

CITY OF MADISON

2011 ANNUAL REPORT

COMMUNITY DEVELOPMENT DIVISION

MISSION

The mission of the Community Development Division is to plan, develop, implement, support, and evaluate the strategic systems of community based-services and resources that promote healthy neighborhoods and enhance community-wide opportunities for all groups. The Division works with community agencies, neighborhood groups, developers, and businesses to strengthen neighborhoods, and expand community-wide opportunities for people of all ages, racial and ethnic groups. Many of these activities focus on persons of lower income, or of more vulnerable status, such as young children, older adults, historically under-represented groups, those in crisis, homeless, or with a disability.

PERSPECTIVES

One can view the 2011 activities of the Division in several principal ways:

- By Mission, Goal, and Objective
- By Council and Mayoral Goals
- By Population Group
- By Funding Source
- By Geography
- By Organizational Unit or Policy Group within the Division

The following summarize some of the highlights of our third year as a division.

FUNCTIONAL GOALS

The activities of the Division helped to strengthen Madison neighborhoods and community-based systems that enhance resident opportunities, within these chosen goals.

Access, Assistance, and Opportunity Goals: To increase the access of lower income, historically underrepresented groups, or vulnerable populations to self-help resources and improve their quality of life

- 3,897 people participated in activities that expanded their choices of housing, employment and training opportunities.
- 3,269 homeless households obtained services to help prevent or overcome their homeless status.
- Over 3,500 residents received culturally specific services that helped address their basic needs.
- Over 18,840 contacts were provided regarding services and support for members of the lesbian, gay, bisexual and transgender population.
- One community facility received funds to improve its safety, accessibility, and more efficient use of space.

Affordable Housing Goal: Improve and expand affordable housing opportunities throughout the community

- 273 owner-occupied properties received repairs or rehabilitation.
- 67 first-time homebuyers received down-payment assistance to acquire a home, occupy a home newly constructed or renovated by a community group.

- 82 rental units were created or improved.

Business Development and Workforce Development Goals: Expand business to create jobs and assist with the development of micro-enterprises.

- Businesses were helped to create 52 full-time equivalent jobs.
- 38 micro-businesses (a business with five or fewer employees, including the owner) were assisted with loans or technical assistance, a 16% increase over 2010.
- 1,453 adults participated in work-readiness programs.
- 88 students completed their GEDs, and 16 adults were enrolled in post-GED study.

Child Care Goal: Improve the access of lower-income children to quality child care, and improve services and training that support quality child care opportunities.

- 77 child care center programs were accredited by the City.
- 57% of all children in Madison were enrolled in city-certified programs.
- 92 families received tuition assistance to help cover a portion of child care costs for 141 children.
- Over 1,595 child care workers received professional development services.
- Helped implement both a four year old kindergarten with the Madison Public Schools and the statewide Youngstar rating system, where City-certified programs automatically received a five-star rating, as well as train and certify family day care providers through a partner organization.

Crisis Intervention, Safety and Support goal: Provide early crisis intervention and support service to affected persons, and help decrease their occurrence.

- 203 adults, 191 children and 30 independent youth were sheltered for a total of over 8250 shelter nights, with a wait list up from 2010 by over 600%
- 247 youth received crisis intervention counseling or runaway services, and the Parental Stress line program received over 3000 calls.
- Over 31,800 hours of respite child care were provided to 852 children.
- 270 children received services through the Children of Violent Homes collaboration efforts for issues related to domestic violence in their families.
- 163 women, including 10 Hmong and 17 Cambodian women, received culturally specific domestic violence and support services.

Energy Efficiency Goals: Facilitate energy conservation measures for residents and business owners:

- Over 23 households and 15 businesses participated in pilot energy retrofit programs to promote energy conservation measures; and produce average energy savings of 12%.
- 19 lower-income individuals were trained in energy conservation auditing as part of a job skill development and employment program.
- The City completed over \$1 million of lighting upgrade and retrofits for City facilities that will result in lower energy costs over the next decade.
- Three Madison elementary schools participated in initiatives to promote early education about energy conservation measures, including an innovative Light Bulb Finder program for younger children.

