

**CITY OF MILWAUKEE, WISCONSIN**

**YEAR 2008**

**FINAL CONSOLIDATED  
ANNUAL PERFORMANCE  
AND  
EVALUATION REPORT  
(CAPER)**

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**Funds provided by the U.S. Department of Housing & Urban Development**

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Milwaukee, Wisconsin**

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## **Appendix**



# CITY OF MILWAUKEE, WISCONSIN 2008 Program Year CAPER-FINAL

The *CPMP 2008 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 Milwaukee, Wisconsin**

**CON PLAN PERIOD: 2005 to 2009**

### **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.

#### **PY 2008 Action Plan Executive Summary:**

##### **Introduction**

As a Participating Jurisdiction (PJ) and entitlement community, the City of Milwaukee-Community Development Grants Administration (CDGA), receives annual funding allocations from the Federal government to fund activities to address the following three (3) National Objectives of the U.S. Department of Housing and Urban Development (HUD):

- ❖ **Principally benefits low/moderate income persons**
- ❖ **Prevents or eliminates slum or blight**
- ❖ **Addresses an urgent need or problem in the community (e.g., natural disaster)**

As a recipient of these funds, the City of Milwaukee is required to submit to HUD each year, a final *Consolidated Annual Performance and Evaluation Report (CAPER)* which provides detailed information to the local public, HUD and members of Congress on activities undertaken with these entitlement funds. It is also used to track the grantee's performance in meeting the goals established in the *2005-2009 Five-Year Consolidated Plan* and subsequent *Annual Action Plans*.

Most activities conducted in 2008 were under the direct control and supported by the following Federal entitlement funds which are administered by the Community Development Grants Administration: **Community Development Block Grant (CDBG), HOME Investment Partnerships, Stewart E. McKinney Emergency Shelter Grants (ESG), Housing Opportunities for Persons with AIDS (HOPWA) and American Dream Downpayment Initiative (ADDI)**. Other Federal and State funds used for activities include the Gang Reduction Initiative and the Juvenile Accountability Block Grant, among other resources.

In 2005, the City of Milwaukee submitted the *2005-2009 Five-Year Consolidated Plan* as required by the U.S. Department of Housing and Urban Development. The Consolidated Plan details four broad strategies to address community development within the scope of the HUD National Objectives.

- ❖ **Create jobs through aggressive economic development**
- ❖ **Revitalize neighborhoods by targeting resources to make a clear and measurable impact**
- ❖ **Eliminate barriers to employment by working in partnership with community stakeholders**
- ❖ **Create and maintain affordable homeownership opportunities and affordable, quality, rental housing for community residents.**

The long-term outcomes expected from these strategies are:

- ❖ **Reduced Crime**
- ❖ **Increased Property Values**
- ❖ **Increased Economic Vitality**
- ❖ **Improved Neighborhood Quality of Life**

To achieve these goals, CDGA conducted aggressive blight elimination efforts, supported active citizen participation in monitoring problem properties and organizing efforts to address quality of life issues and encouraged the economic integration and revitalization of neighborhoods. Other priorities addressed in 2008 included integrating crime prevention into a variety of city services and capital improvements and expanding the city's aggressive efforts to combat lead hazards.

The City's ***Anti-Poverty Strategy*** emphasizes jobs and job creation. City departments utilized a variety of tools in 2008 to work cooperatively with the non-profit sector and the business community to leverage employment and economic activity in the City. In addition, in 2008, several non profit agencies were funded to provide skilled job training and placement services and others were funded to provide technical assistance to businesses to help create new jobs. The *Driver's License Recovery and Employability Project* was again funded in 2008 to assist residents with driver's license restoration enabling them the ability to seek employment not only in the City of Milwaukee, but also in outlying areas where job growth has been significant. The City also continued the successful Summer Youth Internship Program which utilized Federal funds to provide internship positions in City government for **172** low income youth. The Mayor's Office also spearheaded the expansion of the program to include leveraged funds from the private sector which resulted in an additional **1,000** positions.

The City's ***Economic and Community Development Strategy*** compliments its Anti-Poverty strategy by emphasizing the interrelationships and the need for the expansion of opportunities in the areas of education, employment, economic development and housing. In terms of targeting resources, Milwaukee continued its commitment to cluster developments and large impact development projects. This strategy was evidenced in the continuance of the Milwaukee Mainstreet Program which is a citywide program that utilizes a comprehensive approach to revitalization of commercial districts throughout the City of Milwaukee. In 2008, four Mainstreet Districts were funded to engage in these activities.

In 2008, the City undertook activities as defined in the Housing Strategy in the Five Year Consolidated Plan. These activities included expanded homeownership and access to affordable housing for residents, the elimination of blighted structures, the sale and

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redevelopment of vacant lots, housing rehabilitation and new housing construction for sale to owner-occupants and affordable rental housing for large families, persons with special needs and the elderly. The City also funded programs to repair owner-occupied structures and substantially rehabilitate units for eventual homeownership.

These strategies have all helped to link job creation to the City's housing development efforts, expanded access to new resources for neighborhood development and improved coordination of housing and neighborhood efforts with other human service and economic development initiatives.

The City also engaged in activities to meet the needs of persons with special needs and the homeless such as: coordinating the expansion of permanent housing and supportive services options, increasing access to permanent housing and enhancing current data and information systems. In addition, the City's Housing Trust Fund Committee, which was established in 2006, approved several projects in 2008 to increase affordable housing options for the homeless, the disabled and other special needs populations.

The City also placed an emphasis on addressing the critical issues facing Milwaukee's youth, such as: school truancy and dropout rates, safety, recreation, educational programs, employment and overall quality of life issues.

Lead-based paint hazards and their abatement continued to be a high priority for the City of Milwaukee. To that end, the following actions took place in 2008: continuous evaluation of lead abatement methods, grants/loans to assist homeowners and landlords in removing lead hazards, collaborative efforts with other housing programs to identify lead abatement and lead hazard reduction into total housing rehabilitation, education and training for homeowners, landlords and tenants regarding lead poisoning prevention and securing city, state and federal funding to finance lead hazard reduction activities.

The City's ***Public Housing Improvement Strategy***, formulated in conjunction with the Consolidated Plan, notes the following strategies for its residents including: efforts to provide opportunities for resident participation through economic development programs, home ownership programs and supportive services offered through drug elimination grants and economic development and supportive services grants at all its public housing developments. Other initiatives included the Housing Authority's commitment to expand their efforts to assist public housing and Section 8 residents to move to private market unsubsidized housing and the portability of residents who wish to relocate to other communities outside the city.

The City also funded programs to strengthen Milwaukee's communities and improve the quality of life for citizens, including programs such as community organizing (block club creation and support), crime prevention, nuisance abatement, neighborhood cleanups, health care services, elderly home care and landlord/tenant programs.

The Community Development Grants Administration continued to promote policies and employed strategies to promote fair housing and fair lending to help remove barriers to affordable housing. To this end, the City approached planning and program development efforts in a comprehensive manner with the goal of increasing jobs and household income. The City also continued to investigate programs and supported initiatives which assist in removing barriers to employment for low income households, i.e., walk-to-work programs and access to programs that provide wrap around social, educational, employment and lifeskills services. Funding allocations in 2008 were designed to use a comprehensive approach to reduction of barriers by increased funding to a number of agencies that both target increased employment opportunities, expanded homeownership and quality, affordable rental housing in Milwaukee.

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## **Summary of Resources and Distribution of Funds**

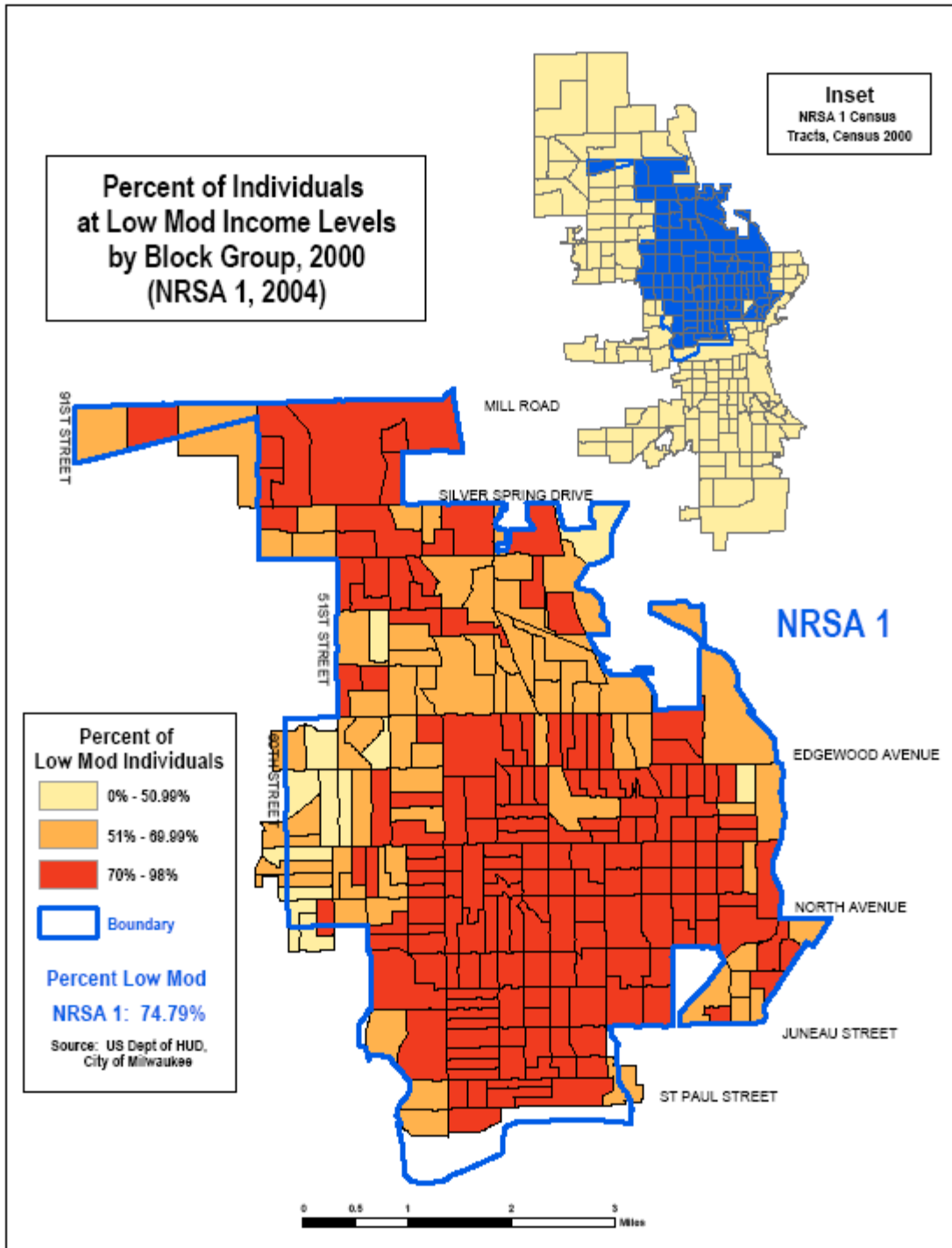
- 1) Provide a description of the geographic distribution and location of investment (including areas of low-income and minority concentration).

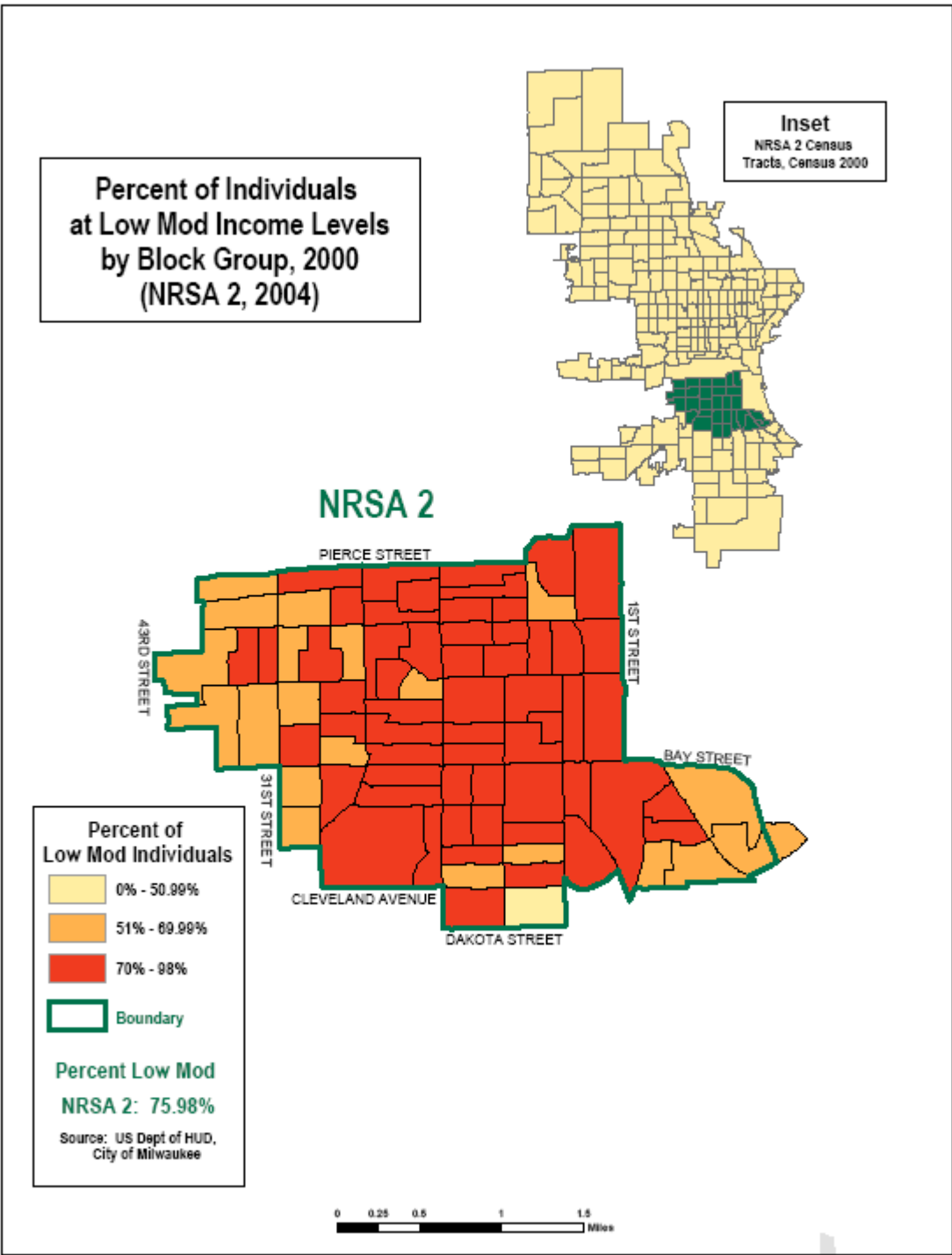
*You are encouraged to include maps in this description.*

*Specifying census tracts where expenditures were concentrated and the percentage of funds expended in NRSAs or local target areas may satisfy this requirement*

PY 2008 CAPER #1 response:

**Geographic Distribution:** The geographic distribution for these entitlement funds, with the exception of HOPWA funds, is the Neighborhood Revitalization Strategy Areas (NRSAs). Services were also provided to low income residents in non-NRSA census tracts within the City of Milwaukee. The HOPWA funds cover the four-County Milwaukee Metropolitan Statistical Area comprised of: Milwaukee, Waukesha, Ozaukee and Washington counties. See maps and NRSA census tracts on the following pages.







## **NRSA BOUNDARIES**

### **NRSA 1 CENSUS TRACTS**

11,12,13,14,19, 20,21,22,23,24,25,26,27,28,37,38,39,40,  
41,42,43, 44,45,46, 47,48,49,50,59,60,61,62,63,64,65,66,67,  
68, 69,70, 71,72,79,80,81,82,83,84, 85, 86, 87, 88,89,  
90,91,92,93,96,97,98,99,100, 101,102,103, 104,105,106,  
107,108,110,111,112,113,114,115,116,117,118, 119, 120  
121,122, 123,124,133,134,135,136,137,138,139,140,141,146,  
147,148,149,150,151

### **NRSA 2 CENSUS TRACTS**

155,156,157,158,159,160,161,162,163,164,165,166,167,168,168,170,  
171,173,174,175,176,177,178,179,180.01,180.02,186,187,188

### **Racial/Ethnic Geographic Concentrations**

There continues to be racial and ethnic concentrations both within the City of Milwaukee and in the Milwaukee Metropolitan Statistical Area(MSA). According to the U.S. Census, 2000, there is a pattern of concentration of all minorities within the area generally considered to be the "central city." The concentration still remains greatest for African Americans and has been noted by several local and national research studies. Most marked is the concentration of African Americans within the city limits and the fact that only 1.5% of the suburban population of the four-County Milwaukee Metropolitan Area is Black.

Milwaukee's residential segregation has been studied for decades by local and national researchers and policymakers. The tremendous impact on the gaps between Black and Whites as it relates to income, mortgage loan disparity rates and educational attainment, has been cited in numerous national studies. It is important to note the overlay of economic segregation as this impacts employment and other opportunities for Blacks. CDGA-funded programs providing "seed capital" for new economic development activities continued to be a high priority in 2008 as a means of stimulating economic opportunities including job creation - for Milwaukee residents in the identified Neighborhood Revitalization Strategy Areas (NRSAs).

CDGA targeted 2008 funding to areas with the greatest need, namely the Neighborhood Revitalization Strategy Areas (NRSAs), which based on *Year 2000* Census data, has the highest number of low income persons in the City of Milwaukee. In each of the NRSAs, at least 70% of the total population falls within the HUD-defined low/moderate income category. Funding was also allocated for low income persons in non-NRSA census tracts within the City of Milwaukee. The major emphasis was on targeting resources to effectuate neighborhood revitalization by integrating housing, economic development and public services in a tightly defined geographic area through a clear and well planned development strategy.

**Low Income Concentration**

Milwaukee is a city of 596,974 people located within the greater Milwaukee Metropolitan Area which has a population of 940,164 people. Recent population shifts include a movement to suburban areas and a loss of population in the city. Very low income households are concentrated in Milwaukee’s near north, west, northwest and south side neighborhoods. Low income households dominate census tracts which are contiguous to the central city areas. Higher incomes (moderate and above moderate) are found in the surrounding areas. These areas are not strictly contiguous; there are several individual tracts with a median income noticeably different than those surrounding.

*(U.S. Census Bureau 2000).*

The following chart provides an analysis of low income persons within the NRSA areas and the percentage of funds expended in each NRSA area:

<b>NRSA Area</b>	<b>Total Population*</b>	<b>Total Low/Moderate Income Population*</b>	<b>Total Percent Low/Moderate Income Persons*</b>	<b>% of Funds Expended</b>
NRSA #1 (North)	216,718	162,104	74.79%	11.4%
NRSA #2 (South)	84,910	64,519	75.98%	4.4%

*\* (Based on U.S. Census 2000)*

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## **General CAPER Narratives:**

### **2) Assessment of One Year Goals and Objectives**

- a. Describe the accomplishments in attaining the goals and objectives for the reporting period.
- b. Provide a breakdown of the CPD formula grant funds spent on grant activities for each goal and objective.

***If not using the CPMP Tool: Use Tables 2A, 2B, 3B, 1C, 2C, 3A***

***If using the CPMP Tool: Use Needs Tables, Annual Housing Completion Goals, Summary of Specific Annual Objectives. (Use of these tables is sufficient, additional narrative is not required).***

### **PY 2008 CAPER General Narratives Response #2**

See the following tables located in the Year 4 Additional Files Folder: Community Needs Table, Annual Housing Completion Goals, Summary of Specific Annual Objectives. Also see Financial Summary located in the year 4 Additional Files Folder.

### **Assessment of Goals and Objectives**

#### **High Priority Objectives**

The Community Development Grants Administration(CDGA) has defined a Housing and Community Development 5-Year Strategy which focuses on creating viable neighborhoods and providing decent housing and economic opportunity for all residents. This community vision recognizes that housing is a critical part of a viable neighborhood system, which also includes public safety, education, employment opportunities, business development and access to community social services.

#### **The Consolidated Plan and 2008 Annual Action Plan includes the following high priorities:**

- ❖ Improve Milwaukee's housing stock; provide affordable, quality and decent owner-occupied and rental housing; create new homeownership opportunities; combat lead hazards utilizing funded housing programs.
- ❖ Eliminate poverty by supporting job creation and business expansion efforts through innovative economic development; support workforce development and skilled job training programs and initiatives which assist in removing barriers for low income households.
- ❖ Address the various issues facing youth such as education, unemployment, truancy, crime, violence, health and teen pregnancy.
- ❖ Continue aggressive blight elimination efforts and redevelopment of residential and commercial sites to facilitate job creation and housing development.
- ❖ Promote neighborhood resident/stakeholder involvement to help improve area social conditions, safety, physical appearance and living environment. Support active citizen participation in crime prevention, monitoring problem properties and in community organizing and other efforts to enhance the quality of life.

## **2008 Key Accomplishments**

In 2008, approximately **\$12.5** million in Community Development Block Grant (CDBG) and HOME entitlement dollars was allocated for direct housing and housing-related activities, including owner-occupied housing rehabilitation, acquire/rehab/sell, vacant and blighted homes, new home construction, rental rehabilitation and other categories. This resulted in the completion of **357** units of direct housing and/or major rehab activities. Other housing-related activities resulted in the following: homebuyer counseling programs assisted **200** *first-time* low-income homebuyers in closing home mortgage loans and **298** households received minor home repairs to their properties, furthering stability in Milwaukee's neighborhoods. In addition to these activities, **724** property units received graffiti abatement, **7** wheelchair ramps were installed and **974** landlords received training on effective property management. Various types of tenant assistance, including tenant training, were provided to **2,381** persons and **183** households participated in the tool loan program.

In 2008, approximately **\$4.2** million in CDBG funds was allocated to anti-crime community development and quality of life related activities including: community organizing and crime prevention, drug house abatement, employment services, youth programming, health services, safe havens, truancy abatement and services for the elderly.

The 2008 accomplishments related to anti-crime activities involved **4,090** residents in: resident meetings and neighborhood improvement efforts such as cleanups, establishing new block clubs, and identifying hot spots, (drug houses or nuisance properties) which were referred to the appropriate authorities for action through the Community Prosecution program. In addition, **29,435** youth benefited from a variety of youth employment, educational and recreation initiatives. These varied organizing efforts correlate with the five-year strategy of the Consolidated Plan of increasing resident participation to improve the overall quality of life for residents.

CDGA-funded **Job Training and Placement** and **Job Placement** assisted **362** persons in obtaining employment and the **Special Economic Development** and **Large Impact Development** initiatives led to the creation of **196** new jobs for low income residents.

### **Other neighborhood improvement initiatives undertaken in 2008:**

**Targeted Weekend Neighborhood Box** – This program utilizes a community-based approach to solid waste collection efforts. Community organizations, block clubs and others sponsored and participated in weekend clean-up efforts. A total of \$125,000 was allocated in 2008 and **567** dumpsters were placed for waste removal and neighborhood cleanups.

**Summer Youth Internship Program** – In 2008, the City allocated \$300,000 to enable **172** low income high school juniors and seniors to work in a variety of internship positions throughout City departments. The interns worked 20 hours per week over the course of eight weeks and were connected to the real-life world of work. Team leaders were hired to mentor the interns who also received training each week on personal and professional development. The program was so successful that funding was allocated to continue the program in 2008.

**Milwaukee Mainstreet Program**-The City continued its commitment and support of the Milwaukee Mainstreet Program which is a citywide program that utilizes a comprehensive approach to revitalization of commercial districts throughout the City of Milwaukee. A

total of \$570,000 was allocated to this initiative in 2008 which involved collaborations from CDGA, the City's Department of City Development, LISC, other representatives of the public sector, lending institutions, community-based organizations and Milwaukee area foundations. The basic principles of the Mainstreet Program are the targeting of public and private funds in specific geographic areas to spur new business development, improve the area's physical appearance and promotion of the area as a destination point, thus creating new jobs and enhanced business opportunities. In 2008, the following Mainstreet Districts were funded to engage in these activities: *West End Development Corporation, Lincoln Village, Layton Boulevard West and Burleigh Street Community Development Corporation*. The City's Department of City Development also received CDBG funding to provide technical assistance to the four districts. In addition, two new Mainstreet Districts were added in 2008: North Avenue CDC and King Drive.

**FOCUS & Fire Prevention** – A total of \$255,000 was allocated to install free smoke detectors and other social services for **1,178** low income households including: fire inspections, blood pressure tests, stroke screenings and referrals for additional social services.

**Milwaukee Public Library Community Outreach & Technology Center** This program provided access to the Internet and word processing and the library's print and media resources. A total of \$492,774 was allocated and **6,013** persons were served.

In 2008, approximately **\$1.8** million was allocated in CDBG/ESG funding for mandated and essential services such as homeless shelters and domestic violence prevention programs. Vacant lot/blight removal and land management programs received **\$1.4** million to manage and improve vacant lots for eventual redevelopment. Funds were also allocated to city-wide services including: fair housing, graffiti abatement and brownfields remediation. In addition, **60** community-based organizations received technical assistance to help strengthen their administrative capabilities and promote efficient services to the residents they serve. Enforcement services were provided to **619** clients to resolve housing and lending discrimination complaints.

**c. If applicable, explain why progress was not made towards meeting the goals and objectives.**

PY 2008 CAPER General Questions #2c response:

*Not Applicable*

### 3) **Affirmatively Furthering Fair Housing**

#### **a. Provide a summary of impediments to fair housing choice.**

PY 2008 CAPER General Questions #3a response:

#### **Affirmatively Furthering Fair Housing**

The Community Development Grants Administration completed a Fair Housing Impediments Study in 2005, in accordance with Sections 104(b) (2) and 106(d)(5) of the Housing and Community Development Act of 1974, as amended which requires that CDBG grantees certify that they will affirmatively further fair housing. The public comment period on the study was *September 28, 2005 to October 28, 2005*. There were no comments submitted to CDGA on the study. The City's Community & Economic Development Committee, which is the oversight body for the use of Federal funds, held a public hearing on the study on *November 29, 2005*. Representatives of the Metro Milwaukee Fair Housing Council led a detailed discussion on the major components of the study. Committee members stated their intentions to initiate a task force to work on implementing certain recommendations outlined in the study.

The following is a summary of impediments identified in the Fair Housing Impediments Study:

#### **a. Summary of Impediments:**

- ❖ Institutional and governmental policies and regulations which affect income and housing
- ❖ Non-coherent Federal housing mandates and Federal and State transportation policies
- ❖ Lack of enforcement mechanism for complaints of discrimination
- ❖ Lack of housing units accessible to persons with disabilities
- ❖ Overcrowded housing
- ❖ Lack of affordable housing supply
- ❖ Cuts in funding to Section 8 Housing Choice Voucher Program
- ❖ Lack of a Regional Housing Strategy or Plan
- ❖ Attack on the Community Reinvestment Act (CRA)
- ❖ Suburban policies (NIMBYism, impact fees, exclusionary zoning codes, exclusionary public housing or Section 8 Rent Assistance vouchers, inadequate public transportation).
- ❖ Social class, racial and cultural barriers
- ❖ Housing and employment discrimination
- ❖ Residential segregation
- ❖ Inadequate income
- ❖ Racial disparities in mortgage lending
- ❖ Insurance redlining; appraisal practices
- ❖ Racial steering

**b. Identify actions taken to overcome effects of impediments identified in the jurisdiction's Analysis of Impediments.**

**Actions underway to overcome the effects of impediments identified in the study.**

The City of Milwaukee funds multiple housing and other programs designed to affirmatively market Milwaukee neighborhoods and reduce barriers to affordable housing. These programs support the administration and enforcement of federal, state and local fair housing ordinances, provide homebuyer counseling services and collaboratively work with financial lenders to enable low and moderate-income families to purchase homes anywhere they choose. Viewed holistically, these programs accomplish several purposes at once: they affirmatively promote neighborhoods; enforce and further fair housing; expand on housing opportunities available to minorities and the poor within and outside of areas of minority concentration and help to strengthen neighborhoods by increasing homeownership and eliminating blight.

**City of Milwaukee Activities**

**A. Fair Housing Ordinance**

The City passed its first fair housing ordinance on December 12, 1967. In line with Wisconsin State Statutes enacted in 1965, the ordinance rendered unlawful any type of discrimination in the sale, rental or lease of housing based on race, color, religion, national origin or ancestry. Expressly prohibited were the following forms of discrimination: (1) Refusal to sell, lease, finance or contract to construct housing or to discuss the terms thereof; (2) Refusal to permit inspection or exacting different or more stringent price, terms or conditions related to the sale, lease or rental of housing (3) Refusal to finance or sell an unimproved lot or to construct a home or residence on a lot; or (4) Publishing, circulating, issuing, displaying or advertising the sale, financing, lease or rental of housing which states or indicates any discrimination in connection with housing.

The City's original fair housing ordinance was repealed and recreated on October 16, 1990. and again on December 16, 2008. Referred to as Chapter 109, it was subsequently amended to prohibit both housing and employment discrimination. Regarding housing, the law applies to all housing units intended for occupancy by two or more families living independently of each other, eliminates provisions against testing, and substantially increases penalties for non-compliance. The City subcontracted with the Metro Milwaukee Fair Housing Council and Legal Aid Society to handle complaints that are in violation of the City's ordinance and other federal and state laws.

**City of Milwaukee – Equal Rights Commission**

In addition, the City has re-established its Equal Rights Commission. The Milwaukee Common Council approved legislation on December 16, 2008 recommending a new ERC model. Commissioners for the ERC were confirmed in January 2009. The draft of the model can be summarized as follows:

The City of Milwaukee ERC will be established by ordinance with the broad objective of providing oversight and establishing collaborative working relationships with other organizations in Milwaukee, academia, and the business community to improve the equal rights climate in the City of Milwaukee. The proposed model will maintain the City's oversight, investigative and enforcement capabilities over discriminatory practices not addressed and protected by federal and state laws. The following are the broad functional responsibilities of the new ERC:

**Oversight/Accountability**  
**Community Collaboration and Partnerships**  
**Prevention, Education, and Training**

The City has also discussed with the Metropolitan Milwaukee Fair Housing Council (MMFHC) a formal referral process for housing discrimination complaints which is anticipated to begin in January 2009. In the meantime, MMFHC will provide training to City employees about housing discrimination law.

**B. City Subcontracts with Fair Housing Programs**

The **Metropolitan Milwaukee Fair Housing Council (MMFHC)** received a total of **\$124,000** in 2008 to affirmatively work toward integrated housing patterns by providing: fair housing/ fair lending presentations, research and technical assistance relative to fair housing/ fair lending issues, information relative to buying, renting and selling homes, counseling and investigation services to receive and resolve fair housing/fair lending complaints, distribution of a fair housing newsletter on a quarterly basis and a coordinated community-wide response to the problem of predatory lending.

From their on-going case files, MMFHC worked on a total of **534** fair housing and fair lending discrimination complaints in 2008. MMFHC conducted 22 fair housing/fair lending presentations reaching 1073 people through civic, business, educational, neighborhood, religious and housing industry groups. In addition, 2 fair housing educational seminars were conducted by MMFHC in which 86 persons were in attendance, including real estate professionals, landlords, tenants, homeowners and prospective homebuyers. There were also 278 community outreach contacts by MMFHC staff.

**MMFHC's Counseling and Investigative Services Program** investigated allegations from 126 individual fair housing complainants and continued to uncover insidious forms of systemic discrimination in the housing industry. MMFHC conducted tests in the rental, sales, insurance and lending industries throughout its service area. The results of testing activity have been particularly effective in legal action taken pursuant to complaints. The results of individual complaint activity and systemic cases have included filings with administrative agencies such as the U.S. Department of Housing and Urban Development and the Wisconsin Equal Rights Division, lawsuits filed in federal court and case resolutions which include monetary, affirmative and injunctive relief. This includes a settlement involving a Realtor who attempted to show a house to an African American buyer, but was denied. The two plaintiffs received \$36,000.

**MMFHC's Education and Outreach Program** informed home-seekers and housing providers about fair housing rights and responsibilities to ensure compliance with fair housing laws. MMFHC staff, on 98 occasions, assisted homebuyers, members of the housing industry, community organizations and government staff in resolving fair housing issues and concerns. Fair housing and fair lending presentations were given to civic, business, educational, neighborhood, religious and housing industry groups. Specific examples include presentations conducted at: the Milwaukee Urban League, Housing Resources Inc., the United Community Center (UCC), Tikkun Ha-Ir, the Harambee Ombudsman Program, Interfaith Older Adult meal sites, the Community Brainstorming Conference, the League of Women Voters, Homebuyer Counseling Services, the Wisconsin Women's Business Initiative Corp., the Brewers Hill Neighborhood Association, and a variety of classes at UW-Milwaukee, Marquette University and Cardinal Stritch College. Additionally, presentations were given to groups such as Calvary Baptist Church, Christian Faith Fellowship and faith-based institutions in cooperation with MMFHC's Interaction for Action program, an interfaith network of clergy and laity from suburban and urban areas, working to foster inclusive communities.



As part of its Outreach and Education activities, MMFHC also disseminated over a thousand brochures, in both English and Spanish, throughout the Milwaukee area. These brochures outlined the fair housing laws as well as the rights and responsibilities of housing providers and consumers under those laws. Additionally, MMFHC provided information and referral services on 1049 occasions, and technical assistance to representatives of government, civic and industry groups and private individuals on 81 occasions throughout 2008. Accessing and networking with individuals and groups throughout the community was also an essential component of MMFHC's outreach activities as 278 such contacts were made in 2008.

