborhood Planning
- 🏠 OFS "Graduate Crew" Housing Rehab
- ★ WWBIC Business Development Loans



City of Madison  
2011 City-Funded Activities



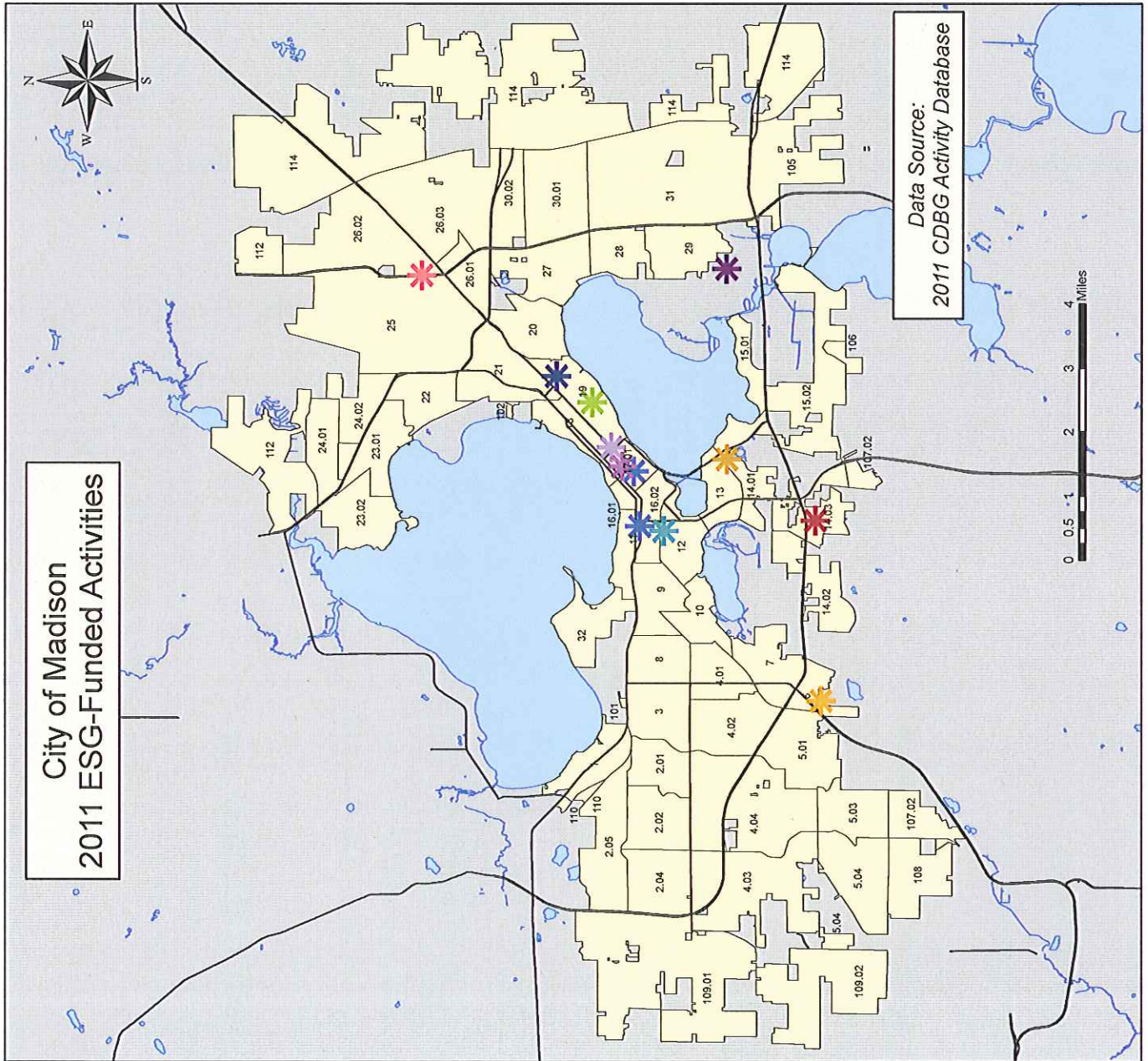
Legend

-  Allied Drive Resident Services Coordinator
-  CAC Housing Counseling
-  DAIS Housing-Related Financial Aid
-  FHC Fair Housing Study
-  BGC Allied
-  BGC Taft
-  BLPW
-  EMCC
-  GCC
-  LCEC
-  MSCR Meadowood
-  NH
-  Vera
-  WYFC
-  WFL-Mar
-  Porchlight Eliminating Barriers to Housing
-  Porchlight Hospitality House / DIGS Program Operations
-  Porchlight Outreach
-  Porchlight Support Services & Operations
-  Salvation Army Warming House
-  Skilled Trades Apprenticeship Readiness Training (START) Program
-  TRC Mediation
-  Teilurian "ReachOut" (Downtown Outreach) Program

Data Source:  
2011 CDBG Activity Database

0 0.5 1 2 3 4 Miles

# City of Madison 2011 ESG-Funded Activities



## Legend

-  Briarpatch Case Management
-  CAC RENT-ABLE Program
-  Hope House Case Management
-  Hope House Resident Manager Rental Stipend
-  Legal Advocacy to Prevent Homelessness
-  Medical Shelter Vouchers
-  Porchlight Drop-In Shelter Security System
-  Porchlight Hospitality House / DIGS Program Operations
-  Porchlight PTO Brooks Street Utilities
-  Porchlight PTO Maintenance Training & SRO Turn-Over
-  Porchlight STABLE/SRO Support Services
-  Salvation Army Warming House
-  Seton House Case Management
-  TRC Mediation
-  TRH Case Management
-  Tellurian "ReachOut" (Downtown Outreach) Program
-  Tellurian Job Coach
-  Tellurian THP Operations
-  YWCA Second Chance Workshops