Madison Senior Center and Older Adult Services Goals: To help older adults live as independently as possible, to improve or maintain their health, and to engage seniors in their community,

- 7,595 unduplicated individuals participated in 3,020 separate activities (over 10/day).
- The Senior Center received national accreditation (one of only 170 in the country).
- 1,266 older adults and their families received case management services from the four Madison Senior Coalitions.
- 400 Home Chore clients received 8,521 service hours from 639 volunteers and 33 service groups.
- 358 individual volunteers with the RSVP Community Connections program provided 59 community agencies with 45,233 service hours.

Viable Neighborhoods Goal: Strengthen neighborhoods through support of key community-based groups and initiatives:

- 13 neighborhood centers served as focal points for neighborhood activities and programs; serving over 158,800 diverse individuals, for a total of over 90,000 hours of programs.
- 11 community gardens offered fresh produce and a place for neighborly interaction, with a total activity count of over 39,300 hours.
- Several neighborhoods were aided through the engagement of Division staff in the planning, coordination, and implementation of neighborhood-building strategies and initiatives. This included the Northport/Sherman area projects, and the Leopold Neighborhood planning process.
- At least 100 residents were involved in leadership or neighborhood-building initiatives.

Youth Goal: Support youth to become successful members of their families, schools, community and workplace.

- Over 4,000 low income middle and high school youth participated in afterschool/evening programs that met at least three times/week during the school year.
- Nearly 3,000 middle and high school age youth participated in summer programs.
- At least 70% of the middle school youth attending school performance programs maintained or improved their grade point average.
- 289 youth received pre-employment training, job support and/or job placement.

IMPACT OF CDD ACTIVITIES ON POPULATION GROUPS

If the Division were to categorize its activities by discrete population groups, the Division activities during 2011 could be described in this manner.

Community Development Division Activities by Participant group		
<i>Target Group</i>	<i>Estimated participants*</i>	<i>Approximate resources expended in 2011</i>
Children (six or younger)	3,500	\$2,300,000
Youth (seven to 21 years)	7,300	\$785,000
Families/ households, including a broad range of people such as homebuyers, existing homeowners, renters, families in crisis,	184,000 people	\$8,765,000
Older adults (people 55 and older)	10,000	\$1,650,000
Homeless households	3,300	\$1,000,000
Businesses	50	\$1,600,000
Community groups	85	Grand Total of all categories above: \$16,100,000
*Estimated participants may include some duplicated individuals who participate in more than one program.		

IMPACT OF CDD ACTIVITIES ON NEIGHBORHOODS

The Division works closely with neighborhood groups and other City community agencies to maintain and extend quality services to Madison's neighborhoods. The Division also takes a lead or plays a coordinating role in a number of revitalization efforts, contributing through funds, data, staff and committee member skill to neighborhood planning and redevelopment efforts. In 2011, the Division was facilitated projects identified in the Sherman area neighborhood plan, the Southwest Meadowood and Allied efforts, and initiated such efforts in the Leopold area. Staff of the Division actively served on the City's Neighborhood Resource Teams, an effort to help City agencies share information and insights across Departments, creating better informed and coordinate city services.

SOURCES OF FUNDS AND ALLOCATION OF RESPONSIBILITIES

The Division manages two large funds for purchase of services or investment in its community partners and Madison residents.

Community Resources: City funds for purchase of services to address portions of the goals for children, youth, families in crisis, and older adults. The Community Services Committee is the lead policy committee for these areas, with advice and assistance from the Senior Citizen Advisory Committee and the Early Childhood Education Committee.