**MMFHC's Fair Housing Training Services** assisted housing professionals in the real estate, insurance and mortgage lending industries and provided contractual fair housing training. MMFHC conducted specialized seminars on fair housing issues for groups including the Nonprofit Center of Milwaukee and the board of directors of the Helen Bader Foundation. These seminars provided in-depth information on fair housing and fair lending laws, procedures and other related issues. Additionally, MMFHC provided training as part of the educational curriculum for the Homeownership Counseling Education program, a certification program for homebuyer counselors administered by the University of Wisconsin Extension Program.

**MMFHC's Community Economic Development (CED) Program** worked to address fair lending issues in a variety of ways. CED staff answered calls from a predatory lending hotline and investigated 408 fair lending allegations in 2008. After investigating the loan and discussing options with the client, where appropriate, cases were referred to Legal Aid, other attorneys and/or lenders and housing counseling agencies. Also, when appropriate, CED worked on behalf of clients to restructure existing loans or to find other, more appropriately priced loans, sometimes helping clients apply for refinancing through the rescue fund operated by the National Community Reinvestment Coalition (NCRC). CED also helped consumers file complaints with the Wisconsin Department of Financial Institutions.

CED continued to generate television, radio, and print coverage on predatory lending as part of its outreach and education. CED staff disseminated informational brochures on predatory lending in English and Spanish and gave educational presentations to church groups, neighborhood associations, civic organizations, social service groups, elected officials and affordable housing professionals. CED staff helped plan and implement workshops designed for people considering refinancing or home equity loans, including workshops at the Money Conference and other neighborhood or community-based events. CED coordinated an informational breakfast for over 60 leaders of faith-based organizations. The breakfast meeting was designed to inform them about issues related to predatory lending and foreclosure, alert them to how this is affecting their congregations and the Milwaukee community in general, and how they can help their congregations by providing access to the free, professional, confidential help offered by MMFHC and its partners.

CED staff also raised funds for and coordinated all aspects of the community-wide Foreclosure Prevention Event, which helped over 200 borrowers to connect and make loan modifications directly with their lenders; many of whom were there in person on the day of the event. Counselors from MMFHC and our partners assisted borrowers whose lenders were not at the event by connecting with their lenders in subsequent weeks.

CED staff continued to convene a citywide group called the CRA Caucus. The CRA Caucus works to collectively find ways to encourage lenders to live up to their commitments under the Federal Community Reinvestment Act (CRA). During 2008, members of the CRA Caucus met on a number of occasions, working with lenders to learn about their policies and loan products, to provide them with information on the credit needs of the community, and working to help them address those needs. In late 2008, MMFHC submitted a comment letter to the Federal Reserve Board, detailing community and consumer concerns about PNC Bank's purchase of National City

Bank, which had purchased MidAmerica Bank in 2007. MidAmerica had purchased St. Francis Bank in 2003. Other fair lending and CRA-related advocacy included periodic meetings and other communications with Federal regulators, commenting on specific banks' performance under the Community Reinvestment Act, and on proposed changes in the way that the Community Reinvestment Act is implemented.

CED staff provided technical assistance to the Milwaukee Foreclosure Prevention Initiative (MFPI), actively participating on the Steering Committee, all three MFPI workgroups, and subcommittees of each workgroup. CED staff also provided technical assistance to foreclosure prevention groups convened by HUD and the State of Wisconsin.

The ***Legal Aid Society of Milwaukee***, Inc., received a total of \$50,000 and represented vulnerable inner city residents who have been victims of predatory lending practices. Through its A-LINE Project, the economic viability of clients has been increased and, in turn, the city neighborhoods in which clients live. Some 2008 successes include:

1. Legal Aid Society has provided leadership on Mayor Barrett's Mortgage Foreclosure Initiative. Attorney Catherine Doyle of Legal Aid served on the Mayor's advisory committee and intervention committee. Legal Aid has led efforts to establish a mediation program for foreclosures in Milwaukee County Circuit Courts. Through its efforts in conjunction with the Mayor and Chief Judge of Milwaukee County, the mediation project is close to fruition. It is hoped that this project will increase the number of homes saved from foreclosure judgment and decrease the number of homes left vacant in Milwaukee neighborhoods.

2. Legal Aid Society continued to provide direct representation to victims of predatory mortgage lending practices and mortgage foreclosure rescue scams. In 2008, Legal Aid opened 99 new cases, resulting in 82 resolutions for clients; obtaining settlements in cash or other economic value. Two of the 2008 successes include:

❖ A disabled client obtained Legal Aid's representation after a default judgment of foreclosure had been entered against him. Although the client had a limited, fixed income from government benefits, he had been given an adjustable rate loan that required him to pay over 50% of his monthly income for his mortgage and property taxes during the teaser period. His loan permitted the interest rate to rise to over 16%. After legal Aid moved to reopen the default judgment, the loan was modified to reset the interest rate to 1% for the life of the loan.

❖ Another client was the victim of a mortgage foreclosure rescue scam by which the entire equity in her home was stolen by a con artist. Legal Aid filed an action against the scammer and two title companies who participated in the scam. A settlement was reached with one of the title companies and a settlement with the other title company is in the works. The scammer has left Milwaukee and the client has recovered two-thirds of her loss through the litigation.

3. Legal Aid Society has successfully brought motions to dismiss foreclosure actions in which the plaintiffs fail to sufficiently establish that they are the real party in interest and have standing to bring the action. These cases involve the complex issues surrounding "securitization" of the vast majority of the mortgages subject to foreclosure in Milwaukee. The business of marketing and closing of subprime, often predatory mortgages during the past several years was conducted in such vast numbers that the paperwork necessary to establish ownership of these mortgages often was not properly maintained as these mortgages were sold up the securitization chain. Legal Aid contends that as foreclosures of Milwaukee properties are filed in record numbers, the paperwork must properly establish the legal ownership of the plaintiffs.

4. Legal Aid Society conducted extensive research in the Milwaukee County Courthouse regarding foreclosures filed in 2006, 2007 and 2008, reviewing over 4,000 files. Based on

this date, Legal Aid has prepared a report of foreclosures detailing the locations, types of loans and disposition of the properties, post-foreclosure and a report on the role that mortgage brokers played in Milwaukee's foreclosure crisis. These reports will be presented to support legislative efforts to enact regulation of the mortgage broker industry to prevent this type of crisis from repeating itself.

5. Legal Aid continued its efforts to challenge the unconscionable practices of auto title lenders in our community. Legal Aid represented several individuals in claims against Wisconsin Auto Title Loans Inc.; a title loan lender which requires borrowers to use their cars as collateral. Legal Aid has challenged WATL's charging 300% APR interest on one month loans to customers who often have no ability to repay the loan in one month and may repay the loan amount many times over before retiring the loan or losing their vehicle. Claims include illegal packing of the loans with overpriced memberships in roadside assistance clubs. Legal Aid won a decision finding WATL's arbitration clause unconscionable and have defeated multiple motions to dismiss, finally clearing the case for class certification and discovery which are actively under way. In two separate actions, Legal Aid has challenged the same practices and is seeking more immediate injunctive relief against the company's practices and is opposing the company's efforts to force these cases into arbitration, which is an ineffective forum for obtaining a statewide injunction.

6. Legal Aid continued to pursue its class action against a law firm representing pay day lenders in collection actions. This collection law firm engaged in wholesale violations of Wisconsin collection law and victimized thousands of Milwaukee County residents. A settlement has been reached and the process of finalizing language prior to seeking court approval is underway.

Legal Aid remains highly committed to representation of the interests of Milwaukee consumers. When homes are lost to foreclosure, they become empty and depress the value of the surrounding neighborhood. Helping clients remain in their homes, helps preserve the economic vitality of Milwaukee neighborhoods. Repossession of the family car or garnishment of wages, robs working families of the means to pay for shelter and transportation to work. By defending low-income Milwaukeeans from unwarranted foreclosures, repossessions and judgments, Legal Aid Society continues to promote the economic vitality of the City of Milwaukee.

### **C. Annual Review of Lending Practices by City Comptroller**

The Milwaukee Common Council adopted legislation requiring the City Comptroller to prepare an annual report on lending practices by area financial institutions. Besides focusing on residential lending practices, the review also compared lending patterns by race and income and compares the racial loan denial rate for Milwaukee with forty-nine other large metropolitan areas in the country. Recommendations were provided for improving residential lending in those areas of the City where homeownership is lowest and annual reviews of the progress that City departments have made in implementing prior report recommendations. This report was distributed to community-based organizations, lenders and others to help facilitate action on the recommendations.

### **TITLE II Of the Americans with Disabilities Act of 1990(ADA)**

Title II of the ADA prohibits discrimination against persons with disabilities in all services, programs and activities made available by State and local governments. CDGA included this language in all contracts with funded organizations.

### **Section 504 of the Rehabilitation Act of 1973**

Section 504 prohibits discrimination against persons with disabilities and requires that a percentage of funded projects be handicapped accessible. CDGA routinely reviewed plans for multi-family housing and facilities where CDBG funded services are provided to ensure accessibility and participation by disabled persons.

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## **SECTION 8 – Rent Assistance Program**

The Housing Authority of the City of Milwaukee (HACM) receives funds from HUD to operate its Rent Assistance Program (RAP). RAP pays rental subsidies to private landlords who rent to very low -income tenants in the program. Under the Housing Voucher Choice Program, units cannot exceed HUD's fair market rents, meaning that rents must be determined reasonable in relation to other units in the area. In the voucher program, tenants are able to rent units which have rents from 10% to 20% above fair market value when they locate to a "non-impacted" area --- where fewer than 40% of the families are below the poverty level.

HACM also participated in a program which markets the benefits of living in non-traditional residential areas and encouraged more rent assistance clients to move to such areas. This was accomplished through: orientation briefings to explain fair housing law, client location options and additional services; general counseling to families regarding housing choices and housing search skills; direct tenant referrals to available units in non-traditional areas resulting in the pro-integrative placement of families; and, the recruitment of new owners of units in non-traditional areas. During orientation and counseling, all RAP applicants were informed that they could seek housing anywhere they chose and were also informed of the portability provisions of vouchers and the advantages of locating to a non- traditional area. Listings of housing units were provided to applicants, including many in non-traditional areas. Also, a list of wheelchair accessible units was made available upon request for those in need.

In addition, the City continued its commitment to city-wide fair housing programs to help ensure accountability in lending by government-chartered lending institutions in the areas of: home purchase, home improvement and business loans, employment and promotional opportunities and contracting opportunities for minority and women-owned businesses.

### **Community Organizing to Strengthen Milwaukee Neighborhoods**

Community organizing is recognized as an important component in strengthening Milwaukee neighborhoods through resident action on crime prevention and housing blight. In 2008, **\$792,000** in CDBG funds was awarded to neighborhood organizations to undertake activities to make Milwaukee neighborhoods safer, cleaner and more attractive, which is essential to any effort to affirmatively promote fair housing choice. A total of **3,330** residents were involved in these activities.

**Independence First** - continues to provide referrals to accessible housing in and around the Metropolitan Area.

### **Homebuyer Counseling & Other Homebuyer Assistance Activities**

A total of **\$300,000** was allocated for homebuyer counseling and other homebuyer assistance activities which resulted in **200** mortgage loan closings for *first-time* low income homebuyers. Besides pre-purchase counseling and mortgage loan assistance, funded agencies provided budget counseling and assistance with credit repair.

The counseling agencies met regularly to maintain a collaborative working relationship with one another. They addressed issues related to affordable home ownership resulting in the following system improvements to better serve prospective clients: utilization of a standardized data base, standardized employee qualifications and job descriptions, on-going training for home buyer counselors and the establishment of community outstations to improve access to homebuyer assistance services. Homebuyer counseling services have expanded to include assistance to residents in obtaining home improvement/repair loans, refinancing of existing mortgage loans, post purchase, tax default and mortgage default counseling.

These efforts all play a major role in affirmatively furthering fair housing and have helped result in the following accomplishments:

- ❖ Increased owner occupancy in areas previously neglected and ignored by lenders;
- ❖ Promotion of neighborhood stability and pride; increased City tax base;
- ❖ Promotion of the Central City as a desirable place to live and work;
- ❖ Education and training programs for lenders to help eliminate stereotypes that create barriers for prospective homeowners;
- ❖ Improved communication between community agencies and lenders;
- ❖ Increased access to mortgage and other lending by persons previously denied, namely persons of color.

<b>2008 Block Grant Awards used to Reduce Housing Impediments</b>	
<b>CDBG Funded –Activity</b>	<b>2008 Allocation</b>
Community Organizing/Crime Prevention/NSP	<b>\$792,000</b>
Home Buying Counseling Program & Homebuyer Assistance Activities	<b>\$300,000</b>
Metropolitan Milwaukee Fair Housing Council /Legal Aid Society	<b>\$174,000</b>
<b>TOTAL</b>	<b>\$1,266,000</b>

*Source: 2008 CDGA Program Records*

**4) Address Obstacles to Meeting Underserved Needs**

**Identify actions taken to address obstacles to meeting underserved needs.**

PY 2008 CAPER General Questions #4 response:

The City of Milwaukee engaged in the following initiatives in 2008:

- ❖ Supported the efforts of the Metropolitan Milwaukee Fair Housing Council & the Legal Aid Society.
- ❖ Supported changes in the Move to Opportunity Program to:
  - \*Open the program to residents other than occupants of public housing and HUD-funded projects.
  - \*Expand the jurisdiction of the program to all "non-impacted" census tracts in the metropolitan area.
  - \*Required recipients to maintain residence in "non-impacted" areas for the Length of the subsidy.

\* Continued the efforts of the Rent Assistance Program. Solicited new property owners in non-traditional areas; counseled tenants on housing choice and housing opportunities; and, continued outreach to property owner organizations.

- ❖ Continued to review the Comptroller's monitoring of local lending activities as authorized by the Socially Responsible Investments Ordinance.
- ❖ Continued the Summer Youth Internship Program for Milwaukee's low income unemployed youth.
- ❖ Funded job training and placement programs to improve job seekers' skills to employer needs; funded job placement programs that provided transportation to jobs in outlying communities.
- ❖ Funded the Driver's License Employability & Restoration Project to enable persons to seek employment in outlying areas.
- ❖ Funded programs to address the health needs of residents.
- ❖ Improved coordination between economic development agencies and social service providers to target social service and other resources to residents.

### **Foster and Maintain Affordable Housing**

#### **5) Identify actions taken to foster and maintain affordable housing.**

PY 2008 CAPER General Questions #5 response:

The City continued to promote and provide opportunities for low income citizens to access affordable housing. All of the programs listed hereafter in this section provide outcomes that are consistent with the goals articulated in the Consolidated Plan. The Plan indicated that efforts will be made to increase homeownership opportunities and to improve the condition of the City's rental housing stock with an emphasis on large family rental units.

#### **Key components of the Housing strategy are:**

- ❖ Expanded homeownership opportunities; maintenance/improvement of existing units
- ❖ Expansion and maintenance of quality, affordable, rental housing
- ❖ Safe, well-maintained and revitalized neighborhoods
- ❖ Coordination of public and private resources

#### **2008 Key Accomplishments:**

- 1) Provided opportunities for low income citizens to access affordable housing.
- 2) Increased the number of decent, safe and sanitary affordable rental units, with an emphasis on creating units to accommodate large families.
- 3) Increased the number of units accessible to persons with disabilities.
- 4) Continued owner-occupied housing rehabilitation for very low income households and construction of affordable new housing units.

- 5) Continued partnerships with lenders, developers and others in the private sector to utilize additional resources for housing development and rehabilitation.
- 6) Continued to support projects which involved work experience and apprenticeships for young persons in home repair and home construction such as the Freshstart/YouthBuild Housing Apprenticeship and Milwaukee Community Service Corp. programs.
- 7) Continued to assist community housing development organizations in building capacity to improve their ability to undertake housing development projects.
- 8) Improved the condition of the City's rental housing stock through intensive code enforcement, landlord tenant educational programs and an aggressive receivership program for nuisance properties.
- 9) Continued to make available City-owned tax foreclosed properties available to nonprofit developers at reduced costs.
- 10) Supported efforts to reduce or eliminate predatory lending and racial discrimination in housing transactions in the City of Milwaukee.
- 11) Continued aggressive blight elimination efforts including spot acquisition, demolition, graffiti abatement, vacant lot redevelopment and infill housing.
- 12) Expanded homeownership opportunities through Homebuyer Counseling programs and other homebuyer assistance activities (budget and credit counseling, post purchase, tax default and mortgage default counseling).
- 13) Combated lead hazards through collaboration with existing housing programs and the Milwaukee Health Department.
- 14) Partnered with housing providers to begin implementation of projects funded through the City's City Housing Trust Fund, of which CDGA provides administrative oversight.

In addition, there are several other programs and projects that produced affordable housing opportunities for homeowners and renters, some of which include:

**The City of Milwaukee** operates a combination of residential rehabilitation programs, public housing, homeownership and fair housing initiatives, each designed to foster and maintain affordable housing.

The largest effort is public housing operated by the Housing Authority of the City Milwaukee (HACM) which manages 4,303 housing units. With the units HACM owns and maintains and the Section 8 Rental Assistance program it administers, a large segment of Milwaukee's very low income population is provided with affordable housing. In conjunction with those efforts, programs operated by funded community-based agencies encourage the maintenance and upkeep of affordable housing.

**Acquire/ Rehab/ Sell/New Home Construction** - CDBG/HOME funds were allocated for this program which acquired, rehabilitated and sold houses to low income families as part of a comprehensive and targeted neighborhood initiative. Distressed properties that were slated for demolition were rehabilitated for income

eligible homebuyers. Working with non-profit CDBG and HOME-funded groups, the City allowed these operators first priority at selected, tax-foreclosed properties for a nominal cost, generally not exceeding \$500. Properties renovated by funded non-profits were made available to low to moderate income buyers at the after rehab market value of the property. With the City absorbing the gap between the after rehab appraisal and the cost of development, renovated properties were made available and affordable for income eligible persons.

### **Neighborhood Improvement Programs (NIPs)**

In 2008, CDGA and the Department of Neighborhood Services partnered with community organizations to operate Neighborhood Improvement Programs (NIPs). These programs provided direct housing rehab services to abate building code violations for very low and extremely low-income owner occupants in the CDBG target area.

### **Department of City Development**

The City's Department of City Development (DCD) works to improve the quality of life in City neighborhoods by promoting affordable housing, increased homeownership and neighborhood stability. Working with a broad range of partners including other City Departments, community-based agencies, financial institutions, residents, developers, and the local philanthropic community, DCD provides resources to upgrade Milwaukee's housing stock and improve the quality of life for City residents.

DCD's *Owner-Occupied Home Rehab Initiative* utilizes CDBG/HOME funds to finance home rehabilitation for owner occupants (one to four units) meeting established income guidelines. The program supplements activities with funding from Tax Incremental Districts (TID) and local foundations. In 2008, 109 CDBG- or HOME-funded rehabilitation loans were approved totaling \$1,661,363 for the rehabilitation of 139 housing units. Using Tax Incremental District funds and a grant from the Harley Davidson Foundation, and additional 27 rehabilitation loans were originated, totaling \$309,350 for the rehabilitation of 39 units.

DCD's *Rental Rehabilitation Program* utilizes HOME funds to assist responsible landlords in providing safe, decent and affordable housing for income-qualified tenants. Based on the amount of HOME funds received, landlords must reserve a certain number of units for low and moderate income tenants for an extended period of time; generally five to ten years after the renovations are completed. In 2008, 12 loans were approved totaling \$171,799 for the rehabilitation of 45 housing units. Total investment in rent rehab was \$403,583.

### **Targeted Investment Neighborhoods**

A significant portion of DCD's loan and grant programs were concentrated in the City of Milwaukee's Targeted Investment Neighborhoods (TINs). In a TIN, DCD works with neighborhood partners to focus resources in a relatively small geographic area. Such efforts stabilize and increase owner occupancy, strengthen property values, assist property owners, and improve the neighborhood's physical appearance.

In the TINs, DCD also worked with its partners on number of initiatives to address quality of life issues in the neighborhood. These activities included:

- Community Outreach  
DCD accompanied various TIN partners with door to door outreach. The outreach



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kept DCD in touch with both its partners and the immediate needs of the community. TIN applications were immediately available to interested residents during the collaborative outreach.

- DCD facilitated 9 neighborhood walks in the TINs. The walks allow elected officials first hand opportunity to view results and progress in the TINs, and afford residents the opportunity to meet their Mayor Tom Barrett and Common Council representatives.
- DCD worked with residents to INITIATE 125 Aldermanic Service Requests (ASRs) in 2008. The ASRs are typically phoned in as 'real time' intelligence while walking and/or driving through a TIN, reporting significant issues such as vacant building trespass/board up removal, drug dealing, safety issues, major code violations, and major solid waste violations.
- Clean Sweeps Program  
Clean Sweeps is a collaboration between DCD and the Milwaukee Police Department (MPD), Department of Public Works (DPW), Department of Neighborhood Services (DNS) and neighborhood partners in the TINs. The program included drug sweeps by MPD followed by DNS issuing orders for garbage, graffiti, nuisance vehicles and substandard properties. DPW Sanitation crews picked up large trash items and issued orders for uncut grass. By linking these City services, the impact was immediate and visible and directly supported the improvement efforts in the TINs.
- Harley-Davidson TIN Community Organizing  
DCD remained the principle community organizer for the 1300 blocks of North 36<sup>th</sup> through N. 40<sup>th</sup> Streets. Residents contacted DCD for referrals and concerns, and a minimum of three visits per week were made by DCD to the neighborhood.
- DCD obtained a \$1,700 grant from the Harley-Davidson Foundation for the preparation and installation of 16 neighborhood signs for the Martin Drive (east of Highland) neighborhood. The signs enhanced neighborhood identity, and were a springboard for the initiation of a newly formed residents association for the neighborhood bounded by 36<sup>th</sup> to 40<sup>th</sup>, McKinley to Vliet.
- Ceres Foundation Grant  
The Ceres Foundation awarded DCD a \$10,000 grant to transplant trees from an abandoned nursery. A total of 40 trees were moved; 20 trees went to Witkowiak Park in the Clock Tower TIN, and 20 trees went to the newly named Foundation Park in the Harley-Davidson TIN. A June 14 event celebrated the trees at Foundation Park, and representatives from Harley-Davidson and Greater Milwaukee Foundation spoke at the event. Over 80 neighborhood residents attended.
- Greater Milwaukee Foundation Grant  
Through a Greater Milwaukee Foundation grant, DCD provided technical assistance and resources to neighborhood partners for block improvement projects designed to make positive visual improvement to TIN neighborhoods as well as encourage resident involvement and civic participation. In 2008, 4 resident driven small block improvement projects were completed, leveraging an additional \$5,500.00 in neighborhood improvement.
- DCD also continued the Neighborhood Mentoring Program. Walnut Way Conservation Corporation assisted the Mid-Town block watch with developing a

- strong, resident based pro-active organization. Former 3<sup>rd</sup> District Captain James Harpole mentioned the Mid-Town group as “an active up and coming’ community group within the 3<sup>rd</sup> District.
- Neighborhood Ambassadors  
DCD collaborated with the Neighborhood Ambassador program in the Metcalfe Park and Weed and Seed TINs. Several clean ups and lit drops were completed, and the Ambassadors passed out TIN information on behalf of DCD.
- Restorative Justice  
DCD continued it’s collaboration with Genesis Behavioral Services' Restorative Justice Program. In 2008, the collaboration resulted in 500 man hours being completed by Genesis clients. Genesis clients assisted DCD with 9 TIN lit drops, 28 neighborhood clean ups, and assistance at 2 special neighborhood events. 6 Genesis clients demonstrating outstanding initiatives were issued reference letters for potential employers.

### **Other Housing Initiatives**

#### **Legacy Redevelopment Corporation:**

Building on the success of City Homes, Lindsay Heights and other infill new construction efforts, the City teamed up with Legacy Redevelopment Corporation on a plan to redevelop land that was cleared for the Park West freeway in the vicinity of N. 20<sup>th</sup> and West Garfield. Implementation of the plan began in 2007 and involves the construction of up to 75 new single-family homes on vacant city lots, the rehabilitation of existing properties, new infrastructure improvements and enhancements to nearby Johnson’s Park. A Tax Incremental District (TID) was created to support public infrastructure and park improvements, as well as create rehabilitation resources for existing property owners. Two rehab loans were approved in 2008, and one new home was built. Work on the public improvements continued, with completion scheduled for 2009.

#### **Lindsay Heights Homeownership Initiative/Tax Incremental District (TID)**

For the past several years, the City of Milwaukee, WHEDA, the YMCA CDC and local neighborhood residents have been collaboratively working to improve housing conditions in the Lindsay Heights neighborhood, bounded by North 12<sup>th</sup> Street, North 20<sup>th</sup> Street, West Walnut Street and West Locust Streets. One of the primary strategies was a demonstration project to produce new affordable homes on vacant City owned lots within the area. Additional efforts included providing resources and incentives to existing homeowners to improve their properties.

Building on these efforts, the partners worked to create a realistic vision for the Lindsay Heights neighborhood to help guide future development in a long term and sustainable manner. To implement the plan, as well as accelerate development efforts, the City of Milwaukee created the Lindsay Heights Tax Incremental District (TID) in the summer of 2001, the first privately-funded housing TID in the City of Milwaukee. Creation of the TID is providing additional resources for housing rehabilitation and new construction in the neighborhood. A consortium of local lenders and the Local Initiatives Support Corporation provided financing for the TID.

The project wound down in 2008. Although there were no funds available for new construction, rehab and Buy In Your Neighborhood dollars remained available. Loans for 14 rehabs were approved under the program.

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Since its inception, this project has resulted in the construction of over 160 homes representing over \$28 million in investment. Additionally, 185 properties have been rehabbed, representing total investment of over \$1.8 million.

**Bishop's Creek Tax Incremental District:**

Bishop's Creek CDC was certified as a City of Milwaukee CHDO and HOME funds were set-aside in 2007 to facilitate the production of nine new and rehabilitated homes. The project has been extended. These properties will be sold to households earning less than 80 percent of CMI.

In 2008, the City created the Bishop's Creek Tax Incremental District. The District includes the site of the former Kaiser Tannery site located on the southwest corner of N. 32<sup>nd</sup> Street and W. Hampton Avenue, as well as the residential neighborhood to the west of the site. Plans for the redevelopment of the Kaiser site include the rehabilitation and/or new construction of office/retail facilities, residential development, a student dormitory, a cultural and hospitality venue and other community facilities.

The first phase of the project will involve site demolition, remediation and preparation for new development, as well as the construction of a new 55 unit high quality affordable housing project. To complement the redevelopment of the site, resources for renovation work are being proposed for the surrounding residential neighborhood.

The development team for the project includes Bishop's Creek Community Development Corporation and Common Bond Communities. Bishop's Creek Community Development Corporation is the developer for the site. Common Bond Communities is the developer for the affordable housing project.

TID funding totaling \$1,435,000 will be used for site demolition and remediation, construction of a public sewer, a grant to the developer for the affordable housing project, and a forgivable loan pool for property owners in the surrounding neighborhood.

**Josey Heights**

Marketing began for Josey Heights in 2007. Josey is a new subdivision at North 12<sup>th</sup> and West Lloyd Streets, with plans for 53 new owner occupied houses. This all "green" subdivision incorporates permeable paving, bioswales and rain gardens that will minimize the impact on the City's storm sewer system. As of the end of 2008, Josey has 3 new homes, two of which are sold and occupied.

**Metcalfe Park Homes Initiative**

In 2006, the City created a Tax Incremental District (TID) in the amount of \$1.4 million to support housing redevelopment in the Metcalfe Park neighborhood. The TID provided funding to support the efforts of Gorman & Company and the Milwaukee Urban League to build 30 new single family homes under a lease to own program, as well as create a pool of resources for existing property owners to improve the exteriors of their homes. The City also sold contributed vacant lots for new home construction to support the initiative. HOME funds were provided to assist in the construction of ten homes which were completed in 2007. DCD is also collaborating with a number of other partners to complement the physical redevelopment efforts in the neighborhood with resident initiatives and community organizing efforts.

In 2008, 7 rehab loans were approved, representing \$89,500 of investment.

## **N. 20<sup>th</sup> and W. Walnut**

To continue the momentum of the single family new construction efforts of City Homes, Lindsay Heights and Habitat for Humanity, in 2007, the City created a TID for the long vacant and blighted site located at N. 20<sup>th</sup> and W. Walnut Streets. The "Walnut Circle" development will consist of 32 new single family owner occupied housing units. A TID is providing funding for site acquisition and new infrastructure improvements.

At the end of 2008, approximately 50% of the public improvements are completed and 3 homes are built. The infrastructure work will be completed in 2009.

## **Mitchell Street Tax Incremental District**

In 2007, a neighborhood Tax Incremental District was created to support the redevelopment of the Historic Mitchell Street commercial district, as well as to provide a pool of funds in the amount of \$400,000 to assist neighboring homeowners in making improvements to their properties. The model is one that is being increasingly employed by DCD to utilize resources in a manner that supports neighborhood redevelopment and coordination of housing and commercial redevelopment activities.

In 2008, 7 rehab loans were approved, representing \$70,000 of investment.

## **Land Assets and Affordable Housing**

DCD manages the City's real estate assets in a manner that lends significant support to the development of additional affordable housing opportunities in City neighborhoods. In 2008, 19 vacant lots were sold by the City or Redevelopment Authority to non-profit and affordable housing developers, including nine lots to support the efforts of Habitat for Humanity and three lots for the King Commons Homeownership Initiative, and two lots to the Housing Authority of the City of Milwaukee. In addition, ten improved properties were sold to non profit organizations. The properties were sold at significantly discounted prices to support affordable housing development efforts.

Among the projects that resulted:

**The Prince Hall Village project** involved the construction of 24 new units of affordable family housing at the intersection of North Avenue and Teutonia Avenue on vacant City owned land. The project used affordable housing tax credits and represents an investment of \$6.2 million. The project was completed in 2008.

**The United House project** involved the construction of 24 units of affordable supportive housing for special needs populations located at 25<sup>th</sup> and Center on vacant city land. The project used affordable housing tax credits and represents an investment of \$4.3 million. The project was completed in 2008.

**The Handsome Plaza project** involved the construction of 24 new units of affordable family housing with ground floor commercial space at the intersection of Teutonia and Center on vacant city land. The project used affordable housing tax credits and represents an investment of \$4.8 million. In addition, \$290,000 in CDBG Large Impact Development (LID) funds was allocated for the commercial component of this mixed-use development. The project was completed in 2008.

**The United Methodist Children's Services project** involved the expansion of its facility at 39th and Lisbon for the development of 24 new units of high quality housing, including 22 affordable units. UMCS received a tax-credit allocation from the Wisconsin Housing and Economic Development Authority in early 2008 and purchased the Redevelopment Authority property in December after eminent domain and tax foreclosure actions were completed. Total project costs are approximately \$7.0 million

**Habitat for Humanity:** The City of Milwaukee embarked on a new relationship with the Milwaukee chapter of Habitat for Humanity. HOME funds were provided to offset the cost of constructing 35 new single-family homes for very low-income households. These new homes helped breath new life into some of the most deteriorated neighborhoods in the City of Milwaukee.

**American Dream Downpayment Initiative(ADDI):** During 2008, the City of Milwaukee continued the administration of the American Dream Downpayment Initiative (ADDI) utilizing its entitlement grant award of \$42,427. In addition, \$200,000 was provided for Homebuyer Assistance during the reprogramming cycle. The ADDI program aims to increase the homeownership rate among low income and minority households by providing downpayment, closing costs and rehabilitation assistance to eligible first-time homebuyers with incomes below 80% of the area median income. Funding was provided to Select Milwaukee, who was designated the lead agency of a consortium of six homebuyer counseling agencies. The program continues to be a success with the consortium utilizing all funds to help low-income persons own their own home.

## **SECTION 8 – Rent Assistance Program**

The Housing Authority of the City of Milwaukee (HACM) receives funds from HUD to operate its Rent Assistance Program (RAP). RAP pays rental subsidies to private landlords who rent to very low income tenants in the program. Under the Housing Voucher Choice Program, units cannot exceed HUD's fair market rents, meaning that rents must be determined reasonable in relation to other units in the area.

### **Housing Trust Fund**

During 2006, the Common Council and Mayor of the City of Milwaukee voted to provide \$2.5 million in bonding to capitalize a Housing Trust Fund in 2007. Additional ongoing revenue sources to maintain the Trust Fund include revenue from: a) Potawatomi gaming proceeds; b) TIF expansion dollars, and; c) Designated PILOT funds.

Milwaukee County has also been supportive of this initiative and the County Board has allocated \$1 Million for affordable housing in the City from the proceeds of the sale of Park East land.