Data Source:  
2011 CDBG Activity Database

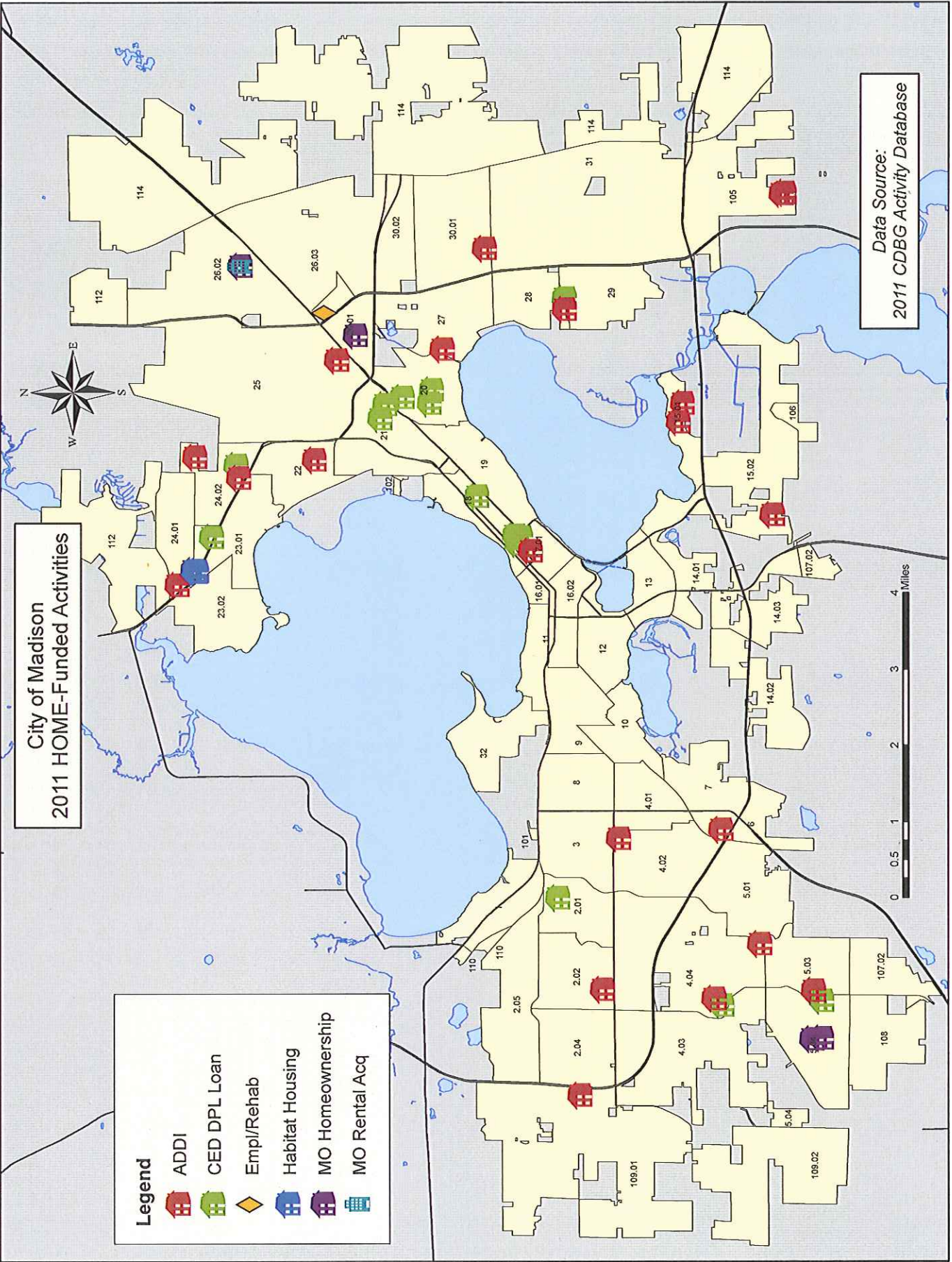
0 0.5 1 2 3 4  
Miles

# City of Madison 2011 HOME-Funded Activities

**Legend**

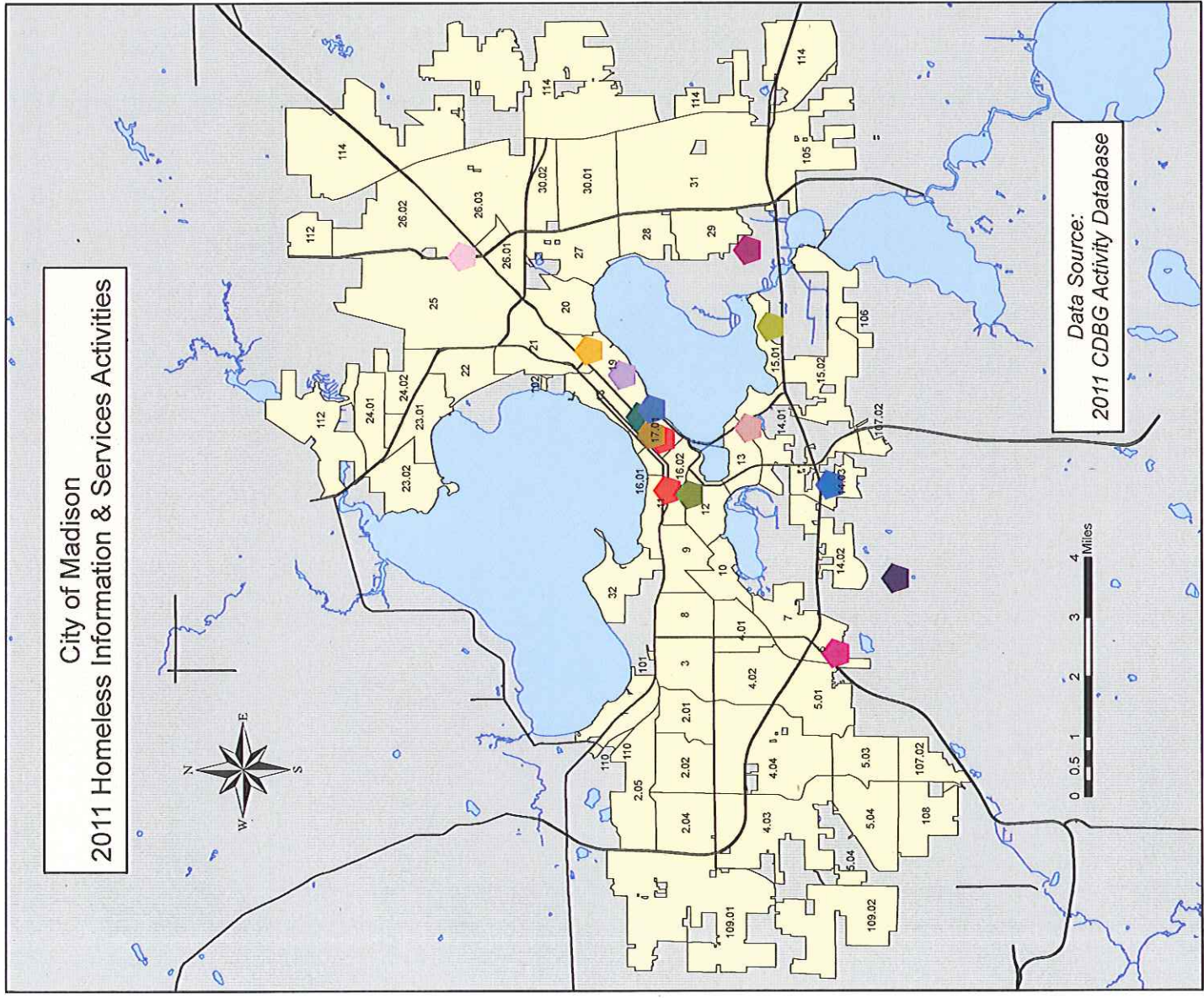
-  ADDI
-  CED DPL Loan
-  Emp//Rehab
-  Habitat Housing
-  MO Homeownership
-  MO Rental Acq

Data Source:  
2011 CDBG Activity Database



# Legend

-  Briarpatch Case Management
-  CAC Housing Counseling
-  DAIS Housing-Related Financial Aid
-  DCHA Foreclosure Prevention Counseling
-  FHC Fair Housing Study
-  FHC Property Owner/Manager Housing Workshops
-  Hope House Case Management
-  Hope House Resident Manager Rental Stipend
-  IL Home Share
-  Legal Advocacy to Prevent Homelessness
-  Medical Shelter Vouchers
-  Porchlight Drop-In Shelter Security System
-  Porchlight Eliminating Barriers to Housing
-  Porchlight Hospitality House / DIGS Program Operations
-  Porchlight Outreach
-  Porchlight PTO Brooks Street Utilities
-  Porchlight PTO Maintenance Training & SRO Turn-Over
-  Porchlight STABLE/SRO Support Services
-  Porchlight Support Services & Operations
-  Salvation Army Warming House
-  Seton House Case Management
-  TRC Mediation
-  TRH Case Management
-  Tellurian "ReachOut" (Downtown Outreach) Program
-  Tellurian Job Coach
-  Tellurian THP Operations
-  YWCA Second Chance Workshops
-  YWCA Success Program