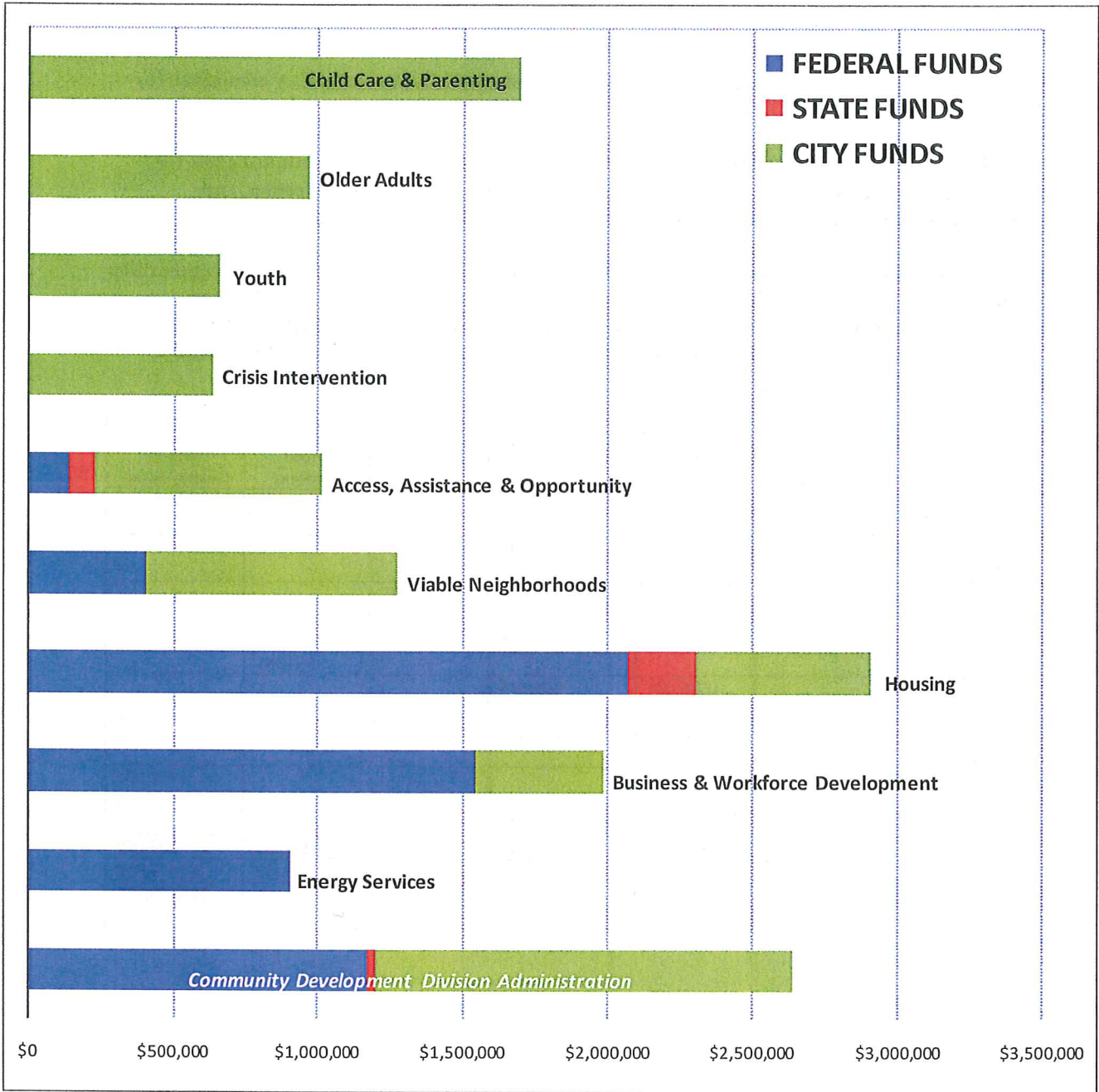
Community Development (Block Grant): City, private, State, and Federal funds to invest in projects to address portions of the mission for housing, community-oriented business development and job creation, capital funds for community service facilities, community food systems and community