In 2008, a competitive application process was conducted and the City of Milwaukee received 26 responses to its Housing Trust Fund Request for Proposals totaling \$4.9 million. Following a review by the Housing Trust Fund Technical Committee, the Milwaukee Common Council and Mayor Tom Barrett approved the following projects (*see following page*):

## HOUSING TRUST FUND ALLOCATIONS

<p><b><u>United Community Center</u></b></p> <p>Construction of a single story 16 bed residential substance abuse treatment facility for men. Location: 604 W. Scott Street</p>	<p><b>16 beds / \$75,000</b></p>
<p><b><u>Bishop's Creek</u></b></p> <p>Construction of a 55 unit family rental development that was formerly an industrial building. The project will utilize Low Income Historic Tax Credits (LIHTC) and Tax Incremental Financing (TIF). Location: N. 32<sup>nd</sup> &amp; W. Hampton Avenue</p>	<p><b>55 units / \$250,000</b></p>
<p><b><u>Martin Luther King Economic Development Corporation</u></b></p> <p>King Commons III is the third phase of a 20 million dollar mixed use development. The project will utilize LIHTC as the primary source of funds. It will have 24 units of rent to own condos. The project will also house a retail store(Growing Power), a local urban agency which specializes in organic farming. Location: N. Dr. Martin Luther King Jr. Drive</p>	<p><b>24 units / \$100,000</b></p>
<p><b><u>Dominican Center for Women</u></b></p> <p>Owner-Occupied rehabilitation program to assist homeowners with necessary repairs; mainly code compliance and health and safety issues. Targeted neighborhood will be N. 20<sup>th</sup> Street to N. 27<sup>th</sup> Streets; W. Keefe Ave. to W. Center St.</p>	<p><b>12 units / \$147,000</b></p>
<p><b><u>Layton Blvd, West Neighbors</u></b></p> <p>Rehabilitation of existing foreclosed homes within the targeted neighborhood of W. Pierce St. to W. Lincoln Ave., S. Layton Blvd. to W. Miller Parkway.</p>	<p><b>2 units / \$14,000</b></p>
<p><b><u>Milwaukee Christian Center</u></b></p> <p>Owner-Occupied rehabilitation program to assist homeowners with necessary repairs; mainly code compliance and health and safety issues.</p>	<p><b>5 units / 126,000</b></p>
<p><b><u>Milwaukee Community Service Corp.</u></b></p> <p>Rehabilitation of existing single family structures; funds to be used to install solar panels to help with energy costs to help keep the homes affordable.</p>	<p><b>3 units / \$33,750</b></p>
<p><b><u>Milwaukee Habitat for Humanity</u></b></p> <p>The rehabilitation of 10 single family units in the Woodlands Area near N. 91<sup>st</sup> &amp; W. Brown Deer Road.</p>	<p><b>10 units / \$100,000</b></p>
<p><b><u>Rebuilding Together Greater Milwaukee</u></b></p> <p>Owner-Occupied rehabilitation program to assist homeowners with necessary repairs; addressing accessibility modifications, code compliance and health and safety issues.</p>	<p><b>20 units / \$75,000</b></p>

**Summary of Progress**

**Comparison of Actual Housing Accomplishments with  
Proposed Goals for the 2008 CDGA Program Year**

**HUD Objective:** Decent, affordable housing

**HUD Outcome:** Affordability

**CDGA Consolidated Plan Priority Goals/Objectives:** Create and maintain affordable homeownership opportunities and affordable, quality rental housing for community residents

**CDGA Long-Term Outcomes:** Increased Property Values, Increased Economic Vitality, Reduced Crime, Improved Neighborhood Quality of Life

<b>Housing Activities(<i>funded by CDBG, HOME, ADDI</i>)</b>	<b>Fourth Year Goal</b>	<b>Actual</b>
Acquire/Rehabilitation/Sell, New Construction, New Rental, Freshstart Housing Youth Apprenticeship Program (#units)	<b>32</b>	<b>40</b>
Owner-Occupied Housing (Neighborhood Improvement Project-NIP; DCD Owner Occupied DPL Program)	<b>136</b>	<b>255</b>
American Dream Downpayment Initiative(ADDI))	<b>20</b>	<b>19</b>
Rental Rehabilitation (#units)	<b>20</b>	<b>43</b>
Homebuyer Counseling (#new mortgage loans)	<b>295</b>	<b>200</b>
Graffiti Abatement(#property units)	<b>600</b>	<b>724</b>
Minor Home Repair (#served)	<b>330</b>	<b>298</b>
FOCUS –Smoke detector installation & fire prevention (#households served)	<b>1,000</b>	<b>1,178</b>
Lead Prevention/Abatement Program(#units abated)	<b>625</b>	<b>395</b>
Housing Accessibility Program(handicapped ramps & other accessibility improvements)	<b>25</b>	<b>7</b>
Tool Loan (#households served)	<b>360</b>	<b>183</b>
Tenant/Landlord Training (#trained)	<b>750</b>	<b>974</b>
Tenant Assistance Program (#assisted)	<b>2,270</b>	<b>2,277</b>
Receivership Inspections of Nuisance Properties (#inspections)	<b>120</b>	<b>638</b>
Rent Withholding/Rent Abatement(Landlord/tenant compliance) (#served)	<b>120</b>	<b>121</b>

\*The U.S. Dept. of Housing & Urban Development does not count units as complete until they are sold. Units complete or where rehab is underway, will be counted once they are sold to an income eligible beneficiary.

## Major Housing Projects

<b><u>Project Name/Description</u></b>	<b>Funding</b>	<b># Units proposed</b>
<p><b><u>King Drive Commons II</u></b>            This project involved the construction of 24 units of affordable rental housing utilizing Low Income Historic Tax Credits (LIHTC) and HOME funds. Vacant parcels of land were assembled and HOME funds were used to assist in the construction of 9 units which were completed in 2008. Location: N. Dr. Martin Luther King Jr. Drive</p>	\$225,000 (HOME)	9/HOME
<p><b><u>Guest House of Milwaukee</u></b>            This project involved the partial demolition and reconstruction of 24 units of affordable supportive housing for persons at risk of becoming homeless. HOME funds were used to assist in the construction of 11 units which are set to be completed in 2009. Location: 1218 W. Highland Avenue</p>	\$305,000 (HOME)	11/HOME
<p><b><u>Bishop's Creek Development</u></b>            Bishop's Creek CDC was certified as a City of Milwaukee CHDO and HOME funds were set-aside in 2007 to facilitate the production of nine new and rehabilitated homes. The project has been extended. These properties will be sold to households earning less than 80 percent of CMI. Location: N. 32<sup>nd</sup> Street &amp; W. Hampton</p>	\$522,000 (HOME)	9/HOME
<p><b><u>St. Rose East</u></b>            Multi-phase new housing construction project, with a plan to construct new homes within the 400 block of North 29<sup>th</sup> Street. The project is designed to eliminate blighted properties and recycle vacant lots into single-family homes for low/mod income households. CDBG funds were used for demolition and site preparation. The construction of the units is complete; all units are Energy Star rated.</p>	\$160,500 (CDBG)	3/CDBG
<p><b><u>West Pointe Housing – Rent to own</u></b>            Conversion of an abandoned, nuisance apartment building located at N. 27<sup>th</sup> and W. Wells Street for a low/mod income mixed-use development. The developer will utilize City of Milwaukee HOME funds and private sector leverage to convert these units into <b>8</b> new single-family rent-to-own units. HOME assistance is being provided in the form of a development subsidy.</p>	\$936,000 (HOME)	8/HOME
<p><b><u>Wisconsin Fresh Start/YouthBuild Program</u></b>            This program provides on-site housing construction and rehabilitation training and work experience, off-site academic classes and supportive services for at-risk young people. The program provides young people with education, employment skills and career direction leading to economic self-sufficiency while also creating affordable housing opportunities in the community. Non-profit community-based agencies were funded to undertake this program. One unit was completed in 2008 with other units in progress.</p>	\$100,000 (CDBG) \$400,000 (HOME)	4 HOME/CDBG
<p><b><u>Habitat for Humanity</u></b>            HOME funds were provided to offset the cost of constructing 35 new single-family homes for very low-income households in the Metcalfe Park neighborhood. This project was closed out in 2008.</p>	\$180,000 (HOME)	35/HOME



**CITY OF MILWAUKEE-HOUSING PRODUCTION PROJECTS (OWNER-OCCUPIED)**

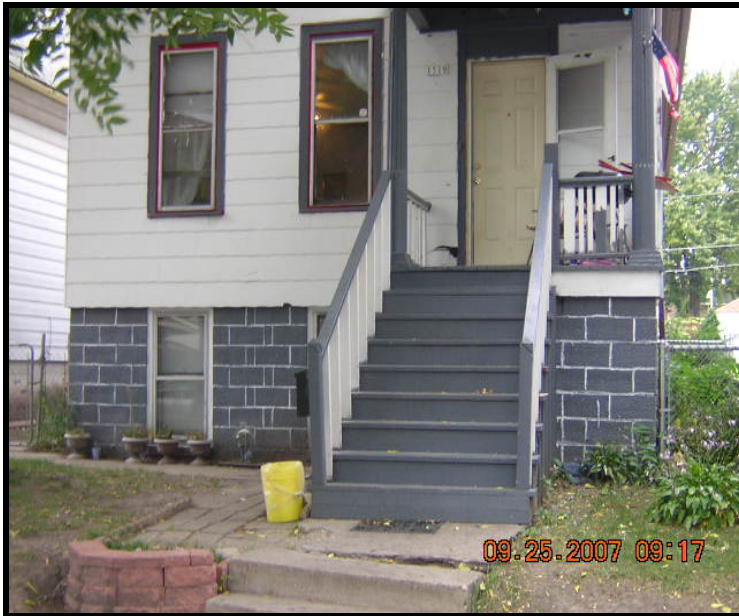
**NEIGHBORHOOD IMPROVEMENT PROGRAM(NIP)**



926 S. 36<sup>th</sup> Street- "Before"



926 S. 36<sup>th</sup>- "After"



1519 S. 20<sup>th</sup> Street - "Before"



1519 S. 20<sup>th</sup> Street – "After"

## 6) Leveraging Resources

### a. Identify progress in obtaining "other" public and private resources to address needs.

PY 2008 CAPER General Questions #6a response:

**Leveraging Resources**- The City of Milwaukee is committed to leveraging funding resources from other types of public and private sources for community development projects funded through CDGA. The projects receiving Emergency Shelter Grant (ESG) funds utilize CDBG funds to match the use of the ESG funds. Also, in addition to CDBG funds, other State funds and non-governmental funds are used in conjunction with shelter related activities. The City's Retail Investment Fund, which assists small businesses, also leverages significant amounts from private investment.

The housing rehabilitation projects leverage funds from the private sector mostly in the form of funds borrowed from lenders providing construction financing and permanent financing. State of Wisconsin Low Income Housing Tax Credits directly provide a needed subsidy in low-income rental projects by selling the credits to investors. HOME funds are sometimes combined with CDBG funds and/or private funds.

Economic development funds have complimented projects from the Department of Justice, Safe Havens which directly impact community security and safety issues. In 2008, the High Intensity Drug Trafficking Areas (HIDTA) program was again funded to compliment similar CDBG-funded activities.

### b. Describe how Federal resources from HUD leveraged other public and private resources.

#### **Coordination of Public and Private Resources: High Priority**

As can be seen in the following examples, in 2008, CDGA continued its concerted effort to coordinate and maximize federal grant funds with public and private investments, with the goal of significantly enhancing the viability of Milwaukee neighborhoods and meeting the priorities established in the HCD 5-year Strategy.

- ❖ Linking job creation to the City's housing development efforts: The City's housing development projects effectively linked job creation to their CDBG/HOME-funded programs. Neighborhood Improvement Project (NIP) housing rehabilitation programs promoted the development of small contractors, particularly minority, women and disadvantaged business enterprises.
- ❖ The City's *Receivership Program* is an interdepartmental effort of the Department of Neighborhood Services, City Attorney's office and the Milwaukee Police Department to abate nuisances or blighted properties, which threaten to destroy a neighborhood by forcing property values down. CDBG dollars enhanced this initiative and in 2008, **638** inspections were conducted for action against problem and nuisance properties.
- ❖ CDBG/HOME funds also enhanced public-private partnerships between the City, non profit organizations and the private sector such as the *Milwaukee Mainstreets Program*, *Summer Youth Internship Program*, *American Dream Downpayment Initiative* and *HACM's* homeownership initiatives.

- ❖ In 2008, through the combined efforts of Federal, State and local anti-drug and law enforcement agencies, the City again received a grant from the United States Office of National Drug Control Policy to combat drug trade and use. The *High Intensity Drug Trafficking Area (HIDTA)* grant, administered by the City on behalf of the *Safe and Sound Program*, is a Federal project funded through the Office of National Control Policy and represents a coordinated approach to combating local drug trafficking and drug use. The *Safe and Sound Program* utilizes tough law enforcement and prevention by offering after school and weekend safe havens that provide educational, social and recreational activities for youth.

**c. Describe how matching requirements were satisfied.**

PY 2008 CAPER General Questions #6c response:

ESG was matched with CDBG funds. There was no match required in 2008 due to two Disaster Declarations for the City and County of Milwaukee.

**7) Citizen Participation**

**a. Provide a summary of citizen comments.**

(\*Please note that Citizen Comments and Responses may be included as additional files within the CPMP Tool).

PY 2008 CAPER Citizen Participation #7a response:

To ensure adequate and accessible citizen participation, the City of Milwaukee adopted a Citizen Participation Plan, which was reviewed and approved by the Common Council of the City of Milwaukee on April 23, 1991, (Common Council File Number 902098). The plan outlines the procedures and processes used by the City and has since been updated and revised. The document was subsequently submitted to HUD.

**Citizen input into the 2008 CAPER.** In accordance with the regulations of the U.S. Department of Housing and Urban Development, the City of Milwaukee prepared a "draft" of the 2008 CAPER Report covering the City's Community Development Program from January 1, 2008 through December 31, 2008. The public comment period for review of the Report was *February 27, 2009* through *March 27, 2009*. CDGA notified all funded community agencies, NRSA coordinating agencies, elected officials and other interested persons through mailings. CDGA also published the availability of this report on the City's website and in the following publications on the dates listed and has submitted copies for public review at local libraries, CDGA offices and the City Legislative Reference Bureau.

- 1) Milwaukee Journal/Sentinel, Sunday, February 22, 2009 (Metro Section)
- 2) Port Publications/Ozaukee Press, Feb. 28, 2008(HOPWA)
- 3) The Waukesha Freeman, Feb. 26, 2008 (HOPWA)
- 4) Milwaukee Community Journal, Feb. 27, 2009
- 5) El Conquistador, February 27, 2009
- 6) West Bend Daily News/Hartford Times Press, Feb. 26, 2008(HOPWA)

As of March 30, there were no comments provided to CDGA on the 2008 CAPER.

**b. Describe how consideration was given to comments or views of citizens, received in writing or orally at public hearings, in preparing the CAPER.**

PY 2008 CAPER Citizen Participation #7b response:

CDGA welcomes the views and input of citizens and other stakeholders as it pertains to the CAPER and other reports disseminated to the public. Any comments, letters or other correspondence received are considered and are included in reports submitted to HUD.

**8) Institutional Structure**

**Describe actions taken during the last year to overcome gaps in institutional structures and enhance coordination.**

PY 2008 CAPER Institutional Structure #8 response:

**Institutional Structure to Carry Out the Plan:** The City of Milwaukee views the system of implementation of housing and community development strategies from the vantage point of the neighborhood level. The establishment of contiguous NRSA's, has been a bold move towards defining neighborhoods and involving stakeholders in activities that address identified neighborhood issues. The Neighborhood Revitalization Strategy Areas were developed to more efficiently target resources to identified areas in need.

NRSA is a formal designation from HUD concerning a distressed area of a community that allows more effective targeting of community development resources. This allows the City of Milwaukee an opportunity to formally recognize a distressed community area as the target for a coordinated effort to leverage funding and partnerships to spur reinvestment into local human and economic capital.

The long-term goal of a NRSA is greater self-sufficiency for neighborhood residents and other stakeholders. The City utilized NRSAs in 2008 as a tool for community reinvestment in response to the community's distress.

In addition to the NRSA structure, there are several other components that were utilized to carry out the activities that benefit stakeholders of these areas, of which the City and CDGA play a major role.

**Structure 1**

Activities funded by and under the control of the Community Development Grants Administration.

Many 2008 funded activities were under the direct control and funded by the Community Development Grants Administration. As was stated previously, these activities were primarily funded by Community Development Block Grant, HOME, ADDI, HOPWA and Emergency Shelter grant funds. Funded activities were implemented by the responsible organization and monitored by the CDGA.

**Structure 2**

Activities carried out by City Departments using a variety of funding sources.

These activities required collaboration of City Departments for successful implementation. A variety of funding sources were utilized depending on the type of project. Coordination of these activities required responsiveness to the funding source and occurred between the City Departments involved in the project.

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### **Structure 3**

#### **Activities carried out by City Departments in cooperation with non-city organizations**

Some activities required a City Department to collaborate with a non-City organization for planning and/or implementation. This structure required very careful and deliberate efforts at coordination of activities. This structure also required open and on-going communication among the organizations involved in the specific collaboration.

In structuring a collaborative effort, the City's needs, resources and goals must be carefully integrated with the needs, resources and goals of the other partners in the project. This is a complex undertaking because each of the partners in the project may be accountable to a different funding source. In spite of the complexity of coordinating various collaborative efforts, the City of Milwaukee continued to pursue these relationships in an effort to link resources and meet the goals of providing decent housing, establishing suitable living environments and expanding economic opportunities.

### **Structure 4**

#### **Activities carried out by Non-City Organizations**

The majority of social service, public service, income transfer, transportation and health services delivered in the City of Milwaukee were administered by non-City organizations. These vital services are an essential part of the comprehensive community development effort. There is no formal institutional structure to coordinate these disparate services with services delivered by City Departments.

The organizations that carried out these services had to do so in a manner that satisfied their funding source. The City made every effort to be involved with non-city organizations, including other non-profit enterprises and for profit businesses and continued to work on collaborative efforts with other organizations and communicated the goals and policies of the City.

#### **Priorities Addressed in 2008:**

- a) Placed a high priority on Interdepartmental coordination including collaboration between the Dept. of Neighborhood Services, the Dept. of City Development, the City Attorney's Office, the Health Dept. and the Milwaukee Police Department to reduce the negative impacts of nuisance/blighted properties through the Receivership Program.
- b) Continued collaborative neighborhood improvement programs involving City departments and community-based agencies such as the Mainstreet Program, Neighborhood Clean-ups, City-Wide Housing Coalition, Landlord/Tenant/Training, the Health Department Lead Abatement/Prevention Program and the Community Prosecution Program.
- c) Coordinated City databases with those of community and other governmental entities to allow citizens and community groups to access the City's database to complete housing condition surveys, obtain information on property ownership, tax delinquency, outstanding building code violations and past rehab activity.
- d) COMPASS Program – Provided public access to data for the public and community-based agencies; technical assistance to community-based agencies in gathering and researching data, internet mapping and data analysis of CDGA-funded activities.

- e) Continued updates and improvements to CDGA's web site to include pertinent information for community-based agencies and the public at-large.
- f) Continued collaborations and partnerships with non-City organizations for planning and program implementation purposes.
- g) Continued to advocate for additional resources for a coordinated approach to community development and planning to address poverty issues and community renewal initiatives.

## 9) **Monitoring**

### **a. Describe actions taken to monitor the jurisdiction's performance in meeting objectives and outcomes set forth in its strategic plan.**

PY 2008 CAPER Monitoring #9a response:

In accordance with its Consolidated Plan, the City participated in activities to address identified neighborhood and community priorities. Programs for 2008 were carried out in conjunction with the following four broad strategies to effectuate progress in achieving the stated goals:

- ❖ **Create jobs through aggressive economic development**
- ❖ **Revitalize neighborhoods by targeting resources to make a clear and measurable impact**
- ❖ **Eliminate barriers to employment by working in partnership with community stakeholders**
- ❖ **Create and maintain affordable homeownership opportunities and affordable, quality, rental housing for community residents.**

The long-term outcomes expected from these strategies are:

- ❖ **Reduced Crime**
- ❖ **Increased Property Values**
- ❖ **Increased Economic Vitality**
- ❖ **Improved Neighborhood Quality of Life**

To achieve these goals, CDGA conducted aggressive blight elimination efforts, supported active citizen participation in crime prevention and eliminating nuisance properties and organizing efforts to address quality of life issues. Other priorities addressed in 2008 included facilitating the economic integration and revitalization of neighborhoods, skilled job training and placement programs, new job creation initiatives and a variety of activities which fostered new homeownership and improved the condition of rental housing for residents. Activities also included integrating crime prevention into a variety of city services and capital improvements, expanding the city's aggressive efforts to combat lead hazards and City efforts to eliminate graffiti.

### **Performance – Based Measurement System for funded Activities**

**Moving to Outcomes:** In conformance with the requirements of the U.S. Dept. of Housing and Urban Development, CDGA assessed the performance and progress of agencies towards addressing issues facing the areas in which they serve.

In addition, as part of this ongoing assessment of performance of funded programs, all funded agencies were required to link goals and activities with outcomes and collect the data associated with proposed outcomes.

Monthly performance reports were required of all funded groups. In addition, a bi-annual report was also required explaining the data source, along with an assessment on how the selected outcomes led and/or contributed to one or more of CDGA's Long Term Outcomes, as listed on the previous page. Funded agencies were also required to submit a final 2008 year end report detailing their accomplishments and providing a self assessment of their funded activities.

It is understood that the development and implementation of a performance measurement system will continue to be an evolving process, in which CDGA will continue to work with funded agencies to identify realistic outcomes that suitably relate to the funded activities.

### **Components of CDGA's Performance Measurement System:**

#### **Activity Workplan Components**

(contractual requirement of funded agencies)

- ❖ Activity to be performed
- ❖ Timetable to perform the activity
- ❖ Method to be utilized to perform the activity
- ❖ Agency Mid-Term Outcomes expected from the funded activity (includes number of units upon completion of project/activity)
- ❖ Agency Long-Term Outcomes expected from the funded activity (includes the benefits that result from a program). Outcomes typically relate to a change in conditions, status, attitudes, skills, knowledge or behavior. Common outcomes could include improved quality of life for program participants, improved housing stock, economic vitality, increased property values, reduced crime or neighborhood revitalization.

#### **Outcome Measurement Workplan Components**

(contractual requirement of funded agencies)

- ❖ Identified Long-Term Outcomes
- ❖ Outcome Measure
- ❖ Data Source for expected outcomes
- ❖ Data Collection Methods for expected outcomes

Based on the performance data received from funded groups, the following overall accomplishments were reported:



- ❖ Crime reduction in various neighborhoods
- ❖ Increased housing values and increased owner occupancy
- ❖ Improved rental housing for families
- ❖ Quality of life issues were addressed
- ❖ Improved economic vitality through new businesses; new job creation and job training and placement programs
- ❖ Improved school attendance, grades and youth employment through the provision of various youth services
- ❖ Permanent housing and improved quality of life for many formerly homeless households
- ❖ Reduction in lead poisoning prevalence rates

- b. Describe how and the frequency with which you monitored your activities, including subrecipients (including sponsors or administering agents).**
- c. Describe the results of your monitoring including any improvements made as a result.**
- d. Describe actions taken to ensure compliance with program requirements, including requirements involving the timeliness of expenditures.**

PY 2008 CAPER Monitoring #9b, 9c, 9d response:

### **Monitoring**

**Lead Agency:** The agency responsible for oversight and monitoring of these Federal funds and ensuring that these activities are implemented is the Community Development Grants Administration. The oversight body for CDGA is the City of Milwaukee Community and Economic Development Committee of the Milwaukee Common Council. All actions taken by the Committee in 2008 were ratified by the Milwaukee Common Council and the Mayor. In 2008, the CDGA solicited and evaluated applications from all interested parties through an open and competitive Request for Proposal (RFP) process. Recommendations for funding were made to the Community and Economic Development Committee for approval with final ratification by the Milwaukee Common Council and Mayor.

After executing a contract with each funded entity, CDGA ensured compliance with all program regulations for all funding sources, (CDBG, HOME, ESG, HOPWA and ADDI). CDGA included program requirements in all contractual agreements, sponsored orientation sessions, provided technical assistance, one-on-one and in small groups, often on site and at the beginning of the program year as well as when programs were underway. CDGA defined clear expectations regarding performance standards and policies and procedures to follow. Involved were new subrecipients, new staff of existing subrecipients, existing subrecipients experiencing problems and existing subrecipients undertaking new activities. CDGA also funded the provision of technical assistance to funded subrecipients to include management, financial operations and board and staff development.

The Community Development Grants Administration staff monitored and evaluated activities to be carried out in furtherance of the Consolidated Plan and in meeting goals and objectives set forth in the Annual Action Plan. CDGA staff monitored funded activities throughout the program year, performing formal and informal site reviews. Monitoring staff utilized a very detailed monitoring process which included extensive reporting of grantee activity.



As a condition of payment, agencies were required to submit monthly financial and programmatic reports. CDGA monitoring staff reviewed these reports to determine that submitted costs were eligible and that the funded activity was performed to a satisfactory level. In addition, CDGA monitoring staff maintained extensive contact with funded agencies and provided technical assistance to groups where needed. Informal and formal monitoring visits were conducted to ensure compliance with program requirements. Risk assessments and in-house desk audits were performed annually of all funded agencies.

The City Comptroller's office, the fiscal arm of the Community Development Grants Administration, conducted annual financial audits of funded groups and monitored the timeliness of expenditures.

In cases where concerns were expressed, agencies received technical assistance from CDGA and Comptroller staff to correct any noted deficiencies. In addition, agencies needing additional technical assistance were referred to the CDBG-funded Non Profit Center for additional and ongoing assistance which helped to improve agency efficiency and accountability.

**e. Describe steps/actions taken to ensure long-term compliance with housing codes, including any actions or on-site inspections undertaken during the program year.**

PY 2008 CAPER Monitoring #9e response:

**(a) Inspections** - The inspections of HOME assisted projects is an ongoing process. In 2008, the City's Department of Neighborhood Services inspected and verified tenant income levels in HOME-assisted units and documented the results, in compliance with the Federal regulations and during the applicable period of affordability. In addition, CDGA partnered with DNS for oversight of housing production properties, utilizing the services of certified DNS building inspectors to ensure compliance with housing codes.

**f. What is the status of your grant programs?**

- i) Are any activities or strategies falling behind schedule?
- ii) Are grant disbursements timely?
- iii) Do actual expenditures differ from letter of credit disbursements?

PY 2008 CAPER Monitoring #9f response:

The majority of funded activities are performed in a timely manner and within the calendar year with the exception of major housing projects which typically exceed the calendar year due the nature of the activity and contractor seasonal work schedules. Grants are disbursed in a timely manner and actual expenditures do not differ from letter of credit disbursements.

## ANTI-POVERTY STRATEGY

### 10) Describe actions taken during the last year to reduce the number of persons living below the poverty level.

PY 2008 CAPER Antipoverty Strategy #10 response:

As demonstrated in the *2005-2009 Consolidated Plan*, poverty is a daily part of the lives of many of Milwaukee's households. In 2000, Milwaukee's racial gap in income, while closing slightly in the 1990's, remains far above the national average with Milwaukee ranking 49th among the nation's 50 largest metro areas in racial disparities in income.

The City's strategy focuses on the revitalization of neighborhoods and the elimination of poverty by supporting job creation efforts through innovative economic development and affordable housing development which will ultimately lead to greater employment and homeownership opportunities for Milwaukee residents, thereby improving their quality of life.

#### **Actions Undertaken in 2008 to reduce poverty and increase economic vitality:**

- ❖ Funded non profit community based agencies to provide technical and other assistance to businesses to create new jobs.
- ❖ Provided funding for job creation initiatives such as the *Emerging Business Enterprise Program*, the *Retail Investment Fund*, *Large Impact Developments (LIDs)*, *Revolving Loan Funds* operated by community-based agencies to provide loans and grants to businesses to facilitate job creation and business expansion in the City.
- ❖ Continued funding for the Milwaukee Mainstreet Program, to facilitate development in commercial districts, which spurred new businesses, new job creation and new redeveloped housing units.
- ❖ Supported initiatives which assisted in removing employment barriers for low-income households, e.g. walk-to-work programs and programs that provide access to an array of wrap around social, educational, employment and lifeskills services.
- ❖ Funded skilled job training and placement programs and educational and English proficiency programs.
- ❖ Created homeownership opportunities for low income residents and improved the condition and affordability of rental housing in Milwaukee.
- ❖ Funded the *Driver's License Recovery & Employability* project to assist residents in driver's license recovery, enabling them to seek gainful employment in the City of Milwaukee and in outlying areas.
- ❖ Supported redevelopment of residential, commercial and industrial Brownfield properties such as efforts in the Menomonee Valley, the 30<sup>th</sup> Street Industrial Corridor and throughout the target area neighborhoods.
- ❖ Funded health care services, health education and training and prevention and outreach to improve the quality of life for residents.

- ❖ Promoted neighborhood resident involvement, stability and pride through activities that fostered community collaboration such as community organizing, crime prevention, nuisance and drug house abatement, block clubs, neighborhood cleanups and landlord/tenant assistance programs.
- ❖ Funded programs that addressed the various issues facing youth such as: unemployment, education, truancy, crime, violence, health and teen pregnancy.

**2008 Accomplishments: Economic/Community Development/Anti-Poverty**

**HUD Objective: Create Economic Opportunities; Create Suitable Living Environment**

**HUD Outcome: Sustainability**

**CDGA Consolidated Plan Goals/Objectives: Create jobs through aggressive economic development, eliminate employment barriers, new business creation and expansion, advocate for programs, target resources.**

**CDGA Outcomes: Reduce the number of poverty level families, produce and preserve affordable housing; coordinate with other programs and services to improve neighborhoods and the overall quality of life for residents. Continue to promote and support programs that address the various issues facing youth.**

<b>CDBG Funded Activity</b>	<b>Fourth Year Goal</b>	<b>Actual</b>
Employment Services(Job placement, Job Training & Placement)(#jobs)	<b>185</b>	<b>342</b>
Community Organizing/Crime Awareness/Neighborhood Strategic Planning (#residents/volunteers)	<b>3,380</b>	<b>3,330</b>
Driver's License Recovery & Employability Project(#served)	<b>730</b>	<b>1,589</b>
Special Economic Development-Business Assistance(#new jobs)	<b>192</b>	<b>196</b>
Senior Services (#served)	<b>110</b>	<b>144</b>
Youth Activities (education, recreation, Summer youth, Summer Youth Internship Employment program, mentoring, tutoring, teen pregnancy prevention, safe havens)	<b>23,835</b>	<b>29,435</b>
<u>Neighborhood Safety Initiatives</u> *fire prevention education(smoke detector installation)	<b>1,000</b>	<b>1,178</b>
Community Prosecution Unit (abate nuisances)	<b>492</b>	<b>760</b>
<u>Improve physical appearance of neighborhoods</u>  *targeted weekend boxes *neighborhood cleanups *graffiti abatement	<b>n/a</b>	<b>1,775</b>
Capacity building for community-based organizations (#agencies)	<b>50</b>	<b>60</b>
Housing Rehabilitation Apprenticeship Program for Youth (Freshstart) (#housing units)	<b>4</b>	<b>1</b>

## 2008 SPECIAL ECONOMIC DEVELOPMENT PROJECTS



### World Famous La Brew's Pizzeria

925 N. 27<sup>th</sup> Street



**2008 SPECIAL ECONOMIC DEVELOPMENT  
PROJECTS**



**The Gluten Free Trading  
Company**

**3116 S. Chase Avenue**



**Transfer Pizzeria & Café**

**101 W. Mitchell Street**



## 2008 SPECIAL ECONOMIC DEVELOPMENT PROJECTS

### MILWAUKEE BICYCLE COMPANY – 1013 W. Lincoln Avenue



## 2008 SPECIAL ECONOMIC DEVELOPMENT PROJECTS

### Tres Hermanos Expansion at S. 14<sup>th</sup> Street & W. Lincoln Avenue





**2008 JOB TRAINING & PLACEMENT ACTIVITIES**

**JOB TRAINING & PLACEMENT**

*Wisconsin Community Services, Inc. and  
Milwaukee County House of Corrections - Industrial Welding Class*





**JOB TRAINING & PLACEMENT**

**WISCRAFT, INC. (Visually Impaired Persons)**



**JOB TRAINING & PLACEMENT - Lao Family Community, Inc.**

**ELECTRONIC ASSEMBLY**



## **Self-Evaluation**

**11) Provide an evaluation of accomplishments.** This evaluation must include a comparison of the proposed versus actual outcomes of each outcome measure submitted with the strategic plan and explain, if applicable, why progress was not made toward meeting goals and objectives.

*If not using the CPMP Tool: Use Table 1C, 2C, 3A*

*If using the CPMP Tool: Use Summary of Specific Objectives.*

**Consider the following when providing this self-evaluation:**

- a. Describe the effect programs had in solving neighborhood and community problems.**
- b. Describe the progress made in meeting priority needs and specific objectives.**
- c. Describe how activities and strategies made an impact on identified needs.**
- d. Identify indicators that best describe the results of activities during the reporting period.**
- e. Identify barriers that had a negative impact on fulfilling the strategic and overall vision.**

PY 2008 CAPER Self-Evaluation #11 response:

See also Summary of Specific Annual Objectives Chart.

In accordance with its Consolidated Plan, the City participated in activities to address identified neighborhood and community priorities. Programs for 2008 were carried out in conjunction with the following four broad strategies to effectuate progress in achieving the stated goals:

- ❖ **Create jobs through aggressive economic development**
- ❖ **Revitalize neighborhoods by targeting resources to make a clear and measurable impact**
- ❖ **Eliminate barriers to employment by working in partnership with community stakeholders**
- ❖ **Create and maintain affordable homeownership opportunities and affordable, quality, rental housing for community residents.**

The long-term outcomes expected from these strategies are:

- ❖ **Reduced Crime**
- ❖ **Increased Property Values**
- ❖ **Increased Economic Vitality**
- ❖ **Improved Neighborhood Quality of Life**

To achieve these goals, CDGA conducted aggressive blight elimination efforts, supported active citizen participation in crime prevention and eliminating nuisance properties and organizing efforts to address quality of life issues. Other priorities addressed in 2008 included facilitating the economic integration and revitalization of neighborhoods, skilled job training and placement programs, new job creation initiatives and a variety of activities which fostered new homeownership and improved the condition of rental housing for residents. Activities also included integrating crime prevention into a variety of city services and capital improvements, expanding the city's aggressive efforts to combat lead hazards and City efforts to eliminate graffiti.