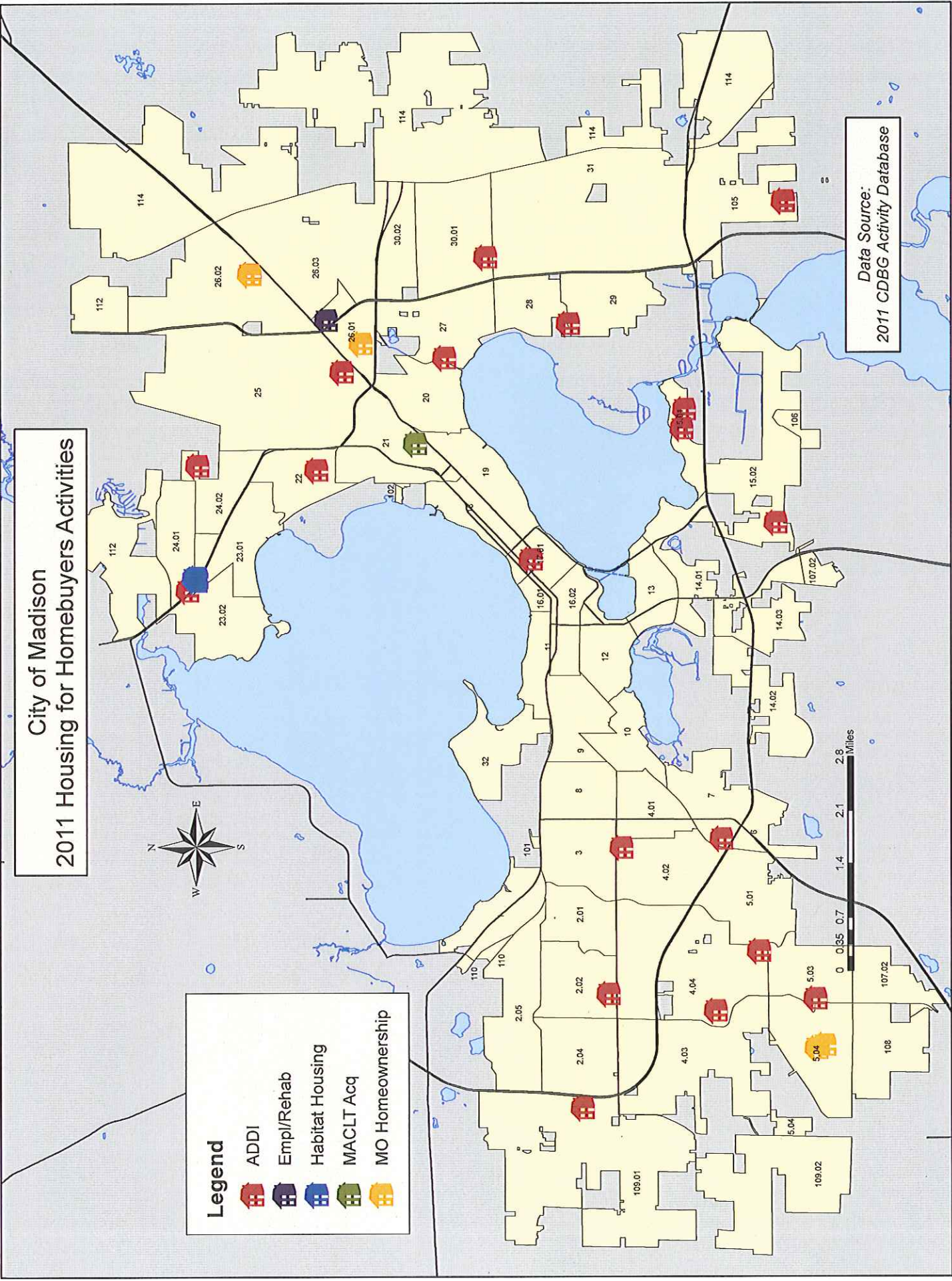
# City of Madison 2011 Housing for Homebuyers Activities



**Legend**

-  ADDI
-  Emp//Rehab
-  Habitat Housing
-  MACLT Acq
-  MO Homeownership

Data Source:  
2011 CDBG Activity Database





# City of Madison 2011 Housing for Renters

## Legend

-  CAC RENT-ABLE Program
-  Consolidated Housing
-  HI Rental Acq
-  MO Rental Acq

Data Source:  
2011 CDBG Activity Database