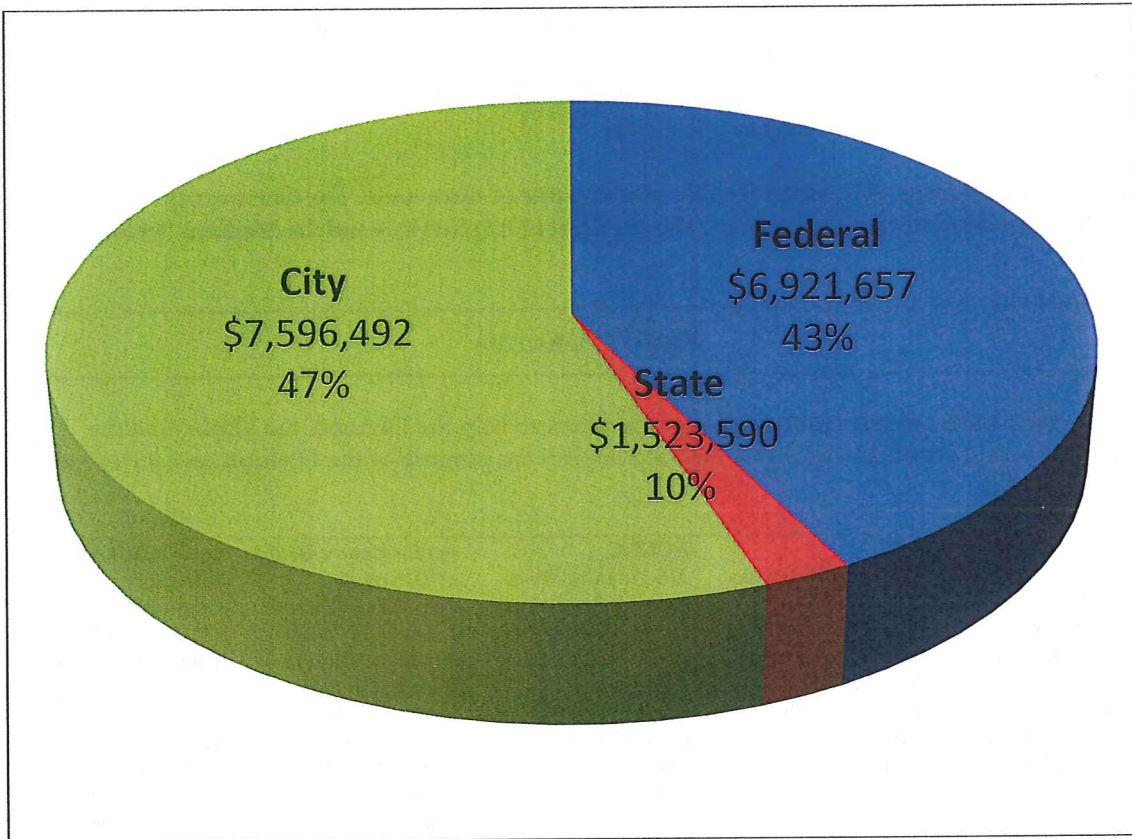
gardens, and neighborhood revitalization. The CDBG Committee is the lead policy committee for these areas.

The CDBG and Community Services committees work together to address the mutual goals for neighborhood improvement, including neighborhood centers, a citywide senior center, and expansion opportunities and resources for various under-represented or target groups.

While most of the funds are budgeted using a two year funding process, the Division welcomes other proposals to address emerging opportunities through several reserve funds (CDBG: housing, business development, community service facilities, and "Futures" funds); the Affordable Housing Trust Fund, and the Emerging Neighborhoods Fund (Community Services and CDBG: Smaller, more grass-roots oriented projects.)