Based on the performance data received from funded groups, the following overall accomplishments were reported in the various funded categories:

- ❖ Crime reduction in various neighborhoods
- ❖ Increased housing values and increased owner occupancy
- ❖ Improved rental housing for families
- ❖ Quality of life issues were addressed
- ❖ Improved economic vitality through new businesses; new job creation and job training and placement programs
- ❖ Improved school attendance, grades and youth employment through the provision of various youth services
- ❖ Permanent housing and improved quality of life for many formerly homeless households
- ❖ Reduction in lead poisoning prevalence rates

**Key Activities and Sample Indicators:**

**HOUSING:** The City funded numerous owner and rental housing activities geared to provide decent, affordable housing and a suitable living environment. Blighted properties that have been improved and/or repaired have had an immediate positive impact on neighborhoods and contributed to an increase in property values, reduced crime and improved quality of life. For example, the City's Receivership Program is an initiative that targets nuisance properties. The City Attorney prosecuted non-compliant owners resulting in the elimination of the property or other resolution which helped to stabilize the neighborhood and helped to reduce crime which contributed to improved quality of life.

**Indicators:** Number of owner and rental housing units rehabilitated; number of new low income first time homebuyers, number of blighted properties eliminated and/or rehabbed, number of nuisance properties improved, all resulting in increased housing values, increased owner occupancy, improved physical appearance of neighborhoods, and enhanced quality of life.

**ECONOMIC DEVELOPMENT/BUSINESS ASSISTANCE/JOB CREATION;  
JOB PLACEMENT/JOB TRAINING & PLACEMENT:**

The City funded non-profit organizations to provide technical assistance to businesses through Special Economic Development activities. This has led to new businesses, business expansion and new job creation which increased economic vitality of neighborhoods. In addition, several agencies were funded to provide skilled job training & placement services for low income residents, also contributing to the economic vitality of neighborhoods and overall quality of life for residents.

**Indicators:** Number of new businesses, business expansion, new job creation, number trained and number placed into jobs, all resulting in economic vitality and overall improved quality of life.

**IMPROVE QUALITY OF LIFE FOR RESIDENTS & STAKEHOLDERS**

The City funded numerous activities geared to help improve the quality of life for residents and other stakeholders. These included but are not limited to: 1) Community Prosecution Unit which abated neighborhood nuisances and criminal activity; 2) Community Organizing which involved stakeholders in community improvement and crime prevention initiatives; 3) Youth services which provided an



array of services to address youth issues such as: employment, education, health, violence, teen pregnancy and other pertinent issues; 4) Senior services, which provided homecare and other services, enabling many elderly to avoid institutionalization and remain in their homes; 5) Neighborhood cleanups and other blight removal initiatives which improved the physical of neighborhoods; 6) various health services which helped improve the quality of life for residents.

**Indicators:** Less blight, clean, safe, well-maintained neighborhoods; less graffiti; less board-ups, nuisance vehicles, garbage; decrease in certain crimes; improved physical appearance of neighborhoods; improved GPA, behavior and employment for youth, improved health of residents and their families, all of which contributed to stabilized neighborhoods and improved quality of life.

### **EXAMPLES OF OUTCOMES BY FUNDED SUBRECIPIENTS**

<b>AGENCY</b>	<b>ACTIVITY CATEGORY</b>	<b>PROPOSED GOAL</b>	<b>OUTCOMES</b>
<b>Milwaukee Christian Center-NIP</b>	Neighborhood Improvement Program(NIP); housing rehabilitation	Correction of health, safety & other building code violations	Building code violations abated for 38 property units; improved quality of life for homeowners; increase in property values
<b>Housing Resources</b>	Homebuyer Counseling	Educate potential first time homebuyers on homebuying process; credit repair and budgeting	68 low income clients successfully purchase their first home; furthering stability in Milwaukee neighborhoods
<b>Wisconsin Women's Business Initiative</b>	Special Economic Development-Business Assistance	Participants establish businesses & create jobs	New businesses created; 36 new job creations; contributing to economic vitality
<b>Pearls for Teen Girls</b>	Youth Services	Teen Pregnancy Prevention/youth development	Of 672 girls served in 2008, 100% avoided pregnancy
<b>Latino Community Center</b>	Youth Services	Reduction in youth crime; improved quality of life	371 youth enrolled in the School Safety Improvement Program; 86 have increased their G.P.A.; 36.2% drop in violent incidents
<b>Milwaukee Health Dept.</b>	Lead Abatement/ Prevention program	Decrease in lead poisoning prevalence rates	Decrease in lead poisoning prevalence rates from 5.9% in 2007 to 4.6% in 2008

**12) Identify whether major goals are on target and discuss reasons for those that are not on target.**

The majority of funded activities are performed in a timely manner and within the calendar year with the exception of major housing projects which typically exceed the calendar year due the nature of the activity and contractor seasonal work schedules.

**13) Identify any adjustments or improvements to strategies and activities that might meet your needs more effectively.**

The City of Milwaukee continued to promote policies and strategies to help address poverty and remove barriers to affordable housing. The City approached planning and program development in a comprehensive manner with the goal of increasing jobs, household income and access to affordable, decent housing. The City changed its focus on job training and placement programs and placed priority on programs that provided skilled trades training. Housing programs were assessed and necessary changes were made to improve efficiencies of funded agencies.

The City funded Special Economic Development activities that provided citizens with opportunities to secure family supporting jobs. These activities also provided access to social services such as daycare, AODA services, transportation, job readiness skills and remedial educational opportunities and helped to remove obstacles for low-income persons seeking housing and provided them with opportunities to most effectively utilize the income they earn.

# HOUSING

## Affordable Housing

**14) Evaluate progress in meeting its specific affordable housing objectives, including:**

- a. **Comparison of proposed numeric goals (from the strategic plan and annual plan) with the actual number of extremely low-income, low-income, and moderate-income renter and owner households assisted during the reporting period.**
- b. **Report the number of households served meeting the Section 215 requirements of affordable housing (essentially meeting the definitions in 24 CFR 92.252 and 92.254 for renters and owners, respectively).**
- c. **Describe efforts to address worst case needs (defined as low-income renters with severe cost burden, in substandard housing, or involuntarily displaced).**

PY 2008 CAPER Affordable Housing #14 response:

Also see the following charts: Needs/Housing, Needs/Community Development, Annual Housing Completion Goals, Summary of Specific Annual Objectives.

The worst case needs, defined as persons who pay more than 50% of their monthly income in rent were addressed in a number of ways:

- ❖ The Housing Authority made its several thousand units available based upon income eligibility. Tenants paid 30% of their income in rent.
- ❖ The City's vacant/blighted unit rehabilitation activities were made affordable to persons with household income at 80% of County Median Income.
- ❖ Programs serving extremely low income owner-occupants such as the NIP Program, helped to maintain some of the City's lowest income households in their homes, targeting households earning less than 50% of County Median Income.
- ❖ The City funded Special Economic Development activities that provided citizens with opportunities to secure family supporting jobs. These activities also provided access to social services such as daycare, AODA services, job readiness skills and remedial educational opportunities and helped to remove obstacles for low-income persons seeking housing and provided them with opportunities to most effectively utilize the income they earn.
- ❖ The City did not displace tenants when conducting rehab activities. The focus for rehab activity is typically on vacant units. When occupied units are rehabbed, the City's first attempt is to rehab, while keeping tenants in place, or move tenants to a vacant unit during rehab. They are returned to their original unit upon the completion of rehab.

**d. Description of efforts to address the accessibility needs of persons with disabilities.**

PY 2008 CAPER Affordable Housing #14d response:

In all rehab activities, the City remained cognizant of the needs of disabled citizens. To the extent possible, any unmet needs of persons with disabilities were addressed before, during and after rehabilitation of relevant units. In 2008, **6** handicapped accessible units were completed. In addition, the City funded a handicapped accessibility program designed to address the various needs of disabled citizens. In 2008, **7** new ramps were constructed for disabled, income eligible, owner occupants. In addition, the City expanded its program to include other accessibility modifications to assist persons with special needs.



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## **Public Housing Strategy**

### **15) Describe actions taken during the last year to improve public housing and resident initiatives.**

PY 2008 CAPER Public Housing #15 response:

#### **PHA Progress in Meeting the Mission and Goals Described in the 5-Year Plan**

##### **A. Mission**

The mission of the Milwaukee Housing Authority is to provide decent/quality, safe and affordable housing with transition options for those who desire them. "Transition option" is defined as the opportunity for residents to self-determine their interest in, and have access to, housing options that support long-term self-sufficiency.

The Housing Authority of the City of Milwaukee manages 4,003 units of low-income housing that are subsidized by the U.S. Department of Housing and Urban Development (HUD) and 5,353 Section 8 vouchers. The Housing Authority also owns and manages 968 units of affordable housing and has developed 32 units of market rate rental housing.

It should be noted that HACM still has a surplus of one-bedroom apartments for the elderly, based on vacancies during the past five years. HACM staff notice that vacancies increase when newer subsidized apartment buildings become available, which seems to be supported by a number of studies. Most of HACM's elderly housing was built over twenty-five years ago, incorporating more modest design standards without the space and amenities currently available in the newer housing developments. HACM will continue to pursue tax credits and HUD funding for the revitalization of its elderly housing and supports the careful review of any proposal for additional subsidized elderly housing to determine whether the area surrounding the proposed development can support the additional units.

Since 1993, over 1,300 units of HACM housing were revitalized using five Federal Hope VI grants totaling over \$134 million. The Housing Authority submitted the close-out documents for Highland Park in 2008 and will complete the 2003 Scattered Sites in 2009. The Housing Authority recently received another Hope VI grant for Scattered Sites.

#### **Public Housing Strategy (excerpt from the Housing Authority's 2008 Agency Plan)**

The Housing Authority works to build strong communities and increase affordable housing options in Milwaukee. The Housing Authority works closely with public and private partners to coordinate revitalization activities, which include physical improvements and comprehensive community and supportive services. HACM works with a team of highly competent partner agencies to ensure quality services for its residents. Examples of these services include case management, education, employment, and homeownership. HACM has assisted more than 200 families become first-time homebuyers and returned over \$3 million to the city's tax base.

The Housing Authority of the City of Milwaukee (HACM) has developed its FY 2008 Agency Plan in accordance with applicable federal regulations utilizing the electronic template. HACM's five-year plan continues to employ the broad mission and **Goals** outlined by the U.S. Department of Housing and Urban Development along with a series of program specific **Goals**. The following progress has been made towards achieving **Goals** established in the current year plan.

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## **2008 PUBLIC Housing Authority(PHA) Accomplishments on Goals and Objectives:**

**Goal:** Sell 10 homes under the Section 32 Homeownership Program.

**Status:** Through August 31, 2008, 9 units were sold. Sales have continued despite the challenges related to the depressed mortgage market.

**Goal:** Convert 15 families from rental to ownership under the Section 8(y) homeownership program.

**Status:** Through August 31, 2008, 10 additional families became first-time homebuyers under the Section 8(y) program.

**Goal:** Market and sell market rate homes. (No specific number goal was established as this was a new initiative in 2008).

**Status:** Through August 31, 2008, HACM constructed and sold one new home.

**Goal:** Solicit a broker to assist with marketing, selling, and/or leasing available property.

**Status:** A commercial real estate firm was engaged to assist in marketing space at the new Convent Hill property.

**Goal:** Complete the demolition of the old Convent Hill building and prepare the site for Phase II development including the preparation of a development RFP.

**Status:** The RFP for the demolition was published on August 2008. Demolition will be completed by 12/31/08.

**Goal:** Submit a HOPE VI application for the redevelopment of additional scattered sites public housing units.

**Status:** HACM did submit an application under the 2007 NOFA for the HOPE VI program that was not selected for funding. An application for HOPE VI funding for 24 additional scattered sites was submitted in July 2008 and is currently pending.

**Goal:** Submit funding applications including HOPE VI, Low Income Housing Tax Credits (LIHTC), and Affordable Housing Program grants, to support the redevelopment of HACM's low income portfolio.

**Status:** HACM received an allocation of tax credits in February 2008 to support the redevelopment of 24 scattered sites public housing units. HACM also received additional tax credits for its Convent Hill redevelopment and submitted an application under the 2008 HOPE VI NOFA.

**Goal:** Implement organizational changes necessary to comply with the HUD milestones for implementation of Asset Based Property Management.

**Status:** HACM completed the timely submission of data required by the two Stop Loss provisions and has submitted required data for the Year 3 Stop Loss by the 10/1/08 due date. HUD completed a review of the Year 2 Stop Loss in July 2008, but has not advised HACM of the outcome of this review as of 8/31/08.

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**Goal:** Complete the 2003 Scattered Sites HOPE VI redevelopment program.

**Status:** All units were completed and occupied by 7/31/08.

**Goal:** Continue to manage the VA/SRO project.

**Status:** HACM continued its partnership with Hope House and Friends of Housing to operate the VA/SRO. During 2008 Hope House obtained a grant to help pay for property management services.

**Goal:** Enroll and graduate 20 families from the "Make Your Money Talk" program.

**Status:** Through August 31, 2008, 55 families have participated in and completed the "Make Your Money Talk program".

**Goal:** Provide up to 30 educational scholarships.

**Status:** Through August 31, 2008, HACM assisted nine residents through the scholarship program.

**Goal:** Complete an RFP and develop plans for the redevelopment of the Westlawn public housing development.

**Status:** HACM has decided to seek a design competition to develop ideas for the redevelopment of Westlawn.

**Goal:** Submit a disposition/demolition application to facilitate the possible conversion of the Becher Court development to a Residential Care Assistance Community (RCAC). Develop an RFP, if required, to obtain the appropriate development plan.

**Status:** HACM completed an RFP process and selected SunStarr Development as a partner to redevelop Becher Court including demolition of the original round tower and construction of a new RCAC facility. SunStarr submitted an application for a 2008 allocation of Low Income Housing Tax Credits, but was not funded. The project remains on hold pending resubmission in 2009.

**Goal:** Develop an RFP for Project Based Assistance under the Section 8 Housing Choice Voucher Program.

**Status:** An RFP was published in July 2008, and three projects were selected for assistance. St. Catherine's, Guest House and United House were allocated projected based assistance to support the construction of projects that will provide supportive housing.

**Goal:** Continue partnerships and formal cooperation agreements with local community-based organizations to provide tenant-based Section 8 assistance to families referred by META House, the Milwaukee Community Service Corps, Independence First, Salvation Army and the Pan African Community Association (PACA).

**Status:** All MOU's were renewed. In addition, HACM is working with a consortia of agencies to implement a pilot project to provide housing assistance (either Section 8 or Public Housing) to re-unite families. Partners include the State of Wisconsin, Bureau of Families Services, the City of Milwaukee Health Department and the Fatherhood Consortium.

**Goal:** Continue to offer the Second Chance Program and make up to five placements subject to the availability of units, for families referred by the Counseling Center, the Milwaukee Women's Center, and Nia Imani Family, Inc.

**Status:** Through August 31, 2008, two placements were made under the Second Chance Program.

**Goal:** Continue partnerships with the Dominican Sisters and ACTS for the conversion of obsolete public housing units to homeownership.

**Status:** Additional homes were sold to public housing eligible families referred by Dominican Sisters and ACTS.

**Goal:** Continue to participate in the City's Continuum of Care (CoC).

**Status:** During 2008, HACM's Associate Director was elected to Co-Chair the CoC.

**Goal:** Apply for grants from all potential funding sources to support HACM's public safety, resident education and resident employment functions.

**Status:** HACM applied for HUD's Resident Opportunity and Self Sufficiency grants in response to HUD NOFA.

**Goal:** Leverage HACM's resources, including Capital Fund financing, to support modernization and redevelopment of HACM's low income public housing portfolio and mixed-finance use development.

**Status:** HACM has allocated Capital Funds for future financing. HACM also participated in HUD training on innovative financing including use of Operating Fund reserves for financial leverage. During 2008, HACM became an associate member of the Federal Home Loan Bank.

**Goal:** Comply with requirements of Regulatory and Operating Agreements for public and assisted housing units owned by the Highland Park Development, LLC, the Cherry Court LLC, the Convent Hill LLC, the Carver Park I & II LLC's and the Scattered Sites LLC.

**Status:** Ongoing

**Goal:** Provide support for an annual resident event planned and implemented by the HACM Resident Advisory Board (RAB).

**Status:** On August 21, 2008, the RAB held a "This Is Your Time" event which featured current and former HACM public housing residents who are successful role models for resident self-sufficiency. The RAB recognized 18 year old David Hutchins, a former Westlawn resident, for becoming a first-time homeowner.

**Goal:** Continue to participate in the City's neighborhood planning efforts.

**Status:** Ongoing.

**Goal:** Achieve "High Performer" status under the Public Housing Assessment System (PHAS) and the Section 8 Housing Management Assessment Program (SEMAP).

**Status:** HACM is a "Standard Performer" under the PHAS and a "High Performer" under the SEMAP.

**Goal:** Submit applications as needed to demolish or dispose of various scattered sites units or vacant lots.

**Status** Ongoing.

**Goal:** Maximize the use of HUD energy and utility incentives.

**Status** Ongoing.

**Goal:** Use Energy Star for retrofits and new construction.

**Status** All new units completed in 2008 have Energy Star rating.

**Goal:** Submit an application for the Housing Innovations Program (formerly Moving-To-Work).

**Status:** Congress did not establish the HIP program in 2008 legislation and HUD is not accepting new applications for MTW.

**Goal:** Continue to assess opportunities to reduce energy and utility consumption and incorporate the results of the assessment in the Housing Authority's Capital Plan.

**Status** Ongoing. HACM did incorporate "green" technology in the new Convent Hill building and in scattered sites public housing units constructed in 2008.

**Goal:** Submit an application to HUD Special Applications Center to renew/extend HACM's Designated Housing Plan.

**Status:** Completed HUD approved a two-year extension in July 2008.

### **Development and Maintenance of Affordable Rental Housing**

During 2008, HACM maintained and redeveloped its low rent public housing portfolio. HACM completed the construction of the Convent Hill high-rise with fully accessible apartments for elderly and disabled residents and 50 off-site single-family homes in conjunction with the Scattered Sites HOPE VI redevelopment program.

HACM also continued and implemented new cooperation agreements with several agencies to expand access to, and utilization of, the Section 8 Housing Choice Voucher rental assistance program and private landlords participating in this program.

## **BARRIERS TO AFFORDABLE HOUSING**

### **16) Describe actions taken during the last year to eliminate barriers to affordable housing.**

PY 2008 CAPER Barriers to Affordable Housing #16 response:

The City continued to promote and provide opportunities for low income citizens to access affordable housing. All of the programs listed hereafter in this section provide outcomes that are consistent with the goals articulated in the Consolidated Plan. The Plan indicated that efforts will be made to increase homeownership opportunities and to improve the condition of the City's rental housing stock with an emphasis on large family rental units.

#### **Key components of the Housing strategy are:**

- ❖ Expanded homeownership opportunities; maintenance/improvement of existing units
- ❖ Expansion and maintenance of quality, affordable, rental housing
- ❖ Safe, well-maintained and revitalized neighborhoods
- ❖ Coordination of public and private resources

#### **2008 Key Accomplishments:**

- 1) Promoted and provided opportunities for low income citizens to access affordable housing.
- 2) Increased the number of decent, safe and sanitary affordable rental units, with an emphasis on creating units to accommodate large families.
- 3) Increased the number of units accessible to persons with disabilities.
- 4) Continued owner-occupied housing rehabilitation for very low income households and construction of affordable new housing units.
- 5) Continued partnerships with lenders, developers and others in the private sector to utilize additional resources for housing development and rehabilitation.
- 6) Continued to support projects which involved work experience and apprenticeships for young persons in home repair and home construction such as the Freshstart/YouthBuild Housing Apprenticeship and Milwaukee Community Service Corp. programs.
- 7) Continued to assist community housing development organizations in building capacity to improve their ability to undertake housing development projects.
- 8) Improved the condition of the City's rental housing stock through intensive code enforcement, landlord tenant educational programs and an aggressive receivership program for nuisance properties.
- 9) Continued to make available City-owned tax foreclosed properties available to nonprofit developers at reduced costs.

- 10) Supported efforts to reduce or eliminate predatory lending and racial discrimination in housing transactions in the City of Milwaukee.
- 11) Continued aggressive blight elimination efforts including spot acquisition, demolition, graffiti abatement, vacant lot redevelopment and infill housing.
- 12) Expanded homeownership opportunities through Homebuyer Counseling programs and other homebuyer assistance activities (budget and credit counseling, post purchase, tax default and mortgage default counseling).
- 13) Combated lead hazards through collaboration with existing housing programs and the Milwaukee Health Department.
- 14) Partnered with housing providers to begin implementation of projects funded through the City's City Housing Trust Fund, of which CDGA provides administrative oversight.

In addition, there are several other programs and projects that produced affordable housing opportunities for homeowners and renters, some of which include:

**The City of Milwaukee** operates a combination of residential rehabilitation programs, public housing, homeownership and fair housing initiatives, each designed to foster and maintain affordable housing.

The largest effort is public housing operated by the Housing Authority of the City Milwaukee (HACM) which manages 4,303 housing units. With the units HACM owns and maintains and the Section 8 Rental Assistance program it administers, a large segment of Milwaukee's very low income population is provided with affordable housing. In conjunction with those efforts, programs operated by funded community-based agencies encourage the maintenance and upkeep of affordable housing.

**Acquire/ Rehab/ Sell/New Home Construction** - CDBG/HOME funds were allocated for this program which acquired, rehabilitated and sold houses to low income families as part of a comprehensive and targeted neighborhood initiative. Distressed properties that were slated for demolition were rehabilitated for income eligible homebuyers. Working with non-profit CDBG and HOME-funded groups, the City allowed these operators first priority at selected, tax-foreclosed properties for a nominal cost, generally not exceeding \$500. Properties renovated by funded non-profits were made available to low to moderate income buyers at the after rehab market value of the property. With the City absorbing the gap between the after rehab appraisal and the cost of development, renovated properties were made available and affordable for income eligible persons.

### **Neighborhood Improvement Programs (NIPs)**

In 2008, CDGA and the Department of Neighborhood Services partnered with community organizations to operate Neighborhood Improvement Programs (NIPs). These programs provided direct housing rehab services to abate building code violations for very low and extremely low-income owner occupants in the CDBG target area.

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## **Department of City Development**

The City's Department of City Development (DCD) works to improve the quality of life in City neighborhoods by promoting affordable housing, increased homeownership and neighborhood stability. Working with a broad range of partners including other City Departments, community-based agencies, financial institutions, residents, developers, and the local philanthropic community, DCD provides resources to upgrade Milwaukee's housing stock and improve the quality of life for City residents.

DCD's *Owner-Occupied Home Rehab Initiative* utilizes CDBG/HOME funds to finance home rehabilitation for owner occupants (one to four units) meeting established income guidelines. The program supplements activities with funding from Tax Incremental Districts (TID) and local foundations. In 2008, 109 CDBG- or HOME-funded rehabilitation loans were approved totaling \$1,661,363 for the rehabilitation of 139 housing units. Using Tax Incremental District funds and a grant from the Harley Davidson Foundation, and additional 27 rehabilitation loans were originated, totaling \$309,350 for the rehabilitation of 39 units.

DCD's *Rental Rehabilitation Program* utilizes HOME funds to assist responsible landlords in providing safe, decent and affordable housing for income-qualified tenants. Based on the amount of HOME funds received, landlords must reserve a certain number of units for low and moderate income tenants for an extended period of time; generally five to ten years after the renovations are completed. In 2008, 12 loans were approved totaling \$171,799 for the rehabilitation of 45 housing units. Total investment in rent rehab projects was \$403,583.

## **Targeted Investment Neighborhoods**

A significant portion of DCD's loan and grant programs were concentrated in the City of Milwaukee's Targeted Investment Neighborhoods (TINs). In a TIN, DCD works with neighborhood partners to focus resources in a relatively small geographic area. Such efforts stabilize and increase owner occupancy, strengthen property values, assist property owners, and improve the neighborhood's physical appearance.

In the TINs, DCD also worked with its partners on number of initiatives to address quality of life issues in the neighborhood. These activities included:

- **Community Outreach**  
DCD accompanied various TIN partners with door to door outreach. The outreach kept DCD in touch with both its partners and the immediate needs of the community. TIN applications were immediately available to interested residents during the collaborative outreach.
- DCD facilitated 9 neighborhood walks in the TINs. The walks allow elected officials first hand opportunity to view results and progress in the TINs, and afford residents the opportunity to meet their Mayor Tom Barrett and Common Council representatives.
- DCD worked with residents to INITIATE 125 Aldermanic Service Requests (ASRs) in 2008. The ASRs are typically phoned in as 'real time' intelligence while walking and/or driving through a TIN, reporting significant issues such as vacant building trespass/board up removal, drug dealing, safety issues, major code violations, and major solid waste violations.



- Clean Sweeps Program  
 Clean Sweeps is a collaboration between DCD and the Milwaukee Police Department (MPD), Department of Public Works (DPW), Department of Neighborhood Services (DNS) and neighborhood partners in the TINS. The program included drug sweeps by MPD followed by DNS issuing orders for garbage, graffiti, nuisance vehicles and substandard properties. DPW Sanitation crews picked up large trash items and issued orders for uncut grass. By linking these City services, the impact was immediate and visible and directly supported the improvement efforts in the TINS.
- Harley-Davidson TIN Community Organizing  
 DCD remained the principle community organizer for the 1300 blocks of North 36<sup>th</sup> through N. 40<sup>th</sup> Streets. Residents contacted DCD for referrals and concerns, and a minimum of three visits per week were made by DCD to the neighborhood.
- DCD obtained a \$1,700 grant from the Harley-Davidson Foundation for the preparation and installation of 16 neighborhood signs for the Martin Drive (east of Highland) neighborhood. The signs enhanced neighborhood identity, and were a springboard for the initiation of a newly formed residents association for the neighborhood bounded by 36<sup>th</sup> to 40<sup>th</sup>, McKinley to Vliet.
- Ceres Foundation Grant  
 The Ceres Foundation awarded DCD a \$10,000 grant to transplant trees from an abandoned nursery. A total of 40 trees were moved; 20 trees went to Witkowiak Park in the Clock Tower TIN, and 20 trees went to the newly named Foundation Park in the Harley-Davidson TIN. A June 14 event celebrated the trees at Foundation Park, and representatives from Harley-Davidson and Greater Milwaukee Foundation spoke at the event. Over 80 residents attended.
- Greater Milwaukee Foundation Grant  
 Through a Greater Milwaukee Foundation grant, DCD provided technical assistance and resources to neighborhood partners for block improvement projects designed to make positive visual improvement to TIN neighborhoods as well as encourage resident involvement and civic participation. In 2008, 4 resident driven small block improvement projects were completed, leveraging an additional \$5,500.00 in neighborhood improvement.
- DCD also continued the Neighborhood Mentoring Program. Walnut Way Conservation Corporation assisted the Mid-Town block watch with developing a strong, resident based pro-active organization. Former 3<sup>rd</sup> District Captain James Harpole mentioned the Mid-Town group as "an active up and coming' community group within the 3<sup>rd</sup> District.
- Neighborhood Ambassadors  
 DCD collaborated with the Neighborhood Ambassador program in the Metcalfe Park and Weed and Seed TINs. Several clean ups and lit drops were completed, and the Ambassadors passed out TIN information on behalf of DCD.
- Restorative Justice  
 DCD continued it's collaboration with Genesis Behavioral Services' Restorative Justice Program. In 2008, the collaboration resulted in 500 man hours being completed by Genesis clients. Genesis clients assisted DCD with 9 TIN lit drops, 28 neighborhood clean ups, and assistance at 2 special neighborhood events. 6 Genesis clients demonstrating outstanding initiatives were issued reference letters for potential employers.

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## **Other Housing Initiatives**

### **Legacy Redevelopment Corporation:**

Building on the success of City Homes, Lindsay Heights and other infill new construction efforts, the City teamed up with Legacy Redevelopment Corporation on a plan to redevelop land that was cleared for the Park West freeway in the vicinity of N. 20<sup>th</sup> and West Garfield. Implementation of the plan began in 2007 and involves the construction of up to 75 new single-family homes on vacant city lots, the rehabilitation of existing properties, new infrastructure improvements and enhancements to nearby Johnson's Park. A Tax Incremental District (TID) was created to support public infrastructure and park improvements, as well as create rehabilitation resources for existing property owners. Two rehab loans were approved in 2008, and one new home was built. Work on the public improvements continued, with completion scheduled for 2009.

### **Lindsay Heights Homeownership Initiative/Tax Incremental District (TID)**

For the past several years, the City of Milwaukee, WHEDA, the YMCA CDC and local neighborhood residents have been collaboratively working to improve housing conditions in the Lindsay Heights neighborhood, bounded by North 12<sup>th</sup> Street, North 20<sup>th</sup> Street, West Walnut Street and West Locust Streets. One of the primary strategies was a demonstration project to produce new affordable homes on vacant City owned lots within the area. Additional efforts included providing resources and incentives to existing homeowners to improve their properties.

Building on these efforts, the partners worked to create a realistic vision for the Lindsay Heights neighborhood to help guide future development in a long term and sustainable manner. To implement the plan, as well as accelerate development efforts, the City of Milwaukee created the Lindsay Heights Tax Incremental District (TID) in the summer of 2001, the first privately-funded housing TID in the City of Milwaukee. Creation of the TID is providing additional resources for housing rehabilitation and new construction in the neighborhood. A consortium of local lenders and the Local Initiatives Support Corporation provided financing for the TID.

The project wound down in 2008. Although there were no funds available for new construction, rehab and Buy In Your Neighborhood dollars remained available. Loans for 14 rehabs were approved under the program.

Since its inception, this project has resulted in the construction of over 160 homes representing over \$28 million in investment. Additionally, 185 properties have been rehabbed, representing total investment of over \$1.8 million.

### **Bishop's Creek Tax Incremental District:**

Bishop's Creek CDC was certified as a City of Milwaukee CHDO and HOME funds were set-aside in 2007 to facilitate the production of nine new and rehabilitated homes. The project has been extended. These properties will be sold to households earning less than 80 percent of CMI.

In 2008, the City created the Bishop's Creek Tax Incremental District. The District includes the site of the former Kaiser Tannery site located on the southwest corner of N. 32<sup>nd</sup> Street and W. Hampton Avenue, as well as the residential neighborhood to the west of the site. Plans for the redevelopment of the Kaiser site include the rehabilitation and/or new construction of office/retail facilities, residential development, a student dormitory, a cultural and hospitality venue and other community facilities.

The first phase of the project will involve site demolition, remediation and preparation for new development, as well as the construction of a new 55 unit high quality affordable housing project. To complement the redevelopment of the site, resources for renovation work are being proposed for the surrounding residential neighborhood.

The development team for the project includes Bishop's Creek Community Development Corporation and Common Bond Communities. Bishop's Creek Community Development Corporation is the developer for the site. Common Bond Communities is the developer for the affordable housing project.

TID funding totaling \$1,435,000 will be used for site demolition and remediation, construction of a public sewer, a grant to the developer for the affordable housing project, and a forgivable loan pool for property owners in the surrounding neighborhood.

### **Josey Heights**

Marketing began for Josey Heights in 2007. Josey is a new subdivision at North 12<sup>th</sup> and West Lloyd Streets, with plans for 53 new owner occupied houses. This all "green" subdivision incorporates permeable paving, bioswales and rain gardens that will minimize the impact on the City's storm sewer system. As of the end of 2008, Josey has 3 new homes, two of which are sold and occupied.

### **Metcalf Park Homes Initiative**

In 2006, the City created a Tax Incremental District (TID) in the amount of \$1.4 million to support housing redevelopment in the Metcalfe Park neighborhood. The TID provided funding to support the efforts of Gorman & Company and the Milwaukee Urban League to build 30 new single family homes under a lease to own program, as well as create a pool of resources for existing property owners to improve the exteriors of their homes. HOME funds were provided to assist in the construction of ten homes which were completed in 2007. DCD is also collaborating with a number of other partners to complement the physical redevelopment efforts in the neighborhood with resident initiatives and community organizing efforts. In 2008, 7 rehab loans were approved, representing \$89,500 of investment.

### **N. 20<sup>th</sup> and W. Walnut**

To continue the momentum of the single family new construction efforts of City Homes, Lindsay Heights and Habitat for Humanity, in 2007, the City created a TID for the long vacant and blighted site located at N. 20<sup>th</sup> and W. Walnut Streets. The "Walnut Circle" development will consist of 32 new single family owner occupied housing units. A TID is providing funding for site acquisition and new infrastructure improvements.

At the end of 2008, approximately 50% of the public improvements are completed and 3 homes are built. The infrastructure work will be completed in 2009.

### **Mitchell Street Tax Incremental District**

In 2007, a neighborhood Tax Incremental District was created to support the redevelopment of the Historic Mitchell Street commercial district, as well as to provide a pool of funds in the amount of \$400,000 to assist neighboring homeowners in making improvements to their properties. The model is one that is being increasingly employed by DCD to utilize resources in a manner that supports neighborhood redevelopment and coordination of housing and commercial redevelopment activities. In 2008, 7 rehab loans were approved, representing \$70,000 of investment.

