
2022 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 2022, 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 2022, the City evaluated and committed nearly \$8.95 million through the City's Affordable Housing Funds and \$1.5 million of HOME to development proposals that focus on creating new rental units. These developments will construct nearly 355 more units of affordable housing and leverage about \$74 million of LIHTCs. In addition, nearly \$1.65 million of Affordable Housing Funds, \$1 million of HOME and \$1.2 million of Community Development Block Grant funds were committed to homeownership initiatives to span the 2023 and 2024 budget cycles.

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.

2022 highlights include these major activities, completed by the Division or its funded agencies:

1. Stable investment in the community.

The CDD invested over \$10.5 million in the community to address the goals and objectives outlined in Madison's 2020-2024 Consolidated Plan, plus another \$2.4 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 2022, 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 1,353 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: \$392,725 HOME: \$196,448	Homeowner housing Rehabilitated	Household or housing unit	675	246	36.44%	135	77	57.04%
		City: \$4,699,330	Rental units constructed or rehabilitated	Household or housing unit	400	49 HOME	12.25% HOME	80	11 HOME	13.75% HOME
						708 AHF		233 AHF	305.00% All Sources	
			Homeowner housing added	Household or housing unit	10	2	20%	0	0	0%
	HOME: \$438,043 HCRI: \$393,494	Direct financial assistance to homebuyers	Households assisted	200	49 CDBG/HOME	18.5% CDBG/HOME	40 CDBG/HOME	12 CDBG/HOME	30.0% CDBG/HOME	
				38 City/State		18 City/State	75.0% All Sources			
Homeless Services & Housing Stability	Affordable Housing	HOME: \$57,966 EHH (ESG / HAP / HPP): \$81,255	Tenant-based rental assistance / Rapid Re-housing	Households assisted	75	17	18.7%	15	3	20.0%
	Homeless	ESG: \$85,000 City: \$550,978 EHH (ESG / HAP / HPP): \$170,679	Homeless person / Overnight shelter	Persons assisted	12,000	2987	24.9%	2,400	1107	46.13%
	Non-Homeless Special Needs	CDBG: \$41,000 ESG: \$36,554 City: \$1,530,962 EHH (ESG / HAP / HPP): \$146,650	Homelessness prevention / fair housing activities / Other	Persons Assisted	10,000	230	2.30%	2,000	175	8.75%*
Small Business Assistance <i>Job Creation & Business Expansion</i>	Non-Housing Community Development	CDBG: \$193,750	Jobs created/retained	Jobs	250	81	32%	50	1	2.0%
			Businesses assisted	Businesses assisted		14			2	14.28%
Small Business Assistance <i>Micro-Enterprise Development</i>	Non-Housing Community Development	CDBG: \$479,598	Businesses assisted	Businesses assisted	5,025	3,662	72.88%	1,005	1,353	134.63%
Neighborhood Asset Building <i>Neighborhood Focal Point Support</i>	Non-Housing Community Development	CDBG: \$366,000 City: \$946,645 Future Madison: \$22,622	Public service activities other than low/moderate income housing benefit	Persons assisted	190,000	77,518	40.80%	38,000	33,391	87.87%

Goal	Category	Source / Amount	Indicator	Unit of Measure	Strategic Plan to Date			Program Year		
					Expected	Actual	Percent Complete	Expected	Actual	Percent Complete
Neighborhood Asset Building <i>Capital Improvements for Community Organizations</i>	Non-Housing Community Development	CDBG: \$30,000	Public facility or infrastructure activities other than low/moderate income housing benefit	Persons assisted	43,000	330	0.77%	8,600	180	2.09%
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: \$370,926 HOME: \$316,033 ESG: \$15,903 (includes HMIS) City: \$531,700 EHH (ESG / HAP / HPP): \$11,977 HCRI: \$69,438	Other	Contracts administered	460	231	33.9%	113	75	63.7%

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 direct lending programs, like home owner rehabilitation, and anticipate to see completion reports for those projects to report in 2023.

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

*Awaiting final calculation of City levy funding analysis and performance measures.

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 2022, 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 2022 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.