CDD Expenditures in 2011 by Objective and by Organizational Team						
	CDD Admin	CDBG	Community Resources	Child Care	Green Madison	Senior Center/Aging
Housing		2,903,883				
Bus. Dev/workforce		1,865,571	117,995			
Child Care/Parenting				1,697,907		
Crisis intervention			634,613			
Energy Efficiency					904,963	
Viable Neighborhoods		1,076,028	199,048			
Access, Assistance, Opportunity		665,834	844,637			
Older Adults and Senior Center						966,198
Youth			654,706			
Admin	90,392	968,434	533,543	666,024	230,449	150,000
Total by team	\$90,392	\$7,479,750	\$2,484,542	\$2,363,931	\$1,135,412	\$1,116,198
Grand Total for all teams, categories						\$14,670,225





ORGANIZATION

The Division is organized into five staff teams: the CD team, the Community Resources Team, the Child Care Team, an Older Adults Team, and the Green Madison Team. :

- The Community Development Block Grant Team uses Federal, State, and local funds to invest in capital and related service projects that enhance Madison neighborhoods and opportunities for Madison low and moderate income population. The Office includes 11 people, with a 2011 budget of over \$13 million.
- The Community Resources Team uses City funds to enhance systems of community services to target populations, such as youth, and households in crisis and in 2011, the Community Resources team included five people, with a budget of over \$2.5 million.
- The Child Care Team administers a child care support system that provides tuition assistance to eligible families for City-certified family day care, child care centers, kindergartens, and after-school programs, and operates a system of City certification (and development) to assure quality care of children. In 2011, the Child Care program included nine people, with a budget of over \$2.5 million.
- The Madison Senior Center Team serves as a unit on aging, operates a citywide senior center facility and programs, and administers funding for older adult services like case management and other related services. In 2011, the Unit included six individuals, with a budget of over \$400,000 for the facility and over \$600,000 for contracted services.
- The Energy (Green Madison) Team administers two Federal multi-year grants that promote energy conservation projects for homes and businesses, as well as energy efficiency job training and elementary education initiatives. In 2011, the team included six individuals, with a direct budget of \$1.2 million for 2011, and additional funding of \$3.5 million available

through a Milwaukee-Madison-Racine partnership involving the Wisconsin Energy Conservation Corps (WECC).

- The Division itself includes portions of three individuals, with all costs spread across the other organizational budgets.

Madison City Ordinances describe the Division in terms of three units: The Community Development Block Grant Office, the Office of Community Services and the Madison Senior Center.

POLICY GROUPS

The Division staffs several major standing committees to help the Division, the Mayor, and the Council plan and select initiatives that help accomplish the purpose of the Division, and the broader goals of the City.

CDBG	CSC	ECCEC	Senior Center Board of Directors	Senior Citizens Advisory Committee
Ald. Tim Bruer	Ald. Satya V. Rhodes	Ald. Anita G. Weier	Ald. Michael Verveer	Ald. Paul Skidmore
Monya Choudhury	Conway	Linda E. Benzschawel	Kathleen M. Whitt	Thomas L. Frazier
Ald. Lauren Cnare	Ald. Lisa Subeck	Scott J. Peters	Susana L. Valtierra	Felicitus E. Ferington
Liz Dannenbaum	Nicole K. Anderson	Nicole K. Anderson	Edna F. Canfield	Timothy D. Otis
Robert Hunter	Mary C. Vasquez	Michael B. Jacob	Eleanor M. Schatz	Tamara S. Hagen
Justin Markofski	Kim R. Genich	Patricia A. Lasky	Joy E. Drummond	Mary Jo Rimkus
Daniel O'Callaghan	Alan M. Sweet	Diane B. Adams	Patricia J. Gadow	Paul H. Kusuda
Ald. Matt Phair	Jean M. MacCubbin	Celsa G. Rodriguez	Shirley R. Price-	Evelyn D. Burns
Russ Whitesel	David Wandel	Muriel Simms	Marcus	

Note: The Division also helps staff the Allied Task Force and the Housing Committee.