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## **Land Assets and Affordable Housing**

DCD manages the City's real estate assets in a manner that lends significant support to the development of additional affordable housing opportunities in City neighborhoods. In 2008, 19 vacant lots were sold by the City or Redevelopment Authority to non-profit and affordable housing developers, including nine lots to support the efforts of Habitat for Humanity and three lots for the King Commons Homeownership Initiative, and two lots to the Housing Authority of the City of Milwaukee. In addition, ten improved properties were sold to non profit organizations. The properties were sold at significantly discounted prices to support affordable housing development efforts.

Among the projects that resulted:

**The Prince Hall Village project** involved the construction of 24 new units of affordable family housing at the intersection of North Avenue and Teutonia Avenue on vacant City owned land. The project used affordable housing tax credits and represents an investment of \$6.2 million. The project was completed in 2008.

**The United House project** involved the construction of 24 units of affordable supportive housing for special needs populations located at 25<sup>th</sup> and Center on vacant city land. The project used affordable housing tax credits and represents an investment of \$4.3 million. The project was completed in 2008.

**The Handsome Plaza project** involved the construction of 24 new units of affordable family housing with ground floor commercial space at the intersection of Teutonia and Center on vacant city land. The project used affordable housing tax credits and represents an investment of \$4.8 million. In addition, \$290,000 in CDBG Large Impact Development (LID) funds was allocated for the commercial component of this mixed-use development. The project was completed in 2008.

**The United Methodist Children's Services project** involved the expansion of its facility at 39th and Lisbon for the development of 24 new units of high quality housing, including 22 affordable units. UMCS received a tax-credit allocation from the Wisconsin Housing and Economic Development Authority in early 2008 and purchased the Redevelopment Authority property in December after eminent domain and tax foreclosure actions were completed. Total project costs are approximately \$7.0 million

**Habitat for Humanity:** The City of Milwaukee embarked on a new relationship with the Milwaukee chapter of Habitat for Humanity. HOME funds were provided to offset the cost of constructing 35 new single-family homes for very low-income households. These new homes helped breath new life into some of the most deteriorated neighborhoods in the City of Milwaukee.

**American Dream Downpayment Initiative(ADDI):** During 2008, the City of Milwaukee continued the administration of the American Dream Downpayment Initiative (ADDI) utilizing its entitlement grant award of \$42,427. In addition, \$200,000 was provided for Homebuyer Assistance during the reprogramming cycle. The ADDI program aims to increase the homeownership rate among low income and minority households by providing downpayment, closing costs and rehabilitation assistance to eligible first-time homebuyers with incomes below 80% of the area median income. Funding was provided to Select Milwaukee, who was designated the lead agency of a consortium of six homebuyer counseling agencies. The program continues to be a success with the consortium utilizing all funds to help low-income persons own their own home.

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## **SECTION 8 – Rent Assistance Program**

The Housing Authority of the City of Milwaukee (HACM) receives funds from HUD to operate its Rent Assistance Program (RAP). RAP pays rental subsidies to private landlords who rent to very low income tenants in the program. Under the Housing Voucher Choice Program, units cannot exceed HUD's fair market rents, meaning that rents must be determined reasonable in relation to other units in the area.

### **Housing Trust Fund**

During 2006, the Common Council and Mayor of the City of Milwaukee voted to provide \$2.5 million in bonding to capitalize a Housing Trust Fund in 2007. Additional ongoing revenue sources to maintain the Trust Fund include revenue from: a) Potawatomi gaming proceeds; b) TIF expansion dollars, and; c) Designated PILOT funds.

Milwaukee County has also been supportive of this initiative and the County Board has allocated \$1 Million for affordable housing in the City from the proceeds of the sale of Park East land.

In 2008, a competitive application process was conducted and the City of Milwaukee received 26 responses to its Housing Trust Fund Request for Proposals totaling \$4.9 million. Following a review by the Housing Trust Fund Technical Committee, the Milwaukee Common Council and Mayor Tom Barrett approved the following projects (*see following page*):

## HOUSING TRUST FUND ALLOCATIONS

<p><b><u>United Community Center</u></b></p> <p>Construction of a single story 16 bed residential substance abuse treatment facility for men. Location: 604 W. Scott Street</p>	<p><b>16 beds / \$75,000</b></p>
<p><b><u>Bishop's Creek</u></b></p> <p>Construction of a 55 unit family rental development that was formerly an industrial building. The project will utilize Low Income Historic Tax Credits (LIHTC) and Tax Incremental Financing (TIF). Location: N. 32<sup>nd</sup> &amp; W. Hampton Avenue</p>	<p><b>55 units / \$250,000</b></p>
<p><b><u>Martin Luther King Economic Development Corporation</u></b></p> <p>King Commons III is the third phase of a 20 million dollar mixed use development. The project will utilize LIHTC as the primary source of funds. It will have 24 units of rent to own condos. The project will also house a retail store(Growing Power), a local urban agency which specializes in organic farming. Location: N. Dr. Martin Luther King Jr. Drive</p>	<p><b>24 units / \$100,000</b></p>
<p><b><u>Dominican Center for Women</u></b></p> <p>Owner-Occupied rehabilitation program to assist homeowners with necessary repairs; mainly code compliance and health and safety issues. Targeted neighborhood will be N. 20<sup>th</sup> Street to N. 27<sup>th</sup> Streets; W. Keefe Ave. to W. Center St.</p>	<p><b>12 units / \$147,000</b></p>
<p><b><u>Layton Blvd, West Neighbors</u></b></p> <p>Rehabilitation of existing foreclosed homes within the targeted neighborhood of W. Pierce St. to W. Lincoln Ave., S. Layton Blvd. to W. Miller Parkway.</p>	<p><b>2 units / \$14,000</b></p>
<p><b><u>Milwaukee Christian Center</u></b></p> <p>Owner-Occupied rehabilitation program to assist homeowners with necessary repairs; mainly code compliance and health and safety issues.</p>	<p><b>5 units / 126,000</b></p>
<p><b><u>Milwaukee Community Service Corp.</u></b></p> <p>Rehabilitation of existing single family structures; funds to be used to install solar panels to help with energy costs to help keep the homes affordable.</p>	<p><b>3 units / \$33,750</b></p>
<p><b><u>Milwaukee Habitat for Humanity</u></b></p> <p>The rehabilitation of 10 single family units in the Woodlands Area near N. 91<sup>st</sup> &amp; W. Brown Deer Road.</p>	<p><b>10 units / \$100,000</b></p>
<p><b><u>Rebuilding Together Greater Milwaukee</u></b></p> <p>Owner-Occupied rehabilitation program to assist homeowners with necessary repairs; addressing accessibility modifications, code compliance and health and safety issues.</p>	<p><b>20 units / \$75,000</b></p>

**Summary of Progress**

**Comparison of Actual Housing Accomplishments with  
Proposed Goals for the 2008 CDGA Program Year**

**HUD Objective:** Decent, affordable housing

**HUD Outcome:** Affordability

**CDGA Consolidated Plan Priority Goals/Objectives:** Create and maintain affordable homeownership opportunities and affordable, quality rental housing for community residents

**CDGA Long-Term Outcomes:** Increased Property Values, Increased Economic Vitality, Reduced Crime, Improved Neighborhood Quality of Life

<b>Housing Activities(funded by CDBG, HOME, ADDI)</b>	<b>Fourth Year Goal</b>	<b>Actual</b>
Acquire/Rehabilitation/Sell, New Construction, New Rental, Freshstart Housing Youth Apprenticeship Program (#units)	<b>32</b>	<b>40</b>
Owner-Occupied Housing (Neighborhood Improvement Project-NIP; DCD Owner Occupied DPL Program)	<b>136</b>	<b>255</b>
American Dream Downpayment Initiative(ADDI))	<b>20</b>	<b>19</b>
Rental Rehabilitation (#units)	<b>20</b>	<b>43</b>
Homebuyer Counseling (#new mortgage loans)	<b>295</b>	<b>200</b>
Graffiti Abatement(#property units)	<b>600</b>	<b>724</b>
Minor Home Repair (#served)	<b>330</b>	<b>298</b>
FOCUS –Smoke detector installation & fire prevention (#households served)	<b>1,000</b>	<b>1,178</b>
Lead Prevention/Abatement Program(#units abated)	<b>625</b>	<b>395</b>
Housing Accessibility Program(handicapped ramps & other accessibility improvements)	<b>25</b>	<b>7</b>
Tool Loan (#households served)	<b>360</b>	<b>183</b>
Tenant/Landlord Training (#trained)	<b>750</b>	<b>974</b>
Tenant Assistance Program (#assisted)	<b>2,270</b>	<b>2,277</b>
Receivership Inspections of Nuisance Properties (#inspections)	<b>120</b>	<b>638</b>
Rent Withholding/Rent Abatement(Landlord/tenant compliance) (#served)	<b>120</b>	<b>121</b>

\*The U.S. Dept. of Housing & Urban Development does not count units as complete until they are sold. Units complete or where rehab is underway, will be counted once they are sold to an income eligible beneficiary.

## Major Housing Projects

<b><u>Project Name/Description</u></b>	<b>Funding</b>	<b># Units proposed</b>
<p><b><u>King Drive Commons II</u></b>            This project involved the construction of 24 units of affordable rental housing utilizing Low Income Historic Tax Credits (LIHTC) and HOME funds. Vacant parcels of land were assembled and HOME funds were used to assist in the construction of 9 units which were completed in 2008. Location: N. Dr. Martin Luther King Jr. Drive</p>	\$225,000 (HOME)	9/HOME
<p><b><u>Guest House of Milwaukee</u></b>            This project involved the partial demolition and reconstruction of 24 units of affordable supportive housing for persons at risk of becoming homeless. HOME funds were used to assist in the construction of 11 units which are set to be completed in 2009. Location: 1218 W. Highland Avenue</p>	\$305,000 (HOME)	11/HOME
<p><b><u>Bishop's Creek Development</u></b>            Bishop's Creek CDC was certified as a City of Milwaukee CHDO and HOME funds were set-aside in 2007 to facilitate the production of nine new and rehabilitated homes. The project has been extended. These properties will be sold to households earning less than 80 percent of CMI. Location: N. 32<sup>nd</sup> Street &amp; W. Hampton</p>	\$522,000 (HOME)	9/HOME
<p><b><u>St. Rose East</u></b>            Multi-phase new housing construction project, with a plan to construct new homes within the 400 block of North 29<sup>th</sup> Street. The project is designed to eliminate blighted properties and recycle vacant lots into single-family homes for low/mod income households. CDBG funds were used for demolition and site preparation. The construction of the units is complete; all units are Energy Star rated.</p>	\$160,500 (CDBG)	3/CDBG
<p><b><u>West Pointe Housing – Rent to own</u></b>            Conversion of an abandoned, nuisance apartment building located at N. 27<sup>th</sup> and W. Wells Street for a low/mod income mixed-use development. The developer will utilize City of Milwaukee HOME funds and private sector leverage to convert these units into <b>8</b> new single-family rent-to-own units. HOME assistance is being provided in the form of a development subsidy.</p>	\$936,000 (HOME)	8/HOME
<p><b><u>Wisconsin Fresh Start/YouthBuild Program</u></b>            This program provides on-site housing construction and rehabilitation training and work experience, off-site academic classes and supportive services for at-risk young people. The program provides young people with education, employment skills and career direction leading to economic self-sufficiency while also creating affordable housing opportunities in the community. Non-profit community-based agencies were funded to undertake this program. One unit was completed in 2008 with other units in progress.</p>	\$100,000 (CDBG) \$400,000 (HOME)	4 HOME/CDBG
<p><b><u>Habitat for Humanity</u></b>            HOME funds were provided to offset the cost of constructing 35 new single-family homes for very low-income households in the Metcalfe Park neighborhood. This project was closed out in 2008.</p>	\$180,000 (HOME)	35/HOME



## **LEAD BASED PAINT**

### **17) Describe actions taken during the last year to evaluate and reduce lead-based paint hazards.**

PY 2008 CAPER Lead-based Paint #17 response:

#### **I. Estimate of number of housing units containing lead-based paint**

The number of housing units in Milwaukee that contain lead-based paint hazards as defined by section 1004 of the Residential Lead-Based Paint Hazard Reduction Act of 1992 (pre-1978 housing units with lead-based paint hazards) is estimated at approximately 100,000 housing units. These housing units are occupied by approximately 82,940 families who are extremely low-income, low-income or moderate income.

The Milwaukee Health Department (MHD) Childhood Lead Poisoning Prevention Program (CLPPP) further prioritizes approximately 53,190 of these housing units as representing the epicenter of the childhood lead poisoning prevention problem in Milwaukee. These highest risk housing units are located in target areas where the majority of homes were built before 1925, have assessed housing values below \$63,250 and the majority of homes are rental owned.

In 2008, preliminary data analysis shows 4.6% of children tested in Milwaukee for lead exposure were identified as lead poisoned. Although great strides have been made in reducing the prevalence rate, the current scope of the problem is nearly three times greater than the national average of 1.6%. Milwaukee's Lead Program Target Areas' report cited prevalence rates in the north side target area at 14.1% in 2007, which reflects the racial disparities that exist in this health problem.

#### **II. Fourth Year Priority Goals/Objectives:**

- 1) To eradicate childhood lead poisoning by the year 2010 (Five-Year Goal).
- 2) To produce 6,000 lead safe housing units within the high risk target areas by 2010.
- 3) To involve community members most affected by the problem in neighborhood based strategies.
- 4) To diversify and increase funding to make homes lead-safe before a child is poisoned.
- 5) To increase lead testing of children covered by Medicaid.

#### **III. Strategies to evaluate and reduce lead-based paint hazards and effects**

Collaborations continued between CDGA, MHD and the Department of City Development to implement standardized processes for all affected CDBG and HOME-funded housing rehabilitation projects in compliance with the lead safe housing regulations. These processes included: the assumption of lead-based paint, use of certified lead abatement contractors for abatement, standardization of lead safe work practices, occupant protection, monitoring of work sites, lead dust clearance tests, laboratory analysis and lead abatement of windows.

In response to this problem, the City's Health Department has developed a comprehensive and nationally recognized program, which includes both secondary interventions (services to lead poisoned children and their families) and primary prevention activities (making high risk housing lead-safe before a child is poisoned).

The City of Milwaukee Health Department Childhood Lead Poisoning Prevention Program (MHD CLPPP) addressed the problem of housing units containing lead-based paint hazards in three distinct ways: (1) investigations and abatement of housing units where lead poisoned children are identified; (2) risk assessments and lead abatement in high risk housing units before a child is poisoned through the Primary Prevention Grant Program and; (3) assuring lead safe housing rehabilitation and priority window treatments in federally assisted housing. Combined, these services resulted in **832** additional lead-safe housing units in 2008, of which **395** were CDBG funded.

From June-September of 2005, a 37-member committee developed the Lead Elimination Strategic Plan, which set forth the critical framework to eradicate childhood lead poisoning in Milwaukee by 2010. The MHD CLPPP is facilitating implementation and oversight of the City of Milwaukee Lead Elimination Strategic Plan. Several implementation groups worked throughout 2008 to advance Elimination Plan objectives. Some of its accomplishments are:

- The MHD CLPPP continues to work with the State of Wisconsin CLPPP on the lead poisoning application link to the Wisconsin Immunization Registry (WIR). Data from STELLAR will be transferred and uploaded to the WIR weekly. Individuals that are in WIR will be able to click on a link to see the lead information, and if you are approved to have access you will be able to see it. This information will include the date, when, and where the child was lead tested. The Wisconsin CLPPP will be granting that access. Pilot testing of the system has been temporarily delayed pending additional modifications of the reporting functions to make it more user friendly, but it is anticipated to take place in late spring or summer of 2009. The MHD CLPPP has agreed to participate in the pilot-testing when the model is completed.
- The MHD CLPPP PHN Coordinator participates on the Wisconsin State Lead Elimination Plan "Targeting Screening of High Risk Populations" sub-committee. The sub-committee mission is to improve blood lead testing of state-wide Medicaid and WIC eligible children less than 6 years of age. The PHN Coordinator is also involved in the "Capillary Testing Workgroup," a subsidiary of the "Targeting Screening of High Risk Populations" subcommittee whose purpose it is to provide physicians and clinics with information for encouraging direct capillary blood lead testing in medical provider offices. This strategy is meant to serve as a means for helping to remove previously existing barriers to blood lead testing by eliminating additional appointments, transportation, and waiting time for families at external lab facilities. A "Capillary Blood Collection for Lead Testing Information Kit" for physician offices and/or clinics was finalized for promotion and distribution in January, 2008. The MHD CLPPP served as a distribution site for these kits that were made available in both hard copy and electronic versions. Additionally, the PHN Coordinator role is to serve as a resource to interested providers and to answer questions regarding testing procedures and reporting requirements. She is also available to provide demonstrations for clinically trained staff on current MHD CLPPP

procedures for blood lead fingerstick collection. To-date, the MHD CLPPP has distributed 18 copies of the packet at the request of Milwaukee area physicians and clinics. The PHN Coordinator has also provided fingerstick demonstrations to 10 staff at the Lisbon Avenue Clinic.

- The Subcommittee Targeting High Risk Populations was instrumental in developing a solution to assure reimbursement from Medicaid for blood lead testing. Medicaid now offers a contract amendment to the HMOs. The HMOs have the option to sign this amendment, and many of them have already done so. Currently each HMO is working independently with the use of MOUs-Memorandums of Understanding - to contract with WIC agencies. As of February 1, 2008 all WIC projects will be certified Health Check providers for the purposes of Pb testing only. It is due to this certification status that will allow WIC agencies to bill Medicaid for lead testing, lab and handling fees, etc. The state will assign all WIC projects with a Medicaid ID and a National Provider ID.
- Provider Report Cards - Mailings continue to go out from the State Lead Program; the most recent in June 2008 to all Medicaid Medical Providers in the state with their rate of screening children that are enrolled in Medicaid and were seen in their practice. This mailing includes a list of children that were seen at their practice but failed to receive a lead test. The PHN Coordinator serves as a contact for questions about lead testing and treatment interventions.
- MHD was awarded two HUD grants totaling \$6.9 million in funding that will help create an additional 950 units of lead safe housing over three years.

#### **IV. Actions undertaken in 2008 to evaluate and reduce lead-based paint hazards:**

- **Screening (blood lead testing):** 2008 preliminary data indicates that the CLPPP received 24,598 reports of children with lead test results, identifying 1,125 children with lead levels 10 µg/dL or greater.
- **Laboratory Analysis:** The MHD CLPPP Chemistry Laboratory continued to analyze blood lead, dust lead, soil and paint chip samples for all properties receiving MHD CLPPP intervention.
- **Surveillance:** Preliminarily, the lead poisoning prevalence rate in 2008 is reported at 4.6%, a decrease from 5.9% in 2007.
- **Care Coordination:** Comprehensive services were provided to 247 children newly identified as cases with elevated blood lead levels.
- **In-Home Case Management (Home Visits):** 209 children with newly elevated blood lead levels received an initial home visit by a Public Health Nurse (PHN). 216 children with blood lead levels below the level of a new case received an Early Intervention home visit by a Health Services Assistant (HSA). An additional 771 home visits were completed by PHNs and HSAs to provide follow-up and case management services.
- **Private Investment:** MHD has continued to assure private investment by rental property owners has grown. In 2008, owners surpassed federal dollar investment for lead hazard control efforts in high-risk neighborhoods. In 2008, owner investment was \$2,423,115, with \$2,043,941 of that funding addressing primary prevention properties.

- **Lead Risk Assessments/Secondary Interventions:** In 2008, 328 investigations were completed based on the identification of a lead poisoned child. These investigations resulted in 236 legally binding work orders issued. 177 orders were remediated by December 31, 2008.
- **Lead Safe for Kids Sake:** Through an award for distinction from the United States Conference of Mayors, a \$50,000 grant was used solely to fund lead abatement contracting services on 23 properties in 2008.
- **Lead-safe units funded:** A total of 665 lead-safe housing units were produced through primary prevention and lead-safe housing rehabilitation before a child was poisoned. A total of 48 secondary intervention units were made lead safe with HUD and CDGA funds for window abatement. Direct funding through CDBG accounted for 221 of these units to be made lead safe.
- **Community Capacity Building:** A total of 9,757 community members were reached through community organizing and housing advocacy projects.
- **Health/Housing Partnerships:** The Lead Elimination Strategic Plan identified multiple opportunities for health-housing partnerships to eradicate childhood lead poisoning by 2010. These opportunities relate primarily to the Department of Neighborhood Services (DNS) Building Code Compliance Program, Dept. of City Development (DCD) in-rem (tax foreclosure) properties and HACM's Section 8 program.
- **Compliance with Lead-based Paint Disclosure Rule:** MHD Lead Risk Assessors provided 6 limited risk assessments for DCD in-rem properties so that: buyers of vacant city-owned properties would have documentation of lead-based paint hazards and that safe occupancy could occur through enrollment in the Primary Prevention Program
- **Prevention of Disabilities in Children:** An increase in housing foreclosures has increased the instability in the rental market, resulting in chronically lead poisoned children becoming more vulnerable to hazardous conditions. HACM provided six vouchers to families with chronically lead poisoned children. These families were screened by MHD to assure enrollment. Experience has shown declines in lead levels of chronically poisoned children after placement into safe and habitable housing.
- **Compliance with the Lead Safe Housing Rule:** CDGA contracted with the MHD CLPPP to assure compliance on 241 federally funded housing rehabilitation jobs.
- **Support to the City Treasury:** MHD encouraged property owners to pay their taxes to participate in its program, resulting in the collection of \$136,351.05 in back taxes.

## Homeless Needs

### **18) Identify actions taken to address needs of homeless persons.**

Persons with special needs as well as the homeless are an important concern for the City as it is recognized that addressing the needs of all citizens, regardless of their circumstance, is an essential component to strengthening neighborhoods.

To further the City's strategic goal of reducing and preventing homelessness and domestic violence in our community, the City allocated CDBG and Emergency Shelter Grant (ESG) funds for activities geared to assist homeless persons achieve stable housing and self-sufficiency. These funds were provided to conduct street outreach, and homeless prevention activities, to operate emergency and transitional shelter facilities, provide supportive services, legal assistance and other services aimed at preventing and reducing homelessness for individuals, families, runaway/homeless youth, victims of domestic violence and mentally and physically disabled persons.

A key sub-committee of the Milwaukee Continuum of Care, the Milwaukee Shelter Task Force, is made up of the executive directors of emergency homeless shelters. This group is the vehicle that ensures the coordination of services and recommends the efficient allocation of resources across the system. The shelters utilized a mix of private and Local, State and Federal governmental resources to address the needs of the homeless, including, but not limited to: Milwaukee County (funds from various divisions such as mental health, GAMP-medical assistance), United Way, Health Care for the Homeless, State of Wisconsin-Dept. of Health and Human Services, State Shelter Subsidy Grants, State ESG Transitional Housing Program (THP), HUD Supportive Housing Project funds, private donations, in-kind volunteer donations.

Milwaukee has a well-developed and coordinated system of services to address the needs of homeless persons. In other words, Milwaukee does not address homelessness simply by the provision of emergency shelter. Critical system components include:

- Homelessness Prevention
- Information and Referral & Service Coordination
- Provision of Emergency Shelter
- Homeless Management Information System

**Homeless Prevention:** Milwaukee's homeless prevention effort begins with a comprehensive, coordinated approach to reducing inappropriate discharges from publicly funded institutions including foster care, health care, mental health, and corrections. The problem of inappropriate discharges, specifically 'discharges to the street' has historically been very serious in Milwaukee as it has in other major U.S. cities. With the encouragement of the U.S. Department of Housing and Urban Development and through the concerted actions of the Milwaukee Continuum of Care, the community has identified discharge protocols used by each major institution which act to prevent inappropriate discharges. The *foster care system*, managed by the Bureau of Milwaukee Child Welfare, has established a formal protocol relative to the foster care discharge of youth reaching the age of 18. A Transitional Living Plan is developed for each foster care child when he/she reaches the age of 15.5 years; the plan addresses educational attainment, acquisition of daily living skills, employability, health care, and related services. As a consequence, individuals leaving foster care are not discharged to shelter or other McKinney-Vento funded projects.

**Health care** discharges to the street are prevented by the fact that all Milwaukee community hospitals have established protocols for discharge planning for individuals leaving their facilities after inpatient stays. Discharge planning addresses post-inpatient housing particularly from the perspective of maintaining adequate continuity of care. In 2008, Milwaukee County General Assistance patients, discharge from an inpatient stay includes coordination with individuals' primary care clinics which maintain responsibility for the overall coordination of care and, as necessary, the coordination of supportive services, including housing. (Beginning in January 2009, however, Milwaukee County residents using GAMP were transitioned to Badger Care Plus operated by the State of Wisconsin as part of the state's Medicaid program.)

**Mental health** discharges have traditionally been a major source of inappropriate discharges to the street. Milwaukee County Behavioral Health Division policies, however, insure that BHD patients are not discharged to the street or to shelter. All providers of BHD-funded inpatient and residential care (as well as community hospitals providing psychiatric care) adhere to Chapter 51 section 51.35 (5) of the State Alcohol, Drug Abuse, Developmental Disabilities and Mental Health Act which mandates that discharged persons be connected to necessary transition services to ensure a proper residential living environment. In addition, Milwaukee County has sought and received State of Wisconsin, Bureau of Housing, Homeless Prevention Program funding to support emergency placement/rent payment for individuals exiting psychiatric emergency or inpatient care who would otherwise be homeless.

**Corrections.** When individuals are released from **corrections**, the Milwaukee Region of the Department of Corrections has an established protocol which requires probation agents to complete a release plan for each offender that includes the identification of adequate community housing. When no housing option is available, probation agents are allowed to purchase housing in a rooming house or similar environment while the search for safe and permanent housing continues. The Sheriff's Office, in charge of the operation of the local jail and House of Correction, does not provide discharge planning. However, because of the short stays in both facilities, offenders generally return to the pre-incarceration housing situation.

The Milwaukee 2007 Point in Time Survey identified no persons who had spent the previous night in foster care, health care, or mental health systems and only one individual who had spent the previous night in corrections (jail).<sup>1</sup> Results of the 2009 Point in Time Survey conducted January 28, 2009, are not currently available.

Milwaukee's prevention system also includes services such as mortgage assistance, rental assistance, utilities assistance, counseling/advocacy, and legal assistance provided by the following agencies: AIDS Resource Center of Wisconsin, American Red Cross, Aurora Family Services, Benedict Center, Cathedral Center, Catholic Charities, Center for Veterans Issues, City of Milwaukee, City of West Allis, Community Advocates, Disability Rights Wisconsin, Grand Avenue Club, Hope House, IMPACT/2-1-1, Independence First, Latina Resource Center, Latino Health Organization, Legal Action of Wisconsin, Legal Aid Society, Mental Health Association, Milwaukee County Department on Aging, Milwaukee County Economic Support Division, Milwaukee County Wraparound Program, City of Milwaukee Health Department, Milwaukee Public Schools, Milwaukee Women's Center, M & S Clinical Services, Our Space, Inc., Salvation Army, Social Development Commission,

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<sup>1</sup> Homelessness in Milwaukee: Results of the January 25, 2007, Point in Time Survey of Milwaukee's Homeless Citizens, Milwaukee Continuum of Care, 2008

Sojourner Truth House, Spanish Center, St. Ben's Meal, State of Wisconsin Bureau of Milwaukee Child Welfare, The Counseling Center of Milwaukee/Pathfinders, The Parenting Network, The Task Force on Family Violence, Voces de la Frontera, Walker's Point Youth & Family Center, W-2 agencies (MAXIMUS, UMOs, YW Works), WE Energies, WI Lifeline & Link=-Up, Wisconsin Community Services, Word of Hope Ministries, Inc., U.S. Veterans Administration, YWCA of Greater Milwaukee.<sup>2</sup>

**Information and Referral:** Milwaukee has the substantial benefit of comprehensive telephone information and referral services (2-1-1) operated by IMPACT Alcohol and Other Drug Abuse Service. This 24/7 telephone line provides callers who are experiencing homelessness or who are in precarious housing situations with information about housing alternatives, supportive services, and shelter availability. Highly trained I & R specialists utilize a comprehensive resource directory to help callers consider alternatives that will prevent immediate homelessness and begin to solve their housing problem over the long term. 2-1-1 received 11,458 calls for shelter in 2008, a monthly average of 954.<sup>3</sup>

**Shelter System:** Twelve (12) emergency shelters provided services to persons experiencing homelessness in Milwaukee. In 2008, these shelters provided a total of 720 beds, 60% for individuals (single adults) and 40% for persons living in families. The specific distribution of emergency shelter beds is provided in the table below.

**Table 1: Milwaukee Emergency Shelter Facilities and Capacity**

Operating Agency	Facility Name	Individual Beds	Family Beds	Total Beds
American Red Cross	Cathedral Center	32	32	64
Community Advocates	Women's Center		22	22
Guest House of Milwaukee	Guest House	38		38
Hope House of Milwaukee	Hope House	11		11
La Causa	Crisis Nursery	12		12
Rescue Mission	Safe Harbor	250		250
Rescue Mission	Joy House		80	80
Salvation Army	Emergency Lodge	72	48	120
Social Development Commission	Family Support Center		70	70
Sojourner Truth House	Sojourner Truth House		37	37
The Counseling Center	Pathfinders	8		8
Walker's Pt. Youth & Family Center	Runaway & Teen Shelter	8		8
	<b>Total</b>	<b>431</b>	<b>289</b>	<b>720</b>

The Milwaukee shelter system provides an estimated 266,085 shelter nights of service annually.<sup>4</sup> An unduplicated count of persons who used Milwaukee shelters during 2008 is currently being compiled by the State of Wisconsin Bureau of Supportive Housing, Service Point Administrator and will be provided to the City of Milwaukee Community Grants Administration upon completion.

<sup>2</sup> Prevention agencies and activities identified in the 2008 Milwaukee Continuum of Care Exhibit 1 submitted to the U.S. Department of Housing and Urban Development, October 2008.

<sup>3</sup> 2-1-1 @ IMPACT Requests 2008.

<sup>4</sup> Annual nights of service calculated by multiplying the January 25, 2007, Point in Time persons in emergency shelter (N = 729) by 365 days.

**Service Coordination:** The emergency shelter system provided a broad range of services focused on assisting persons to address their immediate homelessness as well as to develop and implement plans to attain and sustain safe and decent housing over the longer term. Information guiding the development of supportive services and the manner in which services are provided is provided by the Continuum of Care's Point in Time Survey.<sup>5</sup> Two specific findings are relative to supportive service provisions: Homeless Problems/Disability Conditions and Service Utilization. The tables below provide documentation for these areas:

**Table 2: Homeless Problems/Disability Conditions**

<b>Problem/Disability Condition</b>	<b>Surveyed Individuals</b>	<b>Percent</b>
Mental illness	238	33%
Physical disability	121	17%
Alcohol abuse	213	30%
Drug abuse	216	30%
Developmental disability	26	4%
HIV/AIDS	3	.4%
Domestic violence	46	6%
Other	46	6%

**Table 3: Service Utilization**

<b>Service</b>	<b>Surveyed Individuals</b>	<b>Percent</b>
Social Security	44	6%
SSI	80	11%
SSDI	24	3%
GAMP	113	16%
TANF/W-2	66	9%
Badger Care	48	7%
Veterans Benefits	15	2%
Veterans Health Care	36	5%
Unemployment Benefits	10	1%
Medicaid	76	11%
Medicare	44	6%
Food Stamps	247	35%
Other	34	5%
Employment Income	98	14%
No benefits of any kind	174	24%

Supportive services including case management, life skills, alcohol and drug abuse treatment, mental health counseling, health care, HIV/AIDS services, education, employment, child care, coordination with transitional housing, and transportation assistance/planning are provided by each of the 12 emergency shelters in the system.<sup>6</sup>

In addition to the direct provision of services, Milwaukee shelters coordinated their activities through a strong network of cross-referral and collaboration fostered by the Milwaukee Shelter Task Force. Monthly STF meetings ensured coordination of activities, coordination of intake, case management, and discharge planning policies, collaborative action to address high volume/overflow situations, and strategic initiatives to address common issues facing shelter clients, e.g. access to employment services. Service coordination was reinforced by the use of a Homeless Management Information System (Service Point) in which each provider records client and service data in the same format.

<sup>5</sup> Survey was conducted on January 25, 2007, with 714 individuals who identified themselves as homeless.

<sup>6</sup> 2008 Milwaukee Continuum of Care Exhibit 1.



Data are then used for facility-specific program planning as well as system coordination and development.

Representatives of the emergency shelter system are active participants in the Continuum of Care's process to create a 10-Year Plan to End Homelessness in Milwaukee. A 10-Year Plan Prevention and Emergency Services Work Group, headed by Tim Baack, Associate Executive Director of Pathfinders of Milwaukee, has been working on assessing the current inventory of services and reviewing best practice models for possible replication in Milwaukee.

In addition, the Milwaukee Continuum of Care submitted, as part of its 2008 Supportive Housing Program application, a separate application to establish a Rapid Re-Housing Project. If funded by the U.S. Department of Housing and Urban Development, the project would assist homeless families to quickly access services necessary to stay in their homes and/or be re-housed. Additionally, up to fifty (50) families per year will receive direct housing assistance from the Housing Authority of the City of Milwaukee.

### **19) Identify actions to help homeless persons make the transition to permanent housing and independent living.**

The primary impediments to helping homeless persons make the transition to permanent housing and independent living is the lack of affordable permanent housing, underutilization of available income supports such as SSI (Supplemental Security Income), and limited access to employment and training opportunities. To address this problem, the Milwaukee Continuum of Care, of which the Shelter Task Force is a key component, has initiated the development of a 10-Year Plan to End Homelessness. The 10-Year Plan is a comprehensive approach to the development of structural solutions to homelessness. Four work groups are underway: Prevention and Emergency Services, Economic Support and Employment, Behavioral Health, and Permanent Housing.

