
2021 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 2021, 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 2021, the City evaluated and committed nearly \$4 million through the City's Affordable Housing Funds and \$2 million of HOME to four development proposals. These developments will construct nearly 187 more units of affordable housing and leverage about \$22 million of LIHTCs.

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 2021.

2021 highlights include these major activities, completed by the Division or its funded agencies:

1. Stable investment in the community.

The CDD invested over \$6 million in the community to address the goals and objectives outlined in Madison's 2020-2024 Consolidated Plan, plus another \$3.8 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 2021, 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 32 new FTEs, the majority of which were filled by LMI individuals. In addition, CDD-supported organizations provided support and business assistance to about 693 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: \$261,539	Homeowner housing Rehabilitated	Household or housing unit	675	169	25.04%	135	86	63.7%
		City: \$4,535,000 CDBG: \$355,000 HOME: \$1,763,156	Rental units constructed or rehabilitated	Household or housing unit	400	22 HOME 16 CDBG	9.5% HOME/CDBG	11 HOME 16 CDBG	22 HOME 16 CDBG	140.7% HOME/CDBG
						475 AHF	AHF	270 AHF	205 AHF	75.9% AHF
			Homeowner housing added	Household or housing unit	10	2	20%	0	0	0%
		CDBG: \$20,000 HOME: \$518,274 HCRI: \$180,000	Direct financial assistance to homebuyers	Households assisted	200	37 CDBG/HOME 20 City/State	18.5% CDBG/HOME	40 CDBG/HOME	27 CDBG/HOME 15 City/State	67.5% CDBG/HOME
			Public service activities other than Low/Moderate Income Housing Benefit	Persons Assisted		57			57	
Homeless Services & Housing Stability	Affordable Housing	ESG: \$2,594 EHH (ESG / HAP / HPP): \$81,255	Tenant-based rental assistance / Rapid Re-housing	Households assisted	75	13	17.3%	15	n/a	0%
	Homeless	ESG: \$99,600 City: \$463,063 EHH (ESG / HAP / HPP): \$170,679	Homeless person / Overnight shelter	Persons assisted	12,000	986	8.2%	2,400	n/a	0%
	Non-Homeless Special Needs	CDBG: \$40,989 ESG: \$25,000 City: \$1,283,789 EHH (ESG / HAP / HPP): \$146,650	Homelessness prevention / fair housing activities / Other	Persons Assisted	10,000	0	0%	2,000	0	0%
Small Business Assistance <i>Job Creation & Business Expansion</i>	Non-Housing Community Development	CDBG: \$400,000	Jobs created/retained	Jobs	250	80	32%	50	50	100%
			Businesses assisted	Businesses assisted		6			6	
Small Business Assistance <i>Micro-Enterprise Development</i>	Non-Housing Community Development	CDBG: \$278,853	Businesses assisted	Businesses assisted	5,025	2,309	45.97%	1,005	693	68.9%

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>Neighborhood Focal Point Support</i>	Non-Housing Community Development	CDBG: \$366,000 City: \$918,753 Future Madison: \$20,743	Public service activities other than low/moderate income housing benefit	Persons assisted	190,000	44,127	23.22%	38,000	18164	47.8%
Neighborhood Asset Building <i>Capital Improvements for Community Organizations</i>	Non-Housing Community Development	CDBG: \$270,000	Public facility or infrastructure activities other than low/moderate income housing benefit	Persons assisted	43,000	0	0%	27,828	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: \$356,460 HOME: \$181,966 ESG: \$3,366+ (includes HMIS) City: \$691,439 EHH (ESG / HAP / HPP): \$12,174 HCRI: \$5,668	Other	Contracts administered	460	156	33.9%	113	72	63.7%

The COVID-19 pandemic had extreme impact on anticipated outcomes included in the 2021 Action Plan. In March 2020, Governor Evers' "Safer at Home" Executive Orders required some of the community facilities to close for a period of time. Community partners paused all in-person operations until proper safety protocols could be established. It was not until mid-2021 that some of those facilities started operating at full operations again.

Also, in response to the State's Executive Order, and for staff safety, the City's rehabilitation loan program was closed in March of 2020 and did not re-open until late in 2021.

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 City of Madison funds 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 2021, 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 2021 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.