PARTNERS

To improve the quality of living in Madison's neighborhood and the community, the Division works with many partner agencies and other funders to develop and implement policy plans, projects, specialized networks, support systems, and related activities, and strategically invest in endeavors that make a difference in the lives of Madison' residents.

In 2011, the Division contracted with over 85 community-based agencies and maintained memorandums of agreement with 6 City agencies for support or program services.

CONCLUSION: A YEAR OF PROGRESS AND A NEW YEAR OF CHALLENGES

The Community Development Division was formed in 2009 with the merger of the offices of Community Development Block Grant and of Community Services, and the Senior Center, and expanded in 2010 with the addition of the Energy (Green Madison) programs.

Staff and committees associated with the Division continue to build on the multiple missions, many talents, community connections and interests of these various groups in order to forge a more effective and efficient organizational infrastructure and major processes to achieve its goals.

In 2011 for instance, the Division experimented with several different ways of describing its activities and their impact on Madison's neighborhood and community: Narrative in the City budget, in banners along the Municipal Building hallways, and in various individual team reports to its multiple funding sources.

Some staff administered contracts related to their primary goal area on behalf of a funding body attached to different team, as a way of cross-training and inter-division communication.

Green Madison built some of its energy conservation marketing efforts using contacts and organizations nurtured by the other Division units.

Staff from different units participated in common cross-unit collaborative efforts, particularly those associated with neighborhood improvement strategies like the city-wide Neighborhood Resource Teams, the Planning Division/CDD concentration neighborhood planning and implementation efforts, and the City initiatives to improve community access to schools.

In 2012, under the guidance of Mayor Soglin and the Common Council, the Division looks to continue to build its skills and internal systems to address the mission of the Division and the challenges emerging within the community. It will:

- Strengthen its efforts to work with its colleagues within the Department of Planning and Community and Economic Development and other City Departments.
- Continue to work with community partners to strengthen community-based systems for early child education, for support of youth, families and older adults, for development of affordable housing and growing businesses to hire a budding workforce, for ways to build on the strengths of neighborhood centers, community gardens, and schools to contribute to the health of neighborhoods, for continuing improvement of a Madison Senior Center program, and for ways to engage culturally and racially diverse residents in the opportunities offered by a city like Madison and its various emerging and thriving communities.
- Complete a study of neighborhood center systems and facilitate Mayor and Council efforts to create an overarching policy direction for the City's role in this area.
- Redesign a commercial energy efficiency program in order to help businesses reduce their energy costs.
- Continue to better integrate its programs for older adults through the development of a single policy committee.

We as the staff of the Community Development Division, working with the Mayor, the Council, and our community partners, look forward to this exciting year and its rich array of opportunities.

Hickory R. Hurie, Interim Community Development Division Director

Staff of the Division in 2011

Christine Beatty	Patricia Guttenberg	Julie Spears
Laurie Bibo	Monica Host	Jen Stoiber
Ronald Cato	Anne Kenny	Peg Stonestreet
Karen Cator	Mary Lou Krase	Terri Strong
Mary Charnitz	May Lor	Lisa Strub
Teresa Cothrine	Mike Miller	Jeff Thompson
Varinia del Moral	Laura Noel	Cheryl Tolley
Deb Diaz	Mary O'Donnell	Matt Wachter
Helen Dietzler	Rick Orton	Sue Wallinger
Nancy Dungan	Linette Rhodes	Janet Weitz
Lois Evenson	Nancy Rodriguez	Lorri Wendorf-Corrigan
Hardy Garrison	Becky Schesny	Connie Williams
Paul Grimyser	Suzanne Smith	

Note: The Division wishes to acknowledge the contributions of Bill Clingan, Pam Rood, Larry Studesville, and Tammy Peters to its successes in 2011.

For additional information about the various activities, units and committees of the Division, please search the Community Development Division's website, www.cityofmadison.com/cdd, or call the Division at 608.266.6520. Each Team has developed a more detailed summary of its 2011 activities and would be delighted to provide additional data on the effectiveness of our programs.