Underlying the 10-Year Plan process is the Continuum of Care's record of significant accomplishments, including

- a. **Meeting or exceeding all five of the HUD objectives** to end chronic homelessness and move families and individuals to permanent housing including the creation of new permanent housing beds (60), improved retention of persons in permanent housing (88%), improved percentage of persons moving successfully from transitional to permanent housing (66%), increased percentage of homeless persons employed at program exit (27%), and having an established, functional Homeless Management Information System (HMIS).
- b. **Completion/initiation of several permanent housing projects** including United House, Prairie Apartments, and the Mercy Housing/Lakeside development.
- c. **The Commission on Special Needs Housing**, with COC representation, was appointed by County Executive Scott Walker and Mayor Tom Barrett to address the housing needs of persons with mental illness by coordinating resource development efforts, streamlining application/permitting processes, and increasing investment in permanent supportive housing from multiple sectors.
- d. **Submission of the Rapid Re-Housing Proposal** to HUD as part of the Continuum of Care's overall 2008 Supportive Housing Program proposal package.

**20) Identify actions taken to implement a continuum of care strategy for the homeless and new Federal resources obtained during the program year, including from the Homeless SuperNOFA.**

The Milwaukee CoC has identified the following goals as part of its Continuum of Care Strategy for addressing the needs of homeless persons in our community:

**Continued to enhance consumer participation** in homeless services planning and policy development. Relationships with consumers will be “consumer centered and strength-based.” (Within five years, each agency that provides case management services, will have trained staff in the Single Coordinated Care Plan model).

**Maximized mainstream resources for consumers** to prevent and remedy homelessness; within five years, reduce by 50% the number of consumers entering the shelter system from Mainstream Resource systems.

**Early Intervention Strategies** to help homeless persons remain housed; implement new Outreach models and conduct outreach to persons who are marginally housed.

**Systems Change** to eliminate the number of corrections and health care discharges to streets and shelters.

**Identification and elimination** of program rules and policies which function as barriers to services for the chronically homeless.

**Improved outreach and engagement strategies**, especially with regard to highly service-resistant individuals.

**Increased capacity** for individualizing services, e.g. enhanced assessments, care planning and service delivery tailored to needs shaped by gender, disability and other factors.

**Established** a mechanism at the CoC level to define, track and report on program-specific and system outcomes relating to the chronically homeless.

**Developed** a complete package of wraparound services, including treatment on demand, job and life skills, crisis management skills and aftercare.

**Availability** of a range of housing options including increased targeted shelter and transitional housing beds, more permanent affordable housing with supportive services, including permanent housing specifically designed for chronically homeless and greater use of Section 8 and Shelter + Care resources.

**Collaborated** around program development to ensure that best practices in service delivery are translated into targeted resource development.

**Improved** the capacity of the Continuum of Care to function as a collaborative planning program implementation and accountability structure.

**Created** a broader community awareness of and responsibility for homelessness.

**Continued** to develop better access to appropriate levels of service for those already experiencing homelessness as well as those at-risk for becoming homeless.

**Improved** the quality of data collection on who is being served and on the services being received for use in decision-making.

## CONTINUUM OF CARE (CoC) PROJECT LISTING

Project Name	Applicant Name	Budget Amount	Grant Term	Project Type	Program Type	Component Type
Autumn West Safe Haven	American Red Cross	\$98,704	1yr.	Renewal	SHP	SH
Autumn West Safe Haven	American Red Cross	\$301,446	1yr.	Renewal	SHP	SH
Autumn West Permanent Housing	American Red Cross	\$636,776	2 yrs.	Renewal	SHP	PH
Milwaukee County	Milwaukee County	\$416,016	1 yr.	Renewal	SHP	SH
Milwaukee County	Milwaukee County	\$2,607,084	1 yr.	Renewal	SHP	TRA
Transitional Living Services	Community Relations-Social Dev. Commission	\$441,341	1 yr.	Renewal	SHP	TH
Stable Housing for Persons with Disabilities	Community Advocates	\$84,000	1 yr.	Renewal	SHP	SSO
Meta House Transitional Living	Meta House	\$121,092	1 yr.	Renewal	SHP	TH
Meta House Transitional Living	Meta House	\$328,031	1 yr.	Renewal	SHP	TH
Meta House Permanent Housing	Meta House	\$130,385	1 yr.	Renewal	SHP	PH
Hope House Transitional Living	Hope House	\$579,715	1 yr.	Renewal	SHP	TH
Milwaukee CoC HMIS	Hope House	\$41,963	1 yr.	Renewal	SHP	HMIS
Hope House Supportive Services	Hope House	\$30,679	1 yr.	Renewal	SHP	SSO
Transitional I Development	Matt Talbot Recovery Center	\$235,625	1 yr.	Renewal	SHP	TH
St. Aemilian-Lakeside	St. Aemilian Lakeside	\$165,795	1 yr.	Renewal	SHP	PH
Transitional Living	Walker's Point Youth & Family Center	\$195,781	1 yr.	Renewal	SHP	TH
Homelinc III-C	Guest House of Milwaukee	\$816,771	1 yr.	Renewal	SHP	PH
Homelinc I	Guest House of Milwaukee	\$180,454	1 yr.	Renewal	SHP	TH
My Home Partnership	Guest House of Milwaukee	\$196,230	1 yr.	Renewal	SHP	SSO
VOID Exchange	Center for Veteran's Issues	\$415,911	1 yr.	Renewal	SHP	TH
Project Outreach	Center for Veteran's Issues	\$132,021	1 yr.	Renewal	SHP	SSO

Permanent Housing	St. Catherine's Residence	<b>\$144,379</b>	1 yr.	Renewal	SHP	PH
Lissy's Place	My Home, Your Home	<b>\$183,547</b>	1 yr.	Renewal	SHP	TH
Project Restore	Community Development Partners	<b>\$23,311</b>	1 yr.	Renewal	SHP	TH
Family Assistance	Health Care for the Homeless	<b>\$82,834</b>	1 yr.	Renewal	SHP	TH
YWCA Transitional Living	YWCA of Greater Milwaukee	<b>\$33,580</b>	1 yr.	Renewal	SHP	TH
Family Assistance	Health Care for the Homeless	<b>\$49,000</b>	1 yr.	Renewal	SHP	TH
Transitional I Housing	YWCA of Greater Milwaukee	<b>\$82,969</b>	1 yr.	Renewal	SHP	TH
Project Restore Transitional Housing	Community Development Partners	<b>\$103,410</b>	1 yr.	Renewal	SHP	TH
Milwaukee Rapid Response	Community Advocates	<b>\$1,883,735</b>	3 yrs.	New	SHP	TH
Winterstar Transitional Housing	The Salvation Army	<b>\$222,790</b>	1 yr.	Renewal	SHP	TH
Permanent Housing	The Salvation Army	<b>\$307,965</b>	2ys.	New	SHP	PH
FAITH III	Health Care for the Homeless	<b>\$115,000</b>	1 yr.	Renewal	SHP	TH
MWC Second Stage	Community Advocates	<b>\$120,514</b>	1 yr.	Renewal	SHP	SSO
Respite Care Case Management	The Salvation Army	<b>\$31,474</b>	1 yr.	Renewal	SHP	SSO
Protective Payment	Community Advocates	<b>\$344,544</b>	1 yr.	Renewal	SHP	PH
Project Restore	Community Development Partners	<b>\$85,714</b>	1 yr.	Renewal	SHP	PH
Project Restore	Community Development Partners	<b>\$12,101</b>	1 yr.	Renewal	SHP	PH
<b>TOTAL</b>		<b>\$11,982,687.00</b>				

## **Specific Homeless Prevention Elements**

### **21) Identify actions taken to prevent homelessness.**

Milwaukee's approach to homeless prevention approach features a mix of supportive services that begin with effective programming funded through the Community Development Block grant, support of an effective "211" community resource hotline, and the establishment of one of the most effective & safe public housing authorities.

In 2007-2008, the City's prevention efforts expanded through the establishment and funding of a Housing Trust Fund and collaboration with Milwaukee County to form the Supportive Housing Commission. The Commission brings together a host of housing providers that will approach the local housing challenges in an organized comprehensive manner. The creation of safe and affordable supportive housing promises to reduce the need for emergency shelter.

At the same time, the economic downturn has resulted in significantly increased unemployment, eviction, and foreclosure-related loss of housing that has increased pressure on the homeless services system significantly. The Continuum of Care is cognizant that solutions to homelessness are part of a broader community context and is using the opportunity afforded by the 10-Year Plan development process to engage more effectively with other service systems and institutions such as the Workforce Investment Board, Milwaukee County Behavioral Health Division, Milwaukee Area Technical College, Milwaukee Public Schools, and others. Out of the 10-Year Plan process will come new and more comprehensive strategies for the prevention of homelessness among families and single individuals.

### **Emergency Shelter Grants (ESG)**

#### **22) Identify actions to address emergency shelter and transitional housing needs of homeless individuals and families (including significant subpopulations such as those living on the streets).**

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The City of Milwaukee does not directly operate emergency shelters or transitional housing projects. The City's Housing Authority does however operate a SRO Permanent Housing Project and other permanent housing. The City supports a host of non-profit agencies through direct funding and cooperative efforts with city departments such as Administration, Police, Fire, Neighborhood Services and Public Works. This support has been a key factor for the maintenance of a long time stable inventory of shelter and transitional housing for the homeless:

<b>Current Inventory Emergency Shelter</b>		<b>Individuals</b>	<b>Families</b>
Cathedral Center	Cathedral Center	32	32
Community Advocates	Milwaukee Women's Center Refuge		22
Guest House of Milwaukee, Inc.	Guest House	38	
Hope House of Milwaukee, Inc.	Hope House	11	
La Causa	Crisis Nursery	12	
Rescue Mission	Safe Harbor	250	
Rescue Mission	Joy House		80
Salvation Army	Emergency Lodge	72	48
Social Development Commission	Family Support Center		70
Sojourner Truth House	Sojourner Truth House		37
The Counseling Center of Milwaukee	Pathfinders	8	
Walker's Point Youth & Family Center	Runaway and Teen Shelter	8	0
<b>SUBTOTALS:</b>		431	289

Current Inventory Transitional Housing		Individuals	Families
AIDS Resource Center of Wisconsin	Wisconsin Home	26	
American Red Cross of SE Wisconsin	Autumn West Safe Haven	17	
Center for Veterans Issues	Vets Place Central	84	
Community Development Partners, Inc.	Project Restore Transitional Housing		65
Day Star, Inc.	Day Star	10	
Guest House of Milwaukee, Inc.	Guest House Transitional Housing	38	
Health Care for the Homeless	Faith Transitional Housing		86
Hope House of Milwaukee, Inc.	Hope House Transitional Housing	14	48
Matt Talbot Recovery Center	Matt Talbot Lodge	10	
Meta House, Inc.	Meta Housing Transitional Housing	11	40
Milwaukee County Behavioral Health Division	Safe Haven	23	
My Home Your Home, Inc.	Lissy's Place	17	
Salvation Army	Winter Star*	30	
Social Development Commission	Transitional Living Center		87
Veteran's Administration	VA Mental Health	50	
Walker's Point Youth & Family Center	Transitional Housing	18	16
YWCA Greater Milwaukee	Transitional Housing		82
<b>SUBTOTALS:</b>		328	416

These projects serve a number of subpopulations including chronically homeless, AIDS patients, veterans, single adult non-veterans, domestic violence victims, persons with disabilities, families, teens and young children. Associated efforts include the provision of the '211' services hotline and street outreach provided by Healthcare for the Homeless and Vets Place Central. Health Care for the Homeless also coordinates mental health and primary healthcare across the City, while the Community Advocates Homeless Outreach Nursing Program provides additional mental health services to homeless residents. Additional local support for homeless veterans is provided by the V.A.'s Zablocki Health Center.

**23) Assessment of Relationship of ESG Funds to Goals and Objectives**

- a. Evaluate progress made in using ESG funds to address homeless and homeless prevention needs, goals, and specific objectives established in the Consolidated Plan.
- b. Detail how ESG projects are related to implementation of comprehensive homeless planning strategy, including the number and types of individuals and persons in households served with ESG funds.

PY 2008 CAPER ESG #23b response:

See also the following charts: *Needs/Housing, Needs/Community Development, Annual Housing Completion Goals, Summary of Specific Annual Objectives.*

In 2008, the City of Milwaukee’s allocation of ESG funds was an integral resource to achieve the following components of the comprehensive homeless planning strategy:

Homeless Planning Strategy Goal	Numeric Achievement in 12 months – 2007*
1. Create new PH beds for chronically homeless persons.	30 new units created
2. Increase percentage of homeless persons staying in PH over 6 months to at least 71%.	85% retention rate
3. Increase percentage of homeless persons moving from Transitional Housing to Permanent Housing to at least 61.5%.	88%
4. Increase percentage of homeless persons employed at exit of Transitional Housing projects to at least 18%.	66%
5. Ensure that the CoC has a functional HMIS system.	100% Bed Coverage Achieved

Milwaukee CoC Bed Inventory	Numeric Achievement in 12 months – 2007**
Number of Emergency Shelter Beds maintained for single persons	431
Number of Emergency Shelter Beds maintained for families	289
Number of Transitional Housing Beds Maintained for single persons	326
Number of Transitional Housing Beds Maintained for families	416
Number of Permanent Housing Beds for single individuals	574
Number of Permanent Housing Beds for families	214

\* As reported in the Milwaukee CoC 2008 Exhibit 1; Part III - CoC Strategic Planning

\*\* As reported in the Milwaukee CoC 2008 Exhibit 1; Part I – CoC Housing Inventory Charts

**24) Matching Resources**

- c. Provide specific sources and amounts of new funding used to meet match as required by 42 USC 11375(a)(1), including cash resources, grants, and staff salaries, as well as in-kind contributions such as the value of a building or lease, donated materials, or volunteer time.

PY 2008 CAPER ESG #24 response:

**Sources of Match Requirements for ESG Funds**

Agency	2008 ESG Amount	Matching Funds	Source of Matching Funds
Cathedral Center	26,189	26,189	CDBG
Community Advocates	136,602	136,602	CDBG
Counseling Center of Milwaukee	21,157	21,157	CDBG
Daystar Secondary Housing for Battered Women	29,514	29,514	CDBG
Family Crisis Center (SDC)	108,997	108,997	CDBG
Guest House Emergency Shelter	100,522	100,522	CDBG

HOPE House	89,526	89,526	<b>CDBG</b>
La Causa Family Center	30,975	30,975	<b>CDBG</b>
Salvation Army	99,882	99,882	<b>CDBG</b>
Sojourner Truth House	54,521	54,521	<b>CDBG</b>
Walker's Point Youth & Family Center	25,539	25,539	<b>CDBG</b>
YWCA Transitional Housing	44,254	44,254	<b>CDBG</b>

Besides, CDBG, providers utilize a mix of local, state, federal and other resources to address the needs of the homeless, including, but not limited to: State of Wisconsin, United Way, volunteers, private donations, in-kind contributions, FEMA and Milwaukee County ESG.

**25) State Method of Distribution**

- d. States must describe their method of distribution and how it rated and selected its local government agencies and private nonprofit organizations acting as subrecipients.

PY 2008 CAPER ESG #25 response:

Not applicable to the City of Milwaukee, Wisconsin

**26) Activity and Beneficiary Data**

- a. Completion of attached Emergency Shelter Grant Program Performance Chart or other reports showing ESG expenditures by type of activity. Also describe any problems in collecting, reporting, and evaluating the reliability of this information.

PY 2008 CAPER ESG #26a response:

Detailed financial information regarding ESG expenditures by type of activity are located in the HUD IDIS report. CDGA did not encounter any problems in collecting, reporting or evaluating the information.

The chart below details number of beneficiaries served through the use of ESG funds.

<b><u>Consolidated Plan Priority Goals/Objectives:</u> Shelter &amp; Community Services for Homeless and Special Needs Populations to promote stable housing, economic self-sufficiency, personal well-being and family stability.</b>		
<b><u>Long-Term Outcomes:</u> Improved Neighborhood Quality of Life, Increased Economic Vitality, Increased Property Values, Reduced Crime</b>		
<b>ESG-Funded Activity</b>	<b>Fourth Year Goal (#served)</b>	<b>Actual</b>
Emergency and transitional shelter and supportive services for families and individuals (includes battered spouses and their children & runaway & troubled youth).	<b>6,782</b>	<b>7,375</b>



b. Homeless Discharge Coordination

- i. As part of the government developing and implementing a homeless discharge coordination policy, ESG homeless prevention funds may be used to assist very-low income individuals and families at risk of becoming homeless after being released from publicly funded institutions such as health care facilities, foster care or other youth facilities, or corrections institutions or programs.
- ii. Explain how your government is instituting a homeless discharge coordination policy, and how ESG homeless prevention funds are being used in this effort.

**Milwaukee's discharge planning is focused on four areas: Foster Care, Health Care, Mental Health and Corrections.**

**Foster Care:** In Milwaukee County, foster care is the responsibility of the Wisconsin Department of Health and Family Services, Bureau of Milwaukee Child Welfare (BMCW). Since 1999, BMCW has had an established formal protocol relative to the foster care discharge of youth reaching the age of 18. The BMCW foster care monitoring system issues an alert when a foster care child reaches the age of 15.5 years that initiates the development of a Transitional Independent Living Plan. The plan is developed by an Independent Living Case Manager in consultation with the foster child and his/her caregivers. The plan addresses educational issues including the completion of high school and post secondary education planning, development of daily living skills such as food preparation, household budgeting and money management, attention to vocational skills acquisition and job experience, arrangements for continued access to health care, and development of a transportation plan. Most importantly for the CoC, the Transitional Independent Living Plan includes the development of a realistic, affordable, and appropriate plan to acquire and sustain stable housing. Individuals leaving the foster care system are not discharged to McKinney-Vento funded projects.

The primary provider of Independent Living services for the BMCW is Lad Lake, Inc. Lad Lake offers a program called "Connections" which focuses on the development of stable housing and permanent employment. Lad Lake, Inc. describes its services as follows: *The backbone of the services offered is to assist young adults in finding permanent employment, and obtaining reasonable living accommodations. There are also housing subsidies available for 1-2 months and funding for emergencies to those who qualify. In addition, we develop workable relationships with landlords, to secure housing options for clients in emergencies and for future use. Prior to finding housing we focus on developing the skills necessary for independent living.* These include household management, banking and money management, obtaining and maintaining employment, nutrition, health, safety, personal hygiene, leisure time, planning for future housing, along with other skills the young adults feel would benefit them. This assistance can continue for as long as the individuals feel necessary, even after they move into their own apartments. The BMCW conducts regular follow-up to insure compliance with the Transitional Independent Living Plan and that contracts such as Lad Lake, Inc. achieve planned outcomes and adhere to the foster care discharge protocol. Note: The Milwaukee 2007 Point in Time Survey identified no homeless individual as having spent the previous night in a foster care setting.

**Health Care:** All Milwaukee community hospitals have established protocols for discharge planning for those individuals leaving their facilities after inpatient stays. Discharge planning addresses post-inpatient housing, particularly from the perspective of maintaining adequate continuity of care. For Milwaukee County General Assistance Medical patients, discharge from an inpatient stay includes coordination with individuals' primary care clinics which maintain responsibility for the overall coordination of care and, as necessary, the coordination of supportive services, including housing. Community Advocates, administrative coordinator of the CoC, provides housing advocacy services for individuals for whom other housing options are not available at the time of discharge. Individuals leaving Milwaukee community hospitals are not discharged to McKinney-Vento funded projects. Note: The Milwaukee 2007 Point in Time Survey identified no homeless individual as having spent the previous night in a hospital or other health care facility.

**Mental Health:** The Milwaukee County Behavioral Health Division (BHD) is responsible for providing psychiatric emergency, crisis intervention, inpatient, outpatient, targeted case management and community support services to medically indigent Milwaukee County residents. In this capacity, BHD is the primary service provider to individuals with serious mental illness who are participants in HUD-supported CoC programs including Transitional Housing, Permanent Housing, Safe Haven and Shelter + Care. BHD discharge policies insure that BHD patients are not discharged to the street or to shelter. All providers of BHD-funded inpatient and residential care (as well as community hospitals providing psychiatric care) adhere to Chapter 51 section 51.35 (5) of the State Alcohol, Drug Abuse, Developmental Disabilities and Mental Health Act. This statute, in summary, states *"the person, director or board authorized to discharge or transfer patients shall ensure that a proper residential living arrangement and necessary transition services are available and provided for the patient being discharged or transferred."* In addition to the above, CBRF's (Community Based Residential Facilities) under contract with BHD Community Services Branch follow discharge criteria outlined in HFS 83 statutes. Additionally, it is BHD policy that no person requiring long term support services can be admitted, transferred or discharged from any residential setting without BHD approval. This policy is articulated in a formal procedure that providers must follow when request discharge for a resident. The provider submits a service request form to BHD outlining the nature of the request. That request is initially reviewed by the assigned care coordinator who after review will advance the request to the residential care services manager to review in the regularly scheduled provider operations meeting. At that meeting, a decision is made to either authorize the requested change, hold for further review or to deny the request. BHD does not authorize the discharge of persons to the streets or the shelter system; rather BHD works with providers to move persons through the residential care system to more independent living situations in a planned way. This process is documented by the BHD service utilization review process. In addition, BHD has established an in-house housing resource specialist, and has developed two crisis respite facilities to prevent homelessness in persons suffering mental health crisis, thereby preventing discharge to McKinney-Vento funded projects. Note: The Milwaukee 2007 Point in Time Survey identified no homeless individual as having spent the previous night in a psychiatric hospital or mental health facility.

**Corrections:** The State of Wisconsin Department of Corrections is responsible for discharge planning/reentry coordination for offenders returning to the community. When individuals are released through the Parole Commission, each has a plan in place which defines a specific living situation. The Milwaukee Region of the Department of Corrections has an established protocol which requires probation agents to complete a release plan for every offender. Agents receive a scheduled release notification from the state correctional facility; the agent is to verify proposed housing and confirm that the housing is adequate. If the offender has no community housing option, the local probation agent can purchase 30-60 days of housing in rooming houses or other appropriate facilities per state purchasing rules. During this temporary living placement, the agent and offender actively seek a more permanent and safe housing arrangement. Individuals placed in state mental institutions due to NGI findings (Not Guilty by Reason of Insanity) are case managed at the time of planned re-entry to Milwaukee County by Wisconsin Community Services. These individuals require defined housing as part of an approved plan that is presented to the sentencing court. The Milwaukee County Jail holds individuals serving brief sentences, e.g. 30-60 day sentences for driving after revocation, as well as individuals awaiting trial. Prisoners are released when their sentences are completed or when sentenced to serve time in a state correctional facility. Because of the short duration of jail sentences, the Sheriff's Office (which operates the Jail) does not provide discharge planning; individuals released from the Jail generally return to the living situation they had when initially incarcerated. Neither the State Department of Corrections nor the Milwaukee County Jail discharges individuals to McKinney-Vento funded projects. Note: The Milwaukee 2007 Point in Time Survey identified one homeless individual as having spent the previous night in jail or prison; this represents 0.1% of the 698 homeless individuals who responded.

## **NON-HOMELESS SPECIAL NEEDS**

### **27) Identify actions taken to address special needs of persons that are not homeless but require supportive housing, (including persons with HIV/AIDS and their families).**

PY 2008 CAPER Non-homeless Special Needs #27 response:

Persons with disabilities face challenges in accessing affordable housing. While the demand for housing within the general population is great, persons with disabilities are dually disadvantaged by economic factors and the need for special housing features. The demand for housing for the disabled exceeds the supply. Waiting lists for subsidized, barrier-free units average several years. There is a great need to increase the assistance needed by people with disabilities who rent. While there are programs for people with disabilities who are homeowners, individuals who rent do not have the options, or the options are very limited due to long waiting lists.

There is also a significant need to increase the number of Section 8 vouchers. Many subsidized complexes have opted not to renew their contract reducing the number of affordable rental units. Section 8 vouchers increase integration into the community by providing more choices to the individual with a disability.

The elderly in our community face many challenges including limited income, maintenance and repair of their homes, the need for accessible units, the need for assisted living and the desire for safe neighborhoods, transportation needs and access to social services.

The Community Development Grants Administration, in its efforts to address the accessibility needs of persons with disabilities and the special needs of the elderly, undertook the following in 2008:

#### **Actions undertaken in 2008:**

- ❖ Supported the construction and rehabilitation of housing units for the disabled.
- ❖ In all housing rehabilitation activities, to the extent possible, addressed any unmet needs of persons with disabilities before, during and after rehabilitation of relevant units.
- ❖ Continued the Housing Accessibility Program.
- ❖ Continued programs that assist the elderly in remaining in their own homes, avoiding institutionalization.
- ❖ Continued programs that assist the elderly in accessing various supportive services (transportation, social services, etc).
- ❖ Maximized the use of elderly public housing developments.

**HUD Objective: Create Suitable Living Environment**

**HUD Outcomes: Availability/Accessibility; Sustainability**

**Consolidated Plan Goals/Objectives:** Construct accessible housing units for disabled persons; support programs to reduce the poverty level of persons; support programs to assist the elderly and disabled access supportive services and remain in their homes.

**Long-Term Outcomes:** Increased Economic Vitality, Improved Neighborhood Quality of Life; Reduce Crime; Increased Property Values

<b><u>CDBG Funded Activity</u></b>	<b>Fourth Year Goal</b>	<b>Actual</b>
Housing units for disabled persons (#units)	<b>5</b>	<b>6</b>
Housing Accessibility Program(#ramps & other modifications)	<b>25</b>	<b>7</b>
Employment Services: Job placement/Job Training & Placement for disabled persons(#jobs)	<b>35</b>	<b>10</b>
Homecare services and access to social & other services to assist the elderly in remaining in their homes (#served)	<b>110</b>	<b>144</b>
Milwaukee Aids Initiative	<b>1448</b>	<b>801</b>

# COMMUNITY DEVELOPMENT

## Community Development Block Grant

### **28) Assessment of Relationship of CDBG Funds to Goals and Objectives**

- a. Assess use of CDBG funds in relation to the priorities, needs, goals, and specific objectives in the Consolidated Plan, particularly the highest priority activities.

PY 2008 CAPER CDBG Assessment #28a response:

See also the following charts: *Needs/Housing, Needs/Community Development, Annual Housing Completion Goals, Summary of Specific Annual Objectives.*

### **Housing and Community Development: High Priority Objectives**

The Consolidated Plan's Housing and Community Development 5-Year Strategy focuses on creating viable neighborhoods and providing decent housing for community residents. The HCD Strategy established priorities in the following key areas recognizing that housing is a critical part of a viable neighborhood system which includes public safety, education, economic development, employment, business and social services.

- ❖ **Safe, Well-Maintained Neighborhoods**
- ❖ **Coordination of Public and Private Resources**
- ❖ **Homeownership**
- ❖ **Quality, affordable, decent rental housing**
- ❖ **Economy & Jobs**

The data, as presented in the 2008 CAPER Report, supports the fact that the City, through its funded activities, addressed priorities as established in the Consolidated Plan 5-Year Strategy.

As shown in **Chart A**, on the following page, the City allocated Federal funds to address priorities as outlined in the HCD Strategy.

**CHART A**

**PROGRAMS PROMOTING SAFE, WELL-MAINTAINED NEIGHBORHOODS**

<b>Consolidated Plan Priority</b>	<b>Funded Activity</b>	<b>Funding Allocations</b>	<b>Actions Undertaken</b>
<b>Blight Elimination</b>	*Acquire/Rehab/Sell; New home construction; new rental units *Brownfields remediation *Land management, Demolition/Spot Acquisition	In 2008, <b>\$2.7M</b> in CDBG/HOME funds was allocated to purchase private and city in-rem vacant/blighted homes for rehabilitation and sale to low/moderate owner occupants. <b>\$191,799</b> was allocated to remediate brownfields and <b>\$1.4M</b> was allocated for land management, spot acquisition/ demolition of nuisance/blighted properties	A total of <b>40</b> units were rehabbed or constructed under the Acquire/Rehab/Sell/New Construction/New Rental program.  <b>9</b> properties were remediated using Brownfields funds.  Blighted properties were acquired for reuse/redevelopment under the Demolition/Spot Acquisition program.
	Commercial Rehabilitation	<b>\$150,000</b> was allocated in CDBG funds for storefront facade improvement grants and for minor/exterior repairs.	<b>4</b> facades were completed.
<b>Strengthen Milwaukee's Communities through citizen participation</b>	* Crime Prevention * Employment services * Drug house abatement * Youth diversion * Youth safe havens * Tenant training/ Assistance * Landlord training * Elderly home care * Block clubs * Health services * Neighborhood cleanups * Nuisance property abatement * Community Prosecution * Youth Employment	In 2008, the City allocated more than <b>\$4.2M</b> to nonprofit organizations for various organizing, anti-crime and quality of life initiatives to improve the quality of life for residents.	New block clubs were established; drug houses and other nuisance activities were referred for action, <b>29,435</b> youth benefited from youth programming, youth employment, safe havens and Summer Youth programs; <b>3,330</b> residents participated in neighborhood strategic planning; cleanups, crime prevention initiatives and other neighborhood improvements efforts; <b>342</b> residents were provided with employment services; <b>1,073</b> participated in landlord training and tenant assistance; <b>144</b> elderly received homecare services, helping them to remain in their homes; <b>2,383</b> received health care services.
<b>Eliminate Graffiti on Public &amp; Private Property</b>	Graffiti Abatement Program	<b>\$50,000</b> in CDBG funds was allocated to abate Graffiti on public and private property.	A total of <b>724</b> property units received graffiti abatement.  (1 unit = 100 square feet)
<b>Expand City Efforts to Combat Lead Hazards</b>	City-Wide Lead Abatement/Prevention Program	<b>\$1.2M</b> in CDBG funds was allocated for lead abatement/ prevention efforts	<b>395</b> properties received lead prevention/ abatement/ services.

Source: 2008 CDGA Program Files

b. Evaluate progress made toward meeting goals for providing affordable housing using CDBG funds, including the number and types of households served.

See also the following charts: *Needs/Housing, Needs/Community Development, Annual Housing Completion Goals, Summary of Specific Annual Objectives.*

### **Development and Maintenance of Affordable Rental Housing**

During 2008, HACM maintained and redeveloped its low rent public housing portfolio. HACM completed the construction of the Cherry Court midrise with fully accessible apartments for elderly and disabled residents and 24 off-site single-family homes in conjunction with the Scattered Sites HOPE VI redevelopment program.

HACM also continued cooperation agreements with several agencies to expand access to, and utilization of, the Section 8 Housing Choice Voucher rental assistance program and paid private landlords participating in this program.

### **Housing Authority Homeownership Initiatives**

During 2008, HACM administered a number of highly successful programs to assist public housing residents and Section 8 program participants achieve economic self-sufficiency and homeownership. Through its initiatives, HACM continued to provide significant opportunities for its program clients to move to private unsubsidized housing.

HACM continued and expanded its highly successful Section 32 (formerly 5h) homeownership program which allows families assisted through HACM's low rent public housing program to purchase a scattered site, single-family home from HACM.

HACM also continued to offer Section 8(y) Homeownership Options for participants in the Section 8 Housing Choice Voucher Program. Through this program 103 families have become homeowners by applying their housing assistance payment to the mortgage of a single-family home. More than 1000 families applied for this program, which was implemented in March 2002.

In addition to these efforts, various CDBG/HOME-funded programs support the development and maintenance of affordable rental units for large families, such as:

### **Acquire/ Rehab/ Sell/New Home Construction**

CDBG/HOME funds were allocated for this program which acquired, rehabilitated and sold houses to low income families as part of a comprehensive and targeted neighborhood initiative. Distressed properties that were slated for demolition were rehabilitated for income eligible homebuyers. Working with non-profit CDBG and HOME-funded groups, the City allowed these operators first priority at selected, tax-foreclosed properties for a nominal cost, generally not exceeding \$500. Properties renovated by funded non-profits were made available to low to moderate income buyers at the after rehab market value of the property. With the City absorbing the gap between the after rehab appraisal and the cost of development, renovated properties were made available and affordable for income eligible persons.

### **Neighborhood Improvement Programs (NIPs)**

In 2008, CDGA and the Department of Neighborhood Services partnered with community organizations to operate Neighborhood Improvement Programs (NIPs). These programs provided direct housing rehab services to abate building code violations for very low and extremely low-income owner occupants in the CDBG target area.

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### **Rental Rehabilitation Loan Program**

Provides forgivable loans to landlords for the rehabilitation of rental units occupied by low and moderate income households.

### **American Dream Downpayment Initiative**

During 2008, the City of Milwaukee continued the administration of the American Dream Downpayment Initiative (ADDI) utilizing its entitlement grant award of \$42,427. In addition, \$200,000 was awarded for homebuyer assistance during the Reprogramming cycle. The ADDI program aims to increase the homeownership rate among low income and minority households by providing downpayment, closing costs and rehabilitation assistance to eligible first-time homebuyers with incomes below 80% of the area median income. Funding was provided to Select Milwaukee, who was designated the lead agency of a consortium of six homebuyer counseling agencies. The program continues to be a success with the consortium utilizing all funds to help low-income persons own their own home.

### **Homebuyer Counseling Programs**

A total of **\$300,000** was allocated for homebuyer counseling and other homebuyer assistance activities which resulted in **200** mortgage loan closings for *first-time* low income homebuyers. Besides pre-purchase counseling and mortgage loan assistance, funded agencies provided budget counseling and assistance with credit repair.

### **Buy in Your Neighborhood Program**

Assists neighborhood owner occupants in purchasing rental properties in their neighborhood. Properties must be code compliant and meet rent and tenant income restrictions so as to be affordable to low and moderate income families.

**Successful innovative programs** - such as Landlord/Tenant Training, Property Management Training, aggressive Receivership actions, Drug and Nuisance Abatement programs, Mediation programs, Safe Streets Now and the Department of Neighborhood Services' aggressive Code Enforcement program.



## HOME OWNERSHIP AND RENTAL HOUSING PROGRAMS

<b><i>HUD Objective: Provide decent, affordable housing; HUD Outcome: Affordability</i></b>		
<b><i>Consolidated Plan Objectives: Improve Milwaukee's Housing Stock; Develop &amp; Maintain Affordable, Quality, Decent Owner-Occupied and Rental Housing Units</i></b>		
<b>CDBG and HOME Funded Activities</b>		<b>Actions Undertaken in 2008</b>
<b>Owner-Occupied Neighborhood Improvement Projects</b>	These programs provided forgivable loans to low-income homeowners for home repair work. In 2008, over <b>\$5.6M</b> in CDBG and HOME funds was allocated.	<b>255</b> units in need of major repair were brought into compliance with City building codes.
<b>Housing Production (Acquire/Rehab/ Sell, New Construction; New rental)</b>	The Housing Production programs acquired abandoned or distressed properties, rehabbed them and resold them to owner occupants. The program included a home-ownership training component that included finance, budgeting, homeowner's insurance and home maintenance. In 2008, <b>\$2.7M</b> in CDBG/HOME funds was allocated to this initiative.	<b>40</b> units of housing were constructed and/or rehabbed.
<b>FRESHSTART/YouthBuild Housing Construction Program</b>	This program provides on-site housing construction and rehabilitation training and work experience, off-site academic classes and supportive services for at-risk young people. Four non-profit community-based agencies were funded to undertake this program, which is currently underway. A total of <b>\$590,000</b> was allocated to the program in 2008.	<b>1</b> unit of housing was constructed; other units underway.
<b>Rental Rehabilitation</b>	This program provides forgivable loans to landlords for rehab of rental units occupied by low/moderate income households. A total of <b>\$314,000</b> was allocated to the program in 2008.	<b>43</b> rental rehab units were completed.
<b>American Dream Downpayment Initiative</b>	A total of <b>\$42,427</b> in HOME funds was allocated to this project which provides downpayment and closing cost assistance for first time homebuyers.	<b>19</b> households were assisted.
<b>Homebuyer Counseling</b>	In 2008, <b>\$300,000</b> in CDBG funds was allocated to assist first-time homebuyers.	<b>200</b> first-time home buyers closed on home mortgage loans.
<b>Fair Housing &amp; Fair Lending programs</b>	A total of <b>\$174,000</b> in CDBG funds was allocated to address discriminatory housing and lending practices in Milwaukee.	<b>619</b> fair housing/fair lending complaints were investigated.
<b>Problem Property Receivership Program</b>	This program addressed nuisances in properties, such as drugs, prostitution, property damage etc. For severe cases, the City initiated court action to enable a receiver to take control of the property, abated the nuisances and corrected dangerous and defective conditions. In 2008, <b>\$89,716</b> in CDBG funds was allocated.	<b>638</b> complaints about nuisance properties were inspected for action and resolution.
<b>Property Management/Landlord/Tenant Programs</b>	A total of <b>\$299,983</b> was allocated to train landlords on being a good landlord and effective property management. Tenants received training through tenant training seminars and were assisted with rent withholding/abatement.	<b>974</b> landlords participated in the Landlord Training Program. <b>2,277</b> residents participated in the Tenant Assistance Program.

Source: 2008 CBGA Program Records

c. Indicate the extent to which CDBG funds were used for activities that benefited extremely low-income, low-income, and moderate-income persons.

PY 2008 CAPER CDBG LMI Benefit #28c response

CDBG funds, as allocated by the City, were used exclusively for the following three National Objectives:

- ❖ Benefiting low and moderate income persons;
- ❖ Addressing slums or blight, or;
- ❖ Meeting a particularly urgent community development need.

The Community Development Grants Administration complied with the overall benefit certification.

**29) Changes in Program Objectives**

**a. Identify the nature of and the reasons for any changes in program objectives and how the jurisdiction would change its program as a result of its experiences.**

PY 2008 CAPER CDBG #29 response:

The Community and Economic Development Committee, which is the official oversight body governing Federal Block Grant funds, adopted the **2008 Funding Allocation Plan** on July 24, 2007, which determined the various 2008 funding categories. Funding recommendations were subsequently approved by the Community and Economic Development Committee in October 2007 and ratified by the Milwaukee Common Council and Mayor Tom Barrett.

**2008 FUNDING ALLOCATION PLAN**

**Community Development Policies and Outcomes**

Policies	Outcomes
Produce Visible Economic Vitality	More Private Sector Investment
Promote Clean and Safe Neighborhoods	Reduce Crime
Provide Decent, Safe and Affordable Housing	Increase Property Values and Create Neighborhood Stability; Increase Homeownership
Develop a Skilled and Educated Workforce	Skilled/Competitive Regional Workforce
Reduce Duplication of Services	Increased collaborations with the public and private sectors
Serve Low/Moderate Income Persons	Improve Quality of Life

## 2008 Community Development Funded Activities

<ul style="list-style-type: none"> <li>❖ Employment Services(job placement &amp; job training &amp; placement)</li> <li>❖ Community Organizing/Neighborhood Strategic Planning/Crime Prevention</li> <li>❖ Large Impact Developments</li> <li>❖ Community Prosecution Unit</li> <li>❖ Vacant lot maintenance/demolition/ redevelopment</li> <li>❖ Economic Development</li> <li>❖ Youth Services</li> <li>❖ Summer Youth Internship</li> <li>❖ Senior Services</li> <li>❖ Homebuyer Counseling</li> <li>❖ Homeless Shelters</li> <li>❖ Milwaukee AIDS Initiative</li> <li>❖ Housing Opportunities for Persons with AIDS(HOPWA)</li> <li>❖ Housing (Rental rehabilitation, Acquire/ Rehab/Sell, New construction, Neighborhood Improvement Program(NIP), Owner-occupied rehab, Minor Home Repair, Tool Loan, Home Source)</li> <li>❖ Graffiti Abatement</li> <li>❖ Façade Improvements</li> <li>❖ Health Services</li> <li>❖ Lead Based Paint Prevention/Abatement</li> </ul>	<ul style="list-style-type: none"> <li>❖ Landlord Training</li> <li>❖ Code Enforcement</li> <li>❖ Fire Prevention &amp; Education (FOCUS)</li> <li>❖ Tenant Assistance</li> <li>❖ Technical Assistance for community-based agencies</li> <li>❖ Receivership of Nuisance properties</li> <li>❖ Fair housing/fair lending/enforcement &amp; education</li> <li>❖ Brownfield Initiatives</li> <li>❖ Neighborhood Cleanups</li> <li>❖ Mainstreets program</li> <li>❖ Renewal Communities</li> <li>❖ Environmental Planning &amp; Review</li> <li>❖ Historic Preservation</li> <li>❖ COMPASS(data services for cbos)</li> <li>❖ Community Outreach &amp; Technology Center</li> <li>❖ Housing Accessibility Program</li> <li>❖ Retail Investment Fund</li> <li>❖ American Dream Downpayment Initiative(ADDI)</li> </ul>
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**In addition, the following priorities were adopted:**

- ❖ Streamline the process, making it more “customer friendly.”
- ❖ The City will consider the goals and objectives established in the CDGA Consolidated Strategy and Five Year Plan and the City of Milwaukee’s Citywide Strategic Plan in setting the priorities and goals for 2008 funding.
- ❖ The Community and Economic Development Committee and the Milwaukee Common Council will approve the strategic issues and goals corresponding to the allocation of federal grant funding.
- ❖ Establish a balanced decision-making process including neighborhood residents, business entities and other stakeholders, subrecipients, community-based organizations and elected officials.
- ❖ Maintain the creation of new and vibrant economic engines such as the Retail Investment Fund, Large Impact Development projects and the Milwaukee Mainstreet Program.
- ❖ In the Job Training & Placement categories, place a high emphasis on skilled trades training.

- ❖ New policies and procedures for housing activities; technical assistance to CHDOs, allow CHDOs to use CHDO operating proceeds to increase capacity and help provide agency operating capital.

**30) Assessment of Efforts in Carrying Out Planned Actions**

- Indicate how grantee pursued all resources indicated in the Consolidated Plan.
- Indicate how grantee provided certifications of consistency in a fair and impartial manner.
- Indicate how grantee did not hinder Consolidated Plan implementation by action or willful inaction.

PY 2008 CAPER CDBG #30 response:

**(a)** The City of Milwaukee pursued all resources that it indicated it would pursue and was successful in obtaining the following grants:

<b>Name of Grant Award</b>	<b>Award Amount</b>
High Intensity Drug Trafficking Areas (HIDTA)	<b>\$698,000</b>
Housing Opportunities for Persons with AIDS	<b>\$515,000</b>
Weed & Seed-Historic Clarke Square	<b>\$150,000</b>
Juvenile Accountability Block Grant	<b>\$ 65,953</b>

**(b)** The City provided certifications of consistency for HUD programs in a fair and impartial manner, in connection with the following applications by other entities:

**2008 - Certifications of Consistency with the Consolidated Plan**

<b>Applicant</b>	<b>Project</b>	<b>Federal Program</b>
Community Advocates	Milwaukee Rapid Re-Housing	Supportive Housing Program
Housing Authority of the City of Milwaukee	ROSS Service Coordinators-Family	ROSS Service Coordinators-Family
Housing Authority of the City of Milwaukee	Youth Build	Youth Build
SET Ministry	Elderly Service Coordinators in Public High Rises	ROSS Service Coordinators-Elderly & Disabled
Sci-Tech Development, Inc.	SDI Housing Counseling Services in Milwaukee	HUD-Housing Counseling Program
United Community Center	UCC First Time Bilingual Home Ownership Program	Housing Counseling Program

Metropolitan Milwaukee Fair Housing Council	Fair Housing Initiatives	Milwaukee Enterprise Community(RC/EZ/EC-II)
Select Milwaukee, Inc.	Select Milwaukee Affordable Homeownership	Federal Home Loan Bank of Cincinnati AHP
Housing Authority of the City of Milwaukee	Expansion of Neighborhood Networks at Hillside & Carver Park	Public Housing Neighborhood Networks
S.E.T. Ministry, Inc.	Helping Milwaukee Seniors & Persons with Disabilities Live Independently	ROSS Elderly & Persons with Disabilities
Highland Park Resident Organization	ROSS Elderly-Highland Park	ROSS Elderly & Persons with Disabilities
Housing Authority of the City of Milwaukee	Milwaukee ROSS Family Program	ROSS Family & Homeownership Program
Friends of Housing Corporation	Milwaukee ROSS Elderly Program at Becher Court, Holton Terrace, Mitchell Court	ROSS Elderly & Persons w/Disabilities Program
Arlington Court Resident Organization	ROSS Elderly-Arlington Court	ROSS Elderly & Persons w/Disabilities Program
St. Aemilian-Lakeside	St. Aemilian-Lakeside Permanent Housing	Continuum of Care Supportive Housing Program
Community Advocates	Stable Housing for Individuals with Disabilities	Continuum of Care Supportive Housing Program
Community Advocates	MWC Second Stage Services	Continuum of Care Supportive Housing Program
Community Advocates	Protective Payment for Families & Individuals	Continuum of Care Supportive Housing Program
HOPE House of Milwaukee	Milwaukee CoC HMIS Project (Renewal Project)	Continuum of Care Supportive Housing Program
HOPE House of Milwaukee	Transitional Housing Project	Continuum of Care Supportive Housing Program
HOPE House of Milwaukee	Supportive services to SRO Housing	Continuum of Care Supportive Housing Program
Salvation Army	Respite Care Case Management	Continuum of Care Supportive Housing Program
Salvation Army	Permanent Housing Project	Continuum of Care Supportive Housing Program
Salvation Army	Winterstar	Continuum of Care Supportive Housing Program
YWCA of Greater Milwaukee	Transitional Housing Program (AODA-Security)	Continuum of Care Supportive Housing Program
YWCA of Greater Milwaukee	Transitional Housing Program	Continuum of Care Supportive Housing Program

Milwaukee County	My Home Housing Program	Continuum of Care Shelter Plus Care Program
Milwaukee County	Safe Havens Project	Continuum of Care Supportive Housing Program
Milwaukee County Behavioral Health Division	Milwaukee County/Mercy Housing Shelter	Continuum of Care Shelter Plus Care Program
St. Catherine Residence	Permanent Housing for Homeless Women with a disability	Continuum of Care Supportive Housing Program
Walker's Point Youth & Family Center	Transitional Living Program for Homeless Youth	Continuum of Care Supportive Housing Program
Walker's Point Youth & Family Center	Transitional Living Program for Homeless Youth(Case Management)	Continuum of Care Supportive Housing Program
Matt Talbot Recovery Center	Transitional Development Initiative	Continuum of Care Supportive Housing Program
Meta House, Inc.	Meta House Transitional Housing-Phase I	Continuum of Care Supportive Housing Program
Meta House, Inc.	Meta House Transitional Housing-Phase II	Continuum of Care Supportive Housing Program
Meta House, Inc.	Meta House Transitional Housing-Phase III	Continuum of Care Supportive Housing Program
Health Care for the Homeless	FAITH I (Family Assistance in Transition from Homelessness)	Continuum of Care Supportive Housing Program
Health Care for the Homeless	FAITH II (Family Assistance in Transition from Homelessness)	Continuum of Care Supportive Housing Program
Health Care for the Homeless	FAITH III(Family Assistance in Transition from Homelessness)	Continuum of Care Supportive Housing Program
My Home, Your Home, Inc.	Lissy's Place	Continuum of Care Supportive Housing Program
Community Relations-Social Development Commission	Homeless Family Friends Program	Continuum of Care Supportive Housing Program
Community Relations-Social Development Commission	Transitional Living Center Program	Continuum of Care Supportive Housing Program
American Red Cross	Autumn West Safe Haven	Continuum of Care Supportive Housing Program
American Red Cross	Autumn West Safe Haven-Expansion	Continuum of Care Supportive Housing Program
American Red Cross	Autumn West Safe Haven-Permanent Housing	Continuum of Care Supportive Housing Program
Center for Veterans Issues	VOID Exchange Project	Continuum of Care Supportive Housing Program
Center for Veterans Issues	Project Outreach	Continuum of Care Supportive Housing Program
Community Development Partners, Inc.	Project Restore-Permanent Housing Expansion	Continuum of Care Supportive Housing Program
Community Development Partners, Inc.	Project Restore-Transitional Housing Expansion	Continuum of Care Supportive Housing Program

Community Development Partners, Inc.	Project Restore-1305 W. Madison Street + scattered site	Continuum of Care Supportive Housing Program
Guest House of Milwaukee, Inc.	My Home Partnership Program	Continuum of Care Supportive Housing Program
Guest House of Milwaukee, Inc.	Transitional Housing-Homelinc 1	Continuum of Care Supportive Housing Program
Guest House of Milwaukee, Inc.	Permanent Housing-Homelinc 3	Continuum of Care Supportive Housing Program

**(c) The City of Milwaukee did not hinder Consolidated Plan implementation by action or willful inaction.** Information provided in the 2008 CAPER shows that the City of Milwaukee did not hinder Consolidated Plan implementation by action or willful inaction.

**31) For Funds Not Used for National Objectives**

- a. Indicate how use of CDBG funds did not meet national objectives.
- b. Indicate how use of CDBG funds did not comply with overall benefit certification.

PY 2008 CAPER CDBG #31 response:

**Three National Objectives** - Compliance with the overall benefit certification-CDBG funds, as allocated by the City, were used exclusively for the following three National Objectives:

- ❖ **Benefiting low and moderate income persons;**
- ❖ **Addressing slums or blight, or;**
- ❖ **Meeting a particularly urgent community development need.**

The Community Development Grants Administration complied with the overall benefit certification.

**32) Anti-displacement and Relocation – for activities that involve acquisition, rehabilitation or demolition of occupied real property**

- a. Describe steps actually taken to minimize the amount of displacement resulting from the CDBG-assisted activities.

PY 2008 CAPER CDBG # 32a response

**(a)** The use of CDBG and HOME funds can trigger relocation in two types of acquisition: housing production administered by CBOs and acquisition of properties by the Redevelopment Authority of the City of Milwaukee. In the administration of its Housing Production Program, the City of Milwaukee minimizes the potential for displacement by requiring that only vacant properties be acquired. To ensure compliance with the URA, agencies must have a relocation strategy approved by the Department of City Development’s Relocation Specialist, even though no relocations occurred in 2008.

Spot acquisition and Acquire/Rehab/Sell activities have been restricted to vacant lands, eyesores and property that is suitable for rehabilitation. In 2008, there were no displacements from these activities.

**b. Describe steps taken to identify households, businesses, farms or nonprofit organizations that occupied properties subject to the Uniform Relocation Act or Section 104(d) of the Housing and Community Development Act of 1974, as amended, and whether or not they were displaced, and the nature of their needs and preferences.**

PY 2008 CAPER CDBG #32b response:

Not applicable to the City of Milwaukee, Wisconsin.

**c. Describe steps taken to ensure the timely issuance of information notices to displaced households, businesses, farms, or nonprofit organizations.**

PY 2008 CAPER CDBG # 32c response

All agencies are required to provide an addendum to the offer to purchase which states (1) that the agency is negotiating in the open market, does not have the power of eminent domain, and is unable to acquire the property in the event negotiations fail to result in an amicable agreement; and (2) what the agency believes to be fair market value of the property. Additionally, the Seller is required to provide a statement indicating that they agree to keep the property vacant.

**33) Low/Mod Job Activities – for economic development activities undertaken where jobs were made available but not taken by low or moderate-income persons.**

a. Describe actions taken by grantee and businesses to ensure first consideration was or will be given to low/mod persons.

PY 2008 CAPER CDBG #33a response:

As part of the signed CDGA contract with agencies funded under the category of *Special Economic Development – Business Assistance*, the CDGA-funded agency agreed to the following terms which are outlined in a Special Economic Development Business Assistance Agreement which states: *"Provide economic development assistance to the named for-profit business; the level of assistance to be provided to the business will be appropriate per permanent jobs to be created or per training and placement of individuals in jobs; it will adhere to all applicable Federal Regulations and City Policies in providing economic development assistance to the business named in this agreement."*



*The for-profit business named herein, in exchange for the Economic Development assistance, agrees to give first consideration to the hiring of low to moderate income persons according to the guidelines provided by the U.S. Department of Housing and Urban Development. The Business will honor its commitments and responsibilities under this agreement to **create the following jobs, prior to CDGA assistance being provided, to be held by or made available to at least 51% low to moderate income persons** and to obtain and provide the CDGA- funded agency with the following information on all persons considered and/or hired as a result of this assistance: income, race/ethnicity, job title information and an employer generated document showing wages earned and period of earnings. (It is fully understood by all parties to this agreement that the business will have the right to determine the qualifications for employment)."*

In addition, CDGA funded several special economic development and job placement projects, some of which included training components which addressed special skills, experience or educational needs necessary for job creation and/or placement.

Funded subrecipients did not encounter and report any situations where jobs made available to low-moderate income persons were refused by them.

**b. List by job title of all the permanent jobs created/retained and those that were made available to low/mod persons.**

PY 2008 CAPER CDBG #33b response

**Sample listing of jobs taken by low/moderate-income persons**

Machine Operator	Medical Assistant
Certified Nursing Assistant (CAN)	Welder
Machine Operator	Telephone Sales
Laborer	Meat Processor
Parcel Assistant	Fabricator
Packer/Inspector	Teacher
Machine Operator	Manager Trainee
Student Support Specialist	Graphic Designer
Warehouse Worker	Service Technician
Collections Representative	Customer Service Representative
Dietary Aide	Construction Worker
Driver	Custodian
Tire & Battery Technician	Field Representative

**Sample Listing of Employers Assisted with CDBG Funds to  
Create New Businesses and New Jobs**

Gud Fud, Inc. Transfer Pizzeria & Café Scott's Construction & Building Supply Jewell Management, LLC Scented Garden, LLC Comcentia, LLC Tala Furniture Mimmie's Café, Inc. Blue Moon Child Care Service Only God Can Children's Academy, Inc. Let's Party, LLC First National Tire Recycler Best Choice Mechanical Star One Limousine Service, LLC White Glove Environmental Custom Woodworking, LLC Narmstrong, LLC	National Auto Tech Sheer Magic Care, LLC Guarding Your Angels. Inc. El Toner Peruvian Restaurant Gluten Free Trading Company Clinica Latina, SC, Inc. Sanchez Painting & Decorating Lopez Bakery Corporation GH Contractors, LLC Power Builder's, LLC Bustamante Media, LLC AEA Company, LLC Lucky & Son, LLC Aquino Taylor Designs Cream City Studios, LLC Ray's Mobile Services Safeway Abatement Company, LLC
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**Sample Listing of Employers Hiring Area Residents in 2008**

Schoeneck Containers, Inc. Glorious Malone's Fine Sausage La Quinta Inn & Suites Inner City Contractors, LLC St. Joseph's Hospital General Mills/Gardetto's General Thermo Dynamics Fed Ex Sunlight Plastics Cargill Regional Beef The Walsh Company American Cable & Electronics, Inc. U.S. Census Bureau Sherwin Williams Potawatomi Bingo & Casino Plastic Molded Concepts, Inc Wiscraft, Inc.	Flight Services & Systems, Inc. Western States Envelope Company Milwaukee County Behavioral Systems Advanced Casting Poblocki Paving Corporation United Milwaukee Scrap VJM Contractors Curative Care Network Maynard Steel Casting Company Finnco Fabricating Atlas Iron & Wire Works Roz's Auto Salvage Detroit Industrial Tool Scaife Day Care Amalga Composites
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In addition, in 2002, Milwaukee was selected by the U.S. Department of Housing and Urban Development (HUD) as one of 40 communities nationwide designated as a Renewal Community(RC). The primary purpose of the RC is for businesses to receive tax incentives to spur economic development and job growth within the RC target area. Milwaukee's Renewal Community spans an area of more than 120,000 residents and the designation will last through December 31, 2009.

The following RC activities were conducted in 2008:

- ❖ Developed tools for tax incentive community education and outreach.
- ❖ Educated and provided technical assistance on available tax benefits to Renewal community businesses, professionals, services providers and workforce development agencies.
- ❖ Educated non-profits in working with businesses that can claim available RC tax incentives.

**c. If any of jobs claimed as being available to low/mod persons require special skill, work experience, or education, provide a description of steps being taken or that will be taken to provide such skills, experience, or education.**

PY 2008 CAPER CDBG #33c response:

CDGA places a high priority on employment services and particularly the skilled trades. As part of the application process, applicants are required to submit a proposed training curriculum for job training activities. The training curriculum provided by funded groups must be approved by CDGA prior to contract execution. Once approved, the curriculum is made a part of the contract between the funded agency and CDGA.

**34) Low/Mod Limited Clientele Activities – for activities not falling within one of the categories of presumed limited clientele low and moderate income benefit.**

- a. Describe how the nature, location, or other information demonstrates the activities benefit a limited clientele at least 51% of who are low-and moderate-income.

PY 2008 CAPER CDBG #34a response:

CDGA did not undertake any activities in 2008 which served a limited clientele not falling within one of the categories of presumed limited clientele low/moderate income benefit.

**35) Program income received**

- a. **Detail the amount repaid on each float-funded activity.**

PY 2008 CAPER CDBG #35a response:

Not applicable.

- b. **Detail all other loan repayments broken down by the categories of housing rehabilitation, economic development, or other.**

PY 2008 CAPER CDBG #35b response:

Housing Rehabilitation:	\$1,011,300
Economic Development:	\$ 18,640
Other:	\$ 2,000

- c. **Detail the amount of income received from the sale of property by parcel.**

PY 2008 CAPER CDBG #35c response:

Not applicable.

**36) Prior period adjustments – where reimbursement was made this reporting period for expenditures (made in previous reporting periods) that have been disallowed, provide the following information:**

- a. **The activity name and number as shown in IDIS;**

PY 2008 CAPER CDBG #36a response:

Not applicable.

**b. The program year(s) in which the expenditure(s) for the disallowed activity (ies) was reported;**

PY 2008 CAPER CDBG #36b response:

Not applicable.

**c. The amount returned to line-of-credit or program account; and**

PY 2008 CAPER CDBG #36c response:

Not applicable.

**d. Total amount to be reimbursed and the time period over which the reimbursement is to be made, if the reimbursement is made with multi-year payments.**

PY 2008 CAPER CDBG #36d response:

Not applicable.

### **37) Loans and other receivables**

**a. List the principal balance for each float-funded activity outstanding as of the end of the reporting period and the date(s) by which the funds are expected to be received.**

PY 2008 CAPER CDBG #37a response:

Not applicable

**b. List the total number of other loans outstanding and the principal balance owed as of the end of the reporting period.**

PY 2008 CAPER CDBG #37b response:

Total number of loans: 3,522  
Principal balance: \$29,159,397

**c. List separately the total number of outstanding loans that are deferred or forgivable, the principal balance owed as of the end of the reporting period, and the terms of the deferral or forgiveness.**

PY 2008 CAPER CDBG #37c response:

Total number of loans: 3,195  
Principal balance: \$22,035,382

**d. Detail the total number and amount of loans made with CDBG funds that have gone into default and for which the balance was forgiven or written off during the reporting period.**

PY 2008 CAPER CDBG #37d response:

Total number of loans: 953  
Total amount: \$3,991,629

**e. Provide a list of the parcels of property owned by the grantee or its subrecipients that have been acquired or improved using CDBG funds and that are available for sale as of the end of the reporting period.**

PY 2008 CAPER CDBG #37e response:

Not applicable.

**38) Lump sum agreements**

**a. Provide the name of the financial institution.**

PY 2008 CAPER CDBG #38a response:

Not applicable.

**b. Provide the date the funds were deposited.**

PY 2008 CAPER CDBG #38b response:

Not applicable.

**c. Provide the date the use of funds commenced.**

PY 2008 CAPER CDBG #38c response:

Not applicable.

**d. Provide the percentage of funds disbursed within 180 days of deposit in the institution.**

PY 2008 CAPER CDBG #38d response:

Not applicable.

## **NEIGHBORHOOD REVITALIZATION STRATEGY AREAS (NRSA)**

**39) Jurisdictions with HUD-approved neighborhood revitalization strategy must describe progress against benchmarks for the program year.**

PY 2008 CAPER NRSA #39 response:

The City of Milwaukee has HUD-approved neighborhood revitalization strategies for two NRSA areas. *(See Map and census tracts located on pages 5-7 and in the Year 4 Additional Files folder).*

The goal is to involve residents and stakeholders in planning and prioritizing activities to help make each of the neighborhoods strong, safe and economically sound places in which to live and do business and bring accountability to how dollars are spent.

The following benchmark categories were identified from the planning process as essential to a vibrant and livable community for NRSA 1 and NRSA 2 stakeholders:

- **Crime, Public Safety and Security**
- **Business Development/Job Creation**
- **Youth**
- **Employment and Employment Training**
- **Education**
- **Neighborhood Strategic Planning**
- **Environment and Land Use**
- **Community Development**

**PERFORMANCE MEASUREMENTS-BENCHMARKS  
(Includes NRSA 1 & 2 and Citywide activities)**

**HUD OBJECTIVE:** Economic Opportunity

**HUD Long-Term Expected Outcomes:** Sustainability

STRATEGY	ACTIVITIES	BENCHMARKS	2008 Accomplishments
<p><b>Create family-supporting jobs through aggressive economic development activities.</b></p> <p><b>Support and be a partner in job creation efforts; to provide loans and grants to businesses to facilitate business and job creation.</b></p> <p><b>Foster investment and cluster developments in neighborhood commercial areas; redevelop/rehab retail sites; support redevelopment of residential, commercial and industrial Brownfield sites to facilitate new job creation.</b></p>	<p>Emerging Business Enterprise Program, Retail Investment Fund, Large Impact Developments (LIDs), Special Economic Development activities, Renewal Community Tax Incentives and revolving loan funds for businesses; Milwaukee Mainstreet Program, Brownfields Remediation &amp; Redevelopment.</p>	<p><b><u>Short Term</u></b></p> <p>Create new full time jobs</p> <p>Establish new businesses; expand existing businesses</p> <hr/> <p><b><u>Long Term</u></b></p> <p>Contribute to the increase in the tax base</p>	<p><b>196</b> new jobs created</p>
<p><b>Support workforce development and initiatives which assist in removing employment barriers for low-income households.</b></p>	<p>Skilled Job Training &amp; Placement &amp; Job Placement; Driver's License Restoration &amp; Employability project, English-as-a-Second Language; Wrap around social services; library technology services; transportation services</p>	<p><b><u>Short Term</u></b></p> <p>Train &amp; place low income residents into jobs</p> <p><b><u>Long Term</u></b></p> <p>Increase Economic Vitality</p>	<p><b>342</b> residents trained &amp; placed into jobs</p>



**PERFORMANCE MEASUREMENTS-BENCHMARKS**  
**(Includes NRSA 1 & 2 and Citywide activities)**

**HUD OBJECTIVE:** Affordable, Safe & Decent Housing

**HUD Long-Term Expected Outcomes:** Affordability

STRATEGY	ACTIVITY	BENCHMARKS	2008 Accomplishments
<p><b>Increase the availability of affordable, safe &amp; decent housing</b></p> <p><b>Improve the condition and affordability of rental housing in Milwaukee</b></p>	<p>Housing Production &amp; Owner-Occupied Rehab Programs; Targeted Investment Neighborhoods; ADDI, Neighborhood Improvement Programs(NIPs); Tool Loan; Home Source; Minor Home Repair; FOCUS Fire Prevention Education; Lead Prevention/ Abatement; Rental rehabilitation; Code Enforcement; Landlord/Tenant programs; Receivership of nuisance properties; graffiti abatement</p>	<p><u><b>Short-Term</b></u></p> <p>Construct and/or rehab affordable, safe &amp; decent housing units for low/moderate income (LMI) residents</p> <p>Bring LMI rental units in need of repair into code compliance &amp; create long term affordability</p>	<p><b>357</b> housing units constructed and/or rehabilitated</p> <p><b>7,330</b> housing units improved and/or assisted with other housing activities</p>
<p><b>Create new homeownership opportunities for low income residents</b></p>	<p>Homebuyer Counseling; homebuyer downpayment &amp; closing costs assistance; post purchase counseling; credit repair &amp; budgeting; American Dream Downpayment Initiative(ADDI)</p>	<p>Assist LMI households become first-time homebuyers</p> <hr/> <p><u><b>Long-Term</b></u></p> <p>Contribute to the increase in owner occupancy rates</p>	<p><b>200</b> home mortgage loans to first time homebuyers</p>

**PERFORMANCE MEASUREMENTS-BENCHMARKS  
(Includes NRSA 1 & 2 and Citywide activities)**

**HUD OBJECTIVE: Suitable Living Environment**

**HUD Long-Term Expected Outcomes: Sustainability**

STRATEGY	ACTIVITY	BENCHMARKS	2008 Accomplishments
<p><b>Address the various issues facing youth such as: unemployment, education issues, truancy, crime and violence, teen pregnancy.</b></p>	<p>Youth programming; Youth Internship Employment Program; FRESHSTART Housing Apprenticeship program; job training programs; safe havens; crime prevention initiatives</p>	<p><b><u>Short Term</u></b> Provide youth with various services (safe havens, tutoring; academics; teen pregnancy prevention; job assistance)</p> <p><b><u>Long Term</u></b> Improved quality of life for residents</p>	<p><b>29,435</b> youth provided with access to various services (unduplicated)</p>
<p><b>Promote neighborhood resident involvement, stability and pride through quality of life programs that foster community collaboration and lead to neighborhood self-reliance. Improve the area's social conditions, safety, physical appearance and living environment.</b></p>	<p>Community organizing; Crime prevention programs; Neighborhood Strategic Planning; Community Prosecution Unit; community neighborhood cleanups, graffiti abatement; landlord/tenant programs; senior services</p>	<p><b><u>Short Term</u></b> Support of NRSA coordinating agencies' role in the planning process</p> <p>Involve residents in community improvement &amp; crime prevention initiatives, train neighborhood leaders</p> <hr/> <p><b><u>Long Term</u></b> Improved quality of life for residents</p>	<p><b>3,330</b> residents and other community members involved in community improvement initiatives; leaders trained(unduplicated)</p> <p><b>144</b> seniors receive homecare and other services to help them remain independent and in their homes</p> <p><b>760</b> nuisances resolved through efforts of the Community Prosecution Unit</p> <p><b>3,372</b> participated in landlord/tenant programs to resolve housing issues</p>

### **Key Accomplishments in NRSA 1**

- 1) New microenterprises/small start-up businesses have been established as a result of financial and/or technical assistance by non-profit CDBG-funded agencies, leading to the creation of **100** new jobs.
- 2) The Summer Youth Internship Program provided internships in City government for several hundred low income youth between the ages of 16-19 years.
- 3) Youth services programming was provided to **9,909** youth such as: employment, education, recreation, truancy, health services and teen pregnancy prevention.
- 4) Employment Services were provided to **266** residents, increasing economic vitality and improving their quality of life.
- 5) Active citizen participation was facilitated through the Neighborhood Strategic Planning process, involving **2,256** residents in establishing priority goals to revitalize neighborhoods and improve the quality of life and economic vitality for community stakeholders.
- 6) Homebuyer Counseling services led to **163** low income households becoming first time homebuyers, increasing the area's owner occupancy rate and stabilizing neighborhoods.
- 7) The provision of Homecare and other services enabled **40** elderly to remain in their homes, avoiding institutionalization.
- 8) Designation in 2002, as a Renewal Community which provides tax incentives for businesses within the area to spur economic development and job growth.
- 9) Initiatives were undertaken to strengthen neighborhoods and improve the quality of life for stakeholders such as: community organizing, block club creation, crime prevention activities, neighborhood cleanups, health care services, nuisance property abatement and landlord/tenant training programs.
- 10) New owner-occupied and rental housing units for low/moderate income households were constructed; owner occupied and rental housing units were rehabilitated.
- 11) Lead hazard reduction activities were undertaken, resulting in a reduction in lead poisoning rates among young children.
- 12) The Milwaukee Mainstreet Program was funded in two areas in NRSA 1: **Burleigh Street** and the **N. 27<sup>th</sup> Street/So Hi** business districts. This initiative has resulted in the following accomplishments in 2008:

## **SOHI Mainstreet District: 2008 Accomplishments**

**Number of Jobs Created:** 6 FTEs

**Business Creation/Expansion:**

Pevnick Design Studios-**New Business**

La Brew's Pizzeria: **New Business**

China Taste: **Expansion**

Real Estate Management Company: **New Business**

Your Mother's Dancer: **New Business**

Dance Circus: **New Business**

Secured a grant for \$800,000 for a streetscape/construction project.

Secured a grant for \$50,000 for business technical assistance

**Top 3 District priorities:**

- 1) Façade improvements using newly created design standards
- 2) Marketing the commercial district to prospective businesses, including the promotion of area restaurants as an international dining destination
- 3) Increase success for existing businesses to create jobs.

## **Burleigh Mainstreet District: 2008 Accomplishments**

**Number of Jobs Created:** 9 FTEs

**Business Creation/Expansion:**

X Cell-**New Business**

Great Impressions Print Shop: **New Business**

Wings of Wonder Hair Salon: **New Business**

**Total Private Investment:** \$205, 041

**Top 3 District priorities:**

- 1) Façade improvements using newly created design standards
- 2) Marketing the commercial district to prospective businesses, including the promotion of area restaurants as an international dining destination
- 3) Increase success for existing businesses to create jobs.

## **Key Accomplishments in NRSA 2**

- 1) New microenterprises/small start-up businesses have been established as a result of financial and/or technical assistance by non-profit CDBG-funded agencies, leading to the creation of **74** new full-time jobs.
- 2) The Summer Youth Internship Program provided internships in City government for several hundred low income youth between the ages of 16-19 years.
- 3) Youth services programming was provided to **5,637** youth in the areas of: employment, education, recreation, truancy, health services and teen pregnancy prevention.
- 4) Employment Services were provided to residents, increasing economic vitality and improving their quality of life.
- 5) Active citizen participation was facilitated through the Neighborhood Strategic Planning process, involving **823** residents in establishing priority goals to revitalize neighborhoods and improve the quality of life and economic vitality for community stakeholders.
- 6) Homebuyer Counseling services led to **37** low income households becoming first time homebuyers, increasing the area's owner occupancy rate and stabilizing neighborhoods.
- 7) The provision of Homecare and other services enabled **68** elderly to remain in their homes, avoiding institutionalization.
- 8) Initiatives were undertaken to strengthen neighborhoods and improve the quality of life for stakeholders such as: community organizing, block club creation, crime prevention activities, neighborhood cleanups, health care services, nuisance property abatement and landlord/tenant training programs.
- 9) New owner-occupied and rental housing units for low/moderate income households were constructed; owner occupied and rental housing units were rehabilitated.
- 10) Lead hazard reduction activities were undertaken, resulting in a reduction in lead poisoning rates among young children.
- 11) The Milwaukee Mainstreet Program was funded in two areas in NRSA 2: ***Layton Boulevard West*** and ***Lincoln Village Business Corridor***. This initiative has resulted in the following accomplishments in 2008:

## **Silver City MainStreet District: 2008 Accomplishments**

**Number of Jobs Created:** 6.5 FTEs

### **Business Creation/Expansion:**

Western Bilingual Employment Services: **Expansion**

Redd's Party Bar: **New Business**

The Little Lulu Flower & Gift Shop: **New Business**

**Total Public Investment:** \$10,500 in business grants

**Total Private Investment:** \$20,240 in Main Street events and sponsorships; \$75,702 in property investments

Secured a grant for **\$700,000** for a streetscape project to begin in 2009

### **Top 3 District priorities:**

- 1) Façade improvements using newly created design standards
- 2) Marketing the commercial district to prospective businesses, including the promotion of area restaurants as an international dining destination
- 3) Increase success for existing businesses to create jobs.

### **Physical Environment**

- 1) Streetscape project details are being finalized in coordination with the City to begin in Spring 2009
- 2) Village of West Milwaukee officials have agreed to have the Gateway entrance sign to put in the median on National Avenue and Miller Park Way.
- 3) Gateway entrance sign is completed and the artist is working on the sign.
- 4) Silver City banners have been installed as of December 2008.

### **Community Engagement**

- 1) Silver City has hosted community meetings for two large catalytic tax credit projects.
- 2) Asian Festival brought more than 3,000 to the Mainstreet.
- 3) Concerts in the Park attracted more than 500 people.
- 4) Silver City Asian Festival hosted an appreciation dinner for volunteers.

## **Lincoln Village Mainstreet District: 2008 Accomplishments**

**Number of Jobs Created:** 22 FTEs

**Business Creation/Expansion:**

Ben's Cycle(Milwaukee Bicycle Company): **Expansion**

Tres Hermanos: **Expansion**

Myrna's Fashion: **New Business**

Vargas Attorney-at-Law: **New Business**

JNA Temporary Services: **New Business**

La Guacamaya: **New Business**

**Total Public Investment:** \$95,061

**Total Private Investment:** \$831,139

**Commercial Property exterior Renovations:** 7

**Renovations(commercial and residential interior):** 10

**Other Accomplishments:**

- 1) Completion of the public plaza at the corner of Windlake & Lincoln Avenues; installation of Lincoln Village's first piece of public art in decades; (the Quartet);
- 2) Remodeling and redesign of City of Milwaukee sidewalk garbage receptacles;
- 3) Seven facades were renovated in 2008 with over \$22,000 in grants awarded;
- 4) Attaining status as a Business Improvement District(BID); ongoing
- 5) Marketing the commercial district to prospective businesses, including the promotion of area restaurants.

<b>FUNDED CITYWIDE ACTIVITIES</b>	<b>Total</b>
<b>(benefiting NRSA 1 &amp; NRSA 2 residents and low income residents in Non-NRSA City of Milwaukee areas)</b>	
Graffiti Abatement	724
Tool Loan(#new memberships)	183
Home Source Building Materials Distribution (#served)	36
Lead Abatement(#housing units)	395
FOCUS Fire Prevention (#households served)	1,178
Renewal Communities(#businesses educated)	15,977
Summer Youth Internship Program(#employed)	172
Job Creation	196
Employment Services	342
Landlord Training(#trained)	974
Dumpsters for Cleanups(#boxes)	567
Brownfields Remediation(#remediated)	9
Technical Assistance for cbos(#served)	60
Fair Housing complaints/resolutions	619
Housing Accessibility Program(#ramps constructed)	7
Neighborhood Cleanups	484
Code Enforcement Activities(#inspections)	340
Landlord/Tenant Compliance (#served)	121
Receivership for nuisance properties(#complaints investigated)	638
Health services(#served)	2,546
Tenant Assistance(#served)	2,277
Homeless Shelters(#served) (CDBG & ESG combined)	15,082



## HOME/ADDI

### HOME/ American Dream Down Payment Initiative (ADDI)

NA

#### 40) Assessment of Relationship of HOME Funds to Goals and Objectives

a. Assess the use of HOME funds in relation to the priorities, needs, goals, and specific objectives in the strategic plan, particularly the highest priority activities.

b. Evaluate progress made toward meeting goals for providing affordable housing using HOME funds, including the number and types of households served.

PY 2008 CAPER HOME Progress Evaluation #40 response:

See also the following charts: *Needs/Housing, Needs/Community Development, Annual Housing Completion Goals, Summary of Specific Annual Objectives.*

The primary categories and the associated distribution of HOME funds are as follows:

Program	HOME Funds	Units Completed
American Dream Downpayment Initiative(ADDI)	\$42,427	19 HOME units completed
Owner Occupied Rehab Neighborhood Improvement Program (includes non-profit NIP agencies & DCD Owner-Occupied Rehab)	\$5.6M	255 HOME units completed
Acquire/Rehab/Sell & New Construction; New Rental/Freshstart Housing Youth Apprenticeship Program	\$2,690,000	40 HOME units completed
Rental Rehabilitation	\$314,000	43 HOME units completed

c. Indicate the extent to which HOME funds were used for activities that benefited extremely low-income, low-income, and moderate-income persons.

PY 2008 CAPER HOME #40c response:

All HOME funds were used for income eligible households.

**41) HOME Match Report**

**a. Use HOME Match Report HUD-40107-A to report on match contributions for the period covered by the Consolidated Plan program year.**

There was no HOME match requirements for 2008 due to two disaster declarations for the City and County of Milwaukee.

**42) HOME MBE and WBE Report**

**a. Use Part III of HUD Form 40107 to report contracts and subcontracts with Minority Business Enterprises (MBEs) and Women’s Business Enterprises (WBEs).**

See report in the Year 4 Additional Files Folder.

In addition, funded agencies reported on their subcontracts with the following entities:

White	Black	Hispanic	Total
\$1,738,662	\$735,968	\$418,890	<b>\$2,893,520</b>

**43) Assessments**

**a. Detail results of on-site inspections of rental housing.**

PY 2008 CAPER HOME Rental #43a response:

**Inspections** - The inspections of HOME assisted projects is an ongoing process. In 2008, the City’s Department of Neighborhood Services inspected and verified tenant income levels in HOME-assisted units and documented the results, in compliance with the Federal regulations and during the applicable period of affordability.

**b. Describe the HOME jurisdiction’s affirmative marketing actions.**

PY 2008 CAPER HOME #43b response:

**Affirmative Marketing**

(In conformance with the HOME Final Rule 24CFR 92.351)

The City has multiple housing and other programs designed to affirmatively market Milwaukee neighborhoods. These programs support the administration and enforcement of federal, state and local fair housing

ordinances, provide homebuyer counseling services and collaboratively work with financial lenders to enable low and moderate-income families to purchase homes anywhere they choose. Viewed holistically, these programs accomplish several purposes at once: they affirmatively promote neighborhoods; enforce and further fair housing; expand on housing opportunities available to minorities and the poor within and outside of areas of minority concentration and help to strengthen neighborhoods by increasing homeownership and eliminating blight.

The City of Milwaukee has an Affirmative Marketing Plan which is used to assist the City and its funded agencies on affirmative marketing procedures as required by federal regulations of the U.S. Department of Housing and Urban Development. This Plan details specific affirmative marketing and outreach that project sponsors must utilize for any HOME-assisted project of five or more units.

In addition, all CDGA-funded units are developed as turnkey style developments and must be affirmatively marketed by the agency to ensure that they are available to the general public. Affirmative marketing steps consist of actions to provide information and otherwise attract eligible persons in the housing market area to the available housing without regard to race, color, national origin, sex, religion, familial status or disability.

The marketing of properties may begin anytime following feasibility approval by CDGA, given the availability of clear and concise information about the finished product. Critical information such as asking price, estimate appraised value, estimated housing costs, floor plans and drawings/renderings must be provided to all interested persons.

Acceptable marketing methods included:

- ❖ Community Homes Homeownership List
- ❖ Phone inquiries
- ❖ Signs on properties
- ❖ Internet
- ❖ Open house events at the property
- ❖ Homeownership fairs
- ❖ Cooperation with homebuyer counseling agencies

The pre-sale of housing units produced under the City's Housing Production program is prohibited. If a property is affirmatively marketed and an eligible buyer is identified prior to the completion of the project, an offer to purchase may be accepted by an agency. However, transfer of ownership may not occur prior to receipt of a certificate of occupancy or code compliance. Additionally, in the case of housing rehabilitation, lead clearance must also be obtained from the Milwaukee Health Department prior to ownership transfer.

**c. Describe outreach to minority and women owned businesses.**

PY 2008 CAPER HOME/ADDI #43c response:

**Outreach to Minority and Women-Owned Businesses** - The City of Milwaukee continued its long and successful history of outreach to Minority, Disadvantaged and Women-owned businesses. The City's contract with sub-recipients included a provision regarding affirmative outreach efforts to increase the involvement of the businesses. Some of the steps taken to increase involvement included: advertising in community newspapers, maintaining a list of eligible contractors and providing referrals to non-certified business entities. In addition, the City of Milwaukee strongly encouraged subrecipients to purchase from local (i.e. City of Milwaukee-based) vendors/contractors.

Additionally, the City's Emerging Business Enterprise Division was funded in 2008 to continue to promote and encourage full and open competition and to increase access to working capital for minority and women-owned businesses. In addition, this division assisted small and emerging Minority, Disadvantaged and Women-owned businesses with the City's certification process, improving access to City, County and other contracts.

The Emerging Business Enterprise Division also maintained an EBE business directory for subrecipients to utilize and which is accessible through the City's website.

In 2008, Minority, Disadvantaged and Women-owned businesses utilized the EBE Revolving Loan Pool resulting in new job creations and 65 business certifications.

# HOPWA

## Specific HOPWA Objectives

### 44) Assessment of Relationship of HOPWA Funds to Goals and Objectives.

**a. Assess the use of HOPWA funds in relation to the priorities, needs, goals, and specific objectives in the strategic plan, particularly the highest priority activities.**

*If not using the CPMP Tool: Use Table 2A, 1C, 2C, 3A*

*If using the CPMP Tool: Use Needs/Housing, Summary of Specific Annual Objectives*

PY 2008 HOPWA Objectives #44a response:

See the following charts: *Needs/Housing, Summary of Specific Annual Objectives*

**b. Evaluate progress made towards meeting the goals of providing affordable housing using HOPWA funds, including the number and types of households served.**

*If not using the CPMP Tool: Use Table 2A, 1C, 2C, 3A*

*If using the CPMP Tool: Use Needs/Housing, Summary of Specific Annual Objectives*

PY 2008 HOPWA Objectives #44b response:

See the following charts: *Needs/Housing, Summary of Specific Annual Objectives*

*To report progress under the general and HOPWA specific requirements, the grantee may integrate the HOPWA elements in their standard CAPER report or establish a HOPWA-specific narrative by completing the following information. IDIS Report PR80 has useful financial and accomplishments information for end of the year reporting.*

### 45) Provide an executive summary (1-3 pages) and a specific objectives narrative which address the following:

#### a. Grantee and Community Overview.

i) A brief description of the grant organization, the area of service, the name of the program contact(s), and a broad overview of the range/type of housing activities, along with information on each sponsor by name, main project site by zip code and related organization information.

**b. Annual Performance under the Action Plan**

i) Report on the actions taken during the year that addressed the special needs of persons who are not homeless but require supportive housing, and assistance for persons who are homeless.

ii) Evaluate the progress in meeting the project's objectives for providing affordable housing, including a comparison of actual outputs and outcomes to proposed goals and progress made on the other planned actions indicated in the strategic and action plans. The evaluation can address any related program adjustments or future plans.

iii) Include any assessment of client outcomes for achieving housing stability, reduced risks of homelessness and improved access to care.

iv) Report on the use of committed leveraging from other public and private resources that helped to address needs identified in the plan. Report the number of stewardship units of housing which have been created through acquisition, rehabilitation or new construction with any HOPWA funds.

v) Describe any other accomplishments recognized in the community due to the use of HOPWA funds, including any projects in developmental stages that are not operational.

vi) Provide an analysis of the extent to which HOPWA funds were distributed among different categories of housing needs consistent with the geographic distribution plans identified in its approved Strategic Plan.

**Barriers or Trends Overview**

i) Describe any barriers (including non-regulatory) encountered, actions in response to barriers, and recommendations for program improvement.

ii) Describe any expected trends facing the community in meeting the needs of persons with HIV/AIDS, and provide any other information important in providing services to persons with HIV/AIDS.

iii) Note any evaluations, studies, or other assessments of the HOPWA program available to the public.

**b. Project Accomplishment Data:**

- i. Complete and submit CAPER Performance Chart 1 Planned Goals and Chart 2 Actual Performance;
- ii. Complete and submit CAPER Performance Chart 3 for Housing Stability Outcomes, HOPWA Outcomes on Access to Care and Support in conjunction with HOPWA-funded Housing assistance, Monthly Household Income in conjunction with HOPWA-funded Housing Assistance, and HOPWA Outcomes on Access to Care and Support not in conjunction with HOPWA-funded Housing Assistance.

## **HOPWA EXECUTIVE SUMMARY**

PY 2008 CAPER HOPWA Executive Summary response:

In 2008, the City of Milwaukee received **\$515,000** in HOPWA entitlement funds for the four-County Milwaukee Metropolitan area which comprises Milwaukee, Waukesha, Ozaukee and Washington counties. In Program Year 2008, there were no HOME funds used for HOPWA activities.

CDGA conducted an annual Request for Proposal process which was advertised in local newspapers covering the four County Metro Milwaukee area. Proposals were reviewed and scored based on a set of scoring criteria. Recommendations of CDGA were voted on by the Community and Economic Development Committee, the official oversight body of the allocation and use of Federal funds. The actions of the Committee were ratified by the full Milwaukee Common Council and Mayor. Year 2008 HOPWA contracts were awarded to Richard's Place (located in Waukesha) and the AIDS Resource Center of Milwaukee.

Each funded subrecipient was required to comply with HOPWA program and contract requirements. CDGA monitoring staff utilized a very detailed process which included extensive reporting of grantee activity. As a condition of payment, grantees were required to submit monthly programmatic and financial reports which were carefully reviewed to ensure that costs are appropriate and eligible and that the funded activity was being performed at a satisfactory level. In addition, site visits were performed, including annual fiscal site audits by the City Comptroller's office. Risk assessments and desk audits were also conducted to identify if there are any past monitoring issues and if so, follow-up was done to assist the agency in carrying out the necessary corrective action.

**Richard's Place** of Waukesha, Wisconsin (address must be kept confidential)

Richard's Place, Inc. received \$78,500 in HOPWA funding to provide supportive living services to persons with HIV/AIDS including two four-bedroom 24-hour supportive care homes for persons with serious health issues related to AIDS, including availability of end-of-life hospice care; 10 transitional living apartments for individuals and families with children with HIV/AIDS providing on-site supportive services; and individuals/ households with HIV/AIDS receiving case management services to ensure they maintain optimum health in an independent living environment. Richard's Place primarily serves indigent people. Households that were served generally have incomes less than 30% of the HUD established median income for the Milwaukee EMSA, are unemployed, under-employed or unable to sustain employment due to illness or other chronic health problems attributable to their HIV/AIDS infection. Approximately 90% of participants required assistance with at least one of the following additional special needs: mental illness, alcohol abuse, drug abuse or domestic violence. The need for the supportive living services provided by Richard's Place continues to increase, but also changes over time.

Infection rates as reported by the Center for Disease Control (CDC) and the State of Wisconsin Division of Public Health have fluctuated over time and are currently increasing slightly. People are still being infected due to lack of information or their incorrect perception of their degree of risk. While medications have increased the newly infected person's ability to remain relatively healthy and control their HIV infection, Richard's Place still serves many people who have become drug resistant over time and/or individuals who have been unable to maintain proper drug adherence and other healthy life style changes. This is sometimes due to lack of income/resources and/or persistent drug and alcohol addictions and/or long term HIV infection of 20 years or longer. All clients served through residential programs were either homeless or at risk of becoming homeless. Individualized residential care was provided with twenty-four hour supervision including the following services:

- ❖ Permanent Housing Placement
- ❖ Drug and Alcohol counseling
- ❖ Nutrition information
- ❖ In-home hospice care
- ❖ Respite care
- ❖ Assistance in gaining access to local, State, and Federal government benefits
- ❖ Housing information services including counseling, information and referral services
- ❖ Housing discrimination counseling
- ❖ Transportation, meals, laundry
- ❖ Assistance with daily activities
- ❖ Recreational activities
- ❖ Medication monitoring
- ❖ Support in funeral planning
- ❖ Physical and mental health assessments

**AIDS Resource Center of Milwaukee (ARCW)** received \$436,500 in 2008 in HOPWA funds. ARCW is a non-profit statewide social service agency with a singular mission to confront and defeat the AIDS epidemic in Wisconsin and has been a provider of HIV prevention and education, care, treatment and research programs throughout Wisconsin for over 20 years. ARCW provides HIV prevention programs, comprehensive health, social services and housing services for people with AIDS/HIV, HIV clinical research and HIV advocacy. ARCW offers a broad range of services to meet an individual's needs, including: emergency shelter, residential housing, supportive housing, rent assistance and housing counseling services.

*Care and Treatment Programs* include: Medical care, dental care, social work case management, mental health counseling and treatment for drug and alcohol addictions, housing assistance, legal assistance, food service and transportation assistance.

The service area for this HOPWA grant is the Milwaukee Metropolitan area serving the counties of Milwaukee, Washington, Ozaukee, and Waukesha.



**ARCW** has extensive experience in comprehensive health and social services to individuals and families living with HIV and AIDS and offers a range of services for that meet an individual's needs, including:

*Emergency Shelter:* HIV-positive homeless individuals are provided with emergency shelter for up to seven nights while efforts are made to place them in more permanent housing.

*Residential Housing:* ARCW maintained Gardenview Apartments in Milwaukee, a six-unit, permanently subsidized Section 811 facility for families with HIV, and Wisconsin House, a 29-bed Single Room Occupancy (SRO) supportive housing facility for homeless HIV-positive individuals.

*Financial Assistance:* ARCW provided funds for rent, utilities, and security deposits to prevent client eviction. Assistance lasts up to four months so that an extremely low-income client earning less than 80% of the County Median Income can meet his or her yearly budget for housing.

*Housing Counseling Services:* Housing case managers helped HIV-positive individuals find, furnish and maintain long-term housing. ARCW annually transitions 20 clients from short-term housing assistance to Section 8 or other stable subsidized housing.

### **Project Accomplishment Overview**

**Richard's Place** - Richard's Place utilized HOPWA funds to provide security deposit, short term rent assistance to 3 households with a member with HIV/AIDS meeting income qualifications with no other resources for such assistance. Richard's Place also utilized funds for administration costs and the funds to cover nutritional services and supportive services costs to operate the Richard's Place Transitional Housing facility that provided supportive services, outreach and case management services to clients. The objectives established by Richard's Place for the 2008 program year included the following:

*Outreach and case-management:* Original goal was to assist 27 households with case-management services through program outreach. During the program year, 20 households received case-management services through outreach efforts.

*Stable Housing with In-house Supportive Services:* Original goal was to assist 13 clients through in-house supportive services while in residence at Richard's Place. During the program year 13 persons were served through in-house supportive services while in residence at Richard's Place.

*Rent, Security Deposit and Utility Assistance:* Original goal was to assist 5 clients with either short term rent assistance or utility assistance. During the program year, 3 clients living in the community received such assistance.

Recipients for the above services were generally homeless or at immediate risk of becoming homeless with HIV/AIDS. Recipients were identified through outreach and/or referral from other community providers such as health care institutions, medical professionals, ARCW or other providers. All recipients were low-income individuals with income less than 50% of median and generally less than 30% of median. All recipients of services either lived at the Richard's Place facility and/or relocated to a Waukesha County Community prior to or upon receipt of services from Richard's Place.

### **Aids Resource Center of Wisconsin(ARCW)**

*Short-term rent, mortgage, and utility (STRMU) payments:* In 2008, ARCW provided STRMU to **243** eligible clients with HIV/AIDS in the Milwaukee EMSA. Additionally, Tenant-based rental assistance(TBRA) was provided to 46 clients living in scattered sites throughout the metro service area. Clients were also served in transitional/short term housing facilities that receive operating subsidies/leased units. A client is considered to be eligible if s/he is HIV positive, and has an income that is below 80% of the County Median Income, and applies more than 50% of income towards rent and utilities. A client who experiences a qualified emergency, as defined by HUD STRMU regulations, is also considered to be eligible. To qualify for assistance, a client submits a written application, proof of HIV status, proof of income, landlord verification of rent, utilities and tenancy, and is personally interviewed.

*Housing Information Services:* In 2008, ARCW staff provided housing-related counseling to 179 individuals. Counseling includes budget analysis and social work case managers provide clients experiencing housing issues basic informative FACT Sheets describing the various types of assistance that may be available to them and assist clients with completing the application paperwork. Clients who are eligible for any type of housing assistance are then referred to Housing staff, who meet with clients individually to conduct an in-depth assessment, identify needs and barriers and develop a housing care plan. Working collaboratively with Social Work case managers, clients are also referred to community resources for health and supportive services as needed. Each client contact, assessment and care plan is recorded in the *Provide Enterprise* database.

### **Any other accomplishments recognized in your community due to the use of HOPWA funds, including any projects in developmental stages that are not operational.**

**Richard's Place** - Richard's Place has continued to rank 1<sup>st</sup> or 2<sup>nd</sup> in the State Continuum of Care process of ranking renewal SHP grants for the past several years. The permanent housing project that opened in October of 2005 has been successful through the help of HOPWA dollars and other funds as well as the many community volunteers that

help in the day to day support residents need. Richard's Place is also the only locally based organization to serve people living with AIDS in Waukesha County and receives ongoing support and recognition for the work being done through the case-management and AIDS education that staff from Richard's Place provides the community.

### **Barriers or Trends Overview**

There continues to be inadequate resources for clients to obtain and maintain long-term housing. The overwhelming majority of clients are low-income persons living with HIV/AIDS and have negative rent and criminal histories. This fact makes it very difficult to successfully transition them into long-term safe and affordable housing.

Providing long-term financial assistance would have a dramatic impact on maintaining many of our clients, for a longer period of time in stable housing. This assistance would in turn reduce homelessness, increase both the mental and physical health of each client as well as reduce the risky behaviors involved with transmitting HIV.

### **ARCW**

There are too many low-income persons living with HIV disease in the Milwaukee MSA who need some sort of assistance to maintain stable housing. The HOPWA formula funding is insufficient to provide regular rent assistance to all those in need. The HOPWA competitive grant (HaRTSS) only provides assistance to multiply diagnosed persons living with HIV disease for a period of two years. After the two years of assistance are over, many of the clients are unable to get mainstream housing assistance because there are no openings in permanently subsidized housing and/or because their past rent and behavior histories prevent them from accessing such benefits. Many of these clients need ongoing financial assistance and ongoing supportive services to maintain stable housing. While the goal is to move as many people who are eligible into mainstream housing programs, the fact remains that many person with HIV disease are not eligible for mainstream permanent housing programs. Without such assistance they are at growing risk to become cyclically homeless, partner up or trade sex for housing, thereby putting the community further at risk. When in stable supportive housing such persons are more likely to be medically compliant, more apt to enter treatment for mental illness and AODA issues, and can better focus on finding solutions to the root causes of their homelessness.

## **Recommendations for Program Improvements**

Provide funding for tenant-based supportive housing and/or permanent supportive housing available in the community where they reside. Intensify the case management services for clients in Shelter Plus Care Programs. Case management agencies who provide HIV case management services generally have higher case loads and are not equipped to offer the span of time and the training resources needed to provide intensive, ongoing interventions. Increase employment and education opportunities for persons with low employable skills. Advocate for more low-income housing opportunities. Develop guidelines for Housing Authorities which would prevent them from automatically excluding persons with certain criminal records after the passage of a certain time coupled with a demonstration of changed behavior. Although all clients are advised of mainstream subsidized housing and are given a complete list of all subsidized housing in the community in which they live, the waiting lists are years long and most do not take new names for the waiting lists. The Section 8 waiting list is notoriously long and infrequently opened to new applicants, creating a hopeless situation.

**Trends you expect your community to face in meeting the needs of persons with HIV/AIDS and any other information you feel may be important as you look at providing services to persons with HIV/AIDS.**

**Richard's Place** – Richard's Place will continue to strive and meet the needs of the hardest to serve and critically ill persons with HIV/AIDS. The goal within the next 5-10 years is to consolidate into one larger permanent housing facility designed to maintain the home-like atmosphere and care available at the present supervised facilities. Richard's Place will continue its' primary purpose to provide the supervised housing that will allow those individuals facing end of life to cross that bridge in their home rather than an institutional setting.

Richard's Place continues to see an increase in deaths due to persons building immunity to current medications. Richard's Place is available to assist these persons now and in the future so they can end their lives with dignity surrounded by a caring staff in a home-like environment.

**ARCW** – ARCW is currently establishing new strategic goals for the next five years. While ARCW will focus on establishing the ARCW Medical Clinic as a center of excellence for HIV medical, dental, and mental health services, the 2007-2011 Strategic Plan includes an equally strong focus on providing the priority social services of case management, housing, food and legal services to enhance the opportunity for successful HIV treatment, and ensuring culturally competent service delivery in all prevention, care, and treatment programs so that any person living with HIV in Wisconsin can live a healthy, productive and dignified life.

**Other resources which were used in conjunction with HOPWA-funded activities; collaborations with other entities.**

**a. ARCW** has provided comprehensive integrated housing services to low-income persons with HIV disease in Milwaukee by utilizing HOPWA funding to leverage housing assistance through Federal HOPWA, State of Wisconsin ESG, and State of Wisconsin HCRI grants. This additional funding significantly expands housing options for people with HIV and AIDS, enabling HOPWA funds to be targeted to the lowest income clients in Milwaukee who face the most difficult challenges in obtaining safe, stable and affordable housing. In addition, ARCW uses unrestricted donor dollars to cover the cost of program expenses that are not grant allowable.

**ARCW** partners with UMOS, New Concepts, 16th Street Clinic, Children's Hospital of Wisconsin, Elena's House, and Health Care for the Homeless to provide a centralized program for housing counseling, assessment and financial assistance for persons living with HIV/AIDS. This collaboration includes a subcontract with both HCH and Elena's House for the operation of AIDS-dedicated housing facilities. Often ARCW is authorized by the client to contact and collaborate with other area providers, such as Richard's Place, Hope Street, Salvation Army, Guest House and others.

ARCW is also an active participant in Continuum of Care throughout WI including the Milwaukee Metro area and Dane County COC. ARCW adheres to the National Minority AIDS Council's Continuum of Collaboration by collaborating in a variety of ways with over 250 agencies in Wisconsin for the delivery of HIV prevention, care and treatment services.

**b. Richard's Place** provides its residential facilities through collaboration with the Waukesha Housing Authority (WHA), which owns the buildings. The WHA secured the majority of funding for Richard's Place through a HUD SHP grant. The WHA also provides Section 8 Mainstream Rent Assistance Vouchers to HIV/AIDS clients receiving case management from Richard's Place. Funds from Waukesha County United Way, Ryan White, Waukesha County CDBG, Emergency Shelter Grant funds as well as Foundation Grants were used in conjunction with the HOPWA dollars received by Richard's Place. Richard's Place is an active participant with the State of Wisconsin Continuum of Care Planning Group, the Waukesha County Housing Action Coalition and the United Way Executives' Committee. Richard's Place also operates with the help of volunteers to call on a regular basis.

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Collaborative efforts with related programs included coordination and planning with clients, advocates, Ryan White CARE Act planning bodies, AIDS Drug Assistance Programs, homeless assistance programs, or other efforts that assist persons living with HIV/AIDS and their families. Richard's Place works collaboratively with Waukesha County DHHS, Waukesha County Health Department, Milwaukee Metro area medical providers, AIDS Resource Center of Wisconsin (ARCW), Elena House and many of the AIDS Service Providers operating throughout the State of Wisconsin. House meetings are held twice a month at which time clients are able to voice collectively if there is an issue or problem that needs to be addressed. All clients are referred to appropriate agencies, i.e; Social Security, AIDS Drug Assistance Program based on need and eligibility.

## OTHER NARRATIVE

Include any CAPER information that was not covered in any other section.

### 1) Community Housing Development Organizations (CHDOs)

In compliance with the HUD regulations, 15% of the City's HOME allocation was set-aside for CHDOs for HOME-funded housing production and rehab activities. The following is a list of certified CHDOs in 2008:

Bishop's Creek Development  
 Harambee Ombudsman Project  
 Milwaukee Christian Center  
 Milwaukee Community Services Corporation  
 West End Development Corporation

**2) Reprogramming Funds:** Additional activities similar to activities identified in the *2008 Annual Action Plan* and *Consolidated Plan* were funded in May, 2008 through a Reprogramming funding cycle. The reprogramming funds represent unspent funds from prior years.

The following chart details allocations from the 2008 Reprogramming Cycle:

Funded Activity	HOME Funds	CDBG Funds
Youth services (various agencies)		\$36,061
Owner occupied, Deferred Payment, Home Rehab Loan Program	\$865,000	
Housing-Rental Rehabilitation Program	\$135,000	
Code Enforcement-NIP		\$150,000
Graffiti Abatement		\$50,000
Lead-Based Paint-Prevention/Abatement Program		\$350,000
Job Placement		\$21,750
Disparity Study		\$50,000
Library		\$56,848
Owner Occupied Housing(NIP)	\$72,015	
Justice 2000-Driver's License & Employability Project		\$125,000
Freshstart Youth Housing & Apprentice Program	\$40,000	
Homebuyer Assistance	\$200,000	
Targeted Weekend Neighborhood Box		\$125